Western Governors University

An Ongoing Initiative to Impact with Digitally Enabled Scale

What problem were they trying to solve?

The Case for Innovation in Higher Ed

2 / 3
of jobs require post-secondary degree[1]

6%
of Bachelor's graduates believe College prepared them for success[4]

15% → **62.5%**
Some Bachelor's
Earnings premium vs. H.S. Diploma[5]

33%
of adults in U.S. attain Bachelor's degree[2]

61%
believe post-secondary is available (down from 67% in 2013)

$77,832
average cost of 4-year degree at in-state, public university[5]

1.9x
rate of increase in cost of 4-year degree vs. inflation[7]

5,000,000+
gap between jobs requiring degree and degree holders[3]

-38ppts
difference in employers' vs. students' perception of how college prepared graduates in key learning outcomes[6]

$37,146
average student loan debt per undergraduate in 2016

21%
believe post-secondary is affordable

36,000,000
adults in U.S. have some college, no degree[3]

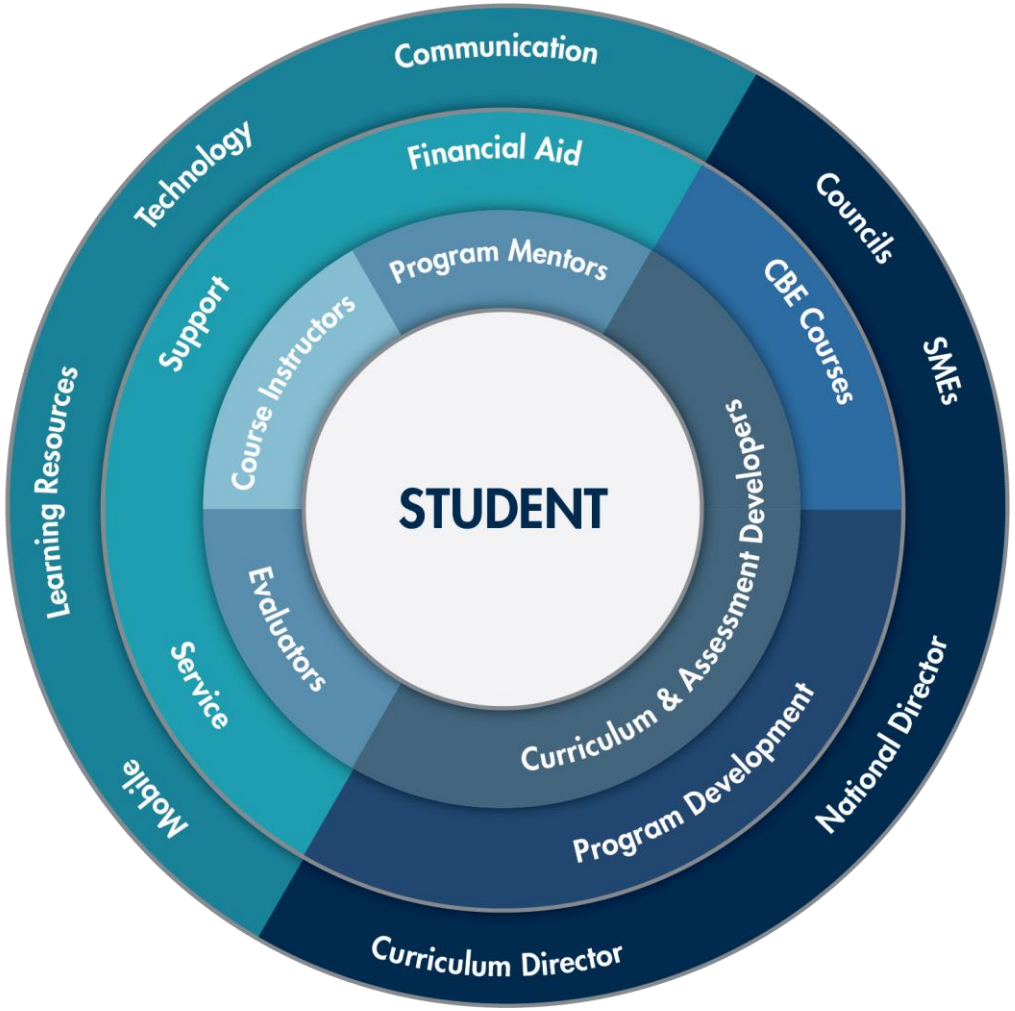
[1]Georgetown CED; Lumina Foundation
[2]U.S. Census
[3]Lumina Foundation
[4]Gallup / Lumina 2014 Survey
[5]Pew Research Center; Federal Reserve Board of S.F.
[6]Association of American Colleges and Universities, 2015 Survey
[7]College Board

WGU

WGU and the Student-Centric Model

Reinventing Higher Ed from Ground Up

- Programs; not individual courses
  - ➤ Aligned with industry needs
  - ➤ Personalized assessment traverse
- Focused on learning – not lectures
  - ➤ choice; outcomes; personalized pathways
- Scale objective/performance-based assessments + validation of third-party certifications
- Technology-enabled, 100% online
- Data-driven, continuous improvement



Specialized Faculty

Curriculum & Assessment Developers – terminal degree in field

- Design curriculum, assessments to defined learning outcomes (verified by industry)
- Create developmental program maps of diagnostic, formative and summative assessments
- Curate and develop engaging and high impact instructional materials and activities

Program Mentors – terminal degree in field + deep industry experience

- Dedicated, program-level faculty providing 1:1 support across program journey toward encouraging students to apply learning to real-time on the job problem solving

Course Instructors – terminal degree in field + deep industry experience

- Provide individualized instruction interventions as students work thru courses
- Lead group sessions / study groups to dive deep on critical concepts or big ideas

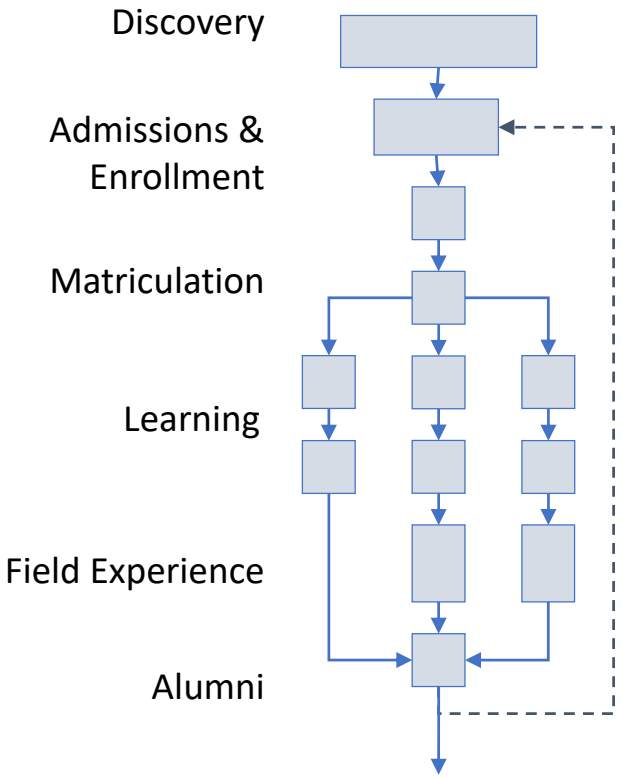
Evaluators – terminal degree in field + deep industry experience

- Evaluate and validate student competency, providing individualized feedback

WGU

Technology-enabled Student Experience

End-to-End Student Journey



+

Leading Web-Based Resources

+

1:1 Support

Better Data = Better Outcomes, e.g.,

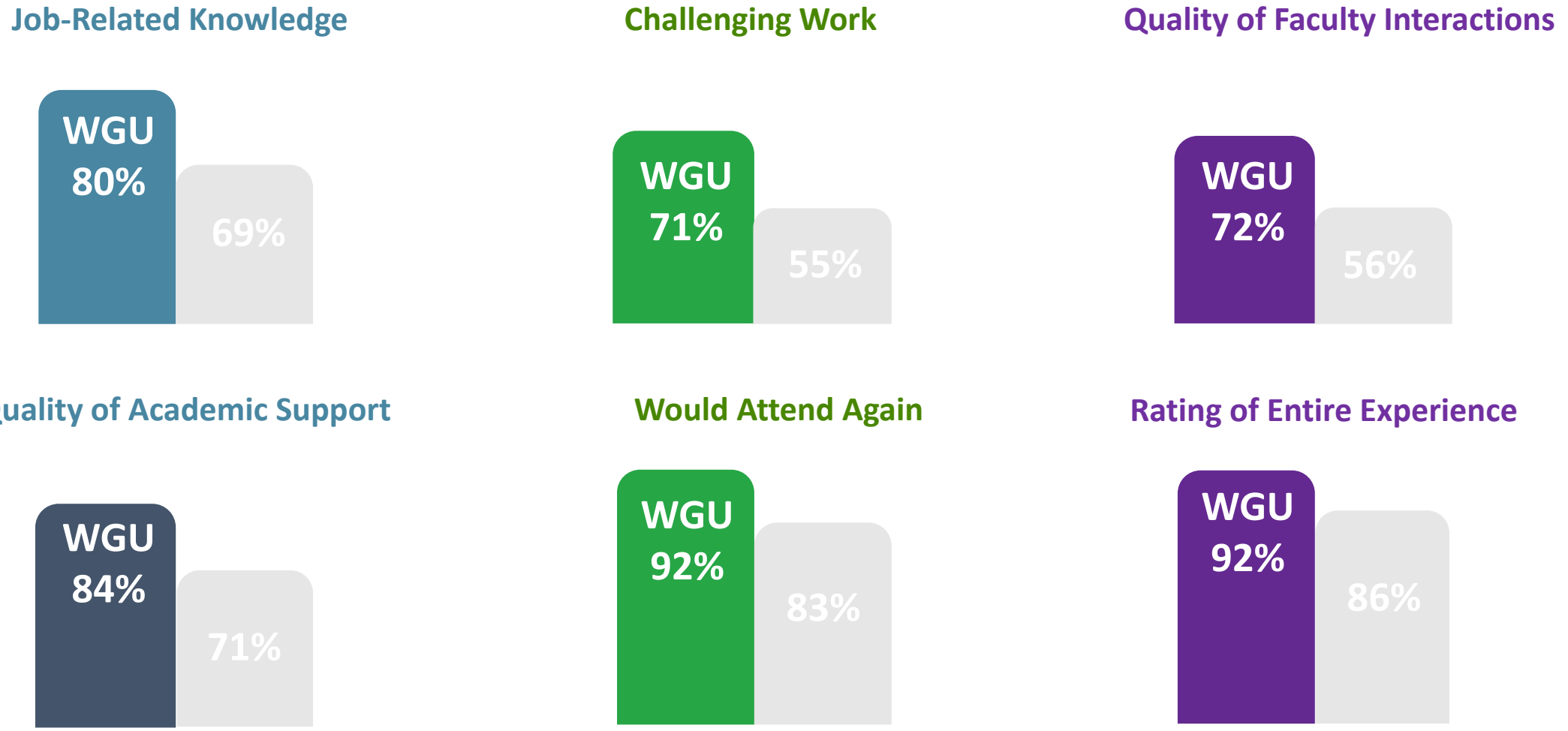
- Pace
- On-time progress
- Mastery rate
- Course-to-course retention
- Student delight / satisfaction
- Post-programmatic impact

WGU

An overview of the progress….

- 135,000+ Graduates and counting…
- 120,000+ students currently enrolled (42,000 Business)
- 60+ Programs in high-demand fields:
  - Business
  - K-12 Teaching
  - Healthcare
  - IT
- Competency-based, all-online
- $6,400 per year, ‘all you can learn’

Delivering a Better Student Experience

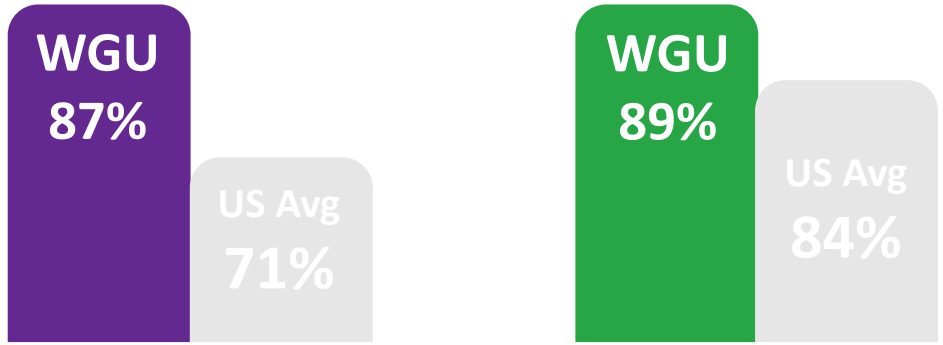


= National Average

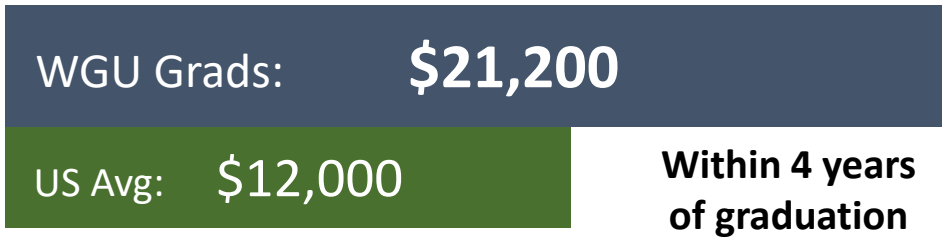
Source: National Survey on Student Engagement

High Value for Graduates & Employers

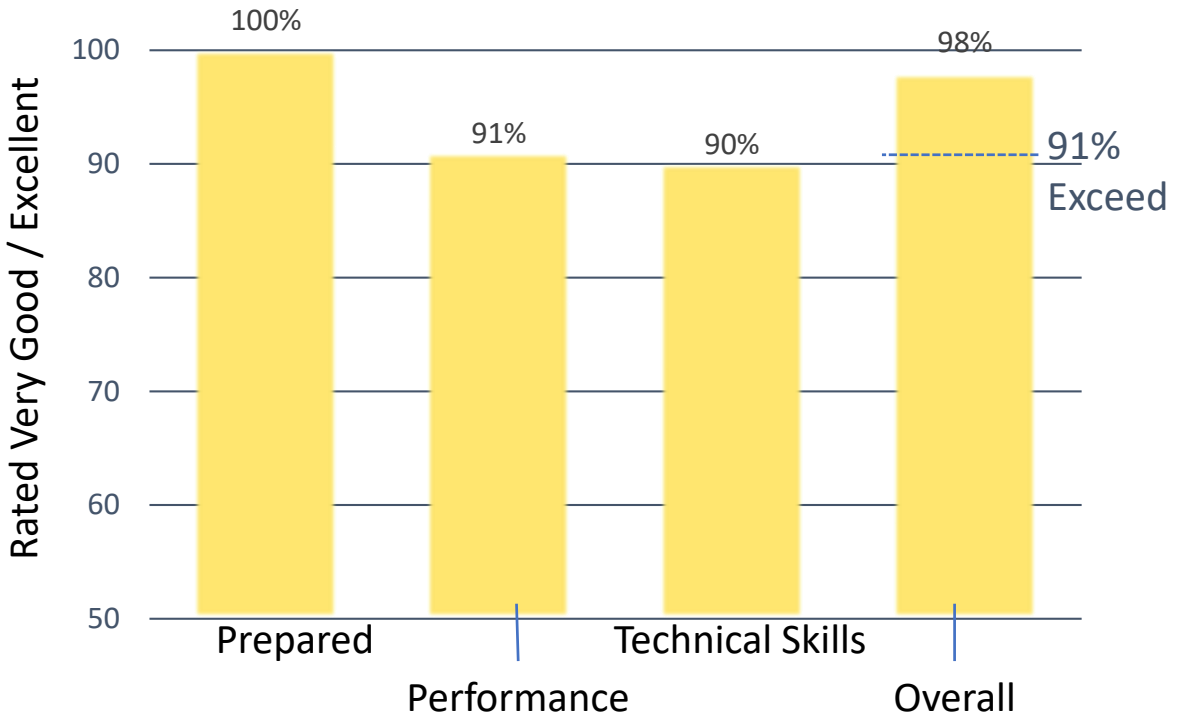
WGU graduates advance in or find jobs they seek . . .



. . . and earn more.



Employers are highly satisfied . . .



. . . and 97% would hire again.

Source: Harris Poll Online

Future Transformation

- *From mass production to mass personalization and the two sigma problem*
  - Persistent, Progressive, Personalized Student Profile
  - Degree Unbundled, Learn to Earn, and Trusted Test
  - Competency Transcript
  - Perfecting the Tutoring Faculty Model
  - Course/Competency Level Analytics and CQI
  - Skills Marketplace