

# Seat Utilization by Discipline and Course at the Medical Education Campus: Fall 2017

Research Report No. 19-18

Office of Institutional Effectiveness and Student Success  
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**NORTHERN VIRGINIA COMMUNITY COLLEGE**  
**Office of Institutional Effectiveness and Student Success**

The purpose of the Office of Institutional Effectiveness and Student Success is to conduct analytical studies and provide information in support of institutional planning, policy formulation, and decision making. In addition, the office provides leadership and support in research-related activities to members of the NOVA community engaged in planning and evaluating the institution's success in accomplishing its mission.

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## Introduction

This Report presents seat utilization rates by discipline and course at the Medical Education Campus for Fall 2017. The seat utilization rate for each section of a course is calculated by dividing the number of students enrolled in the section by the room capacity, or the number of seats that fit in the classroom. Data were unduplicated by class number.<sup>1</sup> The following types of classes/sections have been excluded: cancelled classes, Extended Learning Institute (ELI, distance learning) sections, off-campus venues sections, auditoriums, zero-credit labs, applied music courses (private lessons), music ensemble courses, and courses designated as internships, on-the-job training, or independent study.<sup>2</sup>

Tables are divided by discipline and sorted by course number in descending order of the seat utilization rate for the sections. Other information by section includes: component (type of class, e.g., lecture, credit-bearing lab, etc.), room number, meeting days, start and end time, and number of empty seats.

The utilization rate is color coded as follows:

0-32 percent - low utilization – Red

33-65 percent – medium utilization – Blue

66-100 percent – high utilization – Light Green

More than 100 percent – exceeding utilization - Green

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<sup>1</sup> Data source: PeopleSoft

<sup>2</sup> The following internship/on-the-job training/independent study courses were excluded using course numbers: 90, 190, 290 for Coordinated Internship, 96, 196, 296 for On-Site Training, 97, 197, 297 for Cooperative Education, 98, 198, 298 for Seminar and Project, and 99, 199, 299 for Supervised Study.

## **Summary of Seat Utilization by Discipline and Course at the Medical Education Campus: Fall 2017**

- The overall seat utilization rate at Medical Education Campus in Fall 2017 was 52 percent.
- Top five disciplines with the highest seat utilization rates:
  - Dental Hygiene (DNH): 88 percent
  - Radiation Oncology (ROC): 83 percent
  - Diagnostic Medical Sonography (DMS): 75 percent
  - Occupational Therapy (OCT): 69 percent
  - Dental Assisting (DNA): 67 percent
- Disciplines with the lowest seat utilization rates:
  - Emergency Medical Services (EMS): 34 percent
  - Nursing (NUR): 46 percent
  - Health Information Management (HIM): 49 percent
  - Respiratory Therapy (RTH): 52 percent
  - Radiology (RAD): 57 percent
- Seat utilization rates for the highest-enrollment disciplines:
  - Emergency Medical Services (EMS): 31 percent
  - Nursing (NUR): 46 percent
  - Dental Hygiene (DNH): 88 percent
  - Student Development (SDV): 61 percent
  - Radiology (RAD): 57 percent

**Seat Utilization by Discipline and Course at the Medical Education Campus: Fall 2017**

**Table 1. Total Seat Utilization at the Medical Education Campus: Fall 2017**

Campus	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
ME Total	2,582	4,944	2,362	52.2%

**Table 2. Seat Utilization by Discipline at the Medical Education Campus: Fall 2017**

Discipline	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
DNH	283	320	37	88.4%
ROC	10	12	2	83.3%
DMS	113	151	38	74.8%
OCT	111	162	51	68.5%
DNA	70	104	34	67.3%
MDL	147	220	73	66.8%
HLT	228	356	128	64.0%
SDV	256	423	167	60.5%
PTH	176	299	123	58.9%
RAD	236	415	179	56.9%
RTH	167	323	156	51.7%
HIM	72	148	76	48.6%
NUR	299	657	358	45.5%
EMS	414	1354	940	30.6%

**Table 3. Diagnostic Medical Sonography (DMS) Seat Utilization at the Medical Education Campus: Fall 2017**

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
DMS	206	001H	LEC	LHE-0327	M	8:30 AM	11:30 AM	21	22	1	95.5%
DMS	207	001H	LEC	LHE-0328	W	3:30 PM	5:30 PM	20	26	6	76.9%
DMS	208	001H	LEC	LHE-0328	W	8:30 AM	10:30 AM	20	26	6	76.9%

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
DMS	217	002H	LAB	LHE-0227	R	10:30 AM	12:30 PM	8	13	5	61.5%
DMS	217	001H	LAB	LHE-0227	R	8:30 AM	10:30 AM	6	13	7	46.2%
DMS	217	003H	LAB	LHE-0227	R	12:30 PM	2:30 PM	6	13	7	46.2%
DMS	218	001H	LAB	LHE-0227	W	11:00 AM	1:00 PM	11	13	2	84.6%
DMS	218	002H	LAB	LHE-0227	W	1:00 PM	3:00 PM	9	13	4	69.2%
DMS	223	001H	LEC	LHE-0211	T	8:30 AM	10:30 AM	12	12	0	100.0%

**Table 4. Dental Assisting (DNA) Seat Utilization at the Medical Education Campus: Fall 2017**

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
DNA	100	001H	LEC	LHE-0329	F	4:00 PM	4:50 PM	14	40	26	35.0%
DNA	108	001H	LEC	LHE-0146	M	9:00 AM	10:50 AM	14	10	-4	140.0%
DNA	110	001H	LEC	LHE-0146	R	11:00 AM	12:50 PM	14	10	-4	140.0%
DNA	113	001H	LEC	LHE-0212	T	8:00 AM	9:50 AM	14	18	4	77.8%
DNA	134	001H	LEC	LHE-0255	T	10:00 AM	11:50 AM	14	26	12	53.8%

**Table 5. Dental Hygiene (DNH) Seat Utilization at the Medical Education Campus: Fall 2017**

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
DNH	111	005H	LEC	LHE-0329	T	10:00 AM	11:50 AM	41	40	-1	102.5%
DNH	115	001H	LEC	LHE-0329	F	9:00 AM	11:50 AM	41	40	-1	102.5%
DNH	130	001H	LEC	LHE-0329	T	1:00 PM	2:50 PM	35	40	5	87.5%
DNH	141	001H	LEC	LHE-0329	M	9:00 AM	11:50 AM	41	40	-1	102.5%
DNH	150	001H	LEC	LHE-0329	R	10:00 AM	11:50 AM	31	40	9	77.5%
DNH	226	001H	LEC	LHE-0329	M	1:00 PM	2:50 PM	31	40	9	77.5%
DNH	235	001H	LEC	LHE-0329	W	10:30 AM	11:20 AM	32	40	8	80.0%
DNH	244	001H	LEC	LHE-0329	W	9:30 AM	10:20 AM	31	40	9	77.5%



**Table 6. Emergency Medical Services (EMS) Seat Utilization at the Medical Education Campus: Fall 2017**

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
EMS	100	021H	LEC	LHE-0174	T	9:00 AM	5:00 PM	2	38	36	5.3%
EMS	105	001H	LEC	LHE-0154	R	6:00 PM	8:00 PM	12	65	53	18.5%
EMS	111	001H	LEC	LHE-0151	M	9:00 AM	2:00 PM	24	30	6	80.0%
EMS	111	003H	LEC	LHE-0151	S	9:00 AM	2:00 PM	22	30	8	73.3%
EMS	111	002H	LEC	LHE-0154	T	6:00 PM	11:00 PM	23	65	42	35.4%
EMS	115	001H	LEC	LHE-0355	M	6:00 PM	8:30 PM	7	37	30	18.9%
EMS	120	081H	LAB	LHE-0174	N	1:00 AM	3:00 AM	23	38	15	60.5%
EMS	120	082H	LAB	LHE-0174	N	5:00 AM	7:00 AM	23	38	15	60.5%
EMS	120	083H	LAB	LHE-0174	N	3:00 AM	5:00 AM	18	38	20	47.4%
EMS	151	001H	LEC	LHE-0151	R	10:00 AM	1:00 PM	20	30	10	66.7%
EMS	153	001H	LEC	LHE-0151	T	1:00 PM	3:00 PM	22	30	8	73.3%
EMS	155	001H	LEC	LHE-0151	M	7:00 PM	10:00 PM	15	30	15	50.0%
EMS	157	001H	LEC	LHE-0154	T	3:30 PM	5:30 PM	20	65	45	30.8%
EMS	159	001H	LEC	LHE-0151	M	4:00 PM	6:00 PM	16	30	14	53.3%
EMS	161	021H	LEC	LHE-0174	MTWRF	8:00 AM	5:00 PM	3	38	35	7.9%
EMS	170	001H	LAB	LHE-0174	M	1:00 PM	4:00 PM	5	38	33	13.2%
EMS	170	003H	LAB	LHE-0174	M	3:00 PM	6:00 PM	5	38	33	13.2%
EMS	170	002H	LAB	LHE-0174	W	6:00 PM	9:00 PM	4	38	34	10.5%
EMS	170	004H	LAB	LHE-0174	M	6:00 PM	9:00 PM	4	38	34	10.5%
EMS	172	002H	LAB	LHE-0174	S	8:00 AM	2:00 PM	6	38	32	15.8%
EMS	172	003H	LAB	LHE-0174	F	1:00 PM	7:00 PM	6	38	32	15.8%
EMS	172	001H	LAB	LHE-0174	T	8:00 AM	2:00 PM	4	38	34	10.5%
EMS	173	001H	LAB	LHE-0174	N	4:00 PM	8:00 PM	18	38	20	47.4%
EMS	201	001H	LEC	LHE-0151	W	6:00 PM	7:00 PM	15	30	15	50.0%
EMS	205	001H	LEC	LHE-0151	W	3:00 PM	6:00 PM	18	30	12	60.0%
EMS	207	001H	LEC	LHE-0151	W	1:00 PM	3:00 PM	14	30	16	46.7%
EMS	209	001H	LEC	LHE-0154	T	9:00 AM	12:00 PM	7	65	58	10.8%
EMS	211	001H	LEC	LHE-0151	F	10:00 AM	12:00 PM	8	30	22	26.7%

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
EMS	213	001H	LAB	LHE-0253	W	9:00 AM	11:00 AM	13	35	22	37.1%
EMS	215	001H	LEC	LHE-0174	MT	9:00 AM	5:00 PM	9	38	29	23.7%
EMS	216	081H	LEC	LHE-0174	RF	9:00 AM	5:00 PM	17	38	21	44.7%
EMS	242	002H	LAB	LHE-0174	F	1:00 PM	4:00 PM	6	38	32	15.8%
EMS	242	001H	LAB	LHE-0174	T	6:00 PM	9:00 PM	2	38	36	5.3%
EMS	242	003H	LAB	LHE-0174	F	4:00 PM	7:00 PM	1	38	37	2.6%
EMS	295	001H	LEC	LHE-0174	S	8:00 AM	5:00 PM	2	38	36	5.3%

**Table 7. Health Information Management (HIM) Seat Utilization at the Medical Education Campus: Fall 2017**

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
HIM	111	003H	LEC	LHE-0328	T	10:00 AM	12:40 PM	21	26	5	80.8%
HIM	111	001H	LEC	LHE-0212	W	10:00 AM	12:40 PM	12	18	6	66.7%
HIM	141	002H	LEC	LHE-0328	W	11:00 AM	2:00 PM	9	26	17	34.6%
HIM	141	001H	LEC	LHE-0328	T	4:00 PM	7:00 PM	5	26	21	19.2%
HIM	250	002H	LEC	LHE-0328	M	10:00 AM	2:00 PM	19	26	7	73.1%
HIM	250	001H	LEC	LHE-0328	M	3:00 PM	7:00 PM	6	26	20	23.1%

**Table 8. Health (HLT) Seat Utilization at the Medical Education Campus: Fall 2017**

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
HLT	141	001H	LEC	LHE-0255	T	1:00 PM	2:00 PM	24	26	2	92.3%
HLT	141	003H	LEC	LHE-0255	R	1:30 PM	3:30 PM	22	26	4	84.6%
HLT	141	004H	LEC	LHE-0255	S	10:00 AM	12:00 PM	22	26	4	84.6%
HLT	141	002H	LEC	LHE-0354	M	7:00 PM	9:00 PM	24	29	5	82.8%
HLT	141	006H	LEC	LHE-0151	T	10:00 AM	11:00 AM	20	30	10	66.7%
HLT	141	005H	LEC	LLW-0107	R	11:00 AM	11:50 AM	15	30	15	50.0%
HLT	141	007H	LEC	LHE-0253	S	10:00 AM	11:00 AM	8	35	27	22.9%
HLT	170	003H	LEC	LHE-0210	R	5:30 PM	9:00 PM	7	2	-5	350.0%

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
HLT	220	001H	LEC	LHE-0253	M	12:00 PM	3:00 PM	31	35	4	88.6%
HLT	250	005H	LEC	LHE-0253	T	2:30 PM	5:30 PM	18	35	17	51.4%
HLT	250	001H	LEC	LLW-0107	T	11:00 AM	1:40 PM	14	30	16	46.7%
HLT	250	004H	LEC	LHE-0255	W	9:00 AM	12:00 PM	12	26	14	46.2%
HLT	250	003H	LEC	LHE-0255	M	2:00 PM	5:00 PM	11	26	15	42.3%

**Table 9. Medical Laboratory (MDL) Seat Utilization at the Medical Education Campus: Fall 2017**

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
MDL	101	001H	LEC	LHE-0354	MW	8:30 AM	10:30 AM	21	29	8	72.4%
MDL	105	081H	LEC	LHE-0228	TR	5:00 PM	7:00 PM	11	13	2	84.6%
MDL	106	083H	LEC	LHE-0228	T	4:00 AM	8:00 AM	5	13	8	38.5%
MDL	106	082H	LEC	LHE-0230	T	4:00 AM	8:00 AM	6	20	14	30.0%
MDL	125	001H	LEC	LHE-0255	T	8:00 AM	10:00 AM	20	26	6	76.9%
MDL	140	001H	LEC	LHE-0228	W	5:30 AM	7:30 AM	20	13	-7	153.8%
MDL	215	001H	LEC	LHE-0255	R	9:00 AM	11:00 AM	19	26	7	73.1%
MDL	216	001H	LEC	LHE-0212	W	8:00 AM	10:00 AM	12	18	6	66.7%
MDL	243	001H	LEC	LHE-0255	T	2:00 PM	4:00 PM	11	26	15	42.3%
MDL	251	080H	LEC	LHE-0212	RF	8:00 AM	10:00 AM	11	18	7	61.1%
MDL	252	080H	LEC	LHE-0212	RF	8:00 AM	10:00 AM	11	18	7	61.1%

**Table 10. Nursing (NUR) Seat Utilization at the Medical Education Campus: Fall 2017**

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
NUR	111	003H	LEC	LHE-0256	F	10:00 AM	3:00 PM	35	48	13	72.9%
NUR	111	001H	LEC	LHE-0352	F	10:00 AM	3:00 PM	34	60	26	56.7%
NUR	111	002H	LEC	LHE-0154	F	10:00 AM	3:00 PM	36	65	29	55.4%
NUR	115	001H	LEC	LHE-0327	M	1:00 PM	3:50 PM	32	22	-10	145.5%
NUR	116	001H	LEC	LHE-0225	F	3:00 PM	5:00 PM	17	48	31	35.4%

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
NUR	116	002H	LEC	LHE-0225	F	3:00 PM	5:00 PM	16	48	32	33.3%
NUR	116	080H	LEC	LHE-0225	M	3:00 PM	5:00 PM	12	48	36	25.0%
NUR	116	081H	LEC	LHE-0225	R	3:00 PM	5:00 PM	6	48	42	12.5%
NUR	221	002H	LEC	LHE-0154	R	9:00 AM	1:00 PM	30	65	35	46.2%
NUR	221	001H	LEC	LHE-0152	R	9:00 AM	1:00 PM	30	70	40	42.9%
NUR	221	003H	LEC	LHE-0152	R	1:00 PM	5:00 PM	27	70	43	38.6%
NUR	221	004H	LEC	LHE-0154	R	1:00 PM	5:00 PM	24	65	41	36.9%

**Table 11. Occupational Therapy (OCT) Seat Utilization at the Medical Education Campus: Fall 2017**

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
OCT	100	001H	LEC	LHE-0354	T	12:30 PM	3:30 PM	20	29	9	69.0%
OCT	202	001H	LEC	LHE-0254	T	12:00 PM	3:00 PM	17	25	8	68.0%
OCT	205	001H	LEC	LHE-0254	R	9:00 AM	10:00 AM	20	25	5	80.0%
OCT	208	001H	LEC	LHE-0254	T	8:30 AM	11:30 AM	17	25	8	68.0%
OCT	210	001H	LEC	LHE-0354	T	4:30 PM	6:30 PM	17	29	12	58.6%
OCT	225	01H	LEC	LHE-0354	T	9:00 AM	12:00 PM	20	29	9	69.0%

**Table 12. Physical Therapist Assistant (PTH) Seat Utilization at the Medical Education Campus: Fall 2017**

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
PTH	105	001H	LEC	LHE-0256	T	12:00 PM	1:00 PM	36	48	12	75.0%
PTH	121	001H	LEC	LHE-0256	MR	8:00 AM	9:20 AM	36	48	12	75.0%
PTH	151	001H	LEC	LHE-0256	WF	8:00 AM	9:20 AM	36	48	12	75.0%
PTH	225	080H	LEC	LHE-0352	MTWF	8:00 AM	9:20 AM	33	60	27	55.0%
PTH	231	001H	LEC	LHE-0352	R	8:00 AM	12:00 PM	34	60	26	56.7%
PTH	232	061H	LEC	LHE-0252	F	9:00 AM	1:00 PM	1	35	34	2.9%

**Table 13. Radiography (RAD) Seat Utilization at the Medical Education Campus: Fall 2017**

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
RAD	105	002H	LEC	LHE-0355	R	9:00 AM	11:00 AM	26	37	11	70.3%
RAD	105	001H	LEC	LHE-0256	T	6:00 PM	8:00 PM	26	48	22	54.2%
RAD	121	001H	LEC	LHE-0152	W	9:00 AM	12:00 PM	39	70	31	55.7%
RAD	125	001H	LEC	LHE-0152	M	1:00 PM	4:00 PM	39	70	31	55.7%
RAD	141	001H	LEC	LHE-0152	F	9:00 AM	12:00 PM	39	70	31	55.7%
RAD	205	001H	LEC	LHE-0352	T	9:30 AM	12:20 PM	33	60	27	55.0%
RAD	246	001H	LEC	LHE-0352	T	1:00 PM	3:00 PM	34	60	26	56.7%

**Table 14. Radiation Oncology (ROC) Seat Utilization at the Medical Education Campus: Fall 2017**

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
ROC	125	001H	LEC	LHE-0211	W	10:00 AM	12:00 PM	10	12	2	83.3%

**Table 15. Respiratory Therapy (RTH) Seat Utilization at the Medical Education Campus: Fall 2017**

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
RTH	102	001H	LEC	LHE-0252	TR	10:30 AM	11:45 AM	19	35	16	54.3%
RTH	111	001H	LEC	LHE-0252	TR	9:00 AM	10:15 AM	19	35	16	54.3%
RTH	120	002H	LEC	LHE-0212	TR	10:00 AM	12:00 PM	18	18	0	100.0%
RTH	120	001H	LEC	LHE-0254	TR	5:30 PM	7:30 PM	13	25	12	52.0%
RTH	145	001H	LEC	LHE-0252	T	12:45 PM	1:45 PM	19	35	16	54.3%
RTH	151	001H	LEC	LHE-0252	R	12:30 PM	1:30 PM	19	35	16	54.3%
RTH	215	001H	LEC	LHE-0253	R	10:30 AM	11:30 AM	15	35	20	42.9%
RTH	222	001H	LEC	LHE-0253	R	9:00 AM	10:15 AM	15	35	20	42.9%
RTH	223	001H	LEC	LHE-0253	R	12:30 PM	2:10 PM	15	35	20	42.9%
RTH	236	001H	LEC	LHE-0253	T	12:00 PM	1:40 PM	15	35	20	42.9%

**Table 16. Student Development (SDV) Seat Utilization at the Medical Education Campus: Fall 2017**

Discipline	Course	Section	Component	Room #	Meeting Days	Start Time	End Time	Enrolled	Room Capacity	# Empty Seats	Utilization Rate
SDV	101	001H	LEC	LHE-0355	T	10:00 AM	11:50 AM	29	37	8	78.4%
SDV	101	005H	LEC	LHE-0253	W	6:00 PM	7:50 PM	27	35	8	77.1%
SDV	101	002H	LEC	LHE-0253	T	2:00 PM	3:50 PM	26	35	9	74.3%
SDV	101	003H	LEC	LHE-0253	T	6:30 PM	8:20 PM	24	35	11	68.6%
SDV	101	029H	LEC	LHE-0253	W	11:30 AM	1:20 PM	24	35	11	68.6%
SDV	101	008H	LEC	LHE-0253	F	6:00 PM	7:50 PM	23	35	12	65.7%
SDV	101	019H	LEC	LHE-0253	F	6:00 PM	7:50 PM	22	35	13	62.9%
SDV	101	023H	LEC	LHE-0253	T	6:30 PM	8:20 PM	21	35	14	60.0%
SDV	101	009H	LEC	LHE-0252	S	10:00 AM	11:50 AM	20	35	15	57.1%
SDV	101	007H	LEC	LHE-0354	R	10:00 AM	11:50 AM	15	29	14	51.7%
SDV	101	020H	LEC	LHE-0354	R	10:00 AM	11:50 AM	12	29	17	41.4%
SDV	101	010H	LEC	LHE-0256	S	10:00 AM	11:50 AM	13	48	35	27.1%

# **PATHWAY TO THE AMERICAN DREAM—NOVA'S STRATEGIC PLAN 2017-2023**

## **THE NOVA COMMITMENT**

As its primary contributions to meeting the needs of the Commonwealth of Virginia, the Northern Virginia Community College pledges to advance the social and economic mobility of its students while producing an educated citizenry for the 21st Century.

### **THE STRATEGIC PLAN GOALS AND OBJECTIVES**

To deliver on this commitment NOVA will focus its creativity and talent, its effort and energy, and its resources and persistence, on achieving three overarching goals—success, achievement, and prosperity. It will strive to enable **Every Student to Succeed, Every Program to Achieve, and Every Community to Prosper.**

To advance the completion agenda described above, thereby promoting students' success and enhancing their social mobility, ensuring that programs achieve, and producing an educated citizenry for the 21st Century, the following goals and objectives are adopted:

#### **GOAL 1: Every Student Succeeds**

- **Objective 1:** Develop a College-wide approach to advising that ensures all students are advised and have access to support throughout their time at NOVA
- **Objective 2:** Implement VIP-PASS System as the foundational technology based on NOVA Informed Pathways for student self-advising, assignment and coordination of advisors, and course registration

#### **GOAL 2: Every Program Achieves**

- **Objective 3:** Develop comprehensive, fully integrated Informed Pathways for every program to ensure seamless transitions from high school and other entry points to NOVA, and from NOVA to four-year transfer institutions or the workforce
- **Objective 4:** Develop effective processes and protocols for programmatic College-wide collective decisions that include consistent, accountable leadership and oversight of each academic program with designated "owners," active advisory committees, clear student learning outcomes and assessments, and program reviews in all modalities of instruction
- **Objective 5:** Align NOVA's organizational structures, position descriptions, and expectations for accountability with its overarching mission to support student engagement, learning, success and institutional effectiveness

#### **GOAL 3: Every Community Prospers**

- **Objective 6:** Enhance the prosperity of every community in Northern Virginia by refocusing and prioritizing NOVA's workforce development efforts
- **Objective 7:** Further develop NOVA's IT and Cybersecurity programs to support regional job demand and position NOVA as the leading IT community college in the nation
- **Objective 8:** Re-envision workforce strategies and integrate workforce development into a NOVA core focus
- **Objective 9:** Plan to expand the breadth and reach of NOVA's healthcare and biotechnology programs, and prioritize future programs to support regional economic development goals

**NOVA**

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**Northern Virginia  
Community College**

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