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our enrollment representatives adhere to regulatory requirements and abide by the highest ethical standards. This framework enables continuous improvement and has resulted in a consistent track record of regulatory compliance where we have successfully completed hundreds of rigorous accreditation evaluations, program reviews and compliance audits. We continue to maintain strong, established dialogue with our academic accreditors, state regulators and various federal agencies.

Demonstrable Results

These actions have significantly strengthened the University's relationship with students and position relative to competitors as demonstrated by the following improvements to student outcomes and financial results:

- **Student Progression and Retention.** Since 2017, our student retention rates have increased by 12.2% for bachelor's degrees, 7.7% for master's degrees and 13.8% for associate's degrees.
- **Student Loan Defaults.** The University works with students to facilitate responsible borrowing. As a result, student loan default rates continue to improve and have decreased by 16.5% from the 2017 acquisition until the COVID student loan repayment pause in 2020. Importantly, our three-year cohort default rates are below the average for proprietary universities and close to the average for state universities. Students who complete their degree and graduate from the University had a loan default rate of only 4.4% in the period before the broader loan repayment pause.
- **Student and Faculty Satisfaction.** Our student Net Promoter Scores have increased 15.9%, growing from 62.8 in July 2018 to 72.8 in June 2023. Similarly, the results of our internal 2022 faculty engagement survey indicate that 91% of our faculty feel that the work they do at the University is meaningful and 87% feel that they contribute to the University's mission.
- **Enrollment and Revenue Stability.** As noted, our multi-year transformation to actively reduce the scale of the University drove much of the significant enrollment and revenue declines experienced since 2010. This was an intentional process and in the best interest of the University and our students. However, enrollments and revenue have now stabilized and grown consistent with our plans, which includes projected mid-single digit growth for new enrollment, average total enrollment and net revenue in FY 8/2023E comp9(i)-16.3 (t)-21 (pr)-49.5 (l)-16.3 (u.8 (and)-45.9 (ni.3 (enc)-11 (2(udes)0 T a -11 (pr)n5 (nt)

academic focus and financial stability. : H D S S U H F L D W S H D U W H K Q H F \ L P S R U W
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opportunities to discuss our transformation and go-forward vision of University of Phoenix with interested stakeholders in Idaho.

We are excited to join with the University of Idaho to illuminate and elevate students, and provide additional opportunities to the state and region by expanding access to affordable, career-relevant online education with the combined strengths of both of our institutions.

Sincerely,



Chris Lynne, President
University of Phoenix

John Woods, Provost
University of Phoenix