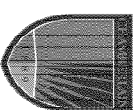


Excerpts, selected by the HELP Committee, from a larger document
produced by the company



Net Promoter Score (NPS)*

Strategic Pricing

Brand Building

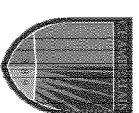
A presentation to the Chamberlain Leadership Team

February 4th, 2009

*NPS = Promoters – Distracters.

Promoters rate us 8,9,10 out of 10. Distracters rate us a 1, 2 or 3 out of 10

➤ How do we improve our NPS?

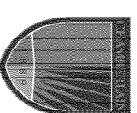


CHAMBERLAIN
College of Nursing

Communication, Seriousness, Resources, Transparency, and Preparedness of the student are 5 different issues with Clinicals/Labs – all require a separate focus.

- “Clinicals are okay but I feel the major focus is academics. I go to clinicals and do what I need to do but I must pass the class in order to move on. I feel clinicals could be more hands on. On some clinicals like peds hands on experience is limited.”
- “Clinicals are very disorganized. There is no communication between the clinical coordinator and the student when things are needed to compliant. Clinical experience has not been the best because I feel like I have learned nothing. Some of my instructors are not willing to help me or encourage me to be hands on and learn to my best benefit.”
- “I am afraid to go out in the real world – I am not getting what I need here.”
- “I don’t feel that I can be a competent nurse based on what I am learning here. My opinion of CCN has dropped dramatically. I am afraid that I am going to end of killing patients.”

➤ How do we improve our NPS?



CHAMBERLAIN
College of Nursing

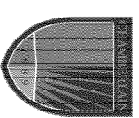
Communication, Seriousness, Resources, Transparency, and Preparedness of the student are 5 different issues with Clinicals/Labs – all require a separate focus.

- “It’s very, very boring and you don’t learn anything. I get so jealous listening to other students that took A & P elsewhere...that’s how people learn is hands-on. I feel like I am getting nothing out of it.” (BSN, Phoenix)
- “We have equipment in our labs, but we don’t necessarily have not enough for all of those who are actually practicing labs, so you spend half the time waiting to use the equipment.” (BSN, Columbus)
- “We read everything in a book, and then we go to clinical places. It is positively terrifying” (ADN, Columbus)
- “In our OB course, we did not learn beforehand [before clinical] how to assess a newborn and how to assess the mother. We read it, but we didn’t physically go to a lab and know what you need to do step by step.” (ADN, Columbus)

DEVRY0036684

DeVry, Inc.
Document 4, Page 4

➤ How do we improve our NPS?



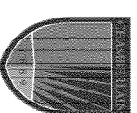
CHAMBERLAIN
College of Nursing

Communication, Seriousness, Resources, Transparency, and Preparedness of the student are 5 different issues with Clinicals/Labs – all require a separate focus.

DEVRY0036685

- “Everything seems like a secret...you don’t know when clinical is going to start, you don’t know where you’re going for clinical, you don’t know how they are dividing you, and if you ask, you get the response of ‘I know, but you don’t know’”
- “There seems to be a lack of communication” You can be new, you can not be 100% sure, but if everyone is on the same page (communicating), I’ll work with you.” St. Louis”
- “Too much medical terminology – FRUSTRATING for those who have never been in the medical field. IF THEY TOOK CLASSES IN THE LABS INSTEAD OF GOING THERE FOR A TEST we would actually learn something”

➤ How do we improve our NPS?

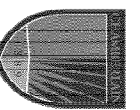


CHAMBERLAIN
College of Nursing

DEVRY0036686

- Start with Labs

1. Fix/Repair all lab equipment especially in St. Louis
2. Ensure lab supplies are in stock
3. Provide better faculty to teach labs
4. Work in smaller groups in the lab so everyone has an opportunity to work hands on
5. Appoint a lab coordinator in each location
6. Increase lab time in the curriculum itself
7. Aggressively promote open lab
8. Encourage peer group lab projects- pair employed in health with not employed in health

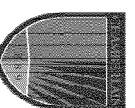


CHAMBERLAIN
College of Nursing

DEVRY0036695

Pricing FY10 +

Consumer Characteristics



Chamberlain nursing students were clear about their program choice. Pursuing the nursing degree was a "non-negotiable" for most participants.

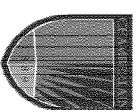
"I think we're so passionate about becoming nurses we'll pay almost anything." (BSN, Addison)

Not only was nursing a non-negotiable, but participants were adamant in wanting to begin their studies right away. Most participants could assign an economic value (opportunity cost) of starting right away verses waiting.

"I could wait at another school or pay more to come to Chamberlain now. It would actually save me money in the long run to get done faster and earn nursing wages sooner." (BSN, St. Louis)

Chamberlain could take an aggressive price leadership position. So long as out-of-pocket expenses can remain minimal, significant price increases will likely create minimal changes in demand.

Based on 11 focus groups with students in January, 2009



Redacted by HELP Committee

Most [redacted] would continue with Chamberlain at a [redacted] price
increase and many [redacted] even at a [redacted] hike

Redacted by HELP Committee

Redacted by HELP Committee

Redacted by HELP Committee

(Caution: Qualitative Research - directional results)

Redacted by HELP Committee Redacted by HELP Committee

"There was absolutely no top for me. I could honestly say that. If they would have told me it was \$60,000 a semester, sign up." (BSN, Addison)

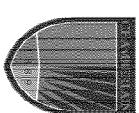
"I knew what the costs were going to be but I didn't really care [what the cost was going to be]. I'm going to have this job until I retire, and if it costs me \$30,000 for a good job for the next 15 years, that's a drop in the bucket." (BSN, Phoenix)

"It's definitely way more expensive. But either way, I am paying for college. And if I can get it done quicker, that was way more important to me because I'll be out in the work force, making more money." (ADN, Columbus)

"Cost is one thing and affordability's another." (RN-BSN, Columbus)

Based on 11 focus groups with students in January, 2009

Students seem total price agnostic



CHAMBERLAIN
College of Nursing

DEVRY0036698

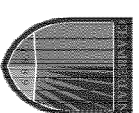
“Which pricing scenario do you prefer”

Redacted by HELP Committee

Based on 11 focus groups with students in January, 2009

CONFIDENTIAL: SUBJECT TO STANDING RULE
OF THE SENATE XXIX

DeVry, Inc.
Document 4, Page 10



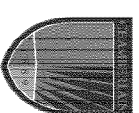
Of course, if students were to have a choice, one will see evidence of price elasticity. Overall, on a the scale of increase in tuition, you can expect to lose preference for every increase in tuition.

Redacted by HELP Committee

Redacted by HELP Committee

Redacted by HELP Com

Redacted by HELP Committee

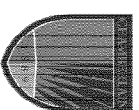


However, price Structure can mitigate the loss of share preference For example, offering a ^{Redacted by HELP Committee} grant facilitates increasing tuition up to approximately ^{Redacted by HELP Committee}, before any loss in share of preference is seen.

Redacted by HELP Committee

Tuition Increase

CCN Quantitative Research with 588 inquirers- about half had already enrolled by the interview time- Jan 2009



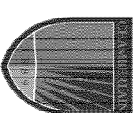
CHAMBERLAIN
College of Nursing

DEVRY0036701

For example, low interest rate, grants and no cash
expense allows Redacted by HELP Committee increase

Which financial package would you choose?

Redacted by **HELP** Committee



Recommendations

DEVRY0036703

1 Two Options for FY10

1) Increase tuition by [Redacted by HELP Committee] at all campuses and programs. In addition, each student will be eligible for a [Redacted by HELP] /semester scholarship. Chamberlain should work to ensure that student's out-of-pocket expenses are reduced close to [Redacted by] through a streamlined private loan process (either through DeVry's Educard program, or third party vendor).

- 2) Increase tuition by [Redacted by HELP Committee] and Offer a menu of packages to meet the unique needs of the student segments:
 - ✓ Cash Conscious: [Redacted by HELP Committee] out-of-pocket expenses, books included in cost of tuition
 - ✓ Interest Rate Conscious: [Redacted by HELP Committee] out-of-pocket expenses, [Redacted by HELP Committee] interest rate on private loans
 - ✓ Tuition Conscious: [Redacted by HELP Committee] in scholarships, [Redacted by HELP Committee] out-of-pocket expense

2 Chamberlain should weigh the risks and returns of a move to a "fixed tuition" structure, as students highly value predictability in pricing

3 Chamberlain should invest immediately in brand reputation as it rates significantly lower than competitors in each market. RN-BSN is a notable exception

➤ Pricing FY10+?



DEVRY0036719

Redacted by HELP Committee

- **CCN can effect a increase for all programs without any loss in share of preference provided it compensates with no out of pocket or scholarships.**

Redacted by HELP Committee

- **Should CCN take a increase?**
 - Scholarships help with advocacy/reputation
 - Price Premium is a cause and effect of brand reputation
 - If the revenue surplus is invested in better lab experience and faculty/facilities- this could be a win-win for CCN and students.