

# INSTITUTIONAL PLANNING

EAP Form 1.10 (Rev. 11/18)



STATE OF WISCONSIN  
EDUCATIONAL APPROVAL PROGRAM  
P.O. Box 8366  
MADISON, WISCONSIN 53708-8366  
(608) 266-1996

The Educational Approval Program (EAP) is a postsecondary education agency that employs a regulatory model focused not only on compliance, but also institutional effectiveness. To facilitate an environment in which schools seek to be effective organizations that improve over time, the EAP requires schools to submit evidence that appropriate planning has been conducted. Although similar to a strategic or business plan, this information will enable the EAP and school officials to engage in a dialogue over time about the effectiveness and future of the school.

Schools that already have some type of strategic or business plan (e.g., schools that have either a corporate or accreditation plan) must adapt these documents to the following requirements and focus on Wisconsin operations and students. The EAP does not expect any school to divulge any sensitive, proprietary business information. The information must address the five elements identified below and provide the information requested.

## I. SCHOOL INFORMATION

Name of School:

DeVry University

## II. PLANNING ELEMENTS

**A. MISSION.** Describe your school's mission and vision, which identifies its purpose and its core values.

The DeVry University mission: DeVry University strives to close our society's opportunity gap and address emerging talent needs by preparing learners to thrive in careers shaped by continuous technological change. Through innovative programs, relevant partnerships and exceptional care, we empower students to meaningfully improve their lives, communities, and workplaces.

DeVry University's TEACH Values:

Teamwork - We put team first, appreciate diverse points of view, assume positive intent, collaborate and communicate openly.

Energy - We move quickly and learn from our mistakes. We build a positive spirit and always look for a better way.

Accountability - We take ownership and initiative. We demonstrate courage as we speak up and act with integrity in all that we do.

Continued in Appendix

**B. MARKET.** Discuss the nature of your school and the business in which it is engaged. Describe who your existing and/or potential customers are and what motivates them to enroll in your school. Explain how you let these customers know you are in business. Finally, identify who your competitors are and how you are different from them.

DeVry University is a proprietary, post-secondary institution offering undergraduate and graduate certificate and degree programs in business, technology, health information, and healthcare administration that are career-oriented and focused on the demands of the workplace. DeVry University serves a large nontraditional student body and admits a diverse student population, with non-white students representing more than 50% of the total student population. The gender mix is typical of today's college population, with a skew towards female students. DeVry students have a wide age range, from 18 to 65+. DeVry University has found that its students desire greater achievement and want to complete studies for their credentials quickly. Students who come to DeVry are also keenly interested in transferring their earned credits from a community college or from another four-year institution where they started their education but did not finish their degree or certificate. In the state of Wisconsin, DeVry University programs serve the Wisconsin market via

Continued in Appendix

---

**C. MANAGEMENT.** Describe your management team and how it functions to lead, administer and position the school. If your school has advisory boards, describe how the school uses them for program and school improvement.

DeVry University's institutional structure includes its home office (main campus) in Lisle, IL, which provides national oversight to its online and blended/hybrid programs and locations that are distributed in 11 states. The DeVry University Board of Trustees provides oversight of the University and is the steward of the University's mission. Currently, the University Board has 13 trustees who are capable of reflecting public interest, as defined in the Amended and Restated By-Laws of DeVry University. The DeVry University President and CEO has been duly elected to serve as a voting member of the Board of Trustees. The Board includes individuals who are global leaders in education, finance and customer relations to bring diverse skills and leadership to their governance of the University. The overall leadership of DeVry University is led by the president. The DeVry University Executive Committee includes leadership for academics, student care, marketing, enrollment management, finance, human resource management, information technology, legal and regulatory affairs, and campus operations. National advisory committees, organized by field of experience, consist of national and local industry and community leaders and bring expertise to the University to enhance curricula and identify critical trends. Their continuous feedback, a central component of the strategic initiatives to maintain strong academic programs, aligned with marketing and industry needs, is used to promote curriculum development, advise students, and position DeVry's graduates to obtain career employment in their fields.

---

**D. SWOT ANALYSIS.** Identify your school's strengths, weaknesses, opportunities and threats (SWOT). Based on the results of this SWOT analysis, provide the following:

- 3 to 5 goals for strengths/weaknesses and how they will be addressed by your school.
- 3 to 5 goals for opportunities/threats and how they will be addressed by your school.

The goals should have specific objectives, defined results, a timeline for completion and metrics (some type of evaluation or measurement) by which the institution can evaluate/measure their success. In developing its goals, the school may wish to refer to the Elements of Effective Institutions graphic that is included on the back page of this form.

**Strength (2024):** DeVry University continues to focus on closing the opportunity gap and also recognize emerging talent needs. As a result, the DeVry University mission was amended to explicitly address emerging talent needs. This slight mission change provides further focus to DeVry's mission.

**Strength (2024):** Despite overall declining enrollment trends across most sectors of higher education, DeVry University's overall student enrollment increased 9.0% from Fall 2022 to Fall 2023. Full-time undergraduate enrollment grew by 15.1% while part-time undergraduate enrollment grew by 6.5% in the most recent reporting year (Fall 2023/AY23), and overall persistence increased 43 basis points for undergraduate students and 12 basis points for graduate students for AY24 for a total increase of 43 basis points.

**Strength (2024):** Learning pathways continue to follow recommendations that employers articulated during national advisory committee meetings to address a workforce skills gap. DeVry continues to offer opportunities for credentials that align to industry demands. This includes a mix of certificates and associate degrees to provide students with opportunities to obtain additional credentials in shorter timeframes and in formats for offering technology-driven skills development for professional certifications. For AY24, the Associate of Bachelor of Science in Cybersecurity and Networking, the Undergraduate Certificate in Accounting and the Graduate Certificate in Accounting Certification Preparation were launched.

---

**D. SWOT ANALYSIS** *(continued)*

**Weakness (2024):** Graduate student enrollments declined slightly as in the previous year and like overall higher education graduate enrollment declines but unlike comparative graduate enrollments which have increased overall in the private for-profit sector.

**Opportunity (2024):** In addition to the retention and persistence meetings that are held monthly to evaluate trends by program, a persistence and retention committee was established consisting of faculty and administrators to address, among other issues, first-year persistence. The combined efforts of colleagues dedicated to improving persistence work to achieve session-to-session persistence goals and improve the DeVry University graduation rate. The opportunity to improve historic persistence trends faced with projected declining enrollments across higher education will be a challenge in the new academic year particularly as persistence reaches the current high levels it has consistently achieved.

**Opportunity (2024):** Industry trends suggest 65% of primary school children will work in jobs that don't yet exist because of digital transformation, 50+% of today's workforce will still be working beside them, and many are not skilled to participate in a rapidly changing digital economy. Digitalization is resulting in a number of emerging technologies like generative artificial intelligence that will require new skills from employees (World Economic Forum). Demand for digital skills across all sectors of the workplace will rise 55% by 2030 (McKinsey). DeVry University's strategic priorities aim to create a structured, digital-first learning experience that prepares students for the rapidly changing needs of the workplace driven by the pace of technological change.

Continued in Appendix

---

**E. FUTURE VISION.** Describe your school 5 years from now. What will it look like and how will it be positioned in the marketplace.

The vision of DeVry University: DeVry will address the national and global technology skills gap challenge by aligning educational offerings with organizations vested in a technologically capable workforce. DeVry is dedicated to providing every student, in every field of study that it teaches, with the knowledge, skills and capabilities empowered by technology to solve the business problems of today and the future. In five years, DeVry University will be positioned in the marketplace as a solution for students focused on applied learning and aligned to the demands of a digital workplace. For its strategic priorities, DeVry University will:

- Prepare learners for success in a changing workplace by aligning all aspects of the university in support of our student and employer focused tech-oriented education
- Boost learner success by offering quality in-demand, affordable programs, flexible formats, and enhanced support services
- Build synergistic partnerships with employers to inform curriculum and program objectives that lead to student success in the workplace

---

**III. SUBMISSION**

***I hereby certify that the information contained on this form and any attachments to the form is true and correct to the best of my knowledge.***

Signature of Authorized School Official:



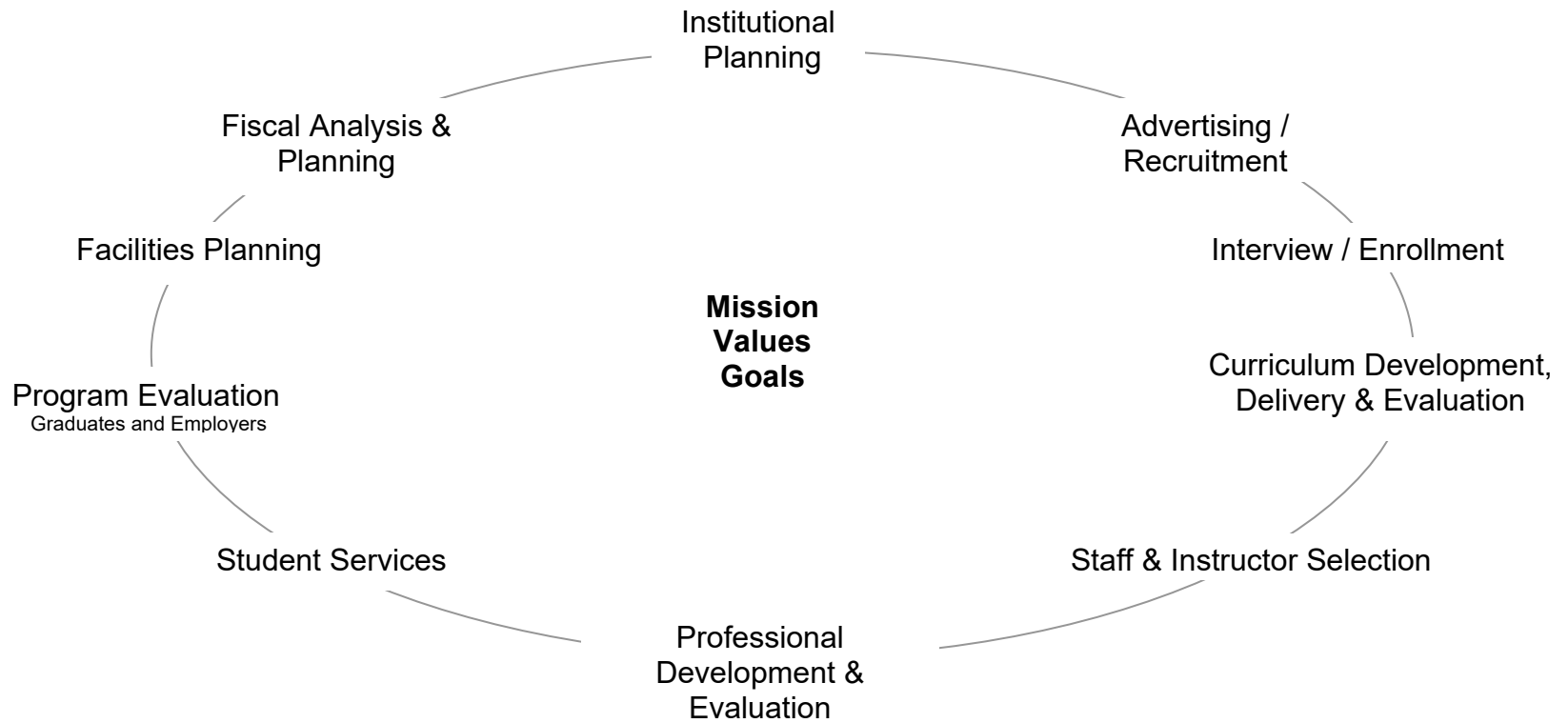
Print or Type Name and Title of Authorized School Official:  
Barbara Bickett

Date:  
08/28/2024

---

---

# INSTITUTIONAL SYSTEMS



## Appendix: 2023 Institutional Planning for DeVry University (continued)

### II. PLANNING ELEMENTS

#### A. MISSION (continued)

Community - We operate with a shared sense of responsibility and purpose. We enrich colleagues, students and the broader community we serve.

Heart - We serve students and each other with passion, respect and care.

#### B. MARKET

the online modality; this format allows students to balance work, school, and family commitments. DeVry University programs are promoted through the University's academic catalogs and website, college events, all media outlets, employer and community partnerships. Competitors include most other accredited degree-granting institutions in Wisconsin. DeVry provides relevant, career-oriented education, practitioner-based faculty, and has active national advisory committees comprised of business and educational leaders. This offers students the opportunity to engage in applied learning.

#### D. SWOT Analysis (continued)

Threat (2024): DeVry University operates ethically to ensure compliance with all federal and state regulations. In so doing, DeVry University reviews its internal policies and procedures to support changes in regulation at the state and federal levels. DeVry will continue to provide the necessary approvals and notifications required by the Department of Education, state regulators and the Higher Learning Commission, as well as the University's specialized accreditors, for its new programs and locations or substantive changes to its programs or locations.

Threat (2024): While higher education enrollments are slowly showing increases in enrollments after several years of declining enrollments, DeVry experienced increases except for its graduate enrollment. Overall, DeVry enrollments increased for 2024 based on the reporting year standard of Fall 2023. Graduate student enrollment, however, slightly declined. The forecast described as part of a multi-year forecast by the National Student Clearinghouse Research Center (<https://nscresearchcenter.org/current-term-enrollment-estimates/>), which tracks students at federal aid-eligible institutions. For the Spring 2024 semester, the 4-year for-profit sector increased 5.2 percent from the previous spring.

## References

Bughin, Jacques, et al. (2018) *Skill Shift: Automation and the future of the workforce* (Discussion Paper).

Retrieved from McKinsey and Company website: <https://www.mckinsey.com/featured-insights/future-of-work/skill-shift-automation-and-the-future-of-the-workforce>

Center for the New Economy and Society (2018). Future of Jobs Report, World Economic Forum.

Retrieved from [http://www3.weforum.org/docs/WEF\\_Future\\_of\\_Jobs\\_2018.pdf](http://www3.weforum.org/docs/WEF_Future_of_Jobs_2018.pdf)

Center for the New Economy and Society (2020). Future of Jobs Report, World Economic Forum.

Retrieved from [http://www3.weforum.org/docs/WEF\\_Future\\_of\\_Jobs\\_2020.pdf](http://www3.weforum.org/docs/WEF_Future_of_Jobs_2020.pdf)

Jobs of Tomorrow: Mapping Opportunity in the New Economy (2020). World Economic Forum. Retrieved from: <https://www.weforum.org/reports/jobs-of-tomorrow-mapping-in-the-new-economy>

National Student Clearinghouse Research Center. Retrieved from: <https://nscresearchcenter.org/current-term-enrollment-estimates/>