

Office of Institutional  
Effectiveness and Student  
Success Initiatives



# Indicators of Institutional Effectiveness

June 2016

# NOVA Mission and Strategic Goals

## 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 2014–2015**

Report No. 28-16

Office of Institutional Effectiveness and Student Success Initiatives

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June 2016



# **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: 2012-13 to 2014-15

Campus	2012-13	2013-14	2014-15
Alexandria	18,572	18,286	17,256
Annandale	22,511	22,493	21,931
Loudoun	12,388	12,731	13,359
Manassas	10,487	10,592	10,572
Medical Education	3,475	3,286	3,027
Woodbridge	11,202	11,073	10,723
<b>College</b>	<b>78,635</b>	<b>78,461</b>	<b>76,868</b>

Source: OIR IRIS files

## Indicator 2. NOVA Annual FTES by Campus: 2012-13 to 2014-15

Campus	2012-13	2013-14	2014-15
Alexandria	7,756	7,415	6,852
Annandale	12,763	12,597	11,981
Loudoun	5,322	5,474	5,656
Manassas	3,637	3,884	3,998
Medical Education	1,011	958	943
Woodbridge	5,232	5,230	5,157
<b>College</b>	<b>35,721</b>	<b>35,559</b>	<b>34,586</b>

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

Source: OIR IRIS files

**Indicator 3.****Location/Venue FTES:  
2012-13 to 2014-15**

<b>Location/Venue</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
Alexandria	6,778	6,489	5,792
Arlington	42	0	0
Annandale	10,853	10,516	9,797
Loudoun	3,897	3,962	4,151
Reston	479	521	422
Manassas	3,366	3,597	3,652
Medical Education	736	712	696
Woodbridge	4,053	4,023	3,886
ELI	5,517	5,739	6,190
<b>College</b>	<b>35,721</b>	<b>35,559</b>	<b>34,586</b>

Source: OIR IRIS files

**Indicator 4. Extended Learning Institute (ELI) Annual FTES  
by Campus: 2012-13 to 2014-15**

<b>Campus</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
Alexandria	936	926	1,060
Annandale	1,910	2,080	2,183
Loudoun	946	992	1,083
Manassas	270	287	347
Medical Education	275	246	246
Woodbridge	1,180	1,208	1,271
<b>College</b>	<b>5,517</b>	<b>5,739</b>	<b>6,190</b>

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

Source: OIR IRIS files



**Indicator 5.****Dual Enrollment Headcount:  
2012-13 to 2014-15**

<b>Campus</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
Alexandria	633	787	1,024
Annandale	500	568	636
Loudoun	657	821	1,547
Manassas	486	458	538
Medical Education	15	21	25
Woodbridge	187	196	224
<b>College</b>	<b>2,478</b>	<b>2,851</b>	<b>3,994</b>

Note: EMPLID was used as student identifier for processing data.

Source: OIR IRIS files

**Indicator 6. Recent High School Graduates Attending NOVA  
by Campus: Fall 2012 to Fall 2014<sup>1</sup>**

<b>Campus</b>	<b>Fall 2012</b>	<b>Fall 2013</b>	<b>Fall 2014</b>
Alexandria	1,008	925	993
Annandale	1,390	1,510	1,427
Loudoun	1,038	1,110	1,233
Manassas	1,153	1,254	1,192
Woodbridge	908	955	1,023
<b>College</b>	<b>5,497</b>	<b>5,754</b>	<b>5,868</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: 2012-13 to 2014-15\***

Campus	2012-13	2013-14	2014-15
Alexandria	3,745	4,313	3,963
Annandale	8,264	8,015	7,055
Loudoun	4,117	3,566	3,635
Manassas	2,199	2,375	2,497
Medical Education	1,645	1,646	1,619
Woodbridge	1,855	1,743	1,581
Custom Contracts**	2,126	1,884	2,045
<b>College</b>	<b>23,951</b>	<b>23,542</b>	<b>22,395</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.

Source: Workforce Development and Continuing Education, NOVA

**Indicator 8. Continuing Education/Workforce Development  
Revenue: FY 2012-13 to FY 2014-15**

Campus	FY 2012-13	FY 2013-14	FY 2014-15
Alexandria	—	—	—
Annandale	—	—	—
Loudoun	—	—	—
Manassas	—	—	—
Medical Education	—	—	—
Woodbridge	—	—	—
<b>College</b>	<b>\$10,409,642</b>	<b>\$10,750,049</b>	<b>\$11,001,579</b>

Note: 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

## Student Success

### Indicator 9a. Fall-to-Fall Retention of First-Time, Full-Time Students<sup>2</sup> by Campus: 2011-12 to 2013-14

Campus	2011-12 (%)	2012-13 (%)	2013-14 (%)
Alexandria	63.4	56.0	61.4
Annandale	74.8	73.6	69.6
Loudoun	70.3	67.6	66.1
Manassas	72.5	67.6	67.5
Medical Education	76.2	54.8	65.2
Woodbridge	67.4	66.1	63.4
<b>College</b>	<b>70.4</b>	<b>67.3</b>	<b>66.3</b>

Source: OIR IRIS files

### Indicator 9b. Fall-to-Spring Retention of First-Time, Full-Time Students<sup>3</sup> by Campus: 2012-13 to 2014-15

Campus	2012-13(%)	2013-14(%)	2014-15(%)
Alexandria	86.8	85.7	84.6
Annandale	88.5	87.3	86.1
Loudoun	86.3	82.6	85.9
Manassas	88.8	87.1	86.4
Medical Education	82.3	87.9	82.8
Woodbridge	86.0	86.7	85.2
<b>College</b>	<b>87.4</b>	<b>86.1</b>	<b>85.7</b>

Source: OIR IRIS files and PeopleSoft queries

<sup>2</sup> Fall-to-Fall 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>3</sup> Fall-to-Spring 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:  
2012-13 to 2014-15**

<b>Campus</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
Alexandria	1,231	1,275	1,295
Annandale	2,023	1,917	1,950
Loudoun	985	972	1,080
Manassas	841	859	886
Medical Education	614	595	570
Woodbridge	986	980	990
<b>College</b>	<b>6,680</b>	<b>6,598</b>	<b>6,771</b>

Source: OIR IRIS files

**Indicator 11. Number of Students with Financial Aid Awards\*  
(Unduplicated): 2012-13 to 2014-15**

<b>Campus</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
Alexandria	5,641	5,858	5,730
Annandale	5,496	5,907	5,878
Loudoun	2,840	3,259	3,319
Manassas	2,690	3,236	3,066
Medical Education	1,252	1,288	1,260
Woodbridge	3,920	4,164	4,148
<b>College</b>	<b>21,839</b>	<b>23,712</b>	<b>23,401</b>

\*Includes need- and non-need-based aid.

Source: Financial Aid Office, NOVA

**Indicator 12.            Number of Students Completing a FAFSA:  
2012-13 to 2014-15**

<b>Campus</b>	<b>2012–13</b>	<b>2013–14</b>	<b>2014–15</b>
Alexandria	11,776	11,113	11,195
Annandale	10,245	11,395	11,417
Loudoun	5,931	6,331	6,582
Manassas	5,441	6,242	6,309
Medical Education	2,828	2,741	2,679
Woodbridge	7,600	8,352	8,270
No Campus Information	515	—	—
<b>College</b>	<b>44,336</b>	<b>46,174</b>	<b>46,452</b>

Source: Financial Aid Office, NOVA

## Faculty and Staff

**Indicator 13. Faculty and Staff at NOVA:  
2012-13 to 2014-15**

Personnel	2012-13	2013-14	2014-15	% Change 2012-13 to 2014-15
Twelve-Month Administrative Faculty	105	97	114	8.6%
Professional Faculty	148	146	139	-6.1%
Nine-Month Faculty	686	714	700	2.0%
Temporary Faculty	2,351	2,341	2,465	4.8%
Classified Staff	963	962	989	2.7%
<b>Total</b>	<b>4,253</b>	<b>4,260</b>	<b>4,407</b>	<b>3.6%</b>

Source: Human Resources, NOVA

**Indicator 14. Nine-Month Teaching Faculty Diversity:  
October 2012 to October 2014**

Campus	October 2012 Minority Faculty	October 2013 Minority Faculty	October 2014 Minority Faculty
Alexandria	29.4%	32.5%	32.2%
Annandale	29.4%	28.6%	28.6%
Loudoun	22.3%	23.1%	24.8%
Manassas	29.7%	30.3%	35.5%
Medical Education	21.2%	24.5%	23.4%
Woodbridge	25.5%	29.2%	29.5%
<b>College</b>	<b>27.3%</b>	<b>28.6%</b>	<b>29.1%</b>

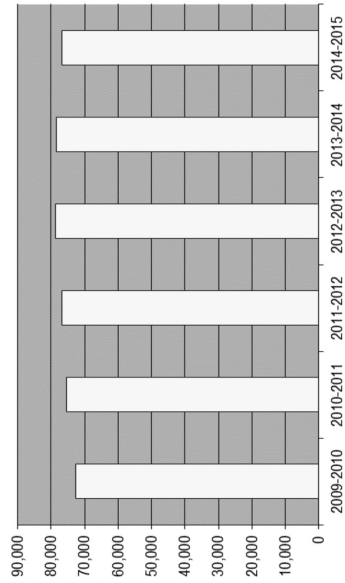
Source: Human Resources, NOVA

# System-Wide Indicators

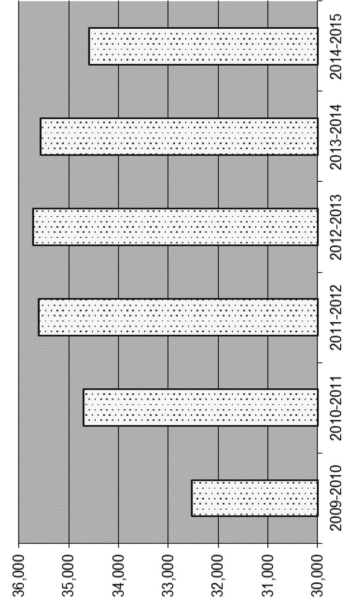
## NOVA Annual Enrollment: 2009-10 to 2014-15

Enrollment	2009–	2010–	2011–	2012–	2013–	2014–	2014–	6-Yr %
	2010	2011	2012	2013	2014	2015	Change	Change
<b>Headcount</b>	72,563	75,490	76,796	78,635	78,461	76,868	-0.2%	5.9%
<b>FTEs</b>	32,537	34,697	35,601	35,721	35,559	34,586	-0.5%	6.3%

NOVA Annual Enrollment: Headcount



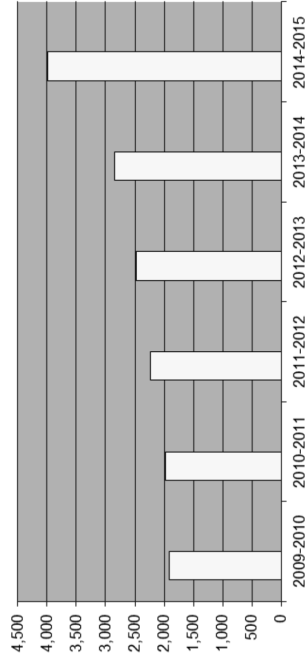
NOVA Annual Enrollment: FTEs



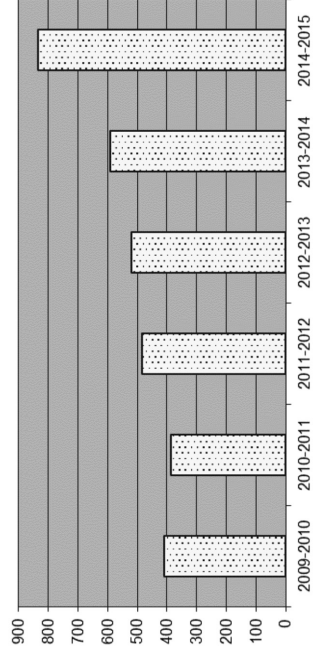
## NOVA Dual Enrollment: 2009–10 to 2014–15

	2009–2010	% Change	2010–2011	% Change	2011–2012	% Change	2012–2013	% Change	2013–2014	% Change	2014–2015	% Change	6-Yr % Change
<b>Enrollment</b>	1,908	-2.0%	1,983	3.9%	2,231	12.5%	2,478	11.1%	2,851	15.1%	3,994	40.1%	109.3%
<b>Headcount</b>	408	-1.2%	388	-4.9%	484	24.7%	521	7.6%	590	13.2%	835	41.5%	104.7%

NOVA Dual Enrollment: Headcount



NOVA Dual Enrollment: FTES

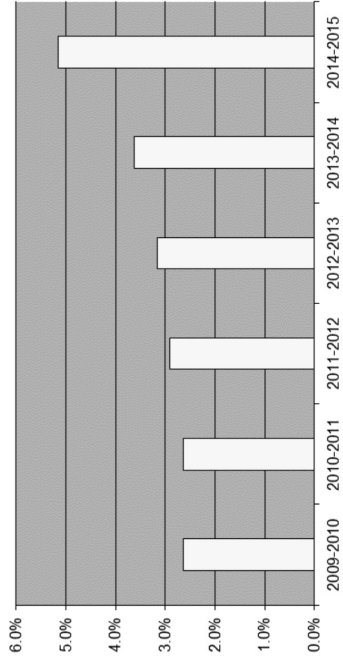




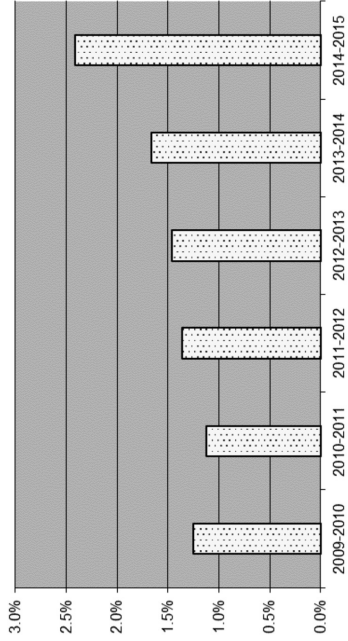
# NOVA Dual Enrollment as Percentage of Total Enrollment: 2009–10 to 2014–15

Enrollment	2009–2010	2010–2011	2011–2012	2012–2013	2013–2014	2014–2015	6-Yr Change in %
Headcount	2.63%	2.63%	2.91%	3.16%	3.63%	5.20%	2.57%
FTEs	1.25%	1.12%	1.36%	1.46%	1.66%	2.41%	1.16%

NOVA Dual Enrollment as Percentage of Total Enrollment by Headcount



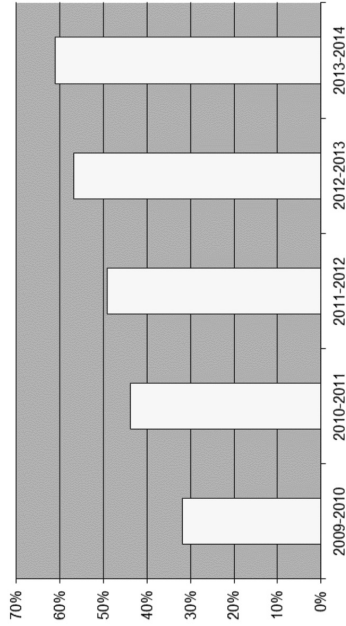
NOVA Dual Enrollment as Percentage of Total Enrollment by FTEs



## NOVA Transfer Program Graduates: 2009–10 to 2013–14\*

	# of Grads	# Transferred	% Transferred	Change in %
2009–2010	2,917	927	31.8%	—
2010–2011	3,646	1,600	43.9%	12.1%
2011–2012	4,217	2,072	49.1%	5.2%
2012–2013	4,434	2,522	56.9%	7.8%
2013–2014	4,535	2,770	61.1%	4.2%
<b>5-Yr Change in % 2009–2010 to 2013–2014</b>				29.3%

**NOVA Percentage of Transfer Program Graduates Who Transferred**

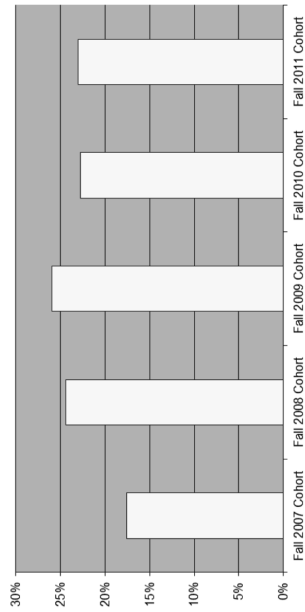


\*These data will not match previously released historical data. The methodology for calculating the number of transfer program graduates changed. Students who are concurrently enrolled with the VCCS and four-year institutions are excluded. In addition, the percentage of transfer program graduates who 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: 2002–2011\*

Fall Cohort	Cohort	Number of Graduates	Graduation Rate
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	26.0%
Fall 2010 Cohort	4,577	1,043	22.8%
Fall 2011 Cohort	4,848	1,115	23.0%

NOVA Graduation Rates for Fall Cohorts

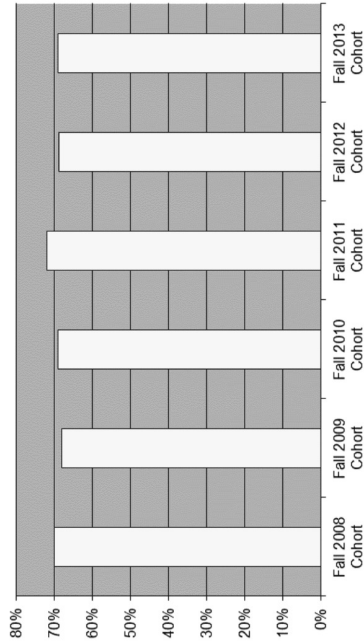


\*Includes dual enrolled students. Beginning with the Fall 2007 cohort, the methodology for calculating the graduation rate changed. 150% of time includes the following summer.

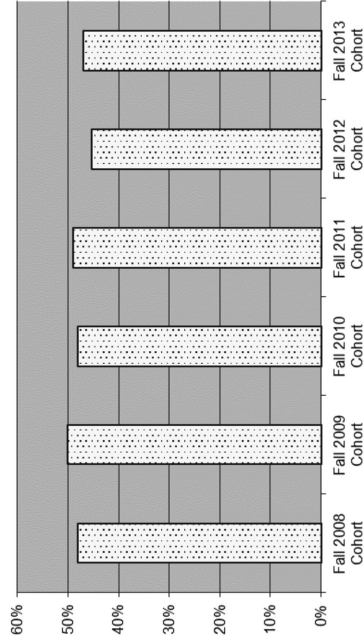
# NOVA Retention Rates for Fall Cohorts: 2008–2013

	Fall 2008 Cohort		Fall 2009 Cohort		Fall 2010 Cohort		Fall 2011 Cohort		Fall 2012 Cohort		Fall 2013 Cohort	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
<b>Retention Cohort</b>	4,106	2,715	4,738	2,594	4,577	2,667	4,848	2,879	5,137	3,146	5,819	3,309
<b>Re-enrolled</b>	2,880	1,303	3,200	1,290	3,136	1,263	3,450	1,422	3,541	1,425	3,990	1,567
<b>Graduated</b>	8	4	13	0	5	5	18	2	2	1	1	1
<b>Total</b>	2,888	1,307	3,213	1,290	3,141	1,268	3,468	1,424	3,543	1,426	3,991	1,568
<b>Retention Rate</b>	70%	48%	68%	50%	69%	48%	72%	49%	69%	45%	69%	47%

NOVA Retention Rates of Full-Time Students



NOVA Retention Rates of Part-Time Students





# NORTHERN VIRGINIA COMMUNITY COLLEGE BOARD

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