

Office of Institutional  
Effectiveness and Student  
Success Initiatives



Indicators of  
Institutional  
Effectiveness

November 2014

# NOVA Mission and Strategic Goals: 2005–2015

## Mission

With commitment to the values of access, opportunity, student success, and excellence, the mission of Northern Virginia Community College is to deliver world-class in-person and online post-secondary teaching, learning, and workforce development to ensure our region and the Commonwealth of Virginia have an educated population and globally competitive workforce.

## Strategic Goals

**Goal 1. Student Success** – Northern Virginia Community College will move into the top tier of community colleges with respect to the college readiness, developmental course completion, retention, graduation, transfer, and career placement of its students.

**Goal 2. Access** – Northern Virginia Community College will increase the number and diversity of students being served to mirror the population growth of the region.

**Goal 3. Teaching and Learning** – Northern Virginia Community College will focus on student success by creating an environment of world-class teaching and learning.

**Goal 4. Excellence** – Northern Virginia Community College will develop ten focal points of excellence in its educational programs and services that will be benchmarked to the best in the nation and strategic to building the College's overall reputation for quality.

**Goal 5. Leadership** – Northern Virginia Community College will serve as a catalyst and a leader in developing educational and economic opportunities for all Northern Virginians and in maintaining the quality of life and economic competitiveness of the region.

**Goal 6. Partnerships** – Northern Virginia Community College will develop strategic partnerships to create gateways of opportunity and an integrated educational system for Northern Virginians who are pursuing the American Dream.

**Goal 7. Resources** – Northern Virginia Community College will increase its annual funding by \$100 million and expand its physical facilities by more than one million square feet in new and renovated space. This includes the establishment of two additional campuses at epicenters of the region's population growth, as well as additional education and training facilities in or near established population centers.

**Goal 8. Emergency Preparedness and Continuity of Operations** – Northern Virginia Community College will be recognized as a leader among institutions of higher education in Virginia for its development and testing of emergency response and continuity of operation plans.



# **Northern Virginia Community College**

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## **Indicators of Institutional Effectiveness 2012–2013**

Report No. 71-14

Office of Institutional Effectiveness and Student Success Initiatives

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November 2014



**NORTHERN VIRGINIA  
COMMUNITY COLLEGE**

**Office of Institutional Effectiveness and  
Student Success Initiatives**

The purpose of the Office of Institutional Effectiveness and Student Success Initiatives 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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# Indicators of Institutional Effectiveness

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# Student Access

## Indicator 1. NOVA Unduplicated Annual Headcount by Campus: 2010–11 to 2012–13

Campus	2010–11	2011–12	2012–13
Alexandria	17,779	18,166	18,572
Annandale	21,330	21,580	22,511
Loudoun	11,831	12,138	12,388
Manassas	9,678	9,888	10,487
Medical Education	3,858	3,827	3,475
Woodbridge	11,014	11,197	11,202
<b>College</b>	<b>75,490</b>	<b>76,796</b>	<b>78,635</b>

Source: OIR IRIS files

## Indicator 2. NOVA Annual FTES by Campus: 2010–11 to 2012–13

Campus	2010–11	2011–12	2012–13
Alexandria	7,779	7,940	7,756
Annandale	12,232	12,469	12,763
Loudoun	5,086	5,295	5,322
Manassas	3,307	3,428	3,637
Medical Education	1,097	1,122	1,011
Woodbridge	5,196	5,347	5,232
<b>College</b>	<b>34,697</b>	<b>35,601</b>	<b>35,721</b>

Note: Due to rounding, campus numbers may not sum to College total.

Source: OIR IRIS files

**Indicator 3.****Location/Venue FTES:  
2010–11 to 2012–13**

<b>Location/Venue</b>	<b>2010–11</b>	<b>2011–12</b>	<b>2012–13</b>
Alexandria	6,949	7,017	6,778
Arlington	59	38	42
Annandale	10,813	10,781	10,853
Loudoun	3,713	3,858	3,897
Reston	596	534	479
Manassas	3,140	3,180	3,366
Medical Education	810	766	736
Woodbridge	4,195	4,234	4,053
ELI	4,422	5,193	5,517
<b>College</b>	<b>34,697</b>	<b>35,601</b>	<b>35,721</b>

Source: OIR IRIS files

**Indicator 4. Extended Learning Institute (ELI) Annual FTES  
by Campus: 2010–11 to 2012–13**

<b>Campus</b>	<b>2010–11</b>	<b>2011–12</b>	<b>2012–13</b>
Alexandria	771	885	936
Annandale	1,419	1,688	1,910
Loudoun	777	903	946
Manassas	167	248	270
Medical Education	287	356	275
Woodbridge	1,001	1,112	1,180
<b>College</b>	<b>4,422</b>	<b>5,193</b>	<b>5,517</b>

Note: Due to rounding, campus numbers may not sum to College total.

Source: OIR IRIS files



**Indicator 5.****Dual Enrollment Headcount:  
2010–11 to 2012–13**

<b>Campus</b>	<b>2010–11</b>	<b>2011–12</b>	<b>2012–13*</b>
Alexandria	753	559	633
Annandale	255	402	500
Loudoun	392	581	657
Manassas	372	479	486
Medical Education	30	39	15
Woodbridge	136	199	187
<b>College</b>	<b>1,938</b>	<b>2,259</b>	<b>2,478</b>

\*For 2012-13, EMPLID was used as student identifier for processing data.

Source: OIR IRIS files

**Indicator 6. Recent High School Graduates Attending NOVA  
by Campus: Fall 2010 to Fall 2012<sup>1</sup>**

<b>Campus</b>	<b>Fall 2010</b>	<b>Fall 2011</b>	<b>Fall 2012</b>
Alexandria	905	959	1,008
Annandale	1,398	1,299	1,389
Loudoun	916	938	941
Manassas	1,092	1,122	1,153
Woodbridge	889	867	908
<b>College</b>	<b>5,200</b>	<b>5,185</b>	<b>5,399</b>

Note: Data represent the number of all recent public high school graduates in NOVA's service area enrolled at the College in the Fall semester.

<sup>1</sup>The campus headcount for high school graduates is based on high school assignments to individual campuses by OIR and is unduplicated. No high schools are assigned to the Medical Education Campus.

**Indicator 7. Continuing Education (Non-Credit) Enrollment by Campus: 2010–11 to 2012–13\***

Campus	2010–11	2011–12	2012–13
Alexandria	3,634	4,412	3,745
Annandale	7,740	7,110	8,264
Loudoun	4,996	4,331	4,117
Manassas	2,273	2,131	2,199
Medical Education	1,839	1,622	1,645
Woodbridge	2,514	2,311	1,855
Custom Contracts**	—	1,388	2,126
<b>College</b>	<b>22,996</b>	<b>23,279</b>	<b>23,951</b>

\*Duplicated enrollment based on semester

\*\*Custom contracts are taught at the client’s venue. As of fiscal year 2012, contracts are listed as non-campus-based. Prior years not adjusted.

Source: Workforce Development and Continuing Education, NOVA

**Indicator 8. Continuing Education/Workforce Development Revenue by Campus: FY 2010–11 to FY 2012–13**

Campus	FY 2010–11	FY 2011–12*	FY 2012–13
Alexandria	2,217,364	—	—
Annandale	4,332,011	—	—
Loudoun	1,833,575	—	—
Manassas	653,497	—	—
Medical Education	1,667,955	—	—
Woodbridge	734,504	—	—
Other <sup>2</sup>	48,695	—	—
<b>College</b>	<b>\$11,487,601</b>	<b>\$11,692,527</b>	<b>\$10,409,642</b>

\*During fiscal year 2012, the Workforce Development division changed its organizational structure from campus-based to central-based; therefore, only the College-wide total is shown.

Source: Budget Office, NOVA

<sup>2</sup> Data in the “Other” category represent revenues from central Continuing Education services.

## Student Success

### Indicator 9a. Fall-to-Fall Retention of First-Time, Full-Time Students<sup>3</sup> by Campus: 2009–10 to 2011–12

Campus	2009–10 (%)	2010–11 (%)	2011–12 (%)
Alexandria	62.4	62.7	63.4
Annandale	73.0	72.9	74.8
Loudoun	65.0	64.5	70.3
Manassas	68.5	69.1	72.5
Medical Education	64.2	56.6	76.2
Woodbridge	63.5	65.6	67.4
<b>College</b>	<b>67.5</b>	<b>67.7</b>	<b>70.4</b>

Source: OIR IRIS files

### Indicator 9b. Fall-to-Spring Retention of First-Time, Full-Time Students<sup>4</sup> by Campus: 2010–11 to 2012–13

Campus	2010–11(%)	2011–12(%)	2012–13(%)
Alexandria	86.0	85.5	86.8
Annandale	89.2	90.1	88.5
Loudoun	83.1	87.5	86.3
Manassas	87.7	88.0	88.8
Medical Education	77.1	92.1	82.3
Woodbridge	85.5	87.8	86.0
<b>College</b>	<b>86.6</b>	<b>88.2</b>	<b>87.4</b>

Source: OIR IRIS files and PeopleSoft queries

<sup>3</sup> Retention is defined as the percentage of first-time, full-time students enrolled at NOVA in a Fall semester returning to the College the following **Fall**.

<sup>4</sup> Retention is defined as the percentage of first-time, full-time students enrolled at NOVA in a Fall semester returning to the College the following **Spring**.

**Indicator 10. Number of NOVA Graduates by Campus:  
2010–11 to 2012–13**

<b>Campus</b>	<b>2010–11</b>	<b>2011–12</b>	<b>2012–13</b>
Alexandria	998	1,208	1,231
Annandale	1,834	2,120	2,023
Loudoun	854	1,067	985
Manassas	741	840	841
Medical Education	617	729	614
Woodbridge	751	962	986
<b>College</b>	<b>5,795</b>	<b>6,926</b>	<b>6,680</b>

Source: OIR IRIS files

**Indicator 11. Number of Students with Financial Aid Awards\*  
(Unduplicated): 2010–11 to 2012–13**

<b>Campus</b>	<b>2010–11</b>	<b>2011–12</b>	<b>2012–13</b>
Alexandria	4,241	4,883	5,641
Annandale	4,153	4,680	5,496
Loudoun	2,232	2,458	2,840
Manassas	1,837	2,166	2,690
Medical Education	1,173	1,210	1,252
Woodbridge	2,902	3,449	3,920
<b>College</b>	<b>16,538</b>	<b>18,846</b>	<b>21,839</b>

\*Includes need and non-need-based aid

Source: Financial Aid Office, NOVA

**Indicator 12. Number of Students Completing a FAFSA:  
2010–11 to 2012–13**

<b>Campus</b>	<b>2010–11</b>	<b>2011–12</b>	<b>2012–13</b>
Alexandria	9,232	10,667	11,776
Annandale	8,385	8,970	10,245
Loudoun	4,916	5,432	5,931
Manassas	4,194	4,873	5,441
Medical Education	2,615	2,807	2,828
Woodbridge	6,018	6,853	7,600
No Campus Information*	—	360	515
<b>College</b>	<b>35,360</b>	<b>39,962</b>	<b>44,336</b>

\*Data for 2011–12 and 2012–13 include the designation “No Campus Information.”  
Prior years not adjusted.

Source: Financial Aid Office, NOVA

## Faculty and Staff

**Indicator 13. Faculty and Staff at NOVA:  
2010–11 to 2012–13**

	2010–11	2011–12	2012–13	% Change 2010–11 to 2012–13
Twelve-Month Administrative Faculty	96	100	105	9.4%
Professional Faculty	90	125	148	64.4%
Nine-Month Faculty	619	674	686	10.8%
Temporary Faculty	1,822	2,251	2,351	29.0%
Classified Staff	853	903	963	12.9%
<b>Total</b>	<b>3,480</b>	<b>4,053</b>	<b>4,253</b>	<b>22.2%</b>

Source: Human Resources, NOVA

**Indicator 14. Nine-Month Teaching Faculty Diversity:  
October 2010 to October 2012**

Campus	October 2010 Minority Faculty	October 2011 Minority Faculty	October 2012 Minority Faculty
Alexandria	26.5%	27.5%	29.4%
Annandale	26.9%	27.4%	29.4%
Loudoun	17.2%	18.7%	22.3%
Manassas	24.6%	28.2%	29.7%
Medical Education	15.0%	16.0%	21.2%
Woodbridge	23.9%	27.1%	25.5%
<b>College</b>	<b>23.6%</b>	<b>25.3%</b>	<b>27.3%</b>

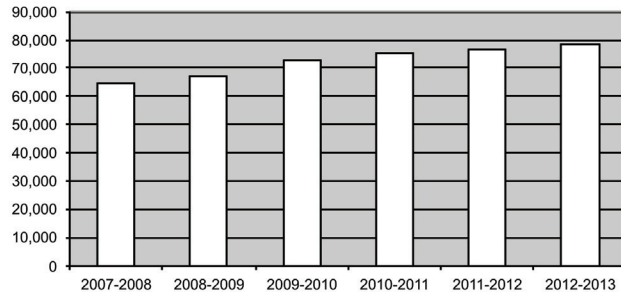
Source: Human Resources, NOVA

# System-Wide Indicators

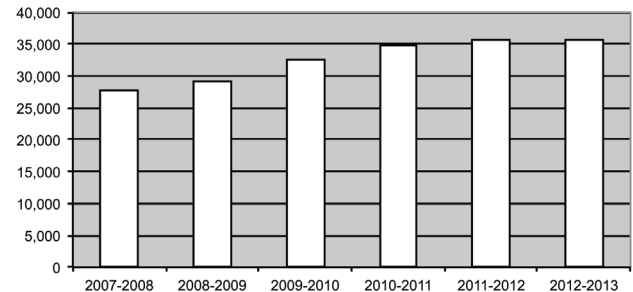
## NOVA Annual Enrollment: 2007–08 to 2012–13

	2007–2008	% Change	2008–2009	% Change	2009–2010	% Change	2010–2011	% Change	2011–2012	% Change	2012–2013	% Change	6-Yr % Change
<b>Headcount</b>	64,454	5.7%	67,175	4.2%	72,563	8.0%	75,490	4.0%	76,796	1.7%	78,635	2.4%	22.0%
<b>FTES</b>	27,725	7.9%	29,153	5.2%	32,537	11.6%	34,697	6.6%	35,601	2.6%	35,721	0.3%	28.8%

**NOVA Annual Enrollment: Headcount**



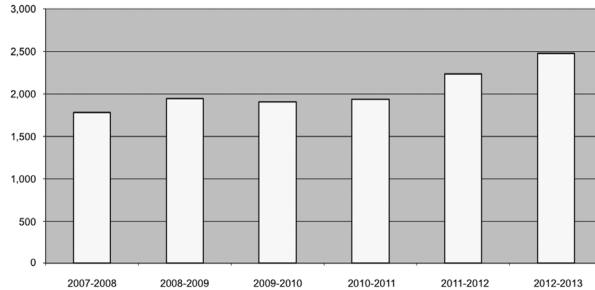
**NOVA Annual Enrollment: FTES**



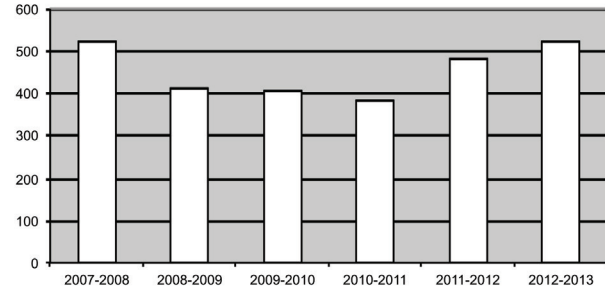
## NOVA Dual Enrollment: 2007–08 to 2012–13

Enrollment	2007–2008	% Change	2008–2009	% Change	2009–2010	% Change	2010–2011	% Change	2011–2012	% Change	2012–2013	% Change	6-Yr % Change
<b>Headcount</b>	1,781	2.1%	1,947	9.3%	1,908	-2.0%	1,983	3.9%	2,231	12.5%	2,478	11.1%	39.1%
<b>FTES</b>	520	-10.8%	413	-20.6%	408	-1.2%	388	-4.9%	484	24.7%	521	7.6%	0.2%

**NOVA Dual Enrollment: Headcount**



**NOVA Dual Enrollment: FTES**

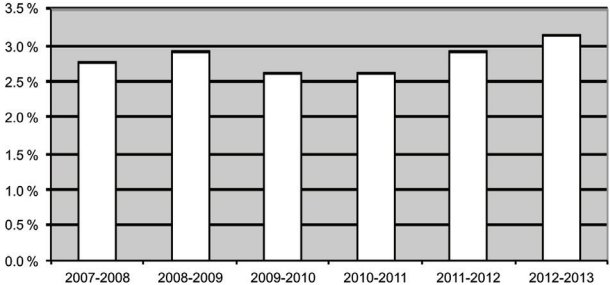




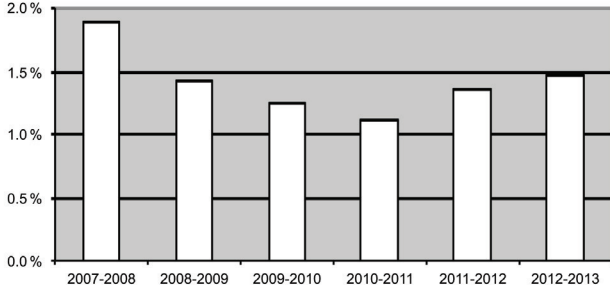
# NOVA Dual Enrollment as Percentage of Total Enrollment: 2007–08 to 2012–13

Enrollment	2007–2008	2008–2009	2009–2010	2010–2011	2011–2012	2012–2013	6-Yr Change in %
Headcount	2.76%	2.90%	2.63%	2.63%	2.91%	3.16%	0.40%
FTES	1.88%	1.42%	1.25%	1.12%	1.36%	1.46%	-0.42%

**NOVA Dual Enrollment as Percentage of Total Enrollment by Headcount**

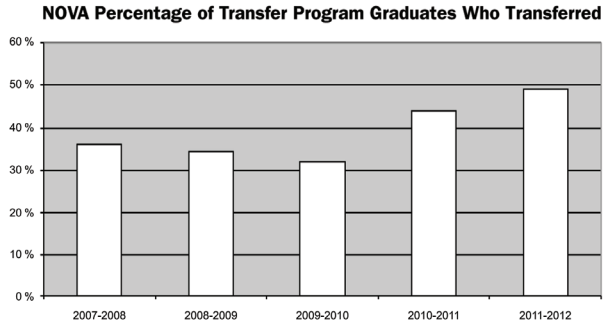


**NOVA Dual Enrollment as Percentage of Total Enrollment by FTES**



## NOVA Transfer Program Graduates: 2007–08 to 2011–12\*

	# of Grads	# Transferred	% Transferred	Change in %
2007–2008	2,081	753	36.2%	—
2008–2009	2,255	778	34.5%	-1.7%
2009–2010	2,917	927	31.8%	-2.7%
2010–2011	3,646	1,600	43.9%	12.1%
2011–2012	4,217	2,072	49.1%	5.2%
<b>5-Yr Change in % 2007–2008 to 2011–2012</b>				12.9%

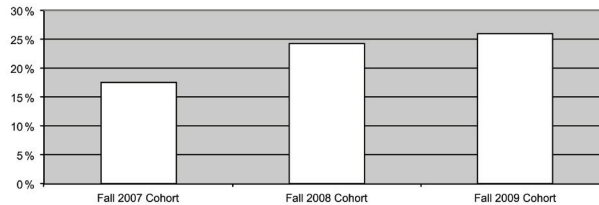


\*These data will not match previously released historical data. The methodology for calculating the number of transfer program graduates changed. Students who are concurrently enrolled with the VCCS and four-year institutions are excluded. In addition, the percentage of transfer program graduates who transferred was determined using data from National Student Clearinghouse. In past reports, data from both National Student Clearinghouse and SCHEV were used to determine the transfer rate.

## NOVA Graduation Rates for Fall Cohorts: 2000–2009\*

Fall Cohort	Cohort	Number of Graduates	Graduation Rate
Fall 2000 Cohort	1,507	148	9.8%
Fall 2001 Cohort	1,607	198	12.3%
Fall 2002 Cohort	1,643	187	11.4%
Fall 2003 Cohort	1,657	183	11.0%
Fall 2004 Cohort	3,033	403	13.3%
Fall 2005 Cohort	3,112	413	13.3%
Fall 2006 Cohort	3,967	571	14.4%
Fall 2007 Cohort	4,598	810	17.6%
Fall 2008 Cohort	4,106	1,000	24.4%
Fall 2009 Cohort	4,738	1,234	26.1%

**NOVA Graduation Rates for Fall Cohorts**

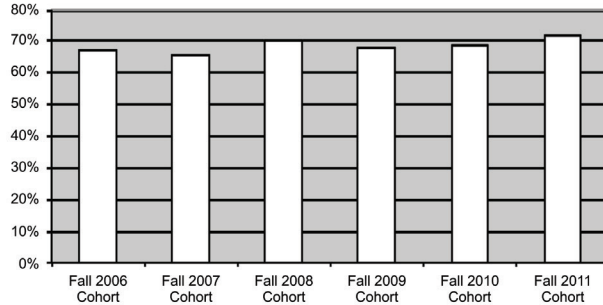


\*Includes dual enrolled students. Beginning with the Fall 2007 cohort, the methodology for calculating the graduation rate changed. 150% of time includes the following summer.

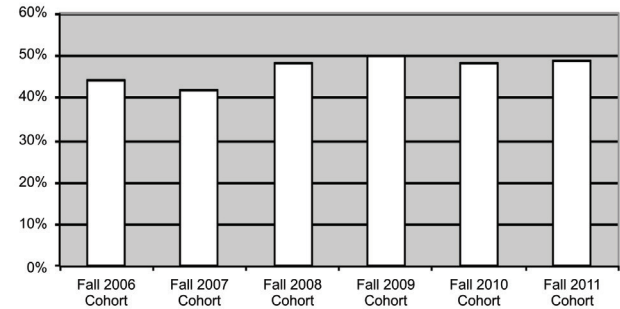
## NOVA Retention Rates for Fall Cohorts: 2006–2011

	Fall 2006 Cohort		Fall 2007 Cohort		Fall 2008 Cohort		Fall 2009 Cohort		Fall 2010 Cohort		Fall 2011 Cohort	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
<b>Retention</b>												
<b>Cohort</b>	3,959	3,101	4,586	3,135	4,106	2,715	4,738	2,594	4,577	2,667	4,848	2,879
<b>Re-enrolled</b>	2,648	1,346	2,991	1,321	2,880	1,303	3,200	1,290	3,136	1,263	3,450	1,422
<b>Graduated</b>	10	10	18	8	8	4	13	0	5	5	18	2
<b>Total</b>	2,658	1,356	3,009	1,329	2,888	1,307	3,213	1,290	3,141	1,268	3,468	1,424
<b>Retention Rate</b>	67%	44%	66%	42%	70%	48%	68%	50%	69%	48%	72%	49%

**NOVA Retention Rates of Full-Time Students**



**NOVA Retention Rates of Part-Time Students**





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