

Achievement Gap Analysis Report 4

**Graduation Rates
by Enrollment Status**
(Fall 2009 through Fall 2011 Cohorts)

Research Report No. 11-16

Office of Institutional Effectiveness and Student Success Initiatives

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NORTHERN VIRGINIA COMMUNITY COLLEGE

OFFICE OF INSTITUTIONAL EFFECTIVENESS AND STUDENT SUCCESS INITIATIVES

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

When citing data from this report, the Northern Virginia Community College (NOVA) Office of Institutional Effectiveness and Student Success Initiatives must be cited as the source.

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Graduation Rates of First-Time to NOVA, Program-Placed Students by Enrollment Status and Demographics: Fall 2009 through Fall 2011 Cohorts

Introduction

NOVA's commitment to student success is supported by the College's participation in the Achieving the Dream (ATD) National Reform Network. ATD is a comprehensive nationwide, non-governmental reform movement for student success in which NOVA has been a member since 2007 and a Leader College since 2010.¹ NOVA's participation in ATD encourages continuous monitoring of student outcomes in order to identify areas for improvement and pursue research-based methods of increasing student success and closing achievement gaps. To support this endeavor, this Report is part of a series examining recent trends among first-time to NOVA students across the following indicators of student success:

- Four-Year Graduation Rates
- Fall-to-Fall and Fall-to-Spring Retention
- Success in Developmental Education Courses
- Developmental Student Success in College-Level Courses
- Success in Gatekeeper Courses
- Successful Course Completion (All Courses)

This Report presents the graduation rates of the Fall 2009 through Fall 2011 cohorts with a focus on four-year graduation rates. The four-year graduation rate identifies the proportion of students in a particular cohort who graduated from NOVA within four years of their original enrollment. The population only includes first-time to NOVA students who were program placed in their first semester.

In consideration of the College's commitment to closing achievement gaps, the data are disaggregated and analyzed by student demographics: enrollment status (full-time or part-time), gender, age, race/ethnicity, and program placement.² However, the analysis in this report excludes sub-groups with a small sample size. For example, among racial/ethnic groups, only the outcomes of White, Black, Asian and Hispanic students are discussed.

¹ Leader Colleges have demonstrated commitment to and progress on the five principles of Achieving the Dream and have shown at least three years of improvement on at least one of the Achieving the Dream measures of student success. For more information see <http://achievingthedream.org>

² All demographics are as of the student's first term.

Executive Summary

The four-year graduation rate identifies the proportion of students in a particular cohort who graduated from NOVA within four years of their original enrollment. The population examined in this report only includes first-time to NOVA students who were program placed in their first semester. The following points represent the main findings in this report.

- Overall, there was a slight decrease of over half a percentage point in four-year graduation rates for all first-time to NOVA, program-placed students in the Fall 2011 cohort compared to the Fall 2009 cohort.

Enrollment Status

- Four-year graduation rates of full-time students decreased slightly while rates of part-time students remained the same from the Fall 2009 cohort to the Fall 2011 cohort.

Gender

- Female students had higher four-year graduation rates than male students, regardless of enrollment status.
- Four-year graduation rates decreased for full-time female students from the 2009 through 2011 cohorts.

Age

- Almost 50 percent of each cohort were between the ages of 18 and 21. This age group had a slight decrease in four-year graduation rates from the Fall 2009 to Fall 2011 cohorts.

Race/Ethnicity

- Four-year graduation rates decreased for Hispanic and Black students from the Fall 2009 to Fall 2011 cohorts.
- Asian students had the highest four-year graduation rates (37 to 41 percent), while Black and Hispanic students had the lowest graduation rates regardless of enrollment status.

Program Placement

- Approximately 79 percent of students were program-placed in A.S. or A.A.S. programs. These programs decreased in four-year graduation rates from the Fall 2009 to Fall 2011 cohorts regardless of enrollment status.

Graduation Rates of First-Time to NOVA, Program-Placed Students by
Enrollment Status: Fall 2009 through Fall 2011 Cohorts

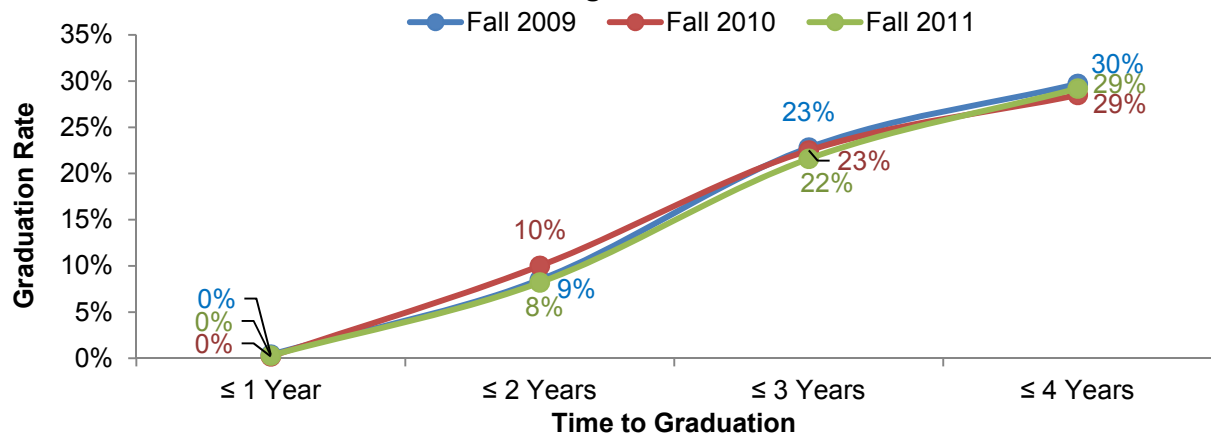
Graduation Rates by Enrollment Status (Figures 1 and 2)

- Overall, there was a slight decrease of over half a percentage point in four-year graduation rates for all first-time to NOVA, program-placed students in the Fall 2011 cohort compared to the Fall 2009 cohort.
- Four-year graduation rates of full-time students decreased slightly while rates of part-time students remained the same from the Fall 2009 cohort to the Fall 2011 cohort.
- Four-year graduation rates were 17 percentage points higher for full-time, first-time to NOVA, program-placed students compared to part-time students.

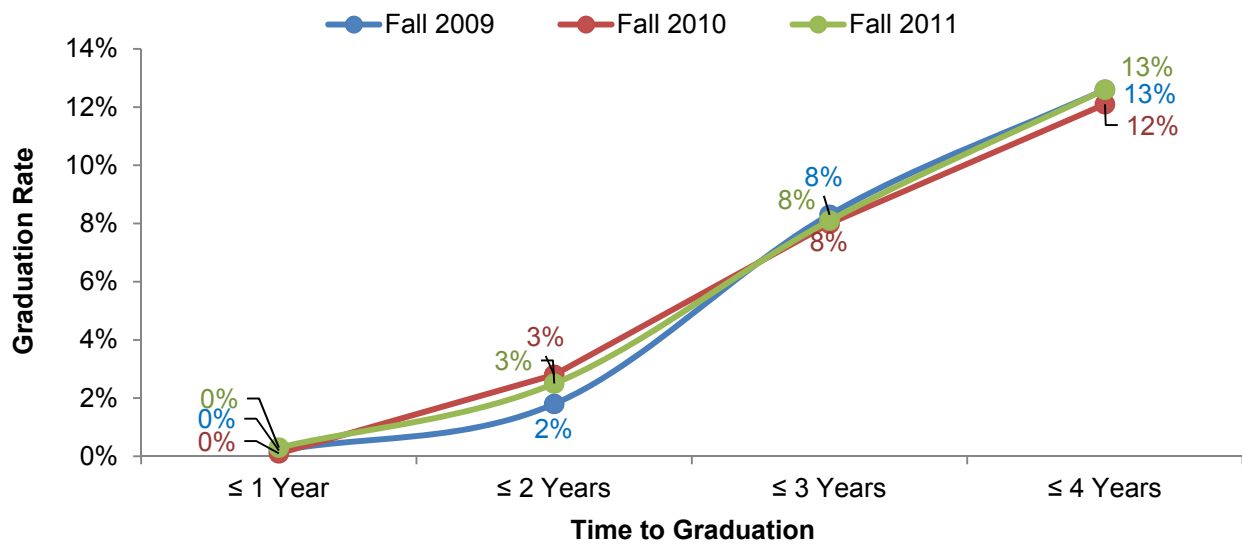
Table 1. Graduation Rates by Time to Graduation by Enrollment Status: Fall 2009 through Fall 2011 Cohorts

Status	Entering Cohort	Initial Enroll. #	≤ 1 Year		≤ 2 Years		≤ 3 Years		≤ 4 Years	
			#	%	#	%	#	%	#	%
Full-Time	Fall 2009	5,417	20	0.4	460	8.5	1,233	22.8	1,609	29.7
	Fall 2010	5,396	12	0.2	538	10.0	1,216	22.5	1,540	28.5
	Fall 2011	5,480	15	0.3	448	8.2	1,183	21.6	1,602	29.2
Part-Time	Fall 2009	3,983	8	0.2	72	1.8	332	8.3	503	12.6
	Fall 2010	4,118	4	0.1	116	2.8	328	8.0	499	12.1
	Fall 2011	4,275	12	0.3	106	2.5	345	8.1	537	12.6
Total	Fall 2009	9,400	28	0.3	532	5.7	1,565	16.6	2,112	22.5
	Fall 2010	9,514	16	0.2	654	6.9	1,544	16.2	2,039	21.4
	Fall 2011	9,755	27	0.3	554	5.7	1,528	15.7	2,139	21.9

Figure 1. Graduation Rates of Full-Time Students by Time to Graduation: Fall 2009 through Fall 2011 Cohorts



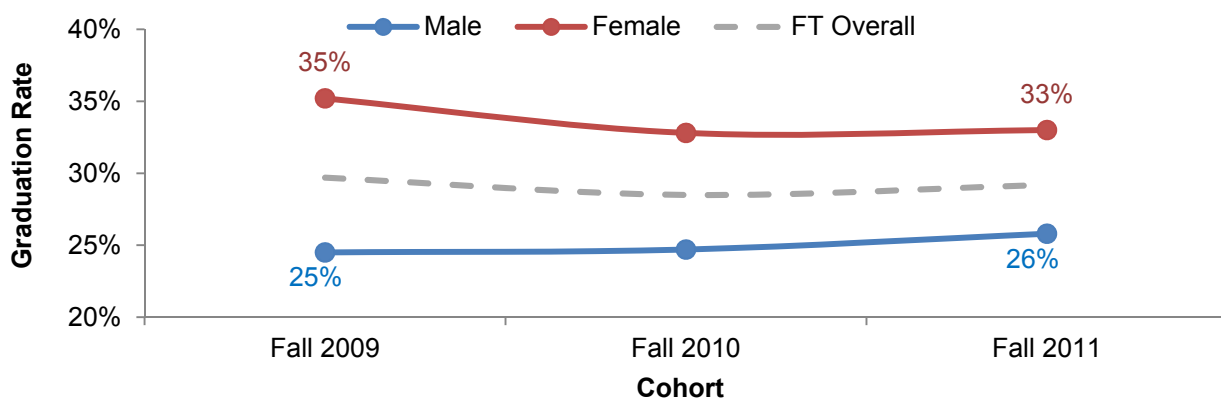
**Figure 2. Graduation Rates of Part-Time Students by Time to Graduation:
Fall 2009 through Fall 2011 Cohorts**



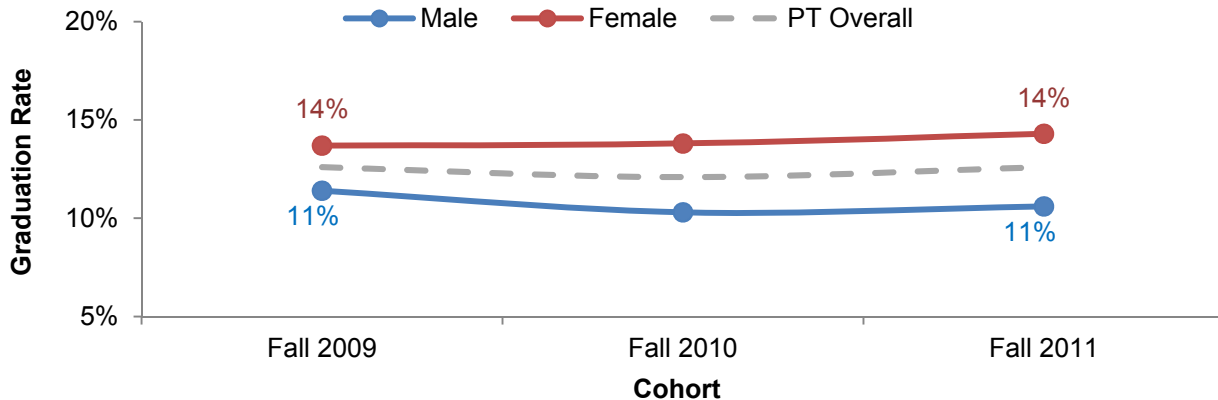
Four-Year Graduation Rates by Gender (Figures 3 and 4)

- Female students had higher four-year graduation rates than male students, regardless of enrollment status.
- Four-year graduation rates decreased for full-time female students from the 2009 through 2011 cohorts.
- Male full-time students attained four-year graduation rates between 25 to 26 percent.
- Female full-time students attained four-year graduation rates between 33 to 35 percent.
- Four-year graduation rates were higher for full-time female students (33 to 35 percent) than part-time female students (14 percent).
- Male full-time students had higher four-year graduation rates (25 to 26 percent) than male part-time students (10 to 11 percent).

**Figure 3. Four-Year Graduation Rates of Full-Time Students by Gender:
Fall 2009 through Fall 2011 Cohorts**



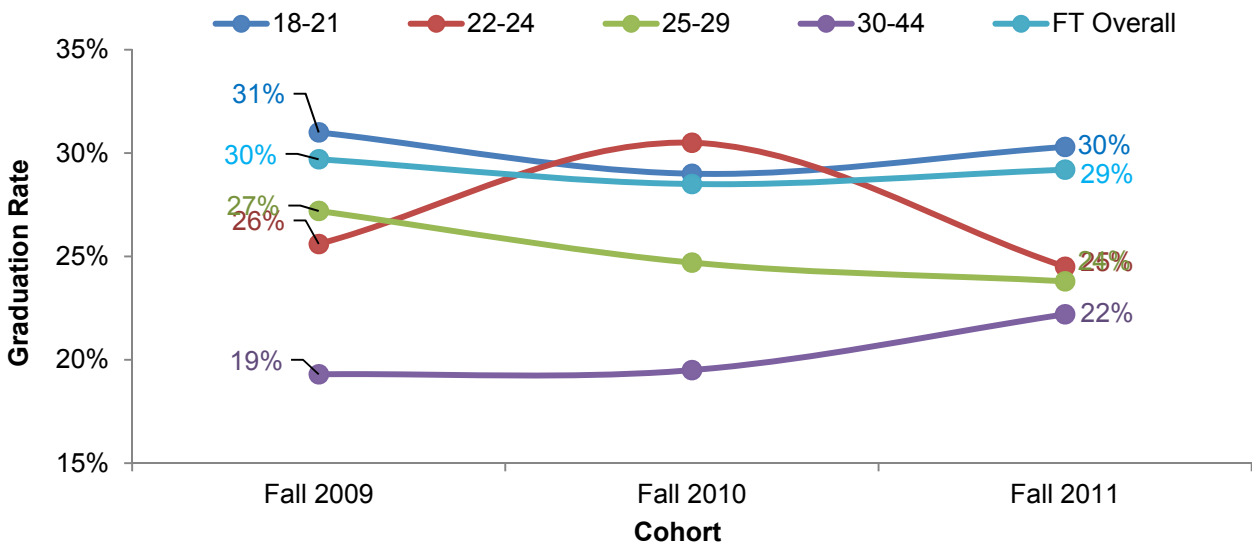
**Figure 4. Four-Year Graduation Rates of Part-Time Students by Gender:
Fall 2009 through Fall 2011 Cohorts**



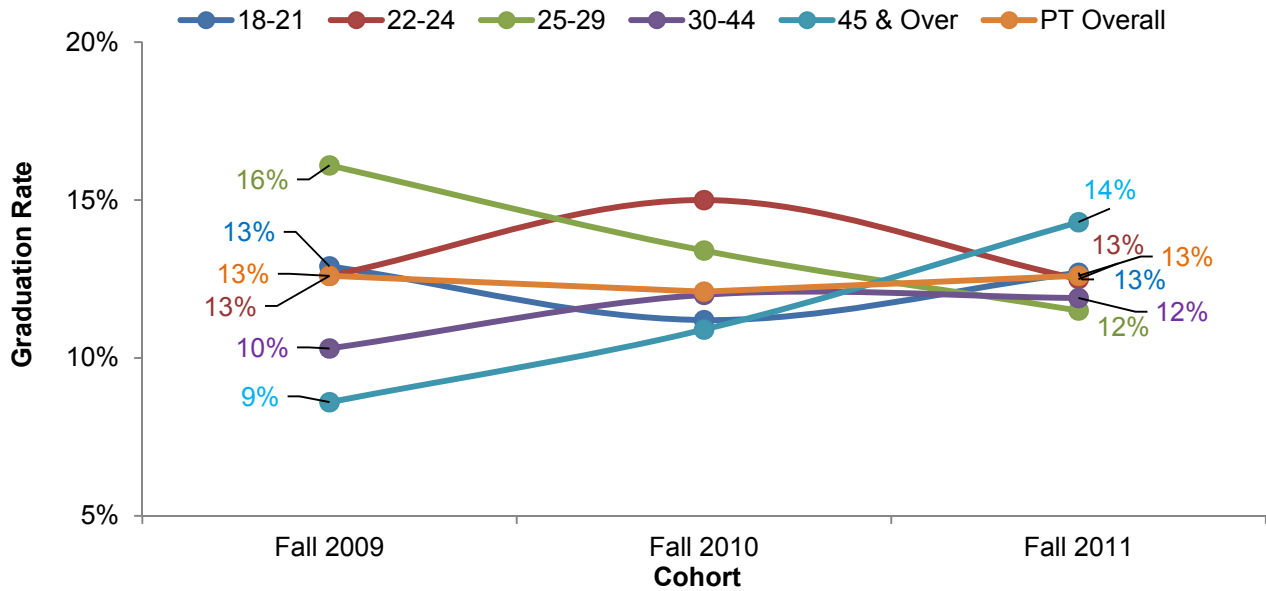
Four-Year Graduation Rates by Age (Figures 5 and 6)

- Almost 50 percent of each cohort were between the ages of 18 and 21. This age group had a slight decrease in four-year graduation rates from the Fall 2009 to Fall 2011 cohorts.
- Full-time students ages 18 to 21 had graduation rates (29 to 31 percent) similar to the overall full-time cohort.
- Part-time students ages 18 to 21 had graduation rates (11 to 13 percent) similar to the overall part-time cohort.

**Figure 5. Four-Year Graduation Rates of Full-Time Students by Age:
Fall 2009 through Fall 2011 Cohorts**



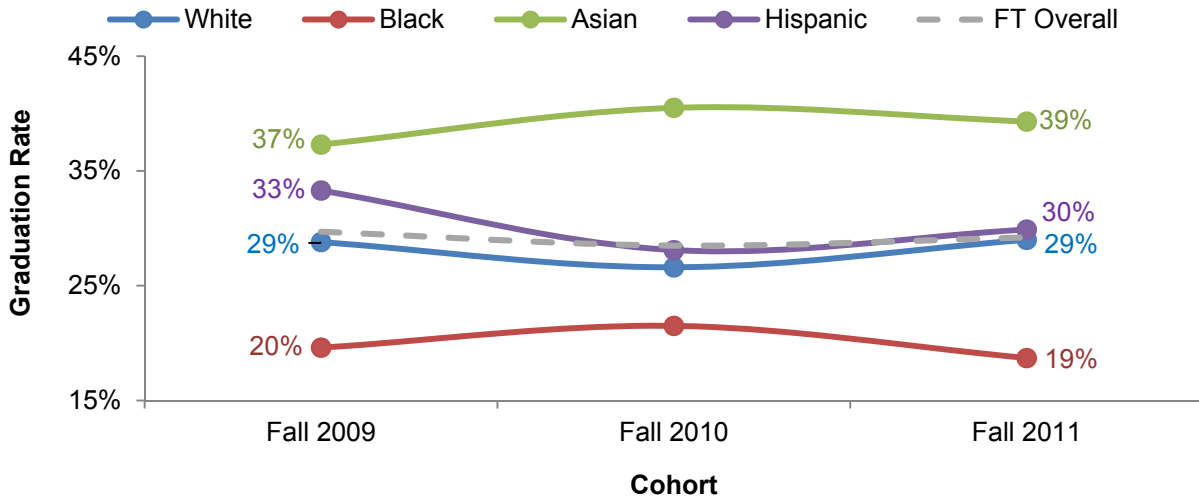
**Figure 6. Four-Year Graduation Rates of Part-Time Students by Age:
Fall 2009 through Fall 2011 Cohorts**



Four-Year Graduation Rates by Race/Ethnicity (Figures 7 and 8)

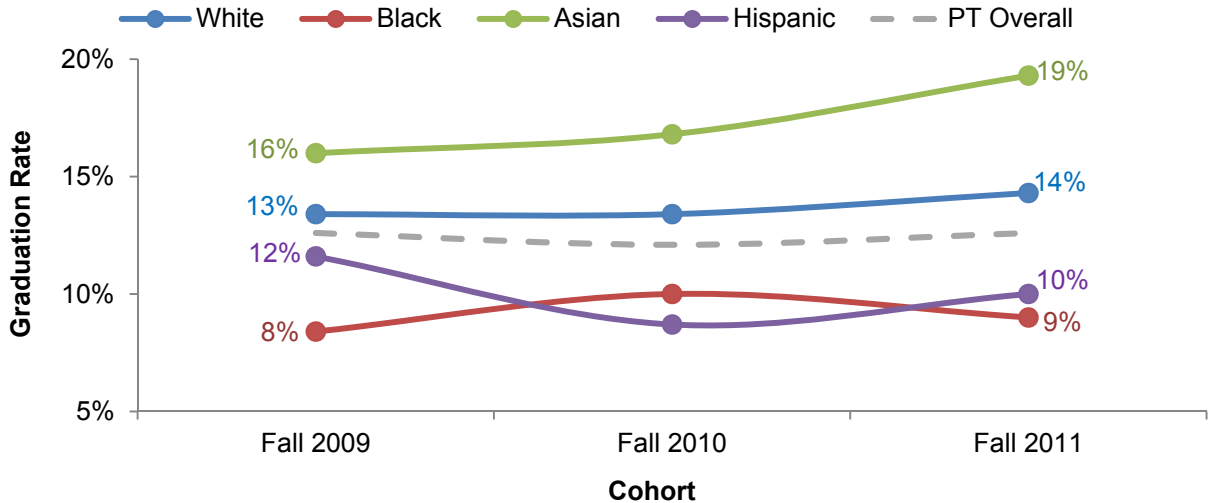
- Four-year graduation rates decreased for Hispanic and Black students from the 2009 to Fall 2011 cohorts. Asian students had the highest four-year graduation rates (37 to 41 percent), while Black students had the lowest (19 to 22 percent) among full-time students.
- Full-time White students had four-year graduation rates (27 to 29 percent) at or below the average, while part-time White students had graduation rates (13 to 14 percent) at or above the overall full-time cohort.
- Full-time Hispanic students had four-year graduation rates (28 to 33 percent) at or above the overall full-time cohort, while part-time Hispanic students had graduation rates (9 to 12 percent) at or below the overall part-time cohort.
- While full-time Black students had the lowest four-year graduation rates (19 to 22 percent), their four-year graduation rates were still well above the overall four-year graduation rates of all part-time students.

Figure 7. Four-Year Graduation Rates of Full-Time Students by Race/Ethnicity: Fall 2009 through Fall 2011 Cohorts



Note: The figure excludes sub-groups of small size. Data for all sub-groups can be found in the appendix.

Figure 8. Four-Year Graduation Rates of Part-Time Students by Race/Ethnicity: Fall 2009 through Fall 2011 Cohorts



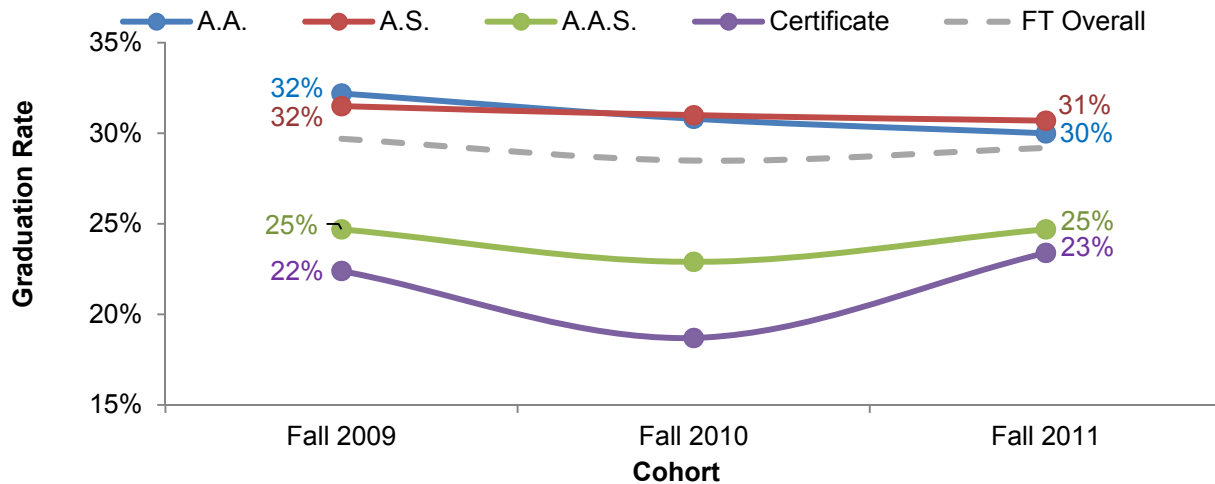
Note: The figure excludes sub-groups of small size. Data for all sub-groups can be found in the appendix.

Four-Year Graduation Rates by Program Placement (Figures 9 and 10)

- Approximately 79 percent of the students were program-placed in A.S. or A.A.S. programs. These programs decreased in four-year graduation rates from the Fall 2009 to Fall 2011 cohorts regardless of enrollment status.
- Full-time students placed in the A.A. (30 to 32 percent) and A.S. (31 to 31 percent) programs had graduation rates higher than the overall full-time cohort.
- Part-time students placed in the A.S. (13 to 14 percent) program had graduation rates higher than the overall part-time cohort.

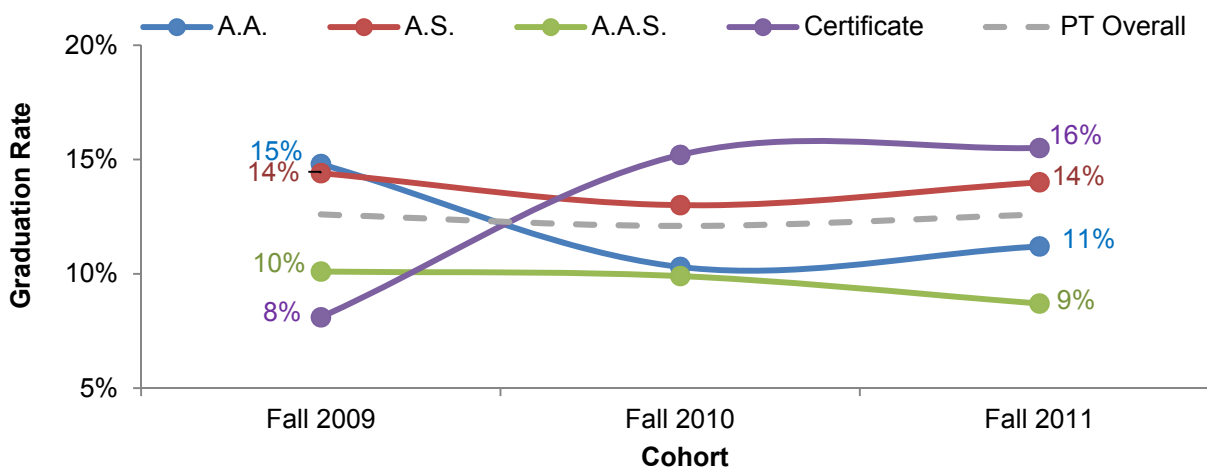
- Part-time students placed in the A.A. (10 to 15 percent) and A.A.S. (9 to 10 percent) programs had graduation rates below the overall part-time cohort for most cohorts.
- Four-year graduation rates increased significantly for students placed in part-time Certificate programs (8 to 16 percent) from the Fall 2009 to Fall 2011 cohorts.
- Part-time Certificate program students had the highest four-year graduation rates among part-time students (8 and 16 percent) for the Fall 2010 and Fall 2011 cohorts, while full-time Certificate program students had the lowest four-year graduation rates among full-time students (19 and 23 percent) for the Fall 2010 and Fall 2011 cohorts.

Figure 9. Four-Year Graduation Rates of Full-Time Students by Program Placement: Fall 2009 through Fall 2011 Cohorts



Note: The figure excludes sub-groups of small size. Data for all sub-groups can be found in the appendix.

Figure 10. Four-Year Graduation Rates of Part-Time Students by Program Placement: Fall 2009 through Fall 2011 Cohorts



Note: The figure excludes sub-groups of small size. Data for all sub-groups can be found in the appendix.

Appendix: Data Tables

**Table A.1. Graduation Rates by Time to Graduation by Enrollment Status and Gender:
Fall 2009 through Fall 2011 Cohorts**

Status	Gender	Entering Cohort	Initial Enroll.	≤ 1 Year		≤ 2 Years		≤ 3 Years		≤ 4 Years	
			#	#	%	#	%	#	%	#	%
Full-Time	Male	Fall 2009	2,786	10	0.4	165	5.9	496	17.8	682	24.5
		Fall 2010	2,827	5	0.2	227	8.0	557	19.7	697	24.7
		Fall 2011	2,895	6	0.2	199	6.9	541	18.7	748	25.8
	Female	Fall 2009	2,631	10	0.4	295	11.2	737	28.0	927	35.2
		Fall 2010	2,569	7	0.3	311	12.1	659	25.7	843	32.8
		Fall 2011	2,585	9	0.3	249	9.6	642	24.8	854	33.0
Part-Time	Male	Fall 2009	1,881	4	0.2	34	1.8	138	7.3	215	11.4
		Fall 2010	1,966	2	0.1	50	2.5	122	6.2	202	10.3
		Fall 2011	2,032	7	0.3	49	2.4	142	7.0	216	10.6
	Female	Fall 2009	2,102	4	0.2	38	1.8	194	9.2	277	13.7
		Fall 2010	2,152	2	0.1	66	3.1	206	9.6	297	13.8
		Fall 2011	2,243	5	0.2	57	2.5	203	9.1	321	14.3

**Table A.2. Graduation Rates of Full-Time Students by Time to Graduation and Age:
Fall 2009 through Fall 2011 Cohorts**

Age	Entering Cohort	Initial Enroll.	≤ 1 Year		≤ 2 Years		≤ 3 Years		≤ 4 Years	
			#	%	#	%	#	%	#	%
Under 18	Fall 2009	80	1	1.3	9	11.3	17	21.3	22	27.5
	Fall 2010	78	0	0.0	12	15.4	24	30.8	30	38.5
	Fall 2011	80	0	0.0	10	12.5	26	32.5	35	43.8
18-21	Fall 2009	4,337	11	0.3	372	8.6	1,029	23.7	1,344	31.0
	Fall 2010	4,366	4	0.1	433	9.9	1,010	23.1	1,267	29.0
	Fall 2011	4,378	5	0.1	354	8.1	974	22.2	1,327	30.3
22-24	Fall 2009	387	1	0.3	23	5.9	70	18.1	99	25.6
	Fall 2010	371	3	0.8	40	10.8	82	22.1	113	30.5
	Fall 2011	416	1	0.2	31	7.5	82	19.7	102	24.5
25-29	Fall 2009	305	5	1.6	32	10.5	67	22.0	83	27.2
	Fall 2010	304	3	1.0	27	8.9	58	19.1	75	24.7
	Fall 2011	307	3	1.0	27	8.8	52	16.9	73	23.8
30-44	Fall 2009	254	1	0.4	16	6.3	39	15.4	49	19.3
	Fall 2010	236	2	0.8	20	8.5	34	14.4	46	19.5
	Fall 2011	252	4	1.6	23	9.1	41	16.3	56	22.2
45 & Over	Fall 2009	54	1	1.9	8	14.8	11	20.4	12	22.2
	Fall 2010	41	0	0.0	6	14.6	8	19.5	9	22.0
	Fall 2011	47	2	4.3	3	6.4	8	17.0	9	19.1

**Table A.3. Graduation Rates of Part-Time Students by Time to Graduation and Age:
Fall 2009 through Fall 2011 Cohorts**

Age	Entering Cohort	Initial Enroll.	≤ 1 Year		≤ 2 Years		≤ 3 Years		≤ 4 Years	
			#	%	#	%	#	%	#	%
Under 18	Fall 2009	41	0	0.0	0	0.0	4	9.8	7	17.1
	Fall 2010	40	0	0.0	0	0.0	5	12.5	7	17.5
	Fall 2011	40	0	0.0	2	5.0	6	15.0	9	22.5
18-21	Fall 2009	1,927	3	0.2	25	1.3	167	8.7	249	12.9
	Fall 2010	2,016	2	0.1	34	1.7	133	6.6	226	11.2
	Fall 2011	2,076	2	0.1	27	1.3	158	7.6	264	12.7
22-24	Fall 2009	429	0	0.0	11	2.6	37	8.6	54	12.6
	Fall 2010	454	1	0.2	22	4.8	50	11.0	68	15.0
	Fall 2011	502	2	0.4	13	2.6	38	7.6	63	12.5
25-29	Fall 2009	597	1	0.2	19	3.2	65	10.9	96	16.1
	Fall 2010	576	1	0.2	19	3.3	55	9.5	77	13.4
	Fall 2011	591	4	0.7	19	3.2	50	8.5	68	11.5
30-44	Fall 2009	720	3	0.4	13	1.8	47	6.5	74	10.3
	Fall 2010	774	0	0.0	33	4.3	67	8.7	93	12.0
	Fall 2011	807	2	0.2	32	4.0	68	8.4	96	11.9
45 & Over	Fall 2009	269	1	0.4	4	1.5	12	4.5	23	8.6
	Fall 2010	258	0	0.0	8	3.1	18	7.0	28	10.9
	Fall 2011	259	2	0.8	13	5.0	25	9.7	37	14.3

Table A.4. Graduation Rates of Full-Time Students by Time to Graduation and Race/Ethnicity: Fall 2009 through Fall 2011 Cohorts

Race/ Ethnicity	Entering Cohort	Initial Enroll.	≤ 1 Year		≤ 2 Years		≤ 3 Years		≤ 4 Years	
			#	%	#	%	#	%	#	%
White	Fall 2009	2,256	13	0.6	220	9.8	521	23.1	650	28.8
	Fall 2010	2,214	6	0.3	247	11.2	482	21.8	589	26.6
	Fall 2011	2,000	7	0.4	192	9.6	442	22.1	579	29.0
Black	Fall 2009	908	2	0.2	42	4.6	129	14.2	178	19.6
	Fall 2010	837	2	0.2	48	5.7	128	15.3	180	21.5
	Fall 2011	972	3	0.3	43	4.4	131	13.5	182	18.7
Asian	Fall 2009	913	3	0.3	76	8.3	263	28.8	341	37.3
	Fall 2010	911	2	0.2	123	13.5	299	32.8	369	40.5
	Fall 2011	968	3	0.3	93	9.6	283	29.2	380	39.3
Hispanic	Fall 2009	883	1	0.1	82	9.3	208	23.6	294	33.3
	Fall 2010	990	1	0.1	78	7.9	205	20.7	278	28.1
	Fall 2011	1,163	1	0.1	91	7.8	242	20.8	348	29.9
Native American*	Fall 2009	25	0	0.0	0	0.0	3	12.0	5	20.0
	Fall 2010	14	0	0.0	0	0.0	1	7.1	1	7.1
	Fall 2011	13	0	0.0	1	7.7	2	15.4	3	23.1
Other*	Fall 2009	62	1	1.6	12	19.4	21	33.9	24	38.7
	Fall 2010	389	1	0.3	39	10.0	92	23.7	111	28.5
	Fall 2011	331	1	0.3	26	7.9	77	23.3	102	30.8

Beginning in the 2009-10 academic year, race categories were changed by VCCS.

Other includes Two or More Races, Unknown, and Not Specified.

Table A.5. Graduation Rates of Part-Time Students by Time to Graduation and Race/Ethnicity: Fall 2009 through Fall 2011 Cohorts

Race/ Ethnicity	Entering Cohort	Initial Enroll.	≤ 1 Year		≤ 2 Years		≤ 3 Years		≤ 4 Years	
			#	%	#	%	#	%	#	%
White	Fall 2009	1,754	6	0.3	44	2.5	169	9.6	235	13.4
	Fall 2010	1,790	2	0.1	60	3.4	168	9.4	240	13.4
	Fall 2011	1,753	7	0.4	60	3.4	166	9.5	251	14.3
Black	Fall 2009	855	0	0.0	8	0.9	39	4.6	72	8.4
	Fall 2010	836	1	0.1	25	3.0	56	6.7	84	10.0
	Fall 2011	891	2	0.2	13	1.5	50	5.6	80	9.0
Asian	Fall 2009	420	1	0.2	6	1.4	41	9.8	67	16.0
	Fall 2010	404	0	0.0	10	2.5	36	8.9	68	16.8
	Fall 2011	498	0	0.0	12	2.4	67	13.5	96	19.3
Hispanic	Fall 2009	657	0	0.0	6	0.9	45	6.8	76	11.6
	Fall 2010	790	0	0.0	14	1.8	47	5.9	69	8.7
	Fall 2011	862	0	0.0	16	1.9	48	5.6	86	10.0
Native American*	Fall 2009	16	0	0.0	0	0.0	0	0.0	0	0.0
	Fall 2010	13	0	0.0	0	0.0	0	0.0	2	15.4
	Fall 2011	13	0	0.0	0	0.0	0	0.0	0	0.0
Other*	Fall 2009	35	0	0.0	1	2.9	7	20.0	8	22.9
	Fall 2010	251	1	0.4	7	2.8	18	7.2	32	12.7
	Fall 2011	236	2	0.8	4	1.7	12	5.1	22	9.3

Beginning in the 2009-10 academic year, race categories were changed by VCCS.

Other includes Two or More Races, Unknown, and Not Specified.

Table A.6. Graduation Rates of Full-Time Students by Time to Graduation and Program Placement: Fall 2009 through Fall 2011 Cohorts

Program Placement	Entering Cohort	Initial Enroll.	≤ 1 Year		≤ 2 Years		≤ 3 Years		≤ 4 Years	
			#	%	#	%	#	%	#	%
A.A.	Fall 2009	891	5	0.6	106	11.9	229	25.7	287	32.2
	Fall 2010	815	1	0.1	109	13.4	201	24.7	251	30.8
	Fall 2011	787	2	0.3	90	11.4	177	22.5	236	30.0
A.S.	Fall 2009	2,993	8	0.3	255	8.5	736	24.6	944	31.5
	Fall 2010	3,183	9	0.3	338	10.6	783	24.6	986	31.0
	Fall 2011	3,537	6	0.2	294	8.3	802	22.7	1,087	30.7
A.A.A.	Fall 2009	82	0	0.0	8	9.8	18	22.0	25	30.5
	Fall 2010	71	0	0.0	4	5.6	7	9.9	10	14.1
	Fall 2011	65	0	0.0	0	0.0	9	13.8	12	18.5
A.A.S.	Fall 2009	1,210	5	0.4	77	6.4	214	17.7	299	24.7
	Fall 2010	1,070	2	0.2	67	6.3	188	17.6	245	22.9
	Fall 2011	916	3	0.3	48	5.2	166	18.1	226	24.7
Certificate	Fall 2009	241	2	0.8	14	5.8	36	14.9	54	22.4
	Fall 2010	257	0	0.0	20	7.8	37	14.4	48	18.7
	Fall 2011	175	4	2.3	16	9.1	29	16.6	41	23.4

Table A.7. Graduation Rates of Part-Time Students by Time to Graduation and Program Placement: Fall 2009 through Fall 2011 Cohorts

Program Placement	Entering Cohort	Initial Enroll.	≤ 1 Year		≤ 2 Years		≤ 3 Years		≤ 4 Years	
			#	%	#	%	#	%	#	%
A.A.	Fall 2009	473	0	0.0	11	2.3	52	11.0	70	14.8
	Fall 2010	428	0	0.0	10	2.3	31	7.2	44	10.3
	Fall 2011	455	0	0.0	10	2.2	34	7.5	51	11.2
A.S.	Fall 2009	1,996	3	0.2	37	1.9	194	9.7	288	14.4
	Fall 2010	2,200	2	0.1	50	2.3	182	8.3	286	13.0
	Fall 2011	2,379	5	0.2	54	2.3	204	8.6	334	14.0
A.A.A.	Fall 2009	47	0	0.0	1	2.1	2	4.3	4	8.5
	Fall 2010	63	0	0.0	2	3.2	4	6.3	6	9.5
	Fall 2011	39	0	0.0	0	0.0	2	5.1	2	5.1
A.A.S.	Fall 2009	1,111	1	0.1	13	1.2	64	5.8	112	10.1
	Fall 2010	1,026	0	0.0	17	1.7	62	6.0	102	9.9
	Fall 2011	996	0	0.0	19	1.9	61	6.1	87	8.7
Certificate	Fall 2009	356	4	1.1	10	2.8	20	5.6	29	8.1
	Fall 2010	401	2	0.5	37	9.2	49	12.2	61	15.2
	Fall 2011	406	7	1.7	23	5.7	44	10.8	63	15.5

NOVA Mission and Strategic Goals

Mission

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

Strategic Goals

- I. **STUDENT SUCCESS** – Northern Virginia Community College will move into the top tier of community colleges with respect to the college readiness, developmental course completion, retention, graduation, transfer, and career placement of its students.
- II. **ACCESS** – Northern Virginia Community College will increase the number and diversity of students being served to mirror the population growth of the region.
- III. **TEACHING AND LEARNING** – Northern Virginia Community College will focus on student success by creating an environment of world-class teaching and learning.
- IV. **EXCELLENCE** – Northern Virginia Community College will develop ten focal points of excellence in its educational programs and services that will be benchmarked to the best in the nation and strategic to building the College's overall reputation for quality.
- V. **LEADERSHIP** – Northern Virginia Community College will serve as a catalyst and a leader in developing educational and economic opportunities for all Northern Virginians and in maintaining the quality of life and economic competitiveness of the region.
- VI. **PARTNERSHIPS** – Northern Virginia Community College will develop strategic partnerships to create gateways of opportunity and an integrated educational system for Northern Virginians who are pursuing the American Dream.
- VII. **RESOURCES** – Northern Virginia Community College will increase its annual funding by \$100 million and expand its physical facilities by more than one million square feet in new and renovated space. This includes the establishment of two additional campuses at epicenters of the region's population growth, as well as additional education and training facilities in or near established population centers.
- VIII. **EMERGENCY PREPAREDNESS AND CONTINUITY OF OPERATIONS** – Northern Virginia Community College will be recognized as a leader among institutions of higher education in Virginia for its development and testing of emergency response and continuity of operation plans.

NOVA

**Northern Virginia
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