

Office of Institutional
Effectiveness and
Student Success



Indicators of Institutional Effectiveness 2016-17

May 2018

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

Northern Virginia Community College

Indicators of Institutional Effectiveness 2016–2017

Report No. 31-18

Office of Institutional Effectiveness and Student Success

May 2018

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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Indicators of Institutional Effectiveness

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Student Access

Indicator 1. Unduplicated Annual Headcount by Campus: 2014-15 to 2016-17

Campus	2014-15	2015-16	2016-17
Alexandria	17,077	16,490	15,345
Annandale	21,652	20,901	20,190
Loudoun	13,190	14,164	14,845
Manassas	10,461	10,703	10,558
Medical Education	3,010	2,868	2,798
Woodbridge	10,654	10,732	10,547
College	76,044	75,858	74,283

Note: Analysis performed using EMPLID.

Source: OIR Census files

Indicator 2. Annual FTES by Campus: 2014-15 to 2016-17

Campus	2014-15	2015-16	2016-17
Alexandria	6,852	6,443	5,676
Annandale	11,981	11,621	11,103
Loudoun	5,656	5,844	6,012
Manassas	3,998	4,217	4,265
Medical Education	943	991	926
Woodbridge	5,157	4,902	4,707
College	34,586	34,016	32,689

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

Source: OIR Census files

**Indicator 3. Location/Venue Annual FTES:
2014-15 to 2016-17**

Location/Venue	2014-15	2015-16	2016-17
Alexandria	5,792	5,385	4,737
Annandale	9,797	9,512	9,085
Loudoun	3,705	3,960	4,160
Manassas	3,652	3,827	3,796
Medical Education	696	735	683
Reston Center	422	398	361
Signal Hill	446	425	394
Woodbridge	3,886	3,643	3,500
ELI	6,190	6,131	5,974
College	34,586	34,016	32,689

Note: Due to rounding, location/venue FTES may not sum to College total.

Source: OIR Census files

**Indicator 4. Extended Learning Institute (ELI) Annual FTES
by Campus: 2014-15 to 2016-17**

Campus	2014-15	2015-16	2016-17
Alexandria	1,060	1,058	940
Annandale	2,183	2,109	2,018
Loudoun	1,083	1,060	1,098
Manassas	346	390	469
Medical Education	246	255	242
Woodbridge	1,271	1,259	1,207
College	6,190	6,131	5,974

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

Source: OIR Census files

Indicator 5A.**Contract Dual Enrollment Headcount: 2014-15 to 2016-17**

Campus	2014-15			2015-16			2016-17		
	Summer 2014	Fall 2014	Spring 2015	Summer 2015	Fall 2015	Spring 2016	Summer 2016	Fall 2016	Spring 2017
Alexandria	82	464	725	86	567	1,016	62	603	1,183
Annandale	2	294	391	1	313	521	12	602	831
Loudoun	7	1,145	1,215	0	1,836	1,941	0	2,839	2,892
Manassas	0	409	489	0	567	661	0	612	783
Medical Education	0	40	237	10	82	373	23	107	384
Woodbridge	9	93	102	6	141	183	6	255	375
College*	100	2,405	3,076	103	3,466	4,588	103	4,941	6,297

*College headcount is unduplicated. The figure will normally be less than the sum of the campus totals due to students registered at multiple campuses.

Note: Excludes adult dual enrollment students.

Source: OIR Census files

Indicator 5B.**NOVA Dual Enrollment Headcount: 2014-15 to 2016-17**

Campus	2014-15			2015-16			2016-17		
	Summer 2014	Fall 2014	Spring 2015	Summer 2015	Fall 2015	Spring 2016	Summer 2016	Fall 2016	Spring 2017
Alexandria	67	41	48	56	46	42	34	49	47
Annandale	175	169	161	153	178	167	146	147	145
Loudoun	100	100	97	100	138	136	93	151	131
Manassas	44	48	54	60	75	56	30	88	78
Medical Education	3	3	4	22	2	8	6	6	2
Woodbridge	38	49	39	31	56	63	29	52	46
College*	384	352	348	368	444	408	306	423	387

*College headcount is unduplicated. The figure will normally be less than the sum of the campus totals due to students registered at multiple campuses.

Note: Excludes adult dual enrollment students.

Source: OIR Census files

Indicator 5C.**College-Wide Dual Enrollment Headcount: 2014-15 to 2016-17**

Enrollment	2014-15			2015-16			2016-17		
	Summer 2014	Fall 2014	Spring 2015	Summer 2015	Fall 2015	Spring 2016	Summer 2016	Fall 2016	Spring 2017
Contract Dual	100	2,405	3,076	103	3,466	4,588	103	4,941	6,297
NOVA Dual	384	352	348	368	444	408	306	423	387
College*	482	2,752	3,414	470	3,893	4,976	408	5,343	6,664

*College headcount is unduplicated. The figure will normally be less than the sum of Contract Dual and NOVA Dual due to students registered in both types of dual enrollment courses.

Note: Excludes adult dual enrollment students.

Source: OIR Census files

Indicator 6.**Draw Rate from NOVA's Service Area by School Division: Fall 2014 to Fall 2016**

Division	# of HS Graduates 2013-14	Fall 2014 at NOVA		# of HS Graduates 2014-15	Fall 2015 at NOVA		# of HS Graduates 2015-16	Fall 2016 at NOVA	
		#	%		#	%		#	%
Alexandria City	685	146	21.3	703	168	23.9	728	174	23.9
Arlington County	1,368	264	19.3	1,438	256	17.8	1,489	253	17.0
Fairfax County	12,992	2,772	21.3	12,934	2,762	21.4	13,289	2,816	21.2
Falls Church City	183	16	8.7	168	17	10.1	187	15	8.0
Loudoun County	4,515	998	22.1	4,639	1,012	21.8	5,023	991	19.7
Manassas City	467	116	24.8	455	122	26.8	457	107	23.4
Manassas Park City	160	42	26.3	185	65	35.1	218	56	25.7
Prince William County	5,682	1,508	26.5	5,769	1,568	27.2	5,852	1,550	26.5
Total	26,052	5,862	22.5	26,291	5,970	22.7	27,243	5,962	21.9

Note: The draw rate represents the rate at which recent graduates from public high schools in the Northern Virginia area attended NOVA in the fall term following graduation from high school.

Source: OIR Census files and Virginia Department of Education High School Graduates and Completers Report: <http://www.doe.virginia.gov>

**Indicator 7. Continuing Education (Non-Credit) Enrollment*
by Campus: 2014-15 to 2016-17**

Campus	2014-15	2015-16	2016-17
Alexandria	3,963	3,005	2,509
Annandale	7,055	5,928	5,030
Loudoun	3,635	3,431	3,431
Manassas	2,497	1,954	888
Medical Education	1,619	1,196	1,312
Woodbridge	1,581	1,376	3,182
Custom Contracts**	2,045	1,801	2,328
College	22,395	18,691	18,680

*Duplicated enrollment based on semester (summer, fall, spring) excluding non-training enrollments.

**Custom contracts are taught at the client venue, and are listed as non-campus-based.

Note: NOVA Workforce is not campus-based. Non-credit programs are considered “One NOVA and One NOVA Workforce.” This allows for flexibility given limited space on many campuses for non-credit programs. This is evidenced by the increase in enrollment at Woodbridge after the opening of the Workforce Regional Center that offers dedicated space for Workforce courses.

Source: NOVA Workforce

**Indicator 8. Continuing Education/Workforce Development
Revenue: FY 2014-15 to FY 2016-17**

	FY 2014-15	FY 2015-16	FY 2016-17
College	\$11,001,579	\$10,014,683	\$9,053,002

Source: Budget Office, NOVA

**Indicator 9. Number of Students Completing a FAFSA:
2014-15 to 2016-17**

Campus	2014-15	2015-16	2016-17
Alexandria	11,195	10,088	9,208
Annandale	11,417	10,528	9,964
Loudoun	6,582	6,332	6,176
Manassas	6,309	5,872	5,537
Medical Education	2,679	2,629	2,290
Woodbridge	8,270	8,144	7,686
College	46,452	43,593	40,861

Source: Financial Aid Office, NOVA

**Indicator 10. Number of Students* with Financial Aid Awards:
2014-15 to 2016-17**

Campus	2014-15	2015-16	2016-17
Alexandria	5,730	5,034	4,484
Annandale	5,878	5,493	5,168
Loudoun	3,319	3,186	3,137
Manassas	3,066	2,973	2,878
Medical Education	1,260	1,347	1,125
Woodbridge	4,148	3,970	3,827
College	23,401	22,003	20,619

*Unduplicated headcount. Includes need- and non-need-based aid.

Source: Financial Aid Office, NOVA

Student Success

Indicator 11A. Fall-to-Spring Persistence of First-Time in College* Full-Time Associate/Certificate-Seeking Students by Campus: Fall 2014 Cohort to Fall 2016 Cohort

Campus	Fall 2014 Cohort (%)	Fall 2015 Cohort (%)	Fall 2016 Cohort (%)
Alexandria	87.9	89.9	86.4
Annandale	90.2	92.1	90.8
Loudoun	89.2	88.6	86.7
Manassas	88.7	88.7	89.1
Medical Education	86.0	84.4	88.0
Woodbridge	87.5	87.7	89.0
College	88.9	89.8	88.8

*First-time in college refers to students who first enrolled at NOVA in the fall semester.

Note: Fall-to-spring persistence indicates a student re-enrolled in the following spring semester, graduated from NOVA following the first fall semester of enrollment, or transferred out of NOVA and attended a four-year institution during either the first fall semester or the following spring semester. The campus listed is initial fall home campus. Students who returned to NOVA did not necessarily return to the listed campus.

Source: OIR Census files and National Student Clearinghouse

Indicator 11B. Fall-to-Fall Persistence of First-Time in College* Full-Time Associate/Certificate-Seeking Students by Campus: Fall 2014 Cohort to Fall 2016 Cohort

Campus	Fall 2014 Cohort (%)	Fall 2015 Cohort (%)	Fall 2016 Cohort (%)
Alexandria	65.0	72.0	74.1
Annandale	78.6	80.3	80.4
Loudoun	75.9	75.2	76.7
Manassas	78.8	75.7	77.5
Medical Education	77.2	64.4	58.0
Woodbridge	72.2	71.0	73.1
College	74.9	75.7	76.9

*First-time in college refers to students who first enrolled at NOVA in the fall semester.

Note: Fall-to-fall persistence indicates a student re-enrolled in the following fall semester, graduated from NOVA prior to the following fall semester, or transferred out of NOVA and attended a four-year institution prior to or during the following fall semester.

Campus listed is initial fall home campus. Students who returned to NOVA did not necessarily return to the listed campus.

Source: OIR Census files and National Student Clearinghouse

**Indicator 12. Number of NOVA Graduates* by Campus:
2014-15 to 2016-17**

Campus	2014-15	2015-16	2016-17
Alexandria	1,295	1,238	1,141
Annandale	1,950	2,021	1,903
Loudoun	1,080	1,076	1,053
Manassas	886	1,010	963
Medical Education	570	607	538
Woodbridge	990	987	1,071
College	6,771	6,939	6,669

*Unduplicated headcount.
Source: OIR Census files

Faculty and Staff

**Indicator 13. Faculty and Staff at NOVA:
2014-15 to 2016-17**

Personnel	2014-15	2015-16	2016-17	% Change 2014-15 to 2016-17
Twelve-Month Administrative Faculty	114	103	104	-8.8
Professional Faculty	139	143	114	-18.0
Nine-Month Faculty	700	688	656	-6.3
Temporary Faculty	2,465	2,269	2,008	-18.5
Classified Staff	989	918	866	-12.4
Total	4,407	4,121	3,748	-15.0

Source: Human Resources, NOVA

**Indicator 14. Nine-Month Teaching Faculty Diversity:
October 2014 to October 2016**

Campus	October 2014 Minority Faculty (%)	October 2015 Minority Faculty (%)	October 2016 Minority Faculty (%)
Alexandria	32.2	33.3	30.7
Annandale	28.6	32.0	29.4
Loudoun	24.8	26.0	23.6
Manassas	35.5	36.6	30.9
Medical Education	23.4	29.5	23.3
Woodbridge	29.2	33.3	32.2
Campus Average	29.1	31.8	28.4

Note: Minority status is based on self-reported primary race and does not include Caucasian.

Source: Human Resources, NOVA

VCCS – System-Wide Indicators

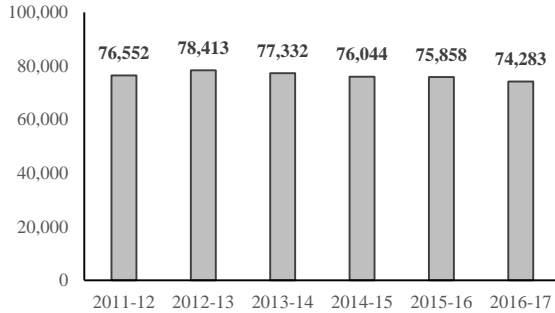
Indicator 15.

NOVA Annual Enrollment: 2011-12 to 2016-17

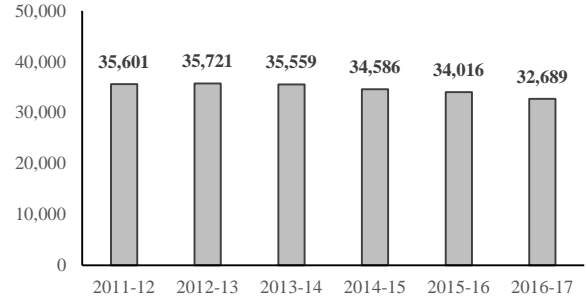
Enrollment	2011-2012	2012-2013	% Change	2013-2014	% Change	2014-2015	% Change	2015-2016	% Change	2016-2017	% Change	6-Yr % Change
Headcount	76,552	78,413	2.4	77,332	-1.4	76,044	-1.7	75,858	-0.2	74,283	-2.1	-3.0
FTES	35,601	35,721	0.3	35,559	-0.5	34,586	-2.7	34,016	-1.6	32,689	-3.9	-8.2

Source: VCCS Enrollment Data: <http://www.vccs.edu/about/where-we-are/impact/vccs-annual-enrollment/>

NOVA Annual Enrollment: Headcount



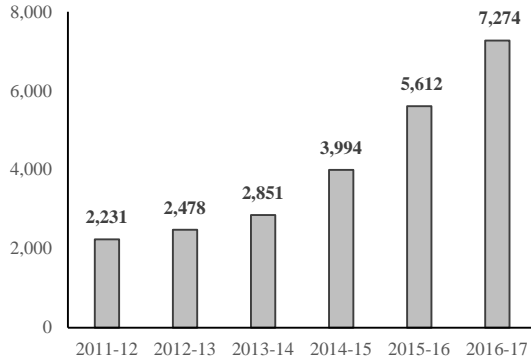
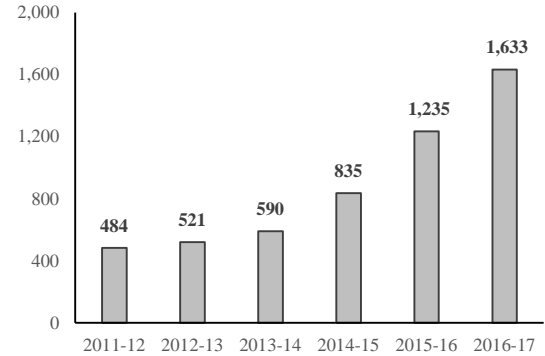
NOVA Annual Enrollment: FTES



Indicator 16.**NOVA Dual Enrollment: 2011-12 to 2016-17**

Enrollment	2011-2012	2012-2013	% Change	2013-2014	% Change	2014-2015	% Change	2015-2016	% Change	2016-2017	% Change	6-Yr % Change
Headcount	2,231	2,478	11.1	2,851	15.1	3,994	40.1	5,612	40.5	7,274	29.6	226.0
FTES	484	521	7.6	590	13.2	835	41.5	1,235	47.9	1,633	32.2	237.4

Source: VCCS, Academic Services and Research Department

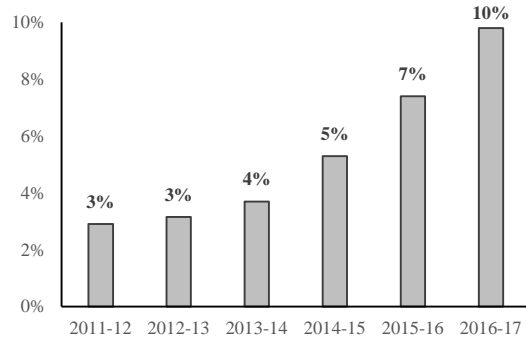
NOVA Dual Enrollment: Headcount**NOVA Dual Enrollment: FTES**

Indicator 17. NOVA Dual Enrollment as Percentage of Total Enrollment: 2011-12 to 2016-17

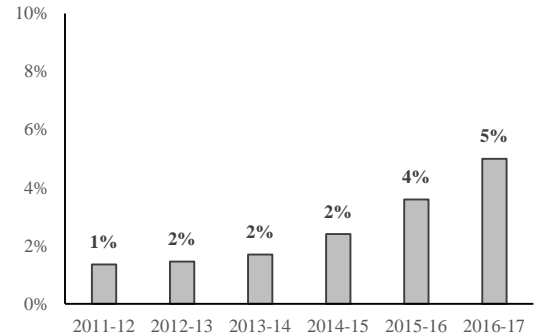
Enrollment	2011-2012 (%)	2012-2013 (%)	2013-2014 (%)	2014-2015 (%)	2015-2016 (%)	2016-2017 (%)	6-Yr % Change
Headcount	2.9	3.2	3.7	5.3	7.4	9.8	6.9
FTES	1.4	1.5	1.7	2.4	3.6	5.0	3.6

Source: VCCS, Academic Services and Research Department

NOVA Dual Enrollment as Percentage of Total Enrollment: Headcount



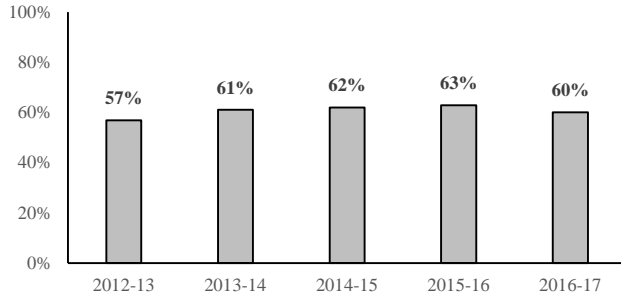
NOVA Dual Enrollment as Percentage of Total Enrollment: FTES



Indicator 18.**NOVA Transfer Program Graduates: 2012-13 to 2016-17***

Academic Year	Number of Graduates	Number Transferred	% of Graduates who Transferred	Change in % of Graduates who Transferred
2012-13	4,434	2,522	56.9	-
2013-14	4,535	2,770	61.1	4.2
2014-15	4,627	2,864	61.9	0.8
2015-16	4,766	2,993	62.8	0.9
2016-17	4,397	2,638	60.0	-2.8
5-Year Change in % of Graduates Transferred 2012-13 to 2016-17				3.1

Source: VCCS, Academic Services and Research Department

NOVA Percentage of Transfer Program Graduates Who Transferred

*These data will not match previously released reports. 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.

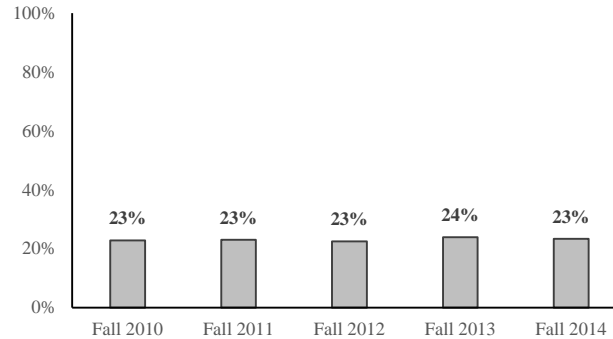
Indicator 19.**NOVA Graduation Rates: Fall 2010 Cohort to Fall 2014 Cohort**

	Fall 2010 Cohort	Fall 2011 Cohort	Fall 2012 Cohort	Fall 2013 Cohort	Fall 2014 Cohort*
Number of Students	4,577	4,848	5,137	5,819	5,815
Number of Graduates	1,043	1,115	1,158	1,389	1,358
Graduation Rate (%)	22.8	23.0	22.5	23.9	23.4

*Fall 2014 cohort is the revised cohort as reported on the IPEDS Graduation Rate Survey.

Note: Cohort is first-time, full-time, program-placed students. Graduation rates are based on 150% of time.

Source: VCCS, Academic Services and Research Department

NOVA Graduation Rates for Fall Cohorts

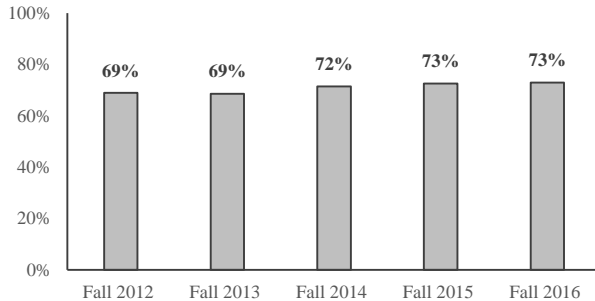
Indicator 20. NOVA Retention Rates by Enrollment Status: Fall 2012 Cohort to Fall 2016 Cohort

Enrollment Status	Fall 2012 Cohort		Fall 2013 Cohort		Fall 2014 Cohort		Fall 2015 Cohort		Fall 2016 Cohort	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Cohort	5,137	3,146	5,819	3,309	5,818	3,323	5,881	3,449	5,793	3,091
Re-enrolled	3,541	1,425	3,990	1,567	4,148	1,609	4,257	1,625	4,220	1,601
Graduated	6	2	5	5	11	2	13	1	1	1
Total	3,547	1,427	3,995	1,572	4,159	1,611	4,270	1,626	4,221	1,602
Retention Rate (%)	69.0	45.4	68.7	47.5	71.5	48.5	72.6	47.1	72.9	51.8

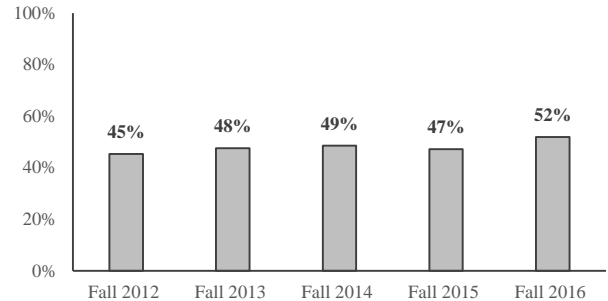
Note: Fall cohort includes students who attended college for the first time in the fall term, students who attended college for the first time in the prior summer term and enrolled in the fall term, and students who entered with advanced standing (college credits or postsecondary formal award earned before graduation from high school). Retention rates are the percentage of first-time associate/certificate-seeking students from the previous fall who either re-enrolled or successfully completed their program by the subsequent fall.

Source: VCCS, Academic Services and Research Department

NOVA Retention Rates of Full-Time Students



NOVA Retention Rates of Part-Time Students



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