



ADTALEM
GLOBAL EDUCATION

WE MAKE THE FOLLOWING COMMITMENTS TO OUR STUDENTS:

Adtalem Global Education's Purpose is to provide global access to knowledge that transforms lives and enables careers. Exceptional service and Care is at the core of the education and experience we offer.

These Student Commitments build upon the strong foundation of existing practices we have in place to benefit and elevate our students. Through these Commitments, we're not only making ourselves publicly accountable, but we're also increasing the impact of our efforts. The following practices and policies establish critical new standards being implemented at all of our Title IV institutions, while also highlighting efforts underway. And because we remain committed to continuous improvement and accountability, we will review and refresh our Student Commitments annually, and an independent third party will measure our results and prepare a public report.

INFORMED STUDENT CHOICE

We help students make informed decisions by providing the following resources:

- A one-page disclosure that includes information about program performance metrics, such as total program costs, debt and default rates, completion and graduation rates, and earnings and licensure data.
- A free orientation process for all undergraduate students, which provides an overview of information to assist a student in the successful navigation of their college experience. This will include, for example, a review of student support services, our online learning platforms, academic policies and key points of contact within the institution.

RESPONSIBLE RECRUITMENT AND ENROLLMENT

We commit to appropriate recruitment policies and to ensuring all students have ample information available to decide whether to attend one of our institutions.

- Prior to making a financial commitment, students receive individual financial and academic advising to discuss any questions and concerns.
- We provide prospective students with clear information regarding any required transitional studies courses, including costs, availability and time for completion.
- Admissions conversations are recorded and evaluated to validate compliance and clear student communications. Admissions professionals' performance and compensation are monitored and assessed to ensure responsible student recruitment and compliance with our standards.
- We benchmark and disclose our recruiting expenditures against national standards, as reported by the National Association of College Admissions Counselors.
- We commit to transparency in our use of revenues for marketing, instruction and academic support, student services and scholarships.
- We have best practices in place to assure responsible marketing practices with all third-party lead generators (where utilized), including monitoring of all activities by an independent firm, and clear remediation and contract termination procedures.

RESPONSIBLE PARTICIPATION IN THE FEDERAL LOAN PROCESS

We are committed to providing responsible access to students, while continuing as a responsible participant in the federal aid process.

- Our institutions will lower limits on federal funding, deriving no more than 85% of revenue from federal funds, including military and VA funding.
- Before implementing new academic programs, we review the program's pricing and career outcomes to ensure alignment with the student's ability to repay debt upon successful completion of the program.
- We are committed to providing students with a variety of ways to manage tuition costs, including, for example, transfer of credit policies that enable block transfer, academically responsible and individualized credit evaluation processes, work study and institutional scholarship assistance considerate of program of study, eligibility and need.



FINANCIAL LITERACY AND ACADEMIC TRANSPARENCY

We provide students with clear information and assistance throughout their educational experience regarding their progress and financial investment towards their academic goals.

- We will provide all students with access to Manage My Loans, a dynamic online tool that gives students ongoing visibility into overall program progression, outstanding loan balance (including estimated repayment obligations), financial position as compared to academic progress and credits required to graduate.
- We provide students, ongoing and upon request, academic and financial counseling that includes information on the student's progress toward his or her degree, incurred costs, student loan financing, overall financial position and academic progress.
- We will provide students with a Borrowing Advisory Notice if they are approaching designated thresholds of borrowing. The notice also will include clear disclosure indicating the potential implications of incurring student loan debt, including any potential limitation on future loan and financing options.

IMPROVING STUDENT SATISFACTION

We provide high-quality instruction and related services and support. We uphold rigorous standards of academic integrity with a goal of continually improving our students' satisfaction and experience.

- To ensure we are meeting the expectations of our students and graduates, we use an independent third-party tool to conduct student surveys, and we actively respond to results and feedback.
- We prohibit the practice of mandatory arbitration for student disputes, and our enrollment agreements do not prohibit students from participating in or seeking class action remedies.
- We maintain clear and transparent institutional student complaint resolution policies readily available to students via each institution's website and academic catalog or student handbook. We also provide students with an escalation pathway and contact information to state oversight bodies with jurisdiction over student consumer complaints.

SUCCESSFUL STUDENT OUTCOMES AND ACCOUNTABILITY

We are committed to successful academic, career and post-educational outcomes for our students, and share accountability with our students for achieving these results.

- To further demonstrate our commitment to quality academics, we will hire a Chief Education Officer. Reporting to the CEO, the Chief Education Officer will provide academic and strategic leadership, assessing our institutions' progress toward achieving academic outcome and student success goals. The Chief Education Officer's early and ongoing mission includes bringing innovation and expertise to improve student learning, persistence and graduation, and to develop actionable strategies to deal effectively with the issues of affordability and value.
- We take student satisfaction and quality student outcomes into account in performance management and compensation decisions for executive leadership at all institutions.
- We identify and proactively engage with students who may be at risk for program completion.
- Annually, we will have a third party audit our Student Commitments and will update and improve our practices and student protections as needed.



85/15 Voluntary Student Commitment

(FY2017)

Our institutions will lower limits on federal funding, deriving no more than 85% of revenue from federal funds, including military and VA funding.

American University of the Caribbean School of Medicine	79.87%
Ross University School of Medicine	82.66%
Ross University School of Veterinary Medicine	83.59%
Chamberlain University	66.74%
Carrington College*	80.08%
DeVry University	81.80%

Figures are based on unaudited financials, as auditing of baseline 90/10 data for FY17 will not occur until Fall of 2018. All figures were reviewed by Adtalem Global Education's Quality Assurance group.

*Carrington College has four federal school codes (OPEIDs). The amount of revenue from federal funds for each unique OPEID is as follows: California - 78.13%, Boise - 73.12%, Portland - 84.72%, and Phoenix - 85.50%.



Transparency Voluntary Student Commitment

We commit to transparency in our use of revenues for marketing, instruction and academic support, student services and scholarships.

Expenditures as Percent of Total Revenue: FY2016

Expense Category	Carrington College	Chamberlain University	DeVry University	American University of the Caribbean School of Medicine	Ross University School of Medicine	Ross University School of Veterinary Medicine	Combined
Instruction & Academic Support ¹	53%	39%	41%	52%	50%	56%	44%
Instruction	21%	17%	14%	25%	26%	16%	17%
Academic Support	33%	22%	27%	27%	24%	40%	27%
Scholarships & Grants	1%	8%	20%	5%	3%	1%	12%
Student Services	15%	10%	8%	5%	6%	4%	9%
Marketing	18%	9%	17%	3%	2%	3%	12%

Instruction: Direct instructional costs including faculty salaries/benefits and classroom depreciation

Academic Support: Support services that are an integral part of the institution's primary mission of instruction, including expenses for libraries, academic development, academic computing support, course and curriculum development, academic administration, and medical, veterinary and dental clinics

Scholarships & Grants: Institutional Scholarships & Grants paid to students

Student Services: Expenses for activities the primary purpose of which is to contribute to students' emotional and physical well-being and to their intellectual, cultural and social development outside the context of the formal instructional program, including career services, counseling, financial aid administration and student records

Marketing: Expenses incurred for advertising and marketing to students

¹ Percentages may not sum exactly to the total due to rounding



Responsible Recruitment and Enrollment Voluntary Student Commitment

We benchmark and disclose our recruiting expenditures against national standards, as reported by the National Association of College Admissions Counselors (NACAC).

Recruiting Cost per New Student	2014	2015	2016
Carrington College	\$1,424	\$1,273	\$1,567
Chamberlain University	\$1,566	\$1,611	\$1,506
DeVry University	\$2,741	\$2,336	\$2,075
NACAC Report - Private Institutions	\$3,346		
NACAC Report - Public Institutions	\$1,194		
NACAC Report - All Institutions	\$2,231		

Included in recruiting costs for NACAC are: admissions staff salaries and benefits, staff travel expenses for recruitment, expenses for participation in college fairs and other recruitment, publication expenses, payments made to third party contractors for admission or recruitment/yield services.

Included in recruiting costs for Adtalem institutions are: staff salaries and benefits, staff travel expenses for recruitment, facility operations, materials and supplies, and general operating expenses such as postage, phone services, equipment, and promotional materials.

The NACAC benchmark was last provided in their 2014 State of College Admission report, which includes findings related to the transition from high school to postsecondary education in the United States. This benchmark is not comparable for American University of the Caribbean School of Medicine, Ross University School of Medicine, and Ross University School of Veterinary Medicine, which do not recruit students directly from high school. The recruiting cost per student for 2016 of each institution is: AUC (\$4,722), RUSM (\$3,713), and RUSVM (\$3,797). These figures reflect the higher costs associated with supporting professional school candidates through the application and admission process.