





The Economic Value of Northern Virginia Community College

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Preface

Lightcast is a leading provider of economic impact studies and labor market data to educational institutions, workforce planners, and regional developers in the U.S. and internationally. Since 2000, Lightcast has completed over 3,000 economic impact studies for educational institutions in three countries. Along the way, we have worked to continuously update and improve our methodologies to ensure that they conform to best practices.

The present study reflects the latest version of our model, representing the most up-to-date theory for conducting human capital economic impact analyses. The model is consistently being updated as more data becomes available. For example, in prior studies the alumni impact only included the alumni served over the past 30 years. Historical headcount data beyond 30 years oftentimes did not exist and estimates were unreliable. However, historical headcount data reliability has increased over the years, making the historical headcount estimates by Lightcast more accurate. Therefore, the impact from alumni has been expanded to include all alumni active in the regional workforce who have not reached the average retirement age of 67.

This model, as with previous versions, has various external data inputs that reflect the most current economic activity and data. These data include (but are not limited to): the taxpayer discount rate; the student discount rate; the consumer savings rate; the consumer price index; national health expenditures; state and local industry earnings as a percent of total industry earnings; income tax brackets and sales tax by state; and unemployment, migration, and life tables. All datasets are maintained quarterly, although most updates occur only once a year.

These and other changes mark a considerable upgrade to the Lightcast economic impact model. Our hope is that these improvements will provide a better product for our clients—reports that are more transparent and streamlined, methodology that is more comprehensive and robust, and findings that are more relevant and meaningful to today's audiences.

While this report is useful in demonstrating the current value of Northern Virginia Community College (NOVA), it is not intended for comparison with NOVA's previous study conducted by Lightcast in 2019. Due to the extent of the improvements to Lightcast's model since 2019, differences between results from the 2019 study and the present



study do not necessarily indicate changes in the value of the college. For example, the source of migration data has been updated to the Internal Revenue Service, which provides more granular and reliable data on migration, making the regional and state outmigration rates used in the study reflective of actual historical migration patterns.

Lightcast encourages our readers to approach us directly with any questions or comments they may have about the study so that we can continue to improve our model and keep the public dialogue open about the positive impacts of education.

A note on comparing studies

It is important to note that the changes outlined above represent important improvements to our methodology, ultimately providing more accurate and robust results. However, these changes make it difficult to directly compare past studies to the current study, with the effectiveness of the comparison decreasing as the age of the previous study increases.

Additionally, in general Lightcast discourages comparisons between individual institutions and between educational systems since many factors, such as regional economic and political conditions, institutional differences, and student demographics, are outside of the institution's control. In addition, every institution is unique, meaning the results and types of impact or investment measures are tailored to the specific institution or educational system.

Finally, if the college's service region was changed between the studies—for example, a county was excluded—the comparison of the results would not be meaningful as the economic impact analysis is heavily dependent on the region for which it is conducted—namely, on its economic, demographic, and political specifics.

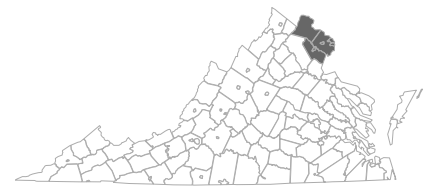


Executive summary

This report assesses the impact of Northern Virginia Community College (NOVA) on the regional economy and the benefits generated by the college for students, taxpayers, and society. The results of this study show that NOVA creates a positive net impact on the regional economy and generates a positive return on investment for students, taxpayers, and society.



Economic impact analysis



Northern Virginia

During the analysis year, NOVA spent \$174.2 million on payroll and benefits for 3,330 full-time and part-time employees and another \$228.6 million on goods and services to carry out its day-to-day and construction operations. This initial round of spending creates more spending across other businesses throughout the regional economy, resulting in the commonly referred to multiplier effects. This analysis estimates the net economic impact of NOVA that directly accounts for the fact that state and local dollars spent on NOVA could have been spent elsewhere in the region if not directed toward NOVA and would have created impacts regardless. We account for this by estimating the impacts that would have been created from the alternative spending and subtracting the alternative impacts from the spending impacts of NOVA.

This analysis shows that in fiscal year (FY) 2021-22, operations, construction, and student spending of NOVA, together with the enhanced productivity of its alumni, generated **\$4.4 billion** in added income for the Northern Virginia¹ economy. The additional income of \$4.4 billion created by NOVA is equal to approximately **1.6%** of the total gross regional product (GRP) of Northern Virginia. For perspective, this impact from the college is nearly as large as the entire Transportation & Warehousing industry in the region. The impact of \$4.4 billion is equivalent to supporting **41,433 jobs**. For further perspective, this means that **one of every 46 jobs** in Northern Virginia is

The additional income of **\$4.4 billion** created by NOVA is equal to approximately **1.6%** of the total gross regional product of Northern Virginia.

¹ For the purposes of this analysis, Northern Virginia comprises the cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park, as well as the counties of Arlington, Fairfax, Loudoun, and Prince William.



supported by the activities of NOVA and its students. These economic impacts break down as follows:

Operations spending impact



Payroll and benefits to support NOVA's day-to-day operations amounted to \$174.2 million. The college's non-pay expenditures (excluding construction) amounted to \$226 million. The net impact of operations spending by the college in Northern Virginia during the analysis year was approximately **\$221.2 million** in added income, which is equivalent to supporting **2,953 jobs**.

Construction spending impact



NOVA invests in construction each year to maintain its facilities, create additional capacities, and meet its growing educational demands. While the amount varies from year to year, these quick infusions of income and jobs have a substantial impact on the regional economy. In FY 2021-22, NOVA's construction spending generated **\$1 million** in added income, which is equivalent to supporting **12 jobs**.

Student spending impact



Some students are residents of Northern Virginia who would have left the region if not for the existence of NOVA. The money that these students, referred to as retained students, spent on living expenses in Northern Virginia is attributable to NOVA.

The expenditures of retained students in the region during the analysis year added approximately **\$51.9 million** in income for the Northern Virginia economy, which is equivalent to supporting **669 jobs**.

Alumni impact



Over the years, students gained new skills, making them more productive workers, by studying at NOVA. Today, hundreds of thousands of these former students are employed in Northern Virginia.

The accumulated impact of former students currently employed in the Northern Virginia workforce amounted to **\$4.1 billion** in added income for the Northern Virginia economy, which is equivalent to supporting **37,799 jobs**.

Important note

When reviewing the impacts estimated in this study, it is important to note that the study reports impacts in the form of added income rather than sales. Sales includes all of the intermediary costs associated with producing goods and services, as well as money that leaks out of the region as it is spent at out-of-region businesses. Income, on the other hand, is a net measure that excludes these intermediary costs and leakages and is synonymous with gross regional product (GRP) and value added. For this reason, it is a more meaningful measure of new economic activity than sales.



Investment analysis is the practice of comparing the costs and benefits of an investment to determine whether or not it is profitable. This study evaluates NOVA as an investment from the perspectives of students, taxpayers, and society.

Student perspective



Students invest their own money and time in their education to pay for tuition, books, and supplies. Many take out student loans to attend the college, which they will pay back over time. While some students were employed while attending the college, students overall forewent earnings that they would have generated had they been in full employment instead of learning. Summing these direct outlays, opportunity costs, and future student loan costs yields a total of **\$332.3 million** in present value student costs.

In return, students will receive a present value of **\$2.9 billion** in increased earnings over their working lives. This translates to a return of **\$8.70** in higher future earnings for every dollar that students invest in their education at NOVA. The corresponding annual rate of return is **25.6%**.

Taxpayer perspective



Taxpayers provided **\$149.7 million** of state and local funding to NOVA in FY 2021-22. In return, taxpayers will receive an estimated present value of **\$631.7 million** in added tax revenue stemming from the students' higher lifetime earnings and the increased output of businesses. Savings to the public sector add another estimated **\$30 million** in benefits due to a reduced demand for



government-funded social services in Virginia. Total taxpayer benefits amount to **\$661.8 million**, the present value sum of the added tax revenue and public-sector savings. For every tax dollar spent educating students attending NOVA, taxpayers will receive an average of **\$4.40** in return over the course of the students' working lives. In other words, taxpayers receive an annual rate of return of **10.7%**.

Social perspective



People in Virginia invested \$622.5 million in NOVA in FY 2021-22. This includes the college's expenditures, student expenses, and student opportunity costs. In return, the Commonwealth of Virginia will receive an estimated present value of \$8.8 billion in added state revenue over the course of the students' working lives. Virginia will also benefit from an estimated \$80.5 million in present value social savings related to reduced crime, lower welfare and unemployment assistance, and increased health and wellbeing across the Commonwealth of Virginia. For every dollar society invests in NOVA, an average of \$14.30 in benefits will accrue to Virginia over the course of the students' careers.

For every tax dollar spent educating students attending NOVA, taxpayers will receive an average of **\$4.40** in return over the course of the students' working lives.

NOVA student spotlight: From maintenance to administration

Anthony DeJesus is an NPS employee who took his career to the next level after earning an AAS in biology from NOVA. After years of work in the state and federal park systems, Anthony found himself drawn to higher education and the dream of advancement within the space he loves—the National Park Service.

"At 16, I left New York to live with family in Miami. It was here that my love of nature was able to flourish. The Florida Everglades became my second home, and I spent my free time observing and learning from the environment around me. I started working at John Pennekamp Coral Reef State Park, a small park in the Florida Keys that gave me my start. From there, I worked at multiple locations across the U.S. I currently work at Manassas National Battlefield Park, which happens to be conveniently located right across the road from NOVA's Manassas Campus. When I started taking classes, I worked for NPS maintenance, and I knew a degree could advance my role in the NPS. Once I earned my degree, I was able to move from the maintenance division into administration. I want to especially thank Dr. Tupper, professor of zoology, and Dr. B, my biology professor. My favorite experience from my time at NOVA was the field trip that I went on with my zoology class. We had the opportunity to go to the Smithsonian Environmental Research Center and experience what research scientists do firsthand. We were able to handle a variety of species and learn so much from one field trip."



Acknowledgments

Lightcast gratefully acknowledges the excellent support of the staff at Northern Virginia Community College in making this study possible. Special thanks go to Dr. Anne Kress, President, who approved the study, and to Xianmin Shi, Associate Vice President, Office of Strategic Insights, who collected much of the data and information requested. Any errors in the report are the responsibility of Lightcast and not of any of the above-mentioned individuals.

Introduction

Northern Virginia Community College (NOVA), established in 1964, has today grown to serve 69,427 credit and 3,371 non-credit students. The college is led by Dr. Anne Kress, President. The college's service region, for the purposes of this report, is referred to as Northern Virginia and consists of Alexandria City, Fairfax City, Falls Church City, Manassas City, and Manassas Park City, as well as Arlington County, Fairfax County, Loudoun County, and Prince William County.

While NOVA affects the region in a variety of ways, many of them difficult to quantify, this study considers the college's economic benefits. The college naturally helps students achieve their individual potential and develop the knowledge, skills, and abilities they need to have fulfilling and prosperous careers. However, NOVA impacts Northern Virginia beyond influencing the lives of students. The college's program offerings supply employers with workers to make their businesses more productive. The college, its day-to-day and construction operations, and the expenditures of its students support the regional economy through the output and employment generated by regional vendors. The benefits created by the college extend as far as the Virginia treasury in terms of the increased tax receipts and decreased public-sector costs generated by students across the Commonwealth of Virginia.

This report assesses the impact of NOVA as a whole on the regional economy and the benefits generated by the college for students, taxpayers, and society. The approach is twofold. We begin with an economic impact analysis of the college on the Northern Virginia economy. To derive results, we rely on a specialized Multi-Regional Social Accounting Matrix (MR-SAM) model to calculate the added income created in the Northern Virginia economy as a result of increased consumer spending and the added knowledge, skills, and abilities of students. Results of the economic impact analysis are broken out according to the following impacts: 1) impact of the college's day-to-day operations, 2) impact of the college's construction spending, 3) impact of student spending, and 4) impact of alumni who are still employed in the Northern Virginia workforce.



NOVA impacts Northern Virginia beyond influencing the lives of students.



The second component of the study measures the benefits generated by NOVA for the following stakeholder groups: students, taxpayers, and society. For students, we perform an investment analysis to determine how the money spent by students on their education performs as an investment over time. The students' investment in this case consists of their out-of-pocket expenses, the cost of interest incurred on student loans, and the opportunity cost of attending the college as opposed to working. In return for these investments, students receive a lifetime of higher earnings. For taxpayers, the study measures the benefits to Virginia taxpayers in the form of increased tax revenues and public-sector savings stemming from a reduced demand for social services. Finally, for society, the study assesses how the students' higher earnings and improved quality of life create benefits throughout Virginia as a whole.

The study uses a wide array of data that are based on several sources, including the FY 2021-22 academic and financial reports from NOVA and the Virginia Community College System (VCCS); industry and employment data from the Bureau of Labor Statistics and Census Bureau; outputs of Lightcast's impact model and MR-SAM model; and a variety of published materials relating education to social behavior.

NOVA student spotlight: Arona's journey to become a medical assistant

Arona Coelho was recently featured in a Wall Street Journal article by Tamar Jacoby, President of Opportunity America. The piece discussed the economy's reliance on institutions of higher education for a fast, skills-focused education that pays off in the labor market. Coelho represents the bold type of NOVA student who finds connections to share stories of adversity and successes. Recently trained at NOVA to qualify as a certified clinical medical assistant (CCMA), Coelho became financially self-sufficient in only four months.

"My parents adopted three kids. I was one that was left at the hospital where they worked. They gave me a new life. Being raised by them, I have seen them doing so many things for people from social work to serve people, and I wanted to be like them. I filed for asylum because I am a single mom and my child is mixed, Black Indian. I had a child out of wedlock, and the community treated me like I was a bad person. While living in a remote village, my house was broken into. With my parents' support, I was told not to isolate, and afterward, they sent me to college. I had worked as a nanny living with a host family, and when I came to NOVA, on the first day, I met so many wonderful people and made friends to help me complete the course. I want to mention Professor Jill Lassiter, the best teacher I've met. Her classes! I can tell she's very experienced. And when it comes to validation—she was strict about our credentialing. She made sure that we knew what we were doing. It's not just the curriculum; she made sure that we learned what we were doing. It's a fast-tracked course, and she made sure, in three to four months, that she could give us the most in that short period of time. She helped us learn how to negotiate for interviews. That's how she trained us."



Chapter 1:



Profile of Northern Virginia Community College and the economy





NORTHERN VIRGINIA COMMUNITY COLLEGE (NOVA) is a student-centered two-year college with academic facilities in Annandale, Alexandria, Loudoun, Manassas, Reston, Springfield, and Woodbridge, Virginia. One of the 23 regional colleges that make up the Virginia Community College System, NOVA provides affordable and accessible higher education in a wide range of fields to residents of the region and plays an important role in supporting the growth of individuals and the regional economy.

Founded in 1964, NOVA has a rich history of serving students and community members through flexible course offerings in relevant, in-demand fields. Since its establishment over 50 years ago, NOVA has grown to include 78 acres supported by 3,330 faculty and staff. Focusing on Northern Virginia, the college offers a variety of transfer, vocational, and community-based classes.

In FY 2021-22, NOVA served nearly 73,000 students.

NOVA provides exceptional educational opportunities in a variety of formats, including online and in-person options. With more than 160 degree and certificate programs, NOVA's flexible learning models and varied options make it easy for students to explore interests and gain skills. The college's diverse program offerings

include Art History, Biotechnology, Communication Studies, Dental Hygiene, Graphic Design, Health Sciences, Marketing, Veterinary Technology, and many more. In addition, NOVA offers a robust assortment of workforce development and adult education classes designed to meet the needs of students and the community.

NOVA offers a multitude of opportunities for students to connect and engage on campus, including student clubs and organizations, campus-wide events, volunteer opportunities, and the Student Government Association (SGA). In addition, students enjoy small class sizes and receive personalized attention from dedicated faculty. Further, students have access to an assortment of student support resources, including tutoring, academic advising, career services, and more.

In addition to providing excellent academic opportunities for students, NOVA enhances the lives of community members through connection, engagement, and service. Local residents and visitors alike are encouraged to learn new skills through participation in continuing education and professional development classes and to visit the well-stocked libraries at each campus, as well as attend cultural events.

Lastly, NOVA is a vital asset to regional employers. Specifically, the college adds highly trained human capital to the regional workforce and provides support to regional employers seeking to hire students and graduates.

NOVA enhances the lives of community members through connection, engagement, and service.

NOVA employee and finance data



The study uses two general types of information: 1) data collected from the college and 2) regional economic data obtained from various public sources and Lightcast’s proprietary data-modeling tools.² This chapter presents the basic underlying information from NOVA used in this analysis and provides an overview of the Northern Virginia economy.

Employee data

Data provided by NOVA include information on faculty and staff by place of work and by place of residence. These data appear in Table 1.1. As shown, NOVA employed 1,571 full-time and 1,759 part-time faculty and staff in FY 2021-22 (including student workers). Of these, 74% worked and 74% lived in the region. These data are used to isolate the portion of the employees’ payroll and household expenses that remains in the regional economy.

Revenues

Figure 1.1 shows the college’s annual revenues by funding source—a total of \$439.1 million in FY 2021-22. As indicated, tuition and fees represented 27% of total revenue, and revenues from local, state, and federal government sources represented another 67%. All other revenue (i.e., auxiliary revenue, sales and services, interest, and donations) represented the remaining 6%. These data are critical in identifying the annual costs of educating the student body from the perspectives of students, taxpayers, and society.

Expenditures

Figure 1.2 displays NOVA’s expense data. The combined payroll at NOVA, including student salaries and wages, amounted to \$174.2 million. This was equal to 42% of the college’s total expenses for FY 2021-22. Other expenditures—operation and maintenance of plant, construction, depreciation and interest, and purchases of supplies and service—made up \$241.8 million. When we calculate the impact of these expenditures in Chapter 2, we exclude expenses for depreciation and interest, as they represent a devaluing of the college’s assets rather than an outflow of expenditures.

Students

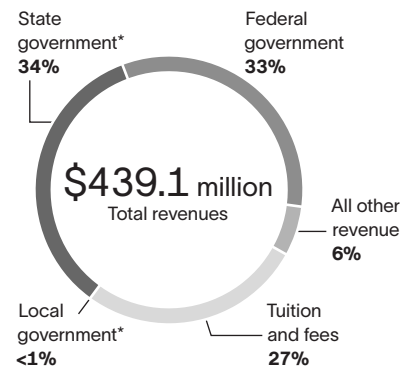
NOVA served 69,427 students taking courses for credit and 3,371 non-credit students in FY 2021-22. These numbers represent unduplicated student headcounts. The breakdown of the student body by gender was 53% female and 47% male. The breakdown

Table 1.1: Employee data, FY 2021-22

Full-time faculty and staff	1,571
Part-time faculty and staff	1,759
Total faculty and staff	3,330
% of employees who work in the region	74%
% of employees who live in the region	74%

Source: Data provided by NOVA.

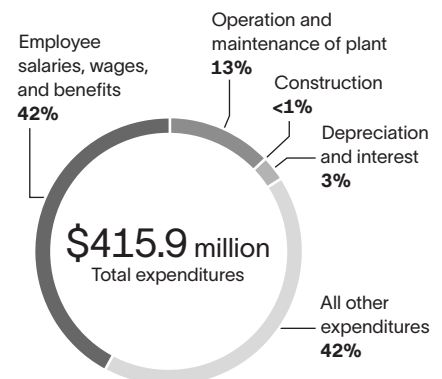
Figure 1.1: NOVA revenues by source, FY 2021-22



* Revenue from state and local government includes capital appropriations.

Source: Data provided by NOVA.

Figure 1.2: NOVA expenses by function, FY 2021-22



Source: Data provided by NOVA.

Percentages do not sum to 100% due to rounding.

² See Appendix 5 for a detailed description of the data sources used in the Lightcast modeling tools.



by ethnicity was 59% students of color, 34% white, and 7% unknown. The students' overall average age was 25.³ An estimated 91% of students remain in Northern Virginia after finishing their time at NOVA, another 7% settle outside the region but in the state, and the remaining 2% settle outside the state.⁴

Table 1.2 summarizes the breakdown of the student population and their corresponding awards and credits by education level. In FY 2021-22, NOVA served 5,036 associate degree graduates and 2,137 certificate graduates. Another 48,336 students enrolled in courses for credit but did not complete a degree during the reporting year. The college offered dual enrollment courses to high schools, serving a total of 13,918 students over the course of the year. The college also served 848 basic education students enrolled in non-credit courses. Non-degree-seeking students enrolled in workforce or professional development programs totaled 2,523.

We use credit hour equivalents (CHEs) to track the educational workload of students. One CHE is equal to 15 contact hours of classroom instruction per semester. The average number of CHEs per student was 8.3.



Table 1.2: Breakdown of student headcount and CHE production by education level, FY 2021-22

Category	Headcount	Total CHEs	Average CHEs
Associate degree graduates	5,036	85,501	17.0
Certificate graduates	2,137	37,729	17.7
Continuing students	48,336	441,633	9.1
Dually enrolled high school students	13,918	29,031	2.1
Basic education students	848	4,811	5.7
Workforce/professional development students	2,523	8,601	3.4
Total students	72,798	607,306	8.3

Source: Data provided by NOVA.

³ Unduplicated headcount, gender, ethnicity, and age data provided by NOVA.

⁴ Because NOVA was unable to provide settlement data, Lightcast used estimates based on student origin.

The Northern Virginia economy



NOVA serves a region referred to as Northern Virginia in Virginia.⁵ Since the college was first established, it has been serving Northern Virginia by enhancing the workforce, providing local residents with easy access to higher education opportunities, and preparing students for highly skilled technical professions. Table 1.3 summarizes the breakdown of the regional economy by major industrial sector ordered by total income, with details on labor and non-labor income. Labor income refers to wages, salaries, and proprietors' income. Non-labor income refers to profits, rents, and other forms

Table 1.3: Income by major industry sector in Northern Virginia, 2022*

Industry sector	Labor income (millions)	Non-labor income (millions)	Total income (millions)**	% of total income	Sales (millions)
Professional & Technical Services	\$54,530	\$7,362	\$61,892	23%	\$90,924
Government, Non-Education	\$25,364	\$12,812	\$38,176	14%	\$292,374
Other Services (except Public Administration)	\$6,006	\$22,015	\$28,021	10%	\$39,993
Information	\$8,620	\$12,091	\$20,711	8%	\$36,460
Finance & Insurance	\$10,393	\$7,974	\$18,366	7%	\$28,318
Healthcare & Social Assistance	\$11,574	\$1,596	\$13,170	5%	\$20,240
Retail Trade	\$6,932	\$4,732	\$11,663	4%	\$19,589
Construction	\$8,530	\$1,607	\$10,137	4%	\$20,762
Administrative & Waste Services	\$8,437	\$1,632	\$10,069	4%	\$18,392
Wholesale Trade	\$5,630	\$4,138	\$9,768	4%	\$15,118
Management of Companies & Enterprises	\$7,447	\$592	\$8,039	3%	\$13,105
Real Estate & Rental & Leasing	\$5,427	\$2,440	\$7,866	3%	\$19,074
Government, Education	\$6,971	\$0	\$6,971	3%	\$8,060
Accommodation & Food Services	\$3,899	\$2,709	\$6,608	2%	\$12,564
Transportation & Warehousing	\$4,253	\$1,474	\$5,727	2%	\$12,373
Manufacturing	\$2,546	\$2,957	\$5,502	2%	\$9,984
Educational Services	\$2,296	\$140	\$2,436	1%	\$3,588
Utilities	\$591	\$1,796	\$2,387	1%	\$4,017
Arts, Entertainment, & Recreation	\$1,634	\$668	\$2,302	1%	\$3,571
Mining, Quarrying, & Oil and Gas Extraction	\$60	\$103	\$164	<1%	\$298
Agriculture, Forestry, Fishing & Hunting	\$87	\$42	\$129	<1%	\$289
Total	\$181,226	\$88,879	\$270,105	100%	\$669,092

* Data reflect the most recent year for which data are available. Lightcast data are updated quarterly.

** Numbers may not sum to totals due to rounding.

Source: Lightcast industry data.

5 Northern Virginia comprises the cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park, as well as Arlington, Fairfax, Loudoun, and Prince William counties.

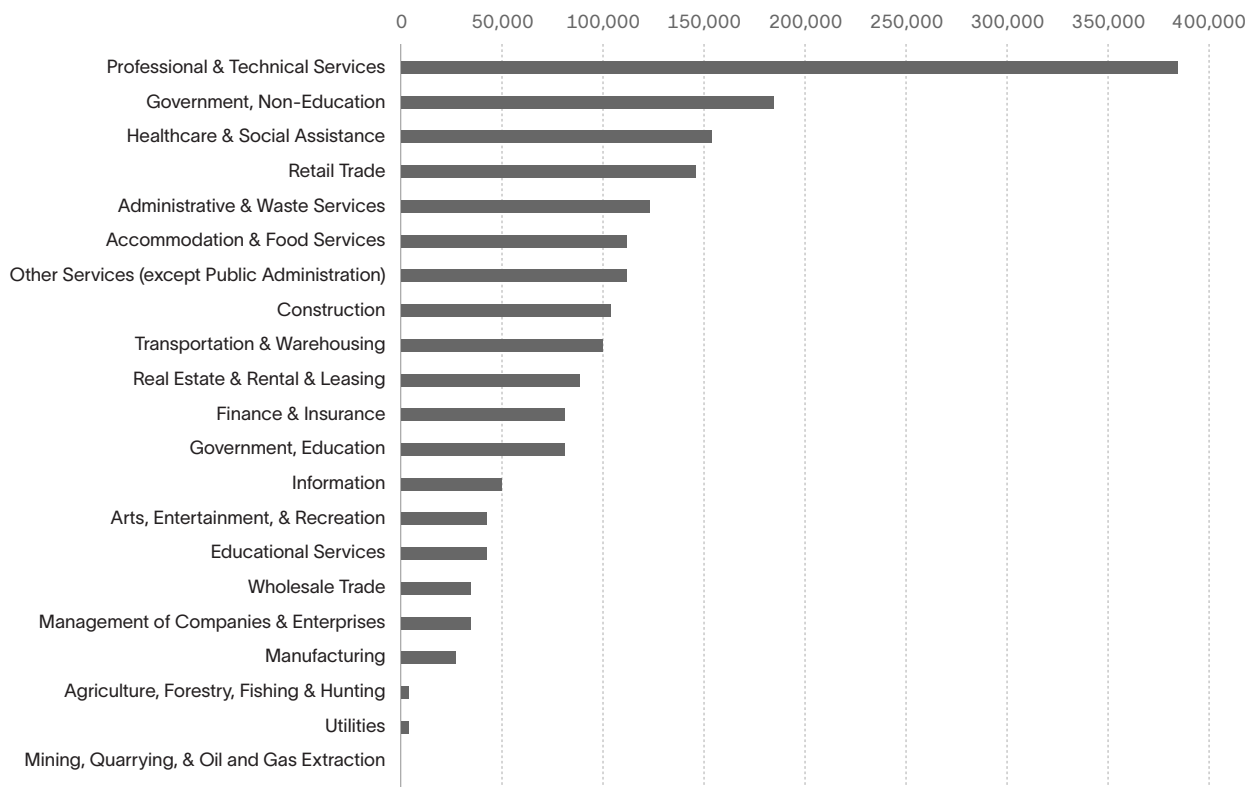


of investment income. Together, labor and non-labor income compose the region's total income, which can also be considered the region's gross regional product (GRP).

As shown in Table 1.3, the total income, or GRP, of Northern Virginia is approximately \$270.1 billion, equal to the sum of labor income (\$181.2 billion) and non-labor income (\$88.9 billion). In Chapter 2, we use the total added income as the measure of the relative impacts of the college on the regional economy.

Figure 1.3 provides the breakdown of jobs by industry in Northern Virginia. The Professional & Technical Services sector is the largest, supporting 385,845 jobs or 20.2% of total employment in the region. The second-largest sector (excluding government sectors) is Healthcare & Social Assistance, supporting 153,796 jobs or 8.0% of the region's total employment. Altogether, the region supports 1.9 million jobs.⁶

Figure 1.3: Jobs by major industry sector in Northern Virginia, 2022*



* Data reflect the most recent year for which data are available. Lightcast data are updated quarterly.
Source: Lightcast employment data.

6 Job numbers reflect Lightcast's complete employment data, which includes the following four job classes: 1) employees who are counted in the Bureau of Labor Statistics' Quarterly Census of Employment and Wages (QCEW), 2) employees who are not covered by the federal or state unemployment insurance (UI) system and are thus excluded from QCEW, 3) self-employed workers, and 4) extended proprietors.



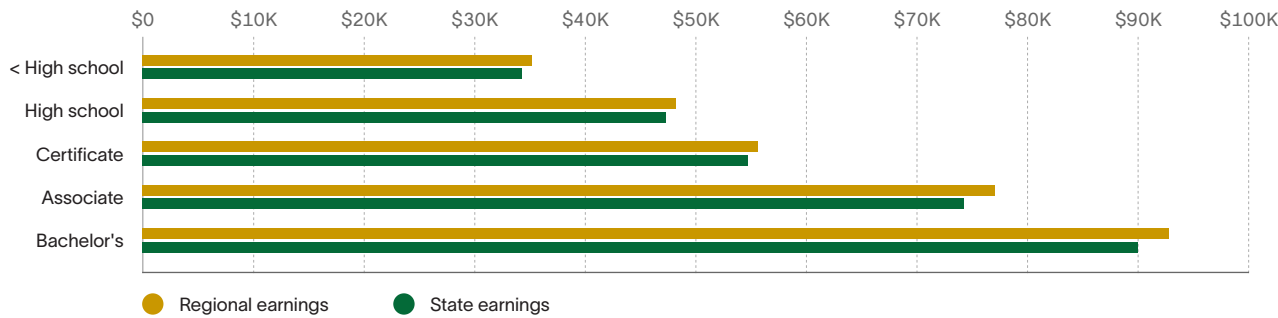
Table 1.4 and Figure 1.4 present the mean earnings by education level in Northern Virginia and the Commonwealth of Virginia at the midpoint of the average-aged worker's career. These numbers are derived from Lightcast complete employment data on average earnings per worker in the region and the Commonwealth of Virginia.⁷ The numbers are then weighted by the college's demographic profile, and state earnings are weighted by students' settlement patterns. The associate degree earnings are further tailored to reflect NOVA's students by using median associate degree post-completion wages of the college's alumni as reported in the State Council of Higher Education for Virginia database. As shown, students have the potential to earn more as they achieve higher levels of education compared to maintaining a high school diploma. Students who earn an associate degree from NOVA can expect approximate wages of \$76,300 per year within Northern Virginia, approximately \$28,400 more than someone with a high school diploma.

Table 1.4: Average earnings by education level at a NOVA student's career midpoint

Education level	Regional earnings	Difference from next lowest degree	State earnings	Difference from next lowest degree
Less than high school	\$35,500	n/a	\$34,700	n/a
High school or equivalent	\$47,900	\$12,400	\$46,700	\$12,000
Certificate	\$55,700	\$7,800	\$54,300	\$7,600
Associate degree	\$76,300	\$20,600	\$74,300	\$20,000
Bachelor's degree	\$92,400	\$16,100	\$90,000	\$15,700

Source: Lightcast employment data.

Figure 1.4: Average earnings by education level at a NOVA student's career midpoint



Source: Lightcast employment data.

⁷ Wage rates in the Lightcast MR-SAM model combine state and federal sources to provide earnings that reflect complete employment in the state, including proprietors, self-employed workers, and others not typically included in regional or state data, as well as benefits and all forms of employer contributions. As such, Lightcast industry earnings-per-worker numbers are generally higher than those reported by other sources.



Economic impacts on the Northern Virginia economy

NOVA impacts the Northern Virginia economy in a variety of ways. The college is an employer and buyer of goods and services. It attracts monies that otherwise would not have entered the regional economy through its day-to-day and construction operations, as well as the expenditures of its students. Further, it provides students with the knowledge, skills, and abilities they need to become productive citizens and add to the overall output of the region.





I N THIS CHAPTER, we estimate the following economic impacts of NOVA: 1) the operations spending impact, 2) the construction spending impact, 3) the student spending impact, and 4) the alumni impact, measuring the income added in the region as former students expand the regional economy’s stock of human capital.

When exploring each of these economic impacts, we consider the following hypothetical question:

How would economic activity change in Northern Virginia if NOVA and all its alumni did not exist in FY 2021-22?

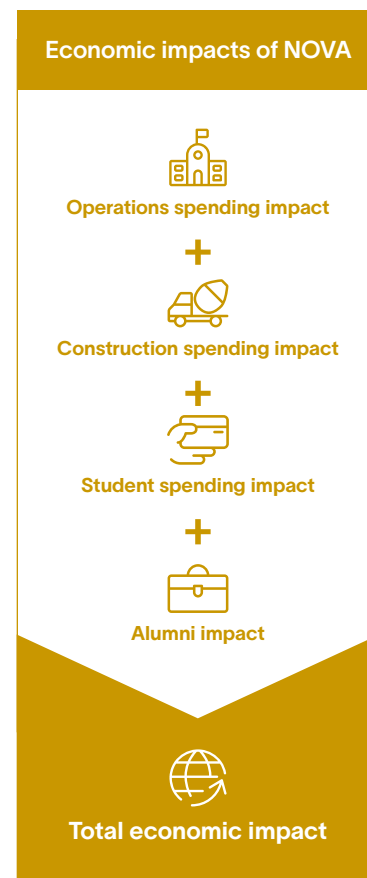
Each of the economic impacts should be interpreted according to this hypothetical question. Another way to think about the question is to realize that we measure net impacts, not gross impacts. Gross impacts represent an upper-bound estimate in terms of capturing all activity stemming from the college; however, net impacts reflect a truer measure of economic impact since they demonstrate what would not have existed in the regional economy if not for the college.

Economic impact analyses use different types of impacts to estimate the results. The impact focused on in this study assesses the change in income. This measure is similar to the commonly used gross regional product (GRP). Income may be further broken out into **labor income impact**, also known as earnings, which assesses the change in employee compensation, and **non-labor income impact**, which assesses the change in business profits. Together, labor income and non-labor income sum to total income.

Another way to state the impact is in terms of **jobs**, a measure of the number of full- and part-time jobs that would be required to support the change in income. Finally, a frequently used measure is the **sales impact**, which represents the change in business sales revenue in the economy as a result of increased economic activity. It is important to bear in mind, however, that much of this sales revenue leaves the regional economy through intermediary transactions and costs.⁸ All of these measures—added labor and non-labor income, total income, jobs, and sales—are used to estimate the economic impact results presented in this chapter. The analysis breaks out the impact measures into different components, each based on the economic effect that caused the impact. The following is a list of each type of effect presented in this analysis:

- The **initial effect** is the exogenous shock to the economy caused by the initial spending of money, whether to pay for salaries and wages, purchase goods or services, or cover operating expenses.

⁸ See Appendix 4 for an example of the intermediary costs included in the sales impact but not in the income impact.





- The initial round of spending creates more spending in the economy, resulting in what is commonly known as the **multiplier effect**. The multiplier effect represents the additional activity that occurs across all industries in the economy and may be further decomposed into the following three types of effects:
 - The **direct effect** refers to the additional economic activity that occurs as the industries affected by the initial effect spend money to purchase goods and services from their supply chain industries.
 - The **indirect effect** occurs as the supply chain of the initial industries creates even more activity in the economy through their own inter-industry spending.
 - The **induced effect** refers to the economic activity created by the household sector as the businesses affected by the initial, direct, and indirect effects raise salaries or hire more people.

The terminology used to describe the economic effects listed above differs slightly from that of other commonly used input-output models, such as IMPLAN. For example, the initial effect in this study is called the “direct effect” by IMPLAN, as shown in the table below. Further, the term “indirect effect” as used by IMPLAN refers to the combined direct and indirect effects defined in this study. To avoid confusion, readers are encouraged to interpret the results presented in this chapter in the context of the terms and definitions listed above. Note that, regardless of the effects used to decompose the results, the total impact measures are analogous.

Lightcast	Initial	Direct	Indirect	Induced
IMPLAN	Direct	Indirect		Induced

Multiplier effects in this analysis are derived using the Lightcast Multi-Regional Social Accounting Matrix (MR-SAM) input-output model that captures the interconnection of industries, government, and households in the region. The Lightcast MR-SAM contains approximately 1,000 industry sectors at the highest level of detail available in the North American Industry Classification System (NAICS) and supplies the industry-specific multipliers required to determine the impacts associated with increased activity within a given economy. The multi-regional capacity of the MR-SAM allows impacts to be measured in the region and state simultaneously, accounting for NOVA's activity in each area, as well as each area's economic characteristics. In this analysis, impacts on the region include impacts from the college's regional activity, as well as the indirect and induced multiplier effects that reach the region from the college's activity in the rest of the state. For more information on the Lightcast MR-SAM model and its data sources, see Appendix 5.

Net impacts reflect a truer measure of economic impact since they demonstrate what would not have existed in the regional economy if not for the college.

Operations spending impact



Faculty and staff payroll is part of the region's total earnings, and the spending of employees for groceries, apparel, and other household expenditures helps support regional businesses. The college itself purchases supplies and services, and many of its vendors are located in Northern Virginia. These expenditures create a ripple effect that generates still more jobs and higher wages throughout the economy.

Table 2.1 presents college expenditures (excluding construction) for the following three categories: 1) salaries, wages, and benefits; 2) operation and maintenance of plant; and 3) all other expenditures, including purchases for supplies and services. Also included in all other expenditures are expenses associated with grants and scholarships. Many students receive grants and scholarships that exceed the cost of tuition and fees. The college then dispenses this residual financial aid to students, who spend it on living expenses. Some of this spending takes place in the region and is therefore an injection of new money into the regional economy that would not have happened if NOVA did not exist. In this analysis, we exclude expenses for depreciation and interest due to the way those measures are calculated in the national input-output accounts, and because depreciation represents the devaluing of the college's assets rather than an outflow of expenditures.⁹



Table 2.1: NOVA expenses by function (excluding depreciation & interest), FY 2021-22

Expense category	In-region expenditures (thousands)	Out-of-region expenditures (thousands)	Total expenditures (thousands)
Employee salaries, wages, and benefits	\$128,893	\$45,287	\$174,180
Operation and maintenance of plant	\$40,881	\$12,462	\$53,344
All other expenditures	\$73,876	\$98,758	\$172,634
Total	\$243,650	\$156,507	\$400,157

This table does not include expenditures for construction, as they are presented separately in the following section.

Source: Data provided by NOVA and the Lightcast impact model.

⁹ This aligns with the economic impact guidelines set by the Association of Public and Land-Grant Universities. Ultimately, excluding these measures results in more conservative and defensible estimates.



The first step in estimating the multiplier effects of the college's operational expenditures is to map these categories of expenditures to the approximately 1,000 industries of the Lightcast MR-SAM model. Assuming that the spending patterns of college personnel approximately match those of the average U.S. consumer, we map salaries, wages, and benefits to spending on industry outputs using national household expenditure coefficients provided by Lightcast national SAM. Approximately 74% of NOVA employees work in Northern Virginia (see Table 1.1), and therefore we consider 74% of the salaries, wages, and benefits. For the other two expenditure categories (i.e., operation and maintenance of plant and all other expenditures), we assume the college's spending patterns approximately match national averages and apply the national spending coefficients for NAICS 903612 (Colleges, Universities, and Professional Schools (Local Government)).¹⁰ Operation and maintenance of plant expenditures are mapped to the industries that relate to capital construction, maintenance, and support, while the college's remaining expenditures are mapped to the remaining industries.

We now have three vectors of expenditures for NOVA: one for salaries, wages, and benefits; a second for operation and maintenance of plant; and a third for the college's purchases of supplies and services. The next step is to estimate the portion of these expenditures that occur inside the region. The expenditures occurring outside the region are known as leakages. We estimate in-region expenditures using regional purchase coefficients (RPCs), a measure of the overall demand for the commodities produced by each sector that is satisfied by regional suppliers, for each of the approximately 1,000 industries in the MR-SAM model.¹¹ For example, if 40% of the demand for NAICS 541211 (Offices of Certified Public Accountants) is satisfied by regional suppliers, the RPC for that industry is 40%. The remaining 60% of the demand for NAICS 541211 is provided by suppliers located outside the region. The three vectors of expenditures are multiplied, industry by industry, by the corresponding RPC to arrive at the in-region expenditures associated with the college. See Table 2.1 for a breakout of the expenditures that occur in region. Finally, in-region spending is entered, industry by industry, into the MR-SAM model's multiplier matrix, which in turn provides an estimate of the associated multiplier effects on regional labor income, non-labor income, total income, sales, and jobs.

Table 2.2 presents the economic impact of college operations spending. The people employed by NOVA and their salaries, wages, and benefits constitute the initial effect, shown in the top row of the table in terms of labor income, non-labor income, total added income, sales, and jobs. The additional impacts created by the initial effect appear in the next four rows under the section labeled *multiplier effect*. Summing the initial and multiplier effects, the gross impacts are \$221.1 million in labor income and \$63.3 million in non-labor income. This sums to a total impact of \$284.4 million in total added income associated with the spending of the college and its employees in the region. This is equivalent to supporting 3,455 jobs.

The \$284.4 million in gross impact is often reported by researchers as the total impact. We go a step further to arrive at a net impact by applying a counterfactual scenario,

¹⁰ See Appendix 2 for a definition of NAICS.

¹¹ See Appendix 5 for a description of Lightcast's MR-SAM model.



i.e., what would have happened if a given event—in this case, the expenditure of in-region funds on NOVA—had not occurred. NOVA received an estimated 40% of its funding from sources within Northern Virginia. This portion of the college’s funding came from the tuition and fees paid by resident students, from the auxiliary revenue and donations from private sources located within the region, from state and local taxes, and from the financial aid issued to students by state and local government. We must account for the opportunity cost of this in-region funding. Had other industries received these monies rather than NOVA, income impacts would have still been created in the economy. In economic analysis, impacts that occur under counterfactual conditions are used to offset the impacts that actually occur in order to derive the true impact of the event under analysis.

We estimate this counterfactual by simulating a scenario where in-region monies spent on the college are instead spent on consumer goods and savings. This simulates the in-region monies being returned to the taxpayers and being spent by the household sector. Our approach is to establish the total amount spent by in-region students and taxpayers on NOVA, map this to the detailed industries of the MR-SAM model using national household expenditure coefficients, use the industry RPCs to estimate in-region spending, and run the in-region spending through the MR-SAM model’s multiplier matrix to derive multiplier effects. The results of this exercise are shown as negative values in the row labeled *less alternative uses of funds* in Table 2.2.

The total net impact of the college’s operations is **\$221.2 million** in total added income, which is equivalent to supporting **2,953 jobs**.

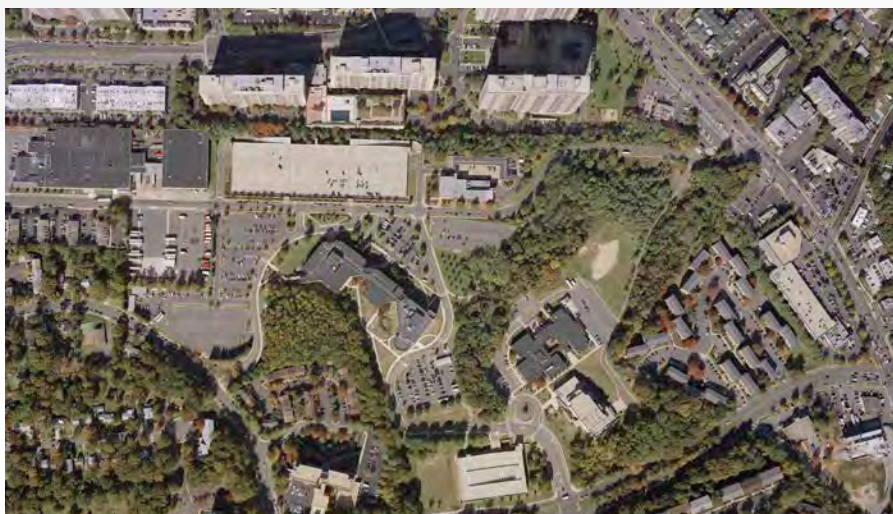
The total net impact of the college’s operations is equal to the gross impact less the impact of the alternative use of funds—the opportunity cost of the regional money. As shown in the last row of Table 2.2, the total net impact is approximately \$191.7 million in labor income and \$29.5 million in non-labor income. This sums to \$221.2 million in total added income and is equivalent to supporting 2,953 jobs. These impacts represent new economic activity created in the regional economy solely attributable to the operations of NOVA.

Table 2.2: Operations spending impact, FY 2021-22

	Labor income (thousands)	Non-labor income (thousands)	Total income (thousands)	Sales (thousands)	Jobs supported
Initial effect	\$128,893	\$0	\$128,893	\$400,157	2,464
Multiplier effect					
Direct effect	\$43,548	\$22,624	\$66,172	\$114,757	389
Indirect effect	\$11,608	\$5,545	\$17,153	\$30,971	99
Induced effect	\$37,099	\$35,120	\$72,219	\$114,565	503
Total multiplier effect	\$92,255	\$63,289	\$155,544	\$260,293	990
Gross impact (initial + multiplier)	\$221,149	\$63,289	\$284,437	\$660,450	3,455
Less alternative uses of funds	-\$29,419	-\$33,816	-\$63,235	-\$138,983	-502
Net impact	\$191,730	\$29,473	\$221,202	\$521,467	2,953

Source: Lightcast impact model.

Construction spending impact



In this section, we estimate the economic impact of the construction spending of NOVA. Because construction funding is separate from operations funding in the budgeting process, it is not captured in the operations spending impact estimated earlier. However, like operations spending, construction spending creates subsequent rounds of spending and multiplier effects that generate still more jobs and income throughout the region. During FY 2021-22, NOVA spent a total of \$2.6 million on various construction projects. These construction projects included the Manassas math lab buildout and several new parking lots.

Assuming NOVA construction spending approximately matches national construction spending patterns of NAICS 903612 (Colleges, Universities, and Professional Schools (Local Government)), we map NOVA construction spending to the construction industries of the MR-SAM model. Next, we use the RPCs to estimate the portion of this spending that occurs in region. Finally, the in-region spending is run through the multiplier matrix to estimate the direct, indirect, and induced effects. Because construction is so labor intensive, the non-labor income impact is relatively small.

To account for the opportunity cost of any in-region construction money, we estimate the impact of similar alternative uses of funds as found in the operations spending impact. This is done by simulating a scenario where in-region monies spent on construction are instead spent on consumer goods. These impacts are then subtracted from

During FY 2021-22, NOVA spent a total of **\$2.6 million** on various construction projects.



the gross construction spending impacts. Again, since construction is so labor intensive, most of the added income stems from labor income as opposed to non-labor income.

Table 2.3 presents the impacts of NOVA construction spending during FY 2021-22. Note the initial effect is purely a sales effect, so there is no initial change in labor or non-labor income. The FY 2021-22 NOVA construction spending creates a net total short-run impact of \$1 million in added income—the equivalent of supporting 12 jobs in Northern Virginia.

Table 2.3: Construction spending impact, FY 2021-22

	Labor income (thousands)	Non-labor income (thousands)	Total income (thousands)	Sales (thousands)	Jobs supported
Initial effect	\$0	\$0	\$0	\$2,580	0
Multiplier effect					
Direct effect	\$806	\$152	\$958	\$1,962	10
Indirect effect	\$164	\$31	\$195	\$399	2
Induced effect	\$214	\$40	\$255	\$522	3
Total multiplier effect	\$1,184	\$223	\$1,408	\$2,883	15
Gross impact (initial + multiplier)	\$1,184	\$223	\$1,408	\$5,463	15
Less alternative uses of funds	-\$173	-\$199	-\$372	-\$817	-3
Net impact	\$1,011	\$24	\$1,036	\$4,646	12

Source: Lightcast impact model.



Student spending impact

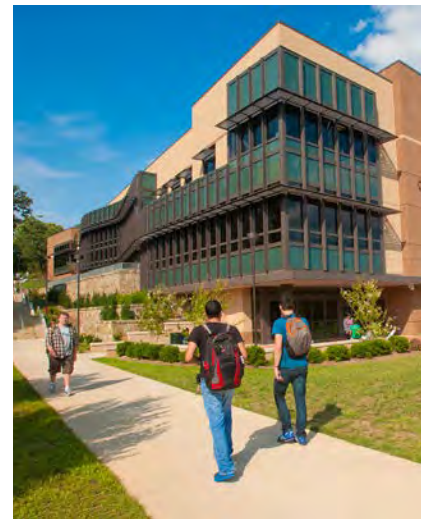


In-region students contribute to the student spending impact of NOVA; however, not all of these students can be counted toward the impact. Only the impact from those students who were retained, or who would have left the region to seek education elsewhere had they not attended NOVA, is measured. Students who would have stayed in the region anyway are not counted toward the impact since their monies would have been added to the Northern Virginia economy regardless of NOVA.

While there were 52,203 students attending NOVA who originated from Northern Virginia (excluding dually enrolled high school students),¹² not all of them would have remained in the region if not for the existence of NOVA. We apply a conservative assumption that 10% of these students would have left Northern Virginia for other education opportunities if NOVA did not exist.¹³ Therefore, we recognize that the in-region spending of 5,220 students retained in the region is attributable to NOVA. These students, called retained students, spent money at businesses in the region for everyday needs such as groceries, accommodation, and transportation.

The average costs for students appear in the first section of Table 2.4, equal to \$16,596 per student. Note that this table excludes expenses for books and supplies, since many of these costs are already reflected in the operations impact discussed in the previous section. We multiply the \$16,596 in annual costs by the 5,220 students who were retained because of NOVA and lived in region but off campus. This provides us with an estimate of their total spending. The off-campus spending of retained students, once net of monies paid to student workers, generated sales of \$86.6 million, as shown in the bottom row of Table 2.4.

Estimating the impacts generated by the \$86.6 million in student spending follows a procedure similar to that of the operations impact described above. We distribute the \$86.6 million in sales to the industry sectors of the MR-SAM model, apply RPCs to reflect in-region spending, and run the net sales figures through the MR-SAM model to derive multiplier effects.



¹² Note that because the college was unable to provide origin data for their non-credit students, we assume that all non-credit students originated from within the region.

¹³ See Appendix 1 for a sensitivity analysis of the retained student variable.





Table 2.4: Average student costs and total sales generated by retained students in Northern Virginia, FY 2021-22

Room and board	\$8,960
Personal expenses	\$4,322
Transportation	\$3,314
Total expenses per student	\$16,596
<i>Number of students retained</i>	5,220
Gross retained student sales	\$86,636,099
Total gross off-campus sales	\$86,636,099
Wages and salaries paid to student workers*	\$43,946
Net off-campus sales	\$86,592,153

* This figure reflects only the portion of payroll that was used to cover the living expenses of retained student workers who lived in the region.

Source: Student costs and wages provided by NOVA. The number of retained students who lived in the region off campus while attending is derived by Lightcast from the student origin data and in-term residence data provided by NOVA. The data are based on students.

Table 2.5 presents the results. The initial effect is purely sales-oriented, and there is no change in labor or non-labor income. The impact of retained student spending thus falls entirely under the multiplier effect. The total impact of student spending is \$30.9 million in labor income and \$21 million in non-labor income. This sums to \$51.9 million in total added income and is equivalent to supporting 669 jobs. These values represent the direct effects created at the businesses patronized by the students, the indirect effects created by the supply chain of those businesses, and the effects of the increased spending of the household sector throughout the regional economy as a result of the direct and indirect effects.

The total impact of student spending is **\$51.9 million** in total added income and is equivalent to supporting **669 jobs**.

Table 2.5: Student spending impact, FY 2021-22

	Labor income (thousands)	Non-labor income (thousands)	Total income (thousands)	Sales (thousands)	Jobs supported
Initial effect	\$0	\$0	\$0	\$86,592	0
Multiplier effect					
Direct effect	\$18,587	\$12,474	\$31,061	\$55,229	397
Indirect effect	\$5,361	\$3,683	\$9,045	\$16,714	125
Induced effect	\$6,956	\$4,858	\$11,814	\$20,748	147
Total multiplier effect	\$30,904	\$21,015	\$51,920	\$92,691	669
Total impact (initial + multiplier)	\$30,904	\$21,015	\$51,920	\$179,283	669

Source: Lightcast impact model.



In this section, we estimate the economic impacts stemming from the added labor income of alumni in combination with their employers' added non-labor income. This impact is based on the number of students who have attended NOVA *throughout its history*. We then use this total number to consider the impact of those students in the single FY 2021-22. Former students who earned a degree as well as those who may not have finished their degree or did not take courses for credit are considered alumni.

While NOVA creates economic impact through its operations, construction, and student spending, the greatest economic impact of NOVA stems from the added human capital—the knowledge, creativity, imagination, and entrepreneurship—found in its alumni. While attending NOVA, students gain experience; education; and the knowledge, skills, and abilities that increase their productivity and allow them to command a higher wage once they enter the workforce. But the reward of increased productivity does not stop there. Talented professionals make capital more productive too (e.g., buildings, production facilities, equipment). The employers of NOVA alumni enjoy the fruits of this increased productivity in the form of additional non-labor income (i.e., higher profits).

The greatest economic impact of NOVA stems from the added human capital—the knowledge, creativity, imagination, and entrepreneurship—found in its alumni.

The methodology here differs from the previous impacts in one fundamental way. Whereas the previous spending impacts depend on an annually renewed injection of new sales into the regional economy, the alumni impact is the result of years of



past instruction and the associated accumulation of human capital. The initial effect of alumni has two main components. The first and largest of these is the added labor income of NOVA's former students. The second component of the initial effect is the added non-labor income of the businesses that employ former students of NOVA.

We begin by estimating the portion of alumni who are employed in the workforce. To estimate the historical employment patterns of alumni in the region, we use the following sets of data or assumptions: 1) settling-in factors to determine how long it takes the average student to settle into a career;¹⁴ 2) death, retirement, and unemployment rates from the National Center for Health Statistics, the Social Security Administration, and the Bureau of Labor Statistics; and 3) state migration data from the Internal Revenue Service.¹⁵ The result is the estimated portion of alumni from each previous year who were still actively employed in the region as of FY 2021-22.

The next step is to quantify the skills and human capital that alumni acquired from the college. We use the students' production of CHEs as a proxy for accumulated human capital. The average number of CHEs completed per student in FY 2021-22 was 8.3. To estimate the number of CHEs present in the workforce during the analysis year, we use the college's historical student headcount over the past 43 years, from FY 1979-80 to FY 2021-22. We apply a 43-year time horizon to include all alumni active in the regional workforce who have not reached the average retirement age of 67. The time horizon, or number of years in the workforce, is calculated by subtracting NOVA's oldest student cohort average age (23 years per Lightcast's study for FY 2012-13) from the retirement age of 67. However, because the alumni impact is based on credits achieved and not on headcount, we calculate and use an average age per credit rather than per student. We inform this average age by the historical student average age from NOVA's economic impact studies conducted by Lightcast for FY 2012-13 and FY 2017-18.

We multiply the 8.3 average CHEs per student by the headcounts that we estimate are still actively employed from each of the previous years.¹⁶ Students who enroll at the college more than one year are counted at least twice in the historical enrollment data. However, CHEs remain distinct regardless of when and by whom they were earned, so there is no duplication in the CHE counts. We estimate there are approximately 13.7 million CHEs from alumni active in the workforce.

Next, we estimate the value of the CHEs, or the skills and human capital acquired by NOVA alumni. This is done using the *incremental* added labor income stemming from the students' higher wages. The incremental added labor income is the difference between the wage earned by NOVA alumni and the alternative wage they would have

14 Settling-in factors are used to delay the onset of the benefits to students in order to allow time for them to find employment and settle into their careers. In the absence of hard data, we assume a range of between one and three years for students who graduate with a certificate or a degree, and between one and five years for returning students.

15 According to a study performed by Pew Research Center, people who have already moved are more likely to move again than people who do not move. Therefore, migration rates are dampened to account for the idea that if students do not move in the first two years after leaving the college, then they are less likely to migrate out compared to the average person.

16 This assumes the average level of study from past years is equal to the level of study of students today. Lightcast used data provided by NOVA for a previous study to estimate students' credit load in prior years.



earned had they not attended NOVA. Using the regional incremental earnings, credits required, and distribution of credits at each level of study, we estimate the average value per CHE to equal \$327. This value represents the regional average incremental increase in wages that alumni of NOVA received during the analysis year for every CHE they completed.

Because workforce experience leads to increased productivity and higher wages, the value per CHE varies depending on the students' workforce experience, with the highest value applied to the CHEs of students who had been employed the longest by FY 2021-22, and the lowest value per CHE applied to students who were just entering the workforce. More information on the theory and calculations behind the value per CHE appears in Appendix 6. In determining the amount of added labor income attributable to alumni, we multiply the CHEs of former students in each year of the historical time horizon by the corresponding average value per CHE for that year, and then sum the products together. This calculation yields approximately \$4.5 billion in gross labor income from increased wages received by former students in FY 2021-22 (as shown in Table 2.6).

Table 2.6: Number of CHEs in workforce and initial labor income created in Northern Virginia, FY 2021-22

Number of CHEs in workforce	13,727,592
Average value per CHE	\$327
Initial labor income, gross	\$4,488,465,963
Adjustments for counterfactual scenarios	
Percent reduction for alternative education opportunities	15%
Percent reduction for adjustment for labor import effects	50%
Initial labor income, net	\$1,907,598,034

Source: Lightcast impact model.

The next two rows in Table 2.6 show two adjustments used to account for counterfactual outcomes. As discussed above, counterfactual outcomes in economic analysis represent what would have happened if a given event had not occurred. The event in question is the education and training provided by NOVA and subsequent influx of skilled labor into the regional economy. The first counterfactual scenario that we address is the adjustment for alternative education opportunities. In the counterfactual scenario where NOVA does not exist, we assume a portion of NOVA alumni would have received a comparable education elsewhere in the region or would have left the region and received a comparable education and then returned to the region. The incremental added labor income that accrues to those students cannot be counted toward the added labor income from NOVA alumni. The adjustment for alternative education opportunities amounts to a 15% reduction of the \$4.5 billion in added labor income. This means that 15% of the added labor income from NOVA alumni would have been generated in the region anyway, even if the college did not exist. For more information on the alternative education adjustment, see Appendix 7.



The other adjustment in Table 2.6 accounts for the importation of labor. Suppose NOVA did not exist and in consequence there were fewer skilled workers in the region. Businesses could still satisfy some of their need for skilled labor by recruiting from outside Northern Virginia. We refer to this as the labor import effect. Lacking information on its possible magnitude, we assume 50% of the jobs that students fill at regional businesses could have been filled by workers recruited from outside the region if the college did not exist.¹⁷ Consequently, the gross labor income must be adjusted to account for the importation of this labor, since it would have happened regardless of the presence of the college. We conduct a sensitivity analysis for this assumption in Appendix 1. With the 50% adjustment, the net added labor income added to the economy comes to \$1.9 billion, as shown in Table 2.6.

The \$1.9 billion in added labor income appears under the initial effect in the labor income column of Table 2.7. To this we add an estimate for initial non-labor income. As discussed earlier in this section, businesses that employ former students of NOVA see higher profits as a result of the increased productivity of their capital assets. To estimate this additional income, we allocate the initial increase in labor income (\$1.9 billion) to the six-digit NAICS industry sectors where students are most likely to be employed. This allocation entails a process that maps completers in the region to the detailed occupations for which those completers have been trained, and then maps the detailed occupations to the six-digit industry sectors in the MR-SAM model.¹⁸ Using a crosswalk created by National Center for Education Statistics (NCES) and the Bureau of Labor Statistics, we map the breakdown of the college’s completers to the approximately 700 detailed occupations in the Standard Occupational Classification (SOC) system. Finally, we apply a matrix of wages by industry and by occupation from the MR-SAM model to map the occupational distribution of the \$1.9 billion in initial labor income effects to the detailed industry sectors in the MR-SAM model.¹⁹

Table 2.7: Alumni impact, FY 2021-22

	Labor income (thousands)	Non-labor income (thousands)	Total income (thousands)	Sales (thousands)	Jobs supported
Initial effect	\$1,907,598	\$635,571	\$2,543,169	\$6,835,654	22,796
Multiplier effect					
Direct effect	\$362,285	\$124,207	\$486,491	\$991,405	4,778
Indirect effect	\$131,508	\$46,181	\$177,689	\$362,530	1,791
Induced effect	\$682,731	\$239,243	\$921,974	\$1,827,245	8,435
Total multiplier effect	\$1,176,523	\$409,630	\$1,586,154	\$3,181,180	15,004
Total impact (initial + multiplier)	\$3,084,121	\$1,045,202	\$4,129,323	\$10,016,834	37,799

Source: Lightcast impact model.

17 A similar assumption is used by Walden (2014) in his analysis of the Cooperating Raleigh Colleges.

18 Completer data come from the Integrated Postsecondary Education Data System (IPEDS), which organizes program completions according to the Classification of Instructional Programs (CIP) developed by the National Center for Education Statistics (NCES).

19 For example, if the MR-SAM model indicates that 20% of jobs in SOC 51-4121 (Welders) occur in NAICS 332313 (Plate Work Manufacturing) in the given region, then we allocate 20% of the initial labor income effect under SOC 51-4121 to NAICS 332313.



Once these allocations are complete, we apply the ratio of non-labor to labor income provided by the MR-SAM model for each sector to our estimate of initial labor income. This computation yields an estimated \$635.6 million in added non-labor income attributable to the college's alumni. Summing initial labor and non-labor income yields the total initial effect of alumni productivity on the Northern Virginia economy, equal to approximately \$2.5 billion. To estimate multiplier effects, we convert the industry-specific income figures generated through the initial effect to sales using sales-to-income ratios from the MR-SAM model. We then run the values through the MR-SAM's multiplier matrix.

Table 2.7 shows the multiplier effects of alumni. Multiplier effects occur as alumni generate an increased demand for consumer goods and services through the expenditure of their higher wages. Further, as the industries where alumni are employed increase their output, there is a corresponding increase in the demand for input from the industries in the employers' supply chain. Together, the incomes generated by the expansions in business input purchases and household spending constitute the multiplier effect of the increased productivity of the college's alumni. The final results are \$1.2 billion in added labor income and \$409.6 million in added non-labor income, for an overall total of \$1.6 billion in multiplier effects. The grand total of the alumni impact is \$4.1 billion in total added income, the sum of all initial and multiplier labor and non-labor income effects. This is equivalent to supporting 37,799 jobs.

NOVA alumni at Yale Law School

Kevin Baisden is a student on a mission—to be the best version of himself and to help others. He got his start at NOVA and then went to Columbia for a BA with a joint major in economics and philosophy. Baisden went on to work in finance. He then spent a year in fintech consulting before working as an Investment Analyst at Hall Capital Partners. After a few years on Wall Street, Kevin decided to apply to law school and landed at Yale. Currently, he is a Vice President of Yale Law School's Federalist Society. Baisden said, "I grew up in the DMV area, and I ended up at NOVA in 2013, at the age of 26. While at NOVA as a student, I got my start in modest roles. I worked at the bookstore, a moving company, as a work-study for the dean of students, and then up to the provost's office. During my time at NOVA—hands down—one of the most critical people was the late Dr. Joseph Windham. I and a whole host of other people came up underneath him. Dr. John Min, who taught me economics when I was at NOVA, provided me with the springboard to study it at Columbia. He also wrote my recommendations, as did Dr. Jimmie McClellan. I found my people at NOVA, and at subsequent stages of my life, they went on to become my mentors."



Total NOVA impact



The total economic impact of NOVA on Northern Virginia can be generalized into two broad types of impacts. First, on an annual basis, NOVA generates a flow of spending that has a significant impact on the regional economy. The impacts of this spending are captured by the operations, construction, and student spending impacts. While not insignificant, these impacts do not capture the true purpose of NOVA. The mission of NOVA is to provide equitable access to affordable and exceptional higher education and workforce programs, transforming the lives of its students and advancing opportunity in the community. Ultimately this serves NOVA's ability to foster human capital and improve lives. Every year, a new cohort of former NOVA students adds to the stock of human capital in the region, and a portion of alumni continues to add to the regional economy.

Table 2.8: Total NOVA impact, FY 2021-22

	Labor income (thousands)	Non-labor income (thousands)	Total income (thousands)	Sales (thousands)	Jobs supported
Operations spending	\$191,730	\$29,473	\$221,202	\$521,467	2,953
Construction spending	\$1,011	\$24	\$1,036	\$4,646	12
Student spending	\$30,904	\$21,015	\$51,920	\$179,283	669
Alumni	\$3,084,121	\$1,045,202	\$4,129,323	\$10,016,834	37,799
Total impact	\$3,307,767	\$1,095,714	\$4,403,481	\$10,722,230	41,433
% of the Northern Virginia economy	1.8%	1.2%	1.6%	1.6%	2.2%

Source: Lightcast impact model.

Table 2.8 displays the grand total impacts of NOVA on the Northern Virginia economy in FY 2021-22. For context, the percentages of NOVA compared to the total labor income, total non-labor income, combined total income, sales, and jobs in Northern Virginia, as presented in Table 1.3 and Figure 1.3, are included. The total added value of NOVA is \$4.4 billion, equivalent to 1.6% of the GRP of Northern Virginia. By comparison, this contribution that the college provides on its own is nearly as large as the entire Transportation & Warehousing industry in the region. NOVA's total impact supported

41,433 jobs in FY 2021-22. For perspective, this means that one of every 46 jobs in Northern Virginia is supported by the activities of NOVA and its students.

These impacts from the college and its students stem from different industry sectors and spread throughout the regional economy. Table 2.9 displays the total impact of NOVA by each industry sector based on their two-digit NAICS code. The table shows the total impact of operations, construction, students, and alumni, as shown in Table 2.8, broken down by each industry sector's individual impact on the regional economy using processes outlined earlier in this chapter. By showing the impact from individual industry sectors, it is possible to see in finer detail the industries that drive the greatest impact on the regional economy from the spending of the college and its students and from where NOVA alumni are employed. For example, the spending of NOVA and its students as well as the activities of its alumni in the Professional & Technical Services industry sector generated an impact of \$1.1 billion in FY 2021-22.



Table 2.9: Total NOVA impact by industry, FY 2021-22

Industry sector	Total income (thousands)	Jobs supported
Professional & Technical Services	\$1,141,432	7,809
Government, Non-Education	\$504,612	2,557
Retail Trade	\$422,702	6,159
Information	\$329,635	868
Health Care & Social Assistance	\$282,302	3,595
Government, Education	\$271,102	4,123
Real Estate & Rental & Leasing	\$233,184	3,337
Finance & Insurance	\$189,424	740
Administrative & Waste Services	\$150,295	1,799
Other Services (except Public Administration)	\$139,673	2,732
Wholesale Trade	\$139,271	536
Construction	\$134,664	1,364
Manufacturing	\$101,593	583
Management of Companies & Enterprises	\$97,223	403
Educational Services	\$86,413	1,748
Accommodation & Food Services	\$54,526	904
Arts, Entertainment, & Recreation	\$54,123	1,345
Transportation & Warehousing	\$43,952	741
Utilities	\$23,434	35
Mining, Quarrying, & Oil and Gas Extraction	\$2,482	21
Agriculture, Forestry, Fishing, & Hunting	\$1,438	34
Total impact	\$4,403,481	41,433

Source: Lightcast impact model.



Investment analysis

The benefits generated by NOVA affect the lives of many people. The most obvious beneficiaries are the college's students; they give up time and money to go to the college in return for a lifetime of higher wages and improved quality of life. But the benefits do not stop there. As students earn more, communities and citizens throughout Virginia benefit from an enlarged economy and a reduced demand for social services. In the form of increased tax revenues and public-sector savings, the benefits of education extend as far as the state and local government.

Investment analysis is the process of evaluating total costs and measuring these against total benefits to determine whether or not a proposed venture will be profitable. If benefits outweigh costs, then the investment is worthwhile. If costs outweigh benefits, then the investment will lose money and could be considered infeasible. In this chapter, we evaluate NOVA as an investment from the perspectives of students, taxpayers, and society.



Student perspective



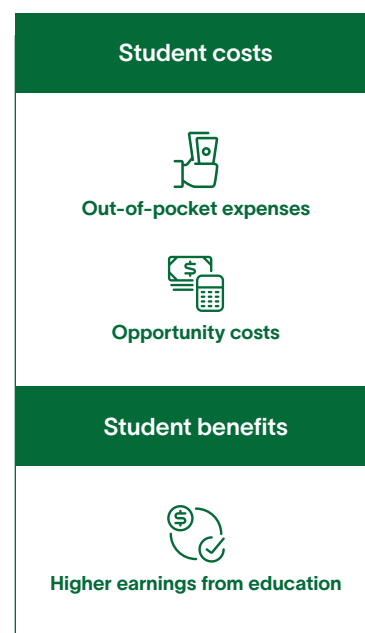
To enroll in postsecondary education, students pay for tuition and forego monies that they otherwise would have earned had they chosen to work instead of attend college. From the perspective of students, education is the same as an investment; i.e., they incur a cost, or put up a certain amount of money, with the expectation of receiving benefits in return. The total costs consist of the tuition and fees that students pay and the opportunity cost of foregone time and money. The benefits are the higher earnings that students receive as a result of their education.

Calculating student costs

Student costs consist of three main items: direct outlays, opportunity costs, and future principal and interest costs incurred from student loans. Direct outlays include tuition and fees, equal to \$120.3 million from Figure 1.1. Direct outlays also include the cost of books and supplies. On average, full-time students spent \$1,800 each on books and supplies during the reporting year.²⁰ Multiplying this figure by the number of full-time equivalents (FTEs) produced by NOVA in FY 2021-22²¹ generates a total cost of \$36.4 million for books and supplies.

In order to pay the cost of tuition, many students had to take out loans. These students not only incur the cost of tuition from the college but also incur the interest cost of taking out loans. In FY 2021-22, students received a total of \$21.6 million in federal loans to attend NOVA.²² Students pay back these loans along with interest over the span of several years in the future. Since students pay off these loans over time, they accrue no initial cost during the analysis year. Hence, to avoid double counting, the \$21.6 million in federal loans is subtracted from the costs incurred by students in FY 2021-22.

In addition to the cost of tuition, books, and supplies, students also experienced an opportunity cost of attending college during the analysis year. Opportunity cost is the most difficult component of student costs to estimate. It measures the value of time



²⁰ Based on the data provided by NOVA.

²¹ A single FTE is equal to 30 CHEs, so there were 20,244 FTEs produced by students in FY 2021-22, equal to 607,306 CHEs divided by the weighted average number of CHEs per student.

²² Due to data limitations, only federal loans are considered in this analysis.



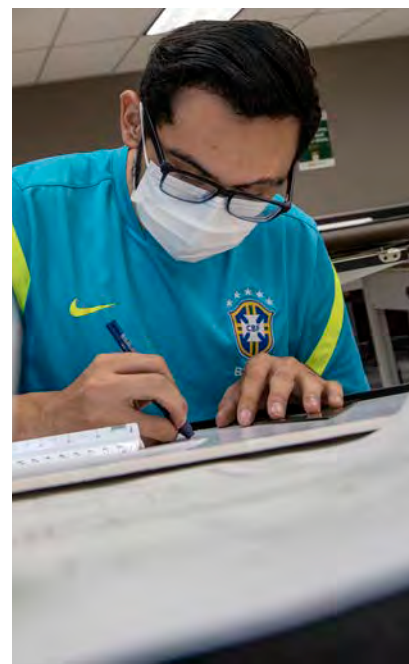
and earnings foregone by students who go to college rather than work. To calculate it, we need to know the difference between the students' full earning potential and what they actually earn while attending the college.

We derive the students' full earning potential by weighting the average annual earnings levels in Table 1.4 according to the education level breakdown of the student population at the start of the analysis year.²³ However, the earnings levels in Table 1.4 reflect what average workers earn at the midpoint of their careers, not while attending the college. Because of this, we adjust the earnings levels to the average age of the student population (25) to better reflect their wages at their current age.²⁴ This calculation yields an average full earning potential of \$33,176 per student.

In determining how much students earn while enrolled in postsecondary education, an important factor to consider is the time that they actually spend on postsecondary education, since this is the only time that they are required to give up a portion of their earnings. We use the students' CHE production as a proxy for time, under the assumption that the more CHEs students earn, the less time they have to work and, consequently, the greater their foregone earnings. Overall, students attending NOVA in FY 2021-22 earned an average of 9.8 CHEs per student (excluding dually enrolled high school students), which is approximately equal to 33% of a full academic year.²⁵ We thus include no more than \$10,861 (or 33%) of the students' full earning potential in the opportunity cost calculations.

Another factor to consider is the students' employment status while enrolled in postsecondary education. It is estimated that 75% of students are employed.²⁶ For the remainder of students, we assume that they are either seeking work or planning to seek work once they complete their educational goals. By choosing to enroll, therefore, non-working students give up everything that they can potentially earn during the academic year (i.e., \$10,861). The total value of their foregone earnings thus comes to \$159.9 million.

Working students are able to maintain all or part of their earnings while enrolled. However, many of them hold jobs that pay less than statistical averages, usually because those are the only jobs they can find that accommodate their course schedule. These jobs tend to be at entry level, such as restaurant servers or cashiers. To account for this, we assume that working students hold jobs that pay 77% of what they would have earned had they chosen to work full time rather than go to college.²⁷ The remaining 23% represents the percentage of their full earning potential that they forego. Obviously, this assumption varies by person; some students forego more and others less.



23 This is based on students who reported their prior level of education to NOVA. The prior level of education data was then adjusted to exclude dually enrolled high school students.

24 Further discussion on this adjustment appears in Appendix 6.

25 Equal to 9.8 CHEs divided by 30, the assumed number of CHEs in a full-time academic year.

26 Lightcast provided an estimate of the percentage of students employed because NOVA was unable to provide data. This figure excludes dually enrolled high school students, who are not included in the opportunity cost calculations.

27 The 77% assumption is based on the average hourly wage of jobs commonly held by working students divided by the regional average hourly wage. Occupational wage estimates are published by the Bureau of Labor Statistics (see http://www.bls.gov/oes/current/oes_nat.htm).





Since we do not know the actual jobs that students hold while attending, the 23% in foregone earnings serves as a reasonable average.

Working students also give up a portion of their leisure time in order to attend higher education institutions. According to the Bureau of Labor Statistics' American Time Use Survey, students forego up to 0.1 hours of leisure time per day.²⁸ Assuming that an hour of leisure is equal in value to an hour of work, we derive the total cost of leisure by multiplying the number of leisure hours foregone during the academic year by the average hourly pay of the students' full earning potential. For working students, therefore, their total opportunity cost is \$119.4 million, equal to the sum of their foregone earnings (\$110.5 million) and foregone leisure time (\$8.9 million).

Thus far we have discussed student costs during the analysis year. However, recall that students take out student loans to attend college during the year, which they will have to pay back over time. The amount they will be paying in the future must be a part of their decision to attend the college today. Students who take out loans are required not only to pay back the principal of the loan but also to pay back a certain amount in interest. The first step in calculating students' loan interest cost is to determine the payback time for the loans. The \$21.6 million in loans was awarded to 4,034 students, averaging \$5,345 per student in the analysis year. However, this figure represents only one year of loans. Because loan payback time is determined by total indebtedness, we assume that since NOVA is a two-year college, students will be indebted twice that amount, or \$10,690 on average. According to the U.S. Department of Education, this level of indebtedness will take up to 15 years to pay back under the standard repayment plan.²⁹

This indebtedness calculation is used solely to estimate the loan payback period. Students will be paying back the principal amount of \$21.6 million over time. After taking into consideration the time value of money, this means that students will pay off a discounted present value of \$15 million in principal over the 15 years. In order to calculate interest, we only consider interest on the federal loans awarded to students in FY 2021-22. Using the student discount rate of 4.4%³⁰ as our interest rate, we calculate that students will pay a total discounted present value of \$6.3 million in interest on student loans throughout the first 15 years of their working lifetime. The stream of these future interest costs together with the stream of loan payments is included in the costs of Column 5 of Table 3.2.

The steps leading up to the calculation of student costs appear in Table 3.1. Direct outlays amount to \$135.2 million, the sum of tuition and fees (\$120.3 million) and books and supplies (\$36.4 million), less federal loans received (\$21.6 million). Opportunity costs for working and non-working students amount to \$175.8 million, excluding

28 American Time Use Survey. 2018, 2019, and 2021. Last modified July 12, 2022. <https://www.bls.gov/tus/data.htm>.

29 Repayment period based on total education loan indebtedness, U.S. Department of Education, 2022. <https://studentaid.ed.gov/sa/repay-loans/understand/plans/standard>.

30 The student discount rate is derived from the three-year average of the baseline forecasts for the 10-year discount rate published by the Congressional Budget Office. See the Congressional Budget Office, Student Loan and Pell Grant Programs—May 2022 Baseline. <https://www.cbo.gov/data/baseline-projections-selected-programs>.



\$103.4 million in offsetting residual aid that is paid directly to students.³¹ Finally, we have the present value of future student loan costs, amounting to \$21.3 million between principal and interest. Summing direct outlays, opportunity costs, and future student loan costs yields a total of \$332.3 million in present value student costs.

Table 3.1: Present value of student costs, FY 2021-22 (thousands)

Direct outlays in FY 2021-22	
Tuition and fees	\$120,329
Less federal loans received	-\$21,561
Books and supplies	\$36,438
Total direct outlays	\$135,207
Opportunity costs in FY 2021-22	
Earnings foregone by non-working students	\$159,873
Earnings foregone by working students	\$110,475
Value of leisure time foregone by working students	\$8,900
Less residual aid	-\$103,440
Total opportunity costs	\$175,808
Future student loan costs (present value)	
Student loan principal	\$14,981
Student loan interest	\$6,279
Total present value student loan costs	\$21,260
Total present value student costs	\$332,275

Source: Based on data provided by NOVA and outputs of the Lightcast impact model.

Linking education to earnings

Having estimated the costs of education to students, we weigh these costs against the benefits that students receive in return. The relationship between education and earnings is well documented and forms the basis for determining student benefits. As shown in Table 1.4, state mean earnings levels at the midpoint of the average-aged worker's career increase as people achieve higher levels of education. The differences between state earnings levels define the incremental benefits of moving from one education level to the next.

A key component in determining students' return on investment is the value of their future benefits stream; i.e., what they can expect to earn in return for the investment they make in education. We calculate the future benefits stream to the college's FY 2021-22 students first by determining their average annual increase in earnings, equal to \$211.4 million. This value represents the higher wages that accrue to students at the

³¹ Residual aid is the remaining portion of scholarship or grant aid distributed directly to a student after the college applies tuition and fees.

midpoint of their careers and is calculated based on the marginal wage increases of the CHEs that students complete while attending the college. Using the Commonwealth of Virginia earnings, the marginal wage increase per CHE is \$348. For a full description of the methodology used to derive the \$211.4 million, see Appendix 6.

The second step is to project the \$211.4 million annual increase in earnings into the future, for as long as students remain in the workforce. We do this using the Mincer function to predict the change in earnings at each point in an individual's working career.³² The Mincer function originated from Mincer's seminal work on human capital (1958). The function estimates earnings using an individual's years of education and post-schooling experience. While some have criticized Mincer's earnings function, it is still upheld in recent data and has served as the foundation for a variety of research pertaining to labor economics. Card (1999 and 2001) addresses a number of these criticisms using U.S.-based research over the past three decades and concludes that any upward bias in the Mincer parameters is on the order of 10% or less. We use state-specific and education level-specific Mincer coefficients. To account for any upward bias, we incorporate a 10% reduction in our projected earnings, otherwise known as the ability bias. With the \$211.4 million representing the students' higher earnings at the midpoint of their careers, we apply scalars from the Mincer function to yield a stream of projected future benefits that gradually increase from the time students enter the workforce, peak shortly after the career midpoint, and then dampen slightly as students approach retirement at age 67. This earnings stream appears in Column 2 of Table 3.2.

As shown in Table 3.2, the \$211.4 million in gross higher earnings occurs around Year 17, which is the approximate midpoint of the students' future working careers given the average age of the student population and an assumed retirement age of 67. In accordance with the Mincer function, the gross higher earnings that accrue to students in the years leading up to the midpoint are less than \$211.4 million, and the gross higher earnings in the years after the midpoint are greater than \$211.4 million.

The final step in calculating the students' future benefits stream is to net out the potential benefits generated by students who either are not yet active in the workforce or leave the workforce over time. This adjustment appears in Column 3 of Table 3.2 and represents the percentage of the FY 2021-22 student population that will be employed in the workforce in a given year. Note that the percentages in the first five years of the time horizon are relatively lower than those in subsequent years. This is because many students delay their entry into the workforce, either because they are still enrolled at the college or because they are unable to find a job immediately upon graduation. Accordingly, we apply a set of "settling-in" factors to account for the time needed by students to find employment and settle into their careers. As discussed in Chapter 2, settling-in factors delay the onset of benefits by one to three years for students who graduate with a certificate or a degree and by one to five years for degree-seeking students who do not complete during the analysis year.






32 Appendix 6 provides more information on the Mincer function and how it is used to predict future earnings growth.

Table 3.2: Projected benefits and costs, student perspective

1	2	3	4	5	6
Year	Gross higher earnings to students (millions)	% active in workforce*	Net higher earnings to students (millions)	Student costs (millions)	Net cash flow (millions)
0	\$101.3	7%	\$7.3	\$311.0	-\$303.7
1	\$107.7	13%	\$13.8	\$2.0	\$11.8
2	\$114.2	20%	\$23.2	\$2.0	\$21.3
3	\$120.9	34%	\$41.1	\$2.0	\$39.1
4	\$127.7	54%	\$68.9	\$2.0	\$66.9
5	\$134.5	96%	\$128.5	\$2.0	\$126.5
6	\$141.4	95%	\$134.9	\$2.0	\$132.9
7	\$148.3	95%	\$141.3	\$2.0	\$139.3
8	\$155.2	95%	\$147.7	\$2.0	\$145.7
9	\$162.1	95%	\$154.0	\$2.0	\$152.0
10	\$168.8	95%	\$160.2	\$2.0	\$158.2
11	\$175.5	95%	\$166.3	\$2.0	\$164.3
12	\$182.1	95%	\$172.1	\$2.0	\$170.2
13	\$188.4	94%	\$177.8	\$2.0	\$175.9
14	\$194.6	94%	\$183.3	\$2.0	\$181.3
15	\$200.5	94%	\$188.4	\$2.0	\$186.5
16	\$206.1	94%	\$193.3	\$0.0	\$193.3
17	\$211.4	94%	\$197.8	\$0.0	\$197.8
18	\$216.4	93%	\$202.0	\$0.0	\$202.0
19	\$221.0	93%	\$205.7	\$0.0	\$205.7
20	\$225.2	93%	\$209.0	\$0.0	\$209.0
21	\$229.0	92%	\$211.8	\$0.0	\$211.8
22	\$232.3	92%	\$214.1	\$0.0	\$214.1
23	\$235.2	92%	\$215.9	\$0.0	\$215.9
24	\$237.5	91%	\$217.2	\$0.0	\$217.2
25	\$239.4	91%	\$218.0	\$0.0	\$218.0
26	\$240.7	91%	\$218.1	\$0.0	\$218.1
27	\$241.6	90%	\$217.7	\$0.0	\$217.7
28	\$241.8	90%	\$216.7	\$0.0	\$216.7
29	\$241.6	89%	\$215.1	\$0.0	\$215.1
30	\$240.8	88%	\$213.0	\$0.0	\$213.0
31	\$239.5	88%	\$210.2	\$0.0	\$210.2
32	\$237.7	87%	\$206.9	\$0.0	\$206.9
33	\$235.4	86%	\$203.1	\$0.0	\$203.1
34	\$232.6	85%	\$198.8	\$0.0	\$198.8
35	\$229.4	85%	\$193.9	\$0.0	\$193.9
36	\$225.6	84%	\$188.6	\$0.0	\$188.6
37	\$221.5	83%	\$182.9	\$0.0	\$182.9
38	\$216.9	82%	\$176.8	\$0.0	\$176.8
39	\$212.0	80%	\$170.5	\$0.0	\$170.5
40	\$206.8	79%	\$163.8	\$0.0	\$163.8
41	\$201.2	78%	\$156.9	\$0.0	\$156.9
Present value			\$2,892.5	\$332.3	\$2,560.2

* Includes the "settling-in" factors and attrition.

Source: Lightcast impact model.

	Benefit-cost ratio 8.7		Internal rate of return 25.6%		Payback period (years) 5.3
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Beyond the first five years of the time horizon, students will leave the workforce for any number of reasons, whether death, retirement, or unemployment. We estimate the rate of attrition using the same data and assumptions applied in the calculation of the attrition rate in the economic impact analysis of Chapter 2.³³ The likelihood of leaving the workforce increases as students age, so the attrition rate is more aggressive near the end of the time horizon than in the beginning. Column 4 of Table 3.2 shows the net higher earnings to students after accounting for both settling-in patterns and attrition.

Return on investment for students

Having estimated the students' costs and their future benefits stream, the next step is to discount the results to the present to reflect the time value of money. For the student perspective we assume a discount rate of 4.4% (see below). Because students tend to rely on debt to pay for education—i.e. they are negative savers—their discount rate is based on student loan interest rates.³⁴ In Appendix 1, we conduct a sensitivity analysis of this discount rate. The present value of the benefits is then compared to student costs to derive the investment analysis results, expressed in terms of a benefit-cost ratio, rate of return, and payback period. The investment is feasible if returns match or exceed the minimum threshold values; i.e., a benefit-cost ratio greater than 1.0, a rate of return that exceeds the discount rate, and a reasonably short payback period.



Discount rate

The discount rate is a rate of interest that converts future costs and benefits to present values. For example, \$1,000 in higher earnings realized 30 years in the future is worth much less than \$1,000 in the present. All future values must therefore be expressed in present value terms in order to compare them with investments (i.e., costs) made today. The selection of an appropriate discount rate, however, can become an arbitrary and controversial undertaking. As suggested in economic theory, the discount rate should reflect the investor's opportunity cost of capital, i.e., the rate of return one could reasonably expect to obtain from alternative investment schemes. In this study we assume a 4.4% discount rate from the student perspective and a 0.2% discount rate from the perspectives of taxpayers and society.

In Table 3.2, the net higher earnings of students yield a cumulative discounted sum of approximately \$2.9 billion, the present value of all of the future earnings increments (see the bottom section of Column 4). This may also be interpreted as the gross capital asset value of the students' higher earnings stream. In effect, the aggregate FY 2021-22 student body is rewarded for its investment in NOVA with a capital asset valued at \$2.9 billion.

33 See the discussion of the alumni impact in Chapter 2. The main sources for deriving the attrition rate are the National Center for Health Statistics, the Social Security Administration, and the Bureau of Labor Statistics. Note that we do not account for migration patterns in the student investment analysis because the higher earnings that students receive as a result of their education will accrue to them regardless of where they find employment.

34 The student discount rate is derived from the most recent three-year average baseline forecasts for the 10-year Treasury rate published by the Congressional Budget Office. See the Congressional Budget Office, Student Loan and Pell Grant Programs—May 2022 Baseline. <https://www.cbo.gov/data/baseline-projections-selected-programs>.

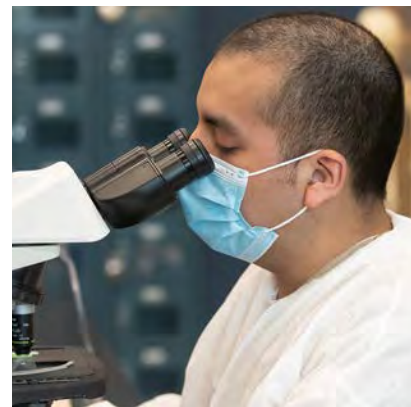
The students' cost of attending the college is shown in Column 5 of Table 3.2, equal to a present value of \$332.3 million. Comparing the cost with the present value of benefits yields a student benefit-cost ratio of 8.7 (equal to \$2.9 billion in benefits divided by \$332.3 million in costs).

Another way to compare the same benefits stream and associated cost is to compute the rate of return. The rate of return indicates the interest rate that a bank would have to pay a depositor to yield an equally attractive stream of future payments.³⁵ Table 3.2 shows students of NOVA earning average returns of 25.6% on their investment of time and money. This is a favorable return compared, for example, to approximately 1% on a standard bank savings account, or 9.6% on stocks and bonds (30-year average return).

Note that returns reported in this study are real returns, not nominal.

When a bank promises to pay a certain rate of interest on a savings account, it employs an implicitly nominal rate. Bonds operate in a similar manner. If it turns out that the inflation rate is higher than the stated rate of return, then money is lost in real terms. In contrast, a real rate of return is on top of inflation. For example, if inflation is running at 3% and a nominal percentage of 5% is paid, then the real rate of return on the investment is only 2%. In Table 3.2, the 25.6% student rate of return is a real rate. With an inflation rate of 2.5% (the average rate reported over the past 20 years as per the U.S. Department of Commerce, Consumer Price Index), the corresponding nominal rate of return is 28.1%, higher than what is reported in Table 3.2.

The payback period is defined as the length of time it takes to entirely recoup the initial investment.³⁶ Beyond that point, returns are what economists would call pure costless rent. As indicated in Table 3.2, students at NOVA see, on average, a payback period of 5.3 years, meaning 5.3 years after their initial investment of foregone earnings and out-of-pocket costs, they will have received enough higher future earnings to fully recover those costs (Figure 3.1).



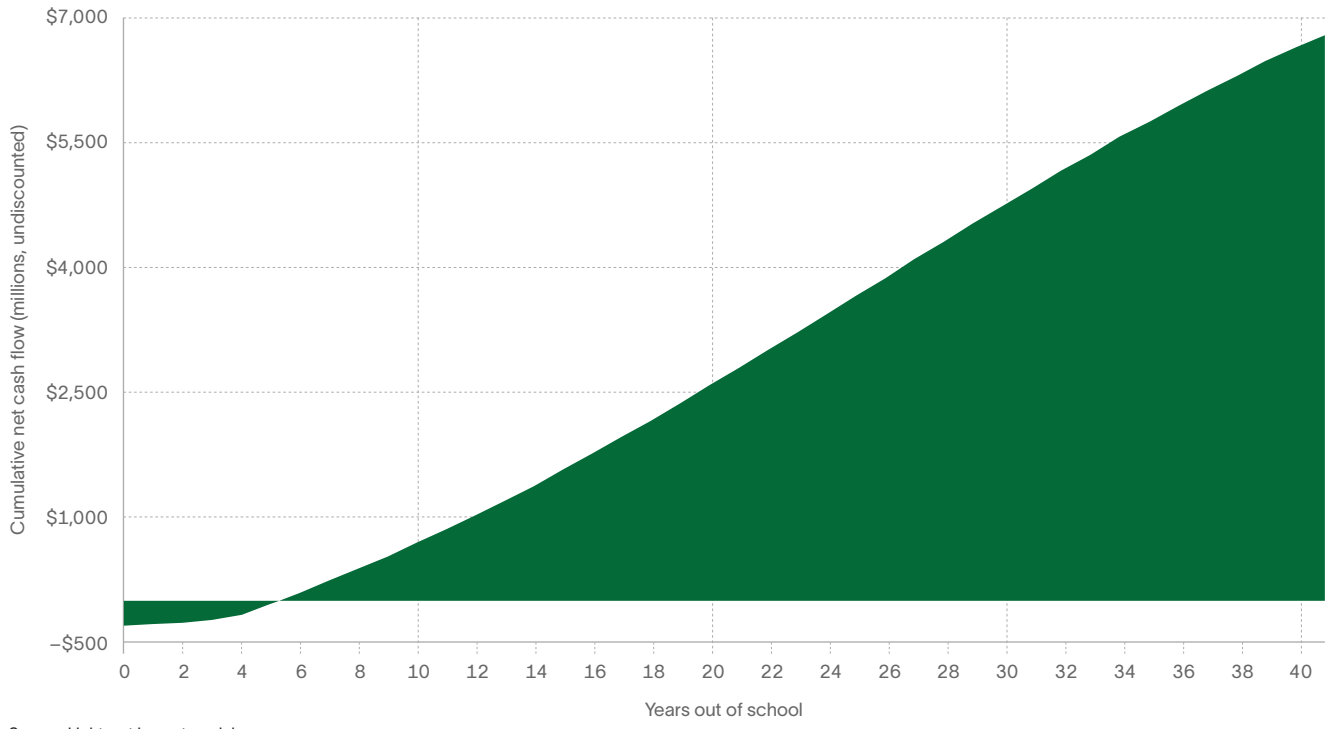
NOVA students see an average rate of return of **25.6%** for their investment of time and money.

³⁵ Rates of return are computed using the familiar internal rate-of-return calculation. Note that, with a bank deposit or stock market investment, the depositor puts up a principal, receives in return a stream of periodic payments, and then recovers the principal at the end. Someone who invests in education, on the other hand, receives a stream of periodic payments that include the recovery of the principal as part of the periodic payments, but there is no principal recovery at the end. These differences notwithstanding comparable cash flows for both bank and education investors yield the same internal rate of return.

³⁶ Payback analysis is generally used by the business community to rank alternative investments when safety of investments is an issue. Its greatest drawback is it does not account for the time value of money. The payback period is calculated by dividing the cost of the investment by the net return per period. In this study, the cost of the investment includes tuition and fees plus the opportunity cost of time; it does not account for student living expenses.



Figure 3.1: Student payback period



Source: Lightcast impact model.

Data Center Operations

Nazrawi Yenberberu became interested in NOVA's Data Center Operations course after spotting an online ad for the program. Nazrawi lives in Ashburn, Virginia, and is a real estate agent by trade who hopes to capitalize on the region's growing data center industry. In November 2021, he participated in a two-day fusion-splicing course sponsored by Amazon Web Services (AWS) and Sumitomo, in partnership with NOVA. He completed his summer 2022 internship at AWS.



"I am from Ethiopia, and I emigrated seven years ago. Family and opportunity brought me to the United States and to the Virginia region. I am a current NOVA student. When I started, I was studying electrical engineering with plans on going to George Mason afterwards, but I then changed my course after hearing about Data Center Operations. Currently, I would finish at NOVA in two to three more semesters, with consideration for job prospects already. Joining the data center industry is one of the best decisions I made. It is amazing how the industry is growing, especially in Northern Virginia. I see endless opportunities ahead of me."

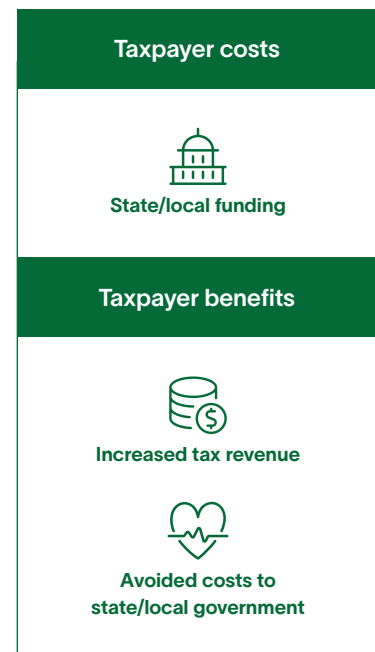


From the taxpayer perspective, the pivotal step is to determine the public benefits that specifically accrue to state and local government. For example, benefits resulting from earnings growth are limited to increased state and local tax payments. Similarly, savings related to improved health, reduced crime, and fewer welfare and unemployment claims, discussed below, are limited to those received strictly by state and local government. In all instances, benefits to private residents, local businesses, or the federal government are excluded.

Growth in state tax revenues

As a result of their time at NOVA, students earn more because of the skills they learned while attending the college, and businesses earn more because student skills make capital more productive (buildings, machinery, and everything else). This in turn raises profits and other business property income. Together, increases in labor and non-labor (i.e., capital) income are considered the effect of a skilled workforce. These in turn increase tax revenues since state and local government is able to apply tax rates to higher earnings.

Estimating the effect of NOVA on increased tax revenues begins with the present value of the students' future earnings stream, which is displayed in Column 4 of Table 3.2. To these net higher earnings, we apply a multiplier derived from Lightcast's MR-SAM model to estimate the added labor income created in Virginia as students and businesses spend their higher earnings.³⁷ As labor income increases, so does non-labor income, which consists of monies gained through investments. To calculate the growth in non-labor income, we multiply the increase in labor income by a ratio of the gross state product to total labor income in Virginia. We also include the spending impacts discussed in Chapter 2 that were created in FY 2021-22 from operations, construction, and student spending, measured at the state level. To each of these, we apply the prevailing tax rates so we capture only the tax revenues attributable to state and local government from this additional revenue.



³⁷ For a full description of the Lightcast MR-SAM model, see Appendix 5.



Not all of these tax revenues may be counted as benefits to the commonwealth, however. Some students leave Virginia during the course of their careers, and the higher earnings they receive as a result of their education leave Virginia with them. To account for this dynamic, we combine student settlement data from the college with data on migration patterns from the Internal Revenue Service to estimate the number of students who will leave the Virginia workforce over time.

We apply another reduction factor to account for students' alternative education opportunities. This is the same adjustment that we use in the calculation of the alumni impact in Chapter 2 and is designed to account for the counterfactual scenario where NOVA does not exist. The assumption in this case is that any benefits generated by students who could have received an education even without the college cannot be counted as new benefits to society. For this analysis, we assume an alternative education variable of 15%, meaning that 15% of the student population at the college would have generated benefits anyway even without the college. For more information on the alternative education variable, see Appendix 7.

We apply a final adjustment factor to account for the "shutdown point" that nets out benefits that are not directly linked to the state and local government costs of supporting the college. As with the alternative education variable discussed under the alumni impact, the purpose of this adjustment is to account for counterfactual scenarios. In this case, the counterfactual scenario is where state and local government funding for NOVA did not exist and NOVA had to derive the revenue elsewhere. To estimate this shutdown point, we apply a sub-model that simulates the students' demand curve for education by reducing state and local support to zero and progressively increasing student tuition and fees. As student tuition and fees increase, enrollment declines. For NOVA, the shutdown point adjustment is 0%, meaning that the college could not operate without taxpayer support. As such, no reduction applies. For more information on the theory and methodology behind the estimation of the shutdown point, see Appendix 9.

After adjusting for attrition, alternative education opportunities, and the shutdown point, we calculate the present value of the future added tax revenues that occur in Virginia, equal to \$631.7 million. Recall from the discussion of the student return on investment that the present value represents the sum of the future benefits that accrue each year over the course of the time horizon, discounted to current year dollars to account for the time value of money. Given that the stakeholder in this case is the public sector, we use the discount rate of 0.2%. This is the three-year average of the real Treasury interest rate reported by the Office of Management and Budget (OMB) for 30-year investments, and in Appendix 1, we conduct a sensitivity analysis of this discount rate.³⁸



38 Office of Management and Budget. "Discount Rates for Cost-Effectiveness, Lease Purchase, and Related Analyses." *Real Interest Rates on Treasury Notes and Bonds of Specified Maturities (in Percent)*. <https://www.whitehouse.gov/wp-content/uploads/2022/06/M-22-13-Discourt-Rates.pdf>. Last revised March 15, 2022.

Government savings

In addition to the creation of higher tax revenues to the state and local government, education is statistically associated with a variety of lifestyle changes that generate social savings, also known as external or incidental benefits of education. These represent the avoided costs to the government that otherwise would have been drawn from public resources absent the education provided by NOVA. Government savings appear in Figure 3.2 and Table 3.3 and break down into three main categories: 1) health savings, 2) crime savings, and 3) income assistance savings. Health savings include avoided medical costs that would have otherwise been covered by state and local government. Crime savings consist of avoided costs to the justice system (i.e., police protection, judicial and legal, and corrections). Income assistance benefits represent avoided costs due to the reduced number of welfare and unemployment insurance claims.

The model quantifies government savings by calculating the probability at each education level that individuals will have poor health, commit crimes, or claim welfare and unemployment benefits. Deriving the probabilities involves assembling data from a variety of studies and surveys analyzing the correlation between education and health, crime, and income assistance at the national and state level. We spread the probabilities across the education ladder and multiply the marginal differences by the number of students who achieved CHEs at each step. The sum of these marginal differences counts as the upper-bound measure of the number of students who, due to the education they received at the college, will not have poor health, commit crimes, or demand income assistance. We dampen these results by the ability bias adjustment discussed earlier in the student perspective section and in Appendix 6 to account for factors (besides education) that influence individual behavior. We then multiply the marginal effects of education times the associated costs of health, crime, and income assistance.³⁹ Finally, we apply the same adjustments for attrition, alternative education,

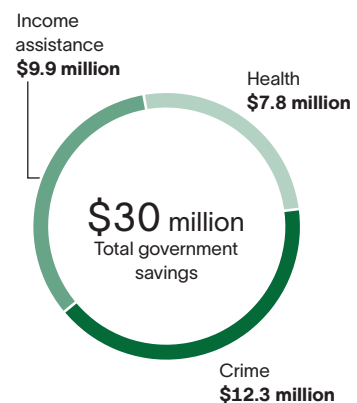
In addition to the creation of **higher tax revenues** to the state and local government, education is statistically associated with a variety of lifestyle changes that generate **social savings**.

Table 3.3: Present value of added tax revenue and government savings (thousands)

Added tax revenue	\$631,735
Government savings	
Health-related savings	\$7,843
Crime-related savings	\$12,266
Income assistance savings	\$9,923
Total government savings	\$30,032
Total taxpayer benefits	\$661,766

Source: Lightcast impact model.

Figure 3.2: Present value of government savings



Source: Lightcast impact model.

³⁹ For a full list of the data sources used to calculate the social externalities, see the Resources and References section. See also Appendix 10 for a more in-depth description of the methodology.



and the shutdown point to derive the net savings to government. Total government savings appear in Figure 3.2 and sum to \$30 million.

Table 3.3 displays all benefits to taxpayers. The first row shows the added tax revenues created in Virginia, equal to \$631.7 million, from students' higher earnings, increases in non-labor income, and spending impacts. The sum of the government savings and the added income in Virginia is \$661.8 million, as shown in the bottom row of Table 3.3. These savings continue to accrue in the future as long as the FY 2021-22 student population of NOVA remains in the workforce.

Return on investment for taxpayers

Taxpayer costs are reported in Table 3.4 and come to \$149.7 million, equal to the contribution of state and local government to NOVA. In return for their public support, taxpayers will receive an investment benefit-cost ratio of 4.4 (= \$661.8 million ÷ \$149.7 million), indicating a profitable investment.

At 10.7%, the rate of return to state and local taxpayers is favorable. Given that the stakeholder in this case is the public sector, we use the mentioned earlier discount rate of 0.2%, the three-year average of the real Treasury interest rate reported by the Office of Management and Budget for 30-year investments. This is the return governments are assumed to be able to earn on generally safe investments of unused funds or, alternatively, the interest rate for which governments, as relatively safe borrowers, can obtain funds. A rate of return of 0.2% would mean that the college just pays its own way. In principle, governments could borrow monies used to support NOVA and repay the loans out of the resulting added taxes and reduced government expenditures. A rate of return of 10.7%, on the other hand, means that NOVA not only pays its own way, but also generates a surplus that the state and local government can use to fund other programs.

A benefit-cost ratio of **4.4** means NOVA is a good public investment since the taxes from NOVA student higher earnings and reduced government expenditures not only recover taxpayer costs but grow the Virginia tax base.

Additionally, a benefit-cost ratio greater than 1.0 indicates a good public investment since the taxes from NOVA student higher earnings and reduced government expenditures not only recover taxpayer costs but grow the Virginia tax base.



Table 3.4: Projected benefits and costs, taxpayer perspective

1	2	3	4
Year	Benefits to taxpayers (millions)	State & local government costs (millions)	Net cash flow (millions)
0	\$21.0	\$149.7	-\$128.6
1	\$2.1	\$0.0	\$2.1
2	\$3.3	\$0.0	\$3.3
3	\$5.8	\$0.0	\$5.8
4	\$9.7	\$0.0	\$9.7
5	\$17.7	\$0.0	\$17.7
6	\$17.9	\$0.0	\$17.9
7	\$18.2	\$0.0	\$18.2
8	\$18.5	\$0.0	\$18.5
9	\$18.7	\$0.0	\$18.7
10	\$18.9	\$0.0	\$18.9
11	\$19.1	\$0.0	\$19.1
12	\$19.3	\$0.0	\$19.3
13	\$19.4	\$0.0	\$19.4
14	\$19.6	\$0.0	\$19.6
15	\$19.7	\$0.0	\$19.7
16	\$19.7	\$0.0	\$19.7
17	\$19.8	\$0.0	\$19.8
18	\$19.8	\$0.0	\$19.8
19	\$19.8	\$0.0	\$19.8
20	\$19.7	\$0.0	\$19.7
21	\$19.6	\$0.0	\$19.6
22	\$19.5	\$0.0	\$19.5
23	\$19.3	\$0.0	\$19.3
24	\$19.1	\$0.0	\$19.1
25	\$18.9	\$0.0	\$18.9
26	\$18.6	\$0.0	\$18.6
27	\$18.3	\$0.0	\$18.3
28	\$18.0	\$0.0	\$18.0
29	\$17.6	\$0.0	\$17.6
30	\$17.2	\$0.0	\$17.2
31	\$16.8	\$0.0	\$16.8
32	\$16.3	\$0.0	\$16.3
33	\$15.8	\$0.0	\$15.8
34	\$15.3	\$0.0	\$15.3
35	\$14.8	\$0.0	\$14.8
36	\$14.2	\$0.0	\$14.2
37	\$13.6	\$0.0	\$13.6
38	\$13.0	\$0.0	\$13.0
39	\$12.4	\$0.0	\$12.4
40	\$11.8	\$0.0	\$11.8
41	\$11.2	\$0.0	\$11.2
Present value	\$661.8	\$149.7	\$512.1

Source: Lightcast impact model.

	Benefit-cost ratio 4.4		Internal rate of return 10.7%		Payback period (years) 9.9
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Social perspective



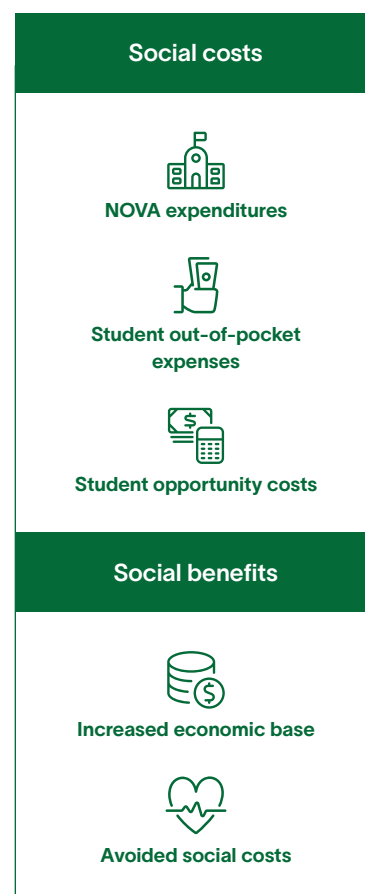
Virginia benefits from the education that NOVA provides through the earnings that students create in Virginia and through the savings that they generate through their improved lifestyles. To receive these benefits, however, members of society must pay money and forego services that they otherwise would have enjoyed if NOVA did not exist. Society's investment in NOVA stretches across a number of investor groups, from students to employers to taxpayers. We weigh the benefits generated by NOVA to these investor groups against the total social costs of generating those benefits. The total social costs include all NOVA expenditures, all student expenditures (including interest on student loans) less tuition and fees, and all student opportunity costs, totaling a present value of \$622.5 million.

On the benefits side, any benefits that accrue to Virginia as a whole—including students, employers, taxpayers, and anyone else who stands to benefit from the activities of NOVA—are counted as benefits under the social perspective. We group these benefits under the following broad headings: 1) increased earnings in Virginia, and 2) social externalities stemming from improved health, reduced crime, and reduced unemployment in Virginia (see the Beekeeper Analogy box for a discussion of externalities). Both of these benefits components are described more fully in the following sections.

Growth in Virginia's economic base

In the process of absorbing the newly acquired skills of students who attend NOVA, not only does the productivity of the Virginia workforce increase, but so does the productivity of its physical capital and assorted infrastructure. Students earn more because of the skills they learned while attending the college, and businesses earn more because student skills make capital more productive (buildings, machinery, and everything else). This in turn raises profits and other business property income. Together, increases in labor and non-labor (i.e., capital) income are considered the effect of a skilled workforce.

Estimating the effect of NOVA on Virginia's economic base follows a similar process used when calculating increased tax revenues in the taxpayer perspective. However, instead of looking at just the tax revenue portion, we include all of the added earnings





Beekeeper analogy

Beekeepers provide a classic example of positive externalities (sometimes called “neighborhood effects”). The beekeeper’s intention is to make money selling honey. Like any other business, receipts must at least cover operating costs. If they don’t, the business shuts down.

But from society’s standpoint, there is more. Flowers provide the nectar that bees need for honey production, and smart beekeepers locate near flower-

ing sources such as orchards. Nearby orchard owners, in turn, benefit as the bees spread the pollen necessary for orchard growth and fruit production. This is an uncompensated external benefit of beekeeping, and economists have long recognized that society might actually do well to subsidize activities that produce positive externalities, such as beekeeping.

Educational institutions are like beekeepers. While their principal aim is to

provide education and raise people’s earnings, in the process they create an array of external benefits. Students’ health and lifestyles are improved, and society indirectly benefits just as orchard owners indirectly benefit from beekeepers. In an effort to provide a more comprehensive report of the benefits generated by education, the model accounts for many of these external social benefits.

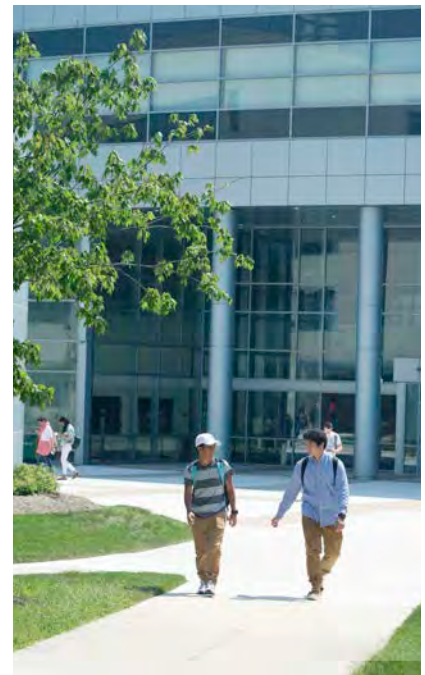


and business output. First, we calculate the students’ future higher earnings stream. We factor in student attrition and alternative education opportunities to arrive at net higher earnings. We again apply multipliers derived from Lightcast’s MR-SAM model to estimate the added labor and non-labor income created in Virginia as students and businesses spend their higher earnings and as businesses generate additional profits from this increased output (added student and business income in Figure 3.3). We also include the operations, construction, and student spending impacts discussed in Chapter 2 that were created in FY 2021-22, measured at the state level (added income from college activities in Figure 3.3). The shutdown point does not apply to the growth of the economic base because the social perspective captures not only the state and local taxpayer support to the college, but also the support from students and other non-government sources.

Using this process, we calculate the present value of the future added income that occurs in the Commonwealth of Virginia, equal to \$8.8 billion. Recall from the discussion of the student and taxpayer return on investment that the present value represents the sum of the future benefits that accrue each year over the course of the time horizon, discounted to current year dollars to account for the time value of money. As stated in the taxpayer perspective, given that the stakeholder in this case is the public sector, we use the discount rate of 0.2%.

Social savings

Similar to the government savings discussed above, society as a whole sees savings due to external or incidental benefits of education. These represent the avoided costs that otherwise would have been drawn from private and public resources absent the education provided by NOVA. Social benefits appear in Table 3.5 and break down into three main categories: 1) health savings, 2) crime savings, and 3) income assistance savings. These are similar to the categories from the taxpayer perspective above, although health savings now also include lost productivity and other effects associated with smoking, alcohol dependence, obesity, depression, and drug abuse. In addition to





avoided costs to the justice system, crime savings also consist of avoided victim costs and benefits stemming from the added productivity of individuals who otherwise would have been incarcerated. Income assistance savings represent the avoided government costs due to the reduced number of welfare and unemployment insurance claims.

Table 3.5 displays the results of the analysis. The first row shows the increased economic base in the Commonwealth of Virginia, equal to \$8.8 billion, from students' higher earnings and their multiplier effects, increases in non-labor income, and spending impacts. Social savings appear next, beginning with a breakdown of savings related to health. These include savings due to a reduced demand for medical treatment and social services, improved worker productivity and reduced absenteeism, and a reduced number of vehicle crashes and fires induced by alcohol or smoking-related incidents. Although the prevalence of these health conditions generally declines as individuals attain higher levels of education, prevalence rates are sometimes higher for individuals with certain levels of education. For example, adults with college degrees may be more likely to spend more on alcohol and become dependent on alcohol. Thus, in some cases the social savings associated with a health factor can be negative. Nevertheless, the overall health savings for society are positive, amounting to \$56 million. Crime savings amount to \$14.6 million, including savings associated with a reduced number of crime victims; added worker productivity; and reduced expenditures for police and law enforcement, courts and administration of justice, and corrective services. Finally,

Table 3.5: Present value of the future increased economic base and social savings in Virginia (thousands)

Increased economic base	\$8,827,671
Social savings	
Health	
Smoking	\$72,409
Alcohol dependence	-\$15,939
Obesity	\$19,712
Depression	-\$20,167
Drug abuse	-\$47
Total health savings*	\$55,968
Crime	
Criminal justice system savings	\$12,040
Crime victim savings	\$313
Added productivity	\$2,239
Total crime savings	\$14,593
Income assistance	
Welfare savings	\$7,686
Unemployment savings	\$2,237
Total income assistance savings	\$9,923
Total social savings	\$80,483
Total, increased economic base + social savings	\$8,908,155

* In some cases, health savings may be negative. This is due to increased prevalence rates at certain education levels.

Source: Lightcast impact model.

the present value of the savings related to income assistance amounts to \$9.9 million, stemming from a reduced number of persons in need of welfare or unemployment benefits. All told, social savings amounted to \$80.5 million in benefits to communities and citizens in Virginia.

The sum of the social savings and the increased Virginia economic base is \$8.9 billion, as shown in the bottom row of Table 3.5 and in Figure 3.3. These savings accrue in the future as long as the FY 2021-22 student population of NOVA remains in the workforce.

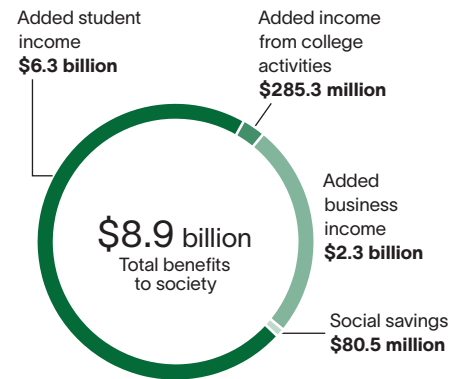
Return on investment for society

Table 3.6 presents the stream of benefits accruing to Virginia society and the total social costs of generating those benefits. Comparing the present value of the benefits and the social costs, we have a benefit-cost ratio of 14.3. This means that for every dollar invested in an education from NOVA, whether it is the money spent on operations of the college or money spent by students on tuition and fees, an average of \$14.30 in benefits will accrue to society in Virginia.⁴⁰

With and without social savings

Earlier in this chapter, social benefits attributable to education (improved health, reduced crime, and reduced demand for income assistance) were defined as externalities that are incidental to the operations of NOVA. Some would question the legitimacy of including these benefits in the calculation of rates of return to education, arguing that only the tangible benefits (higher earnings) should be counted. Table 3.4 and Table 3.6 are inclusive of social benefits reported as attributable to NOVA. Recognizing the other point of view, Table 3.7 shows rates of return for both taxpayer and social perspectives exclusive of social benefits. As indicated, returns are still above threshold levels (a net present value greater than zero and a benefit-cost ratio greater than 1.0), confirming that taxpayers and society as a whole receive value from investing in NOVA.

Figure 3.3: Present value of benefits to society



Source: Lightcast impact model.

Table 3.7: Taxpayer and social perspectives with and without social savings

	Including social savings	Excluding social savings
Taxpayer perspective		
Net present value (millions)	\$512.1	\$482.1
Benefit-cost ratio	4.4	4.2
Internal rate of return	10.7%	10.2%
Payback period (no. of years)	9.9	11.3
Social perspective		
Net present value (millions)	\$8,285.7	\$8,205.2
Benefit-cost ratio	14.3	14.2



Source: Lightcast impact model.

⁴⁰ The rate of return is not reported for the social perspective because the beneficiaries of the investment are not necessarily the same as the original investors.

Table 3.6: Projected benefits and costs, social perspective

1	2	3	4
Year	Benefits to society (millions)	Social costs (millions)	Net cash flow (millions)
0	\$300.2	\$593.4	-\$293.3
1	\$27.6	\$2.0	\$25.6
2	\$44.3	\$2.0	\$42.3
3	\$77.8	\$2.0	\$75.9
4	\$128.9	\$2.0	\$126.9
5	\$236.0	\$2.0	\$234.0
6	\$239.8	\$2.0	\$237.8
7	\$243.6	\$2.0	\$241.6
8	\$247.3	\$2.0	\$245.3
9	\$250.6	\$2.0	\$248.7
10	\$253.6	\$2.0	\$251.7
11	\$256.4	\$2.0	\$254.4
12	\$258.8	\$2.0	\$256.9
13	\$261.0	\$2.0	\$259.0
14	\$262.8	\$2.0	\$260.8
15	\$264.3	\$2.0	\$262.3
16	\$265.3	\$0.0	\$265.3
17	\$266.0	\$0.0	\$266.0
18	\$266.2	\$0.0	\$266.2
19	\$266.0	\$0.0	\$266.0
20	\$265.3	\$0.0	\$265.3
21	\$264.2	\$0.0	\$264.2
22	\$262.5	\$0.0	\$262.5
23	\$260.4	\$0.0	\$260.4
24	\$257.7	\$0.0	\$257.7
25	\$254.6	\$0.0	\$254.6
26	\$251.0	\$0.0	\$251.0
27	\$246.9	\$0.0	\$246.9
28	\$242.3	\$0.0	\$242.3
29	\$237.3	\$0.0	\$237.3
30	\$231.8	\$0.0	\$231.8
31	\$225.9	\$0.0	\$225.9
32	\$219.6	\$0.0	\$219.6
33	\$212.9	\$0.0	\$212.9
34	\$205.9	\$0.0	\$205.9
35	\$198.6	\$0.0	\$198.6
36	\$191.0	\$0.0	\$191.0
37	\$183.2	\$0.0	\$183.2
38	\$175.3	\$0.0	\$175.3
39	\$167.2	\$0.0	\$167.2
40	\$159.1	\$0.0	\$159.1
41	\$150.9	\$0.0	\$150.9
Present value	\$8,908.2	\$622.5	\$8,285.7

Source: Lightcast impact model.

	<p>Benefit-cost ratio</p> <p>14.3</p>		<p>Payback period (years)</p> <p>4.1</p>
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Chapter 4:

Conclusion





WHILE NOVA'S VALUE to Northern Virginia is larger than simply its economic impact, understanding the dollars-and-cents value is an important facet of understanding the college's value as a whole. In order to fully assess NOVA's value to the regional economy, this report has evaluated the college from the perspectives of economic impact analysis and investment analysis.

From an economic impact perspective, we calculated that NOVA generates a total economic impact of **\$4.4 billion** in total added income for the regional economy. This represents the sum of several different impacts, including the college's:

- Operations spending impact (**\$221.2 million**);
- Construction spending impact (**\$1 million**);
- Student spending impact (**\$51.9 million**); and
- Alumni impact (**\$4.1 billion**).

One out of every 46 jobs in Northern Virginia is supported by the activities of NOVA and its students.

The total impact of \$4.4 billion is equivalent to approximately **1.6%** of the total GRP of Northern Virginia and is equivalent to supporting **41,433 jobs**. For perspective, this means that **one of every 46 jobs** in Northern Virginia is supported by the activities of NOVA and its students.

Since NOVA's activity represents an investment by various parties, including students, taxpayers, and society as a whole, we also considered the college as an investment to see the value it provides to these investors. For each dollar invested by students, taxpayers, and society, NOVA offers a benefit of **\$8.70**, **\$4.40**, and **\$14.30**, respectively. These results indicate that NOVA is an attractive investment to students with rates of return that exceed alternative investment opportunities. At the same time, the presence of the college expands the economy of Virginia and creates a wide range of positive social benefits that accrue to taxpayers and society in general within the Commonwealth of Virginia.

Modeling the impact of the college is subject to many factors, the variability of which we considered in our sensitivity analysis (Appendix 1). With this variability accounted for, we present the findings of this study as a robust picture of the economic value of NOVA.

