

Headcount and Average Credits by Student Demographics: Fall 2012 through Fall 2014

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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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Table of Contents

Introduction.....	1
Headcount and Average Credits by Student Demographics College-Wide: Fall 2012 through Fall 2014.....	2
Headcount and Average Credits by Student Demographics at the Alexandria Campus: Fall 2012 through Fall 2014.....	5
Headcount and Average Credits by Student Demographics at the Annandale Campus: Fall 2012 through Fall 2014.....	8
Headcount and Average Credits by Student Demographics at the Loudoun Campus: Fall 2012 through Fall 2014.....	11
Headcount and Average Credits by Student Demographics at the Manassas Campus: Fall 2012 through Fall 2014.....	14
Headcount and Average Credits by Student Demographics at the Medical Education Campus: Fall 2012 through Fall 2014.....	17
Headcount and Average Credits by Student Demographics at the Woodbridge Campus: Fall 2012 through Fall 2014.....	20

List of Tables

Table 1. Headcount and Average Credits College-Wide: Fall 2012 through Fall 2014.....	4
Table 2. Headcount and Average Credits at Alexandria Campus: Fall 2012 through Fall 2014.....	7
Table 3. Headcount and Average Credits at Annandale Campus: Fall 2012 through Fall 2014.....	10
Table 4. Headcount and Average Credits at Loudoun Campus: Fall 2012 through Fall 2014.....	13
Table 5. Headcount and Average Credits at Manassas Campus: Fall 2012 through Fall 2014.....	16
Table 6. Headcount and Average Credits at Medical Education Campus: Fall 2012 through Fall 2014.....	19
Table 7. Headcount and Average Credits at Woodbridge Campus: Fall 2012 through Fall 2014.....	22

Introduction

To help understand changes in student enrollment between Fall 2012 and Fall 2014, this Report compares headcount and average credits taken among various demographic sub-groups of NOVA students. Changes in headcount and the average number of credits in which students enroll can affect the amount of Full-Time Equivalent Students (FTES), an important indicator of college performance. In the tables presented, data are provided for the course campus and disaggregated by student demographic characteristics. A summary of findings is provided at the college-wide level and for each campus. Major findings include the following:

- At the college-wide level, headcount decreased by 1 percent (-377 students) and average credit enrollment decreased by 1 percent (-0.11 credits).
- Headcount decreased at three campuses:
 - Alexandria Campus (-974 students; -7 percent)
 - Annandale Campus (-448 students; -2 percent)
 - Medical Education Campus (-38 students, -2 percent)
- Headcount increased at two campuses:
 - Loudoun Campus (+1,459 students; +15 percent)
 - Manassas Campus (+999 students; +14 percent)
- Average credit enrollment decreased at all campuses:
 - Alexandria Campus (-0.36 credits; -5 percent)
 - Annandale Campus (-0.20 credits; -3 percent)
 - Loudoun Campus (-0.36 credits; -5 percent)
 - Manassas Campus (-0.17 credits; -3 percent)
 - Medical Education Campus (-0.19 credits; -4 percent)
 - Woodbridge Campus (-0.06 credits; -1 percent)

Headcount and Average Credits by Student Demographics College-Wide: Fall 2012 through Fall 2014

Headcount

At NOVA, headcount decreased by 1 percent (-377 students) from 51,864 students in Fall 2012 to 51,487 students in Fall 2014. Disaggregating the data by demographic categories reveals the following considerable changes in headcount between Fall 2012 and Fall 2014.

- **Age Group**
 - Under 18: increased from 1,228 students to 2,231 students (+1,003 students; +82 percent)
 - 18-21: increased from 20,789 students to 21,659 students (+870 students; +4 percent)
 - 22-24: decreased from 8,919 students to 8,333 students (-586 students; -7 percent)
 - 25-29: decreased from 7,854 students to 7,409 students (-445 students; -6 percent)
 - 30-44: decreased from 9,148 students to 8,361 students (-787 students; -9 percent)
 - 45-59: decreased from 3,148 students to 2,697 students (-451 students; -14 percent)

- **Student Type**
 - First-time in college: increased from 8,888 students to 10,534 students (+1,646 students; +19 percent)
 - Returning/Reapplying: decreased from 38,428 students to 37,287 students (-1,141 students; -3 percent)
 - Transfer: decreased from 4,548 students to 3,666 students (-882 students; -19 percent)

- **Race/Ethnicity**
 - White: decreased from 21,686 students to 20,358 students (-1,328 students; -6 percent)
 - Hispanic/Latino: increased from 9,438 students to 10,665 students (+1,227 students; +13 percent)

- **Jurisdiction**
 - Fairfax County: decreased from 18,798 students to 17,566 students (-1,232 students; -7 percent)
 - Loudoun County: increased from 5,596 students to 6,801 students (+1,205 students; +22 percent)

Average Credits

Overall, the average number of credits enrolled in per semester by students decreased by 1 percent from 8.93 credits in Fall 2012 to 8.82 credits in Fall 2014. Disaggregating the data by demographic categories reveals the following sizable changes between Fall 2012 and Fall 2014 in average credit enrollment.

- **Age Group**
 - Under 18: the average decreased from 5.38 credits to 4.36 credits (-1.02 credits; -19 percent)

- **Student Type**
 - First-time in college: the average decreased from 10.24 credits to 9.47 credits (-0.77 credits; -8 percent)

- **Race/Ethnicity**
 - Two or more races: the average decreased from 9.75 credits to 9.33 credits (-0.42 credits; -4 percent)

- **Jurisdiction**
 - Loudoun County: the average decreased from 9.19 credits to 8.45 credits (-0.74 credits; -8 percent)
 - Manassas City: the average decreased from 9.81 credits to 9.39 credits (-0.42 credits; -4 percent)

Table 1. Headcount and Average Credits College-Wide: Fall 2012 through Fall 2014

Category	Headcount			Difference from Fall 2012 to Fall 2014		Average Credits			Difference from Fall 2012 to Fall 2014	
	Fall 2012	Fall 2013	Fall 2014	#	%	Fall 2012	Fall 2013	Fall 2014	#	%
Total	51,864	51,803	51,487	-377	-0.7%	8.93	8.94	8.82	-0.11	-1.2%
Age										
Under 18	1,228	1,465	2,231	1,003	82.0%	5.38	4.92	4.36	-1.02	-19.0%
18-21	20,789	21,277	21,659	870	4.0%	10.93	10.86	10.7	-0.23	-2.1%
22-24	8,919	8,761	8,333	-586	-6.6%	8.64	8.64	8.49	-0.15	-1.7%
25-29	7,854	7,658	7,409	-445	-5.7%	8.15	8.08	8.14	-0.01	-0.1%
30-44	9,148	8,827	8,361	-787	-8.6%	7.27	7.41	7.40	0.13	1.8%
45-59	3,148	3,000	2,697	-451	-14.3%	5.85	6.15	6.11	0.26	4.4%
60 and Over	778	815	797	19	2.4%	4.53	4.44	4.40	-0.13	-2.9%
Gender										
Male	25,037	25,260	24,981	-56	-0.2%	9.11	9.14	8.97	-0.14	-1.5%
Female	26,827	26,543	26,506	-321	-1.2%	8.77	8.76	8.68	-0.09	-1.0%
Student Type										
First-Time	8,888	9,657	10,534	1,646	18.5%	10.24	10.02	9.47	-0.77	-7.5%
Returning/Reapplying	38,428	38,159	37,287	-1,141	-3.0%	8.74	8.78	8.72	-0.02	-0.2%
Transfer	4,548	3,987	3,666	-882	-19.4%	8.06	7.87	7.99	-0.07	-0.9%
Race/Ethnicity										
White	21,686	20,993	20,358	-1,328	-6.1%	8.45	8.49	8.35	-0.10	-1.2%
Black/African American	9,139	9,247	9,188	49	0.5%	8.91	8.94	8.74	-0.17	-1.9%
Hispanic/Latino	9,438	9,988	10,665	1,227	13.0%	9.13	9.12	9.07	-0.06	-0.7%
Asian	8,008	8,049	7,856	-152	-1.9%	9.99	9.86	9.78	-0.21	-2.1%
American Indian/Alaska Native	178	137	134	-44	-24.7%	8.30	8.36	8.48	0.18	2.2%
Native Hawaiian/Other Pacific Islander	309	297	268	-41	-13.3%	9.25	8.95	8.94	-0.31	-3.4%
Not Specified	1,166	732	503	-663	-56.9%	8.04	7.39	7.16	-0.88	-10.9%
Two or More Races	1,480	1,720	1,864	384	25.9%	9.75	9.65	9.33	-0.42	-4.3%
Unknown	460	640	651	191	41.5%	9.67	9.48	9.33	-0.34	-3.5%
Jurisdiction										
Alexandria City	4,308	4,462	4,442	134	3.1%	8.77	8.74	8.64	-0.13	-1.5%
Arlington County	2,853	2,743	2,698	-155	-5.4%	8.35	8.51	8.33	-0.02	-0.2%
Fairfax City	797	792	813	16	2.0%	9.03	9.80	9.37	0.34	3.8%
Fairfax County	18,798	18,216	17,566	-1,232	-6.6%	9.10	9.03	8.99	-0.11	-1.2%
Falls Church City	1,064	1,111	1,157	93	8.7%	9.19	9.23	9.11	-0.08	-0.9%
Loudoun County	5,596	5,957	6,801	1,205	21.5%	9.19	8.99	8.45	-0.74	-8.1%
Manassas City	1,597	1,751	1,872	275	17.2%	9.81	9.71	9.39	-0.42	-4.3%
Manassas Park City	296	275	268	-28	-9.5%	8.74	9.35	9.05	0.31	3.5%
Prince William County	8,927	8,933	8,851	-76	-0.9%	8.89	8.98	9.00	0.11	1.2%
Other Virginia	3,357	3,384	3,390	33	1.0%	8.03	8.18	8.17	0.14	1.7%
District of Columbia	478	433	429	-49	-10.3%	8.56	8.24	8.45	-0.11	-1.3%
Maryland	496	469	510	14	2.8%	8.03	8.52	8.67	0.64	8.0%
Outside VA, MD, and DC	3,297	3,277	2,690	-607	-18.4%	9.00	9.14	9.10	0.10	1.1%

Headcount and Average Credits by Student Demographics at the Alexandria Campus: Fall 2012 through Fall 2014

Headcount

The headcount at Alexandria Campus decreased by 7 percent (-974 students) from 15,071 students in Fall 2012 to 14,097 students in Fall 2014. Disaggregating the data by demographic categories reveals the following most substantial changes in headcount at the campus between Fall 2012 and Fall 2014.

- **Age Group**
 - Under 18: increased from 249 students to 423 students (+174 students; +70 percent)
 - 22-24: decreased from 2,724 students to 2,498 students (-226 students; -8 percent)
 - 25-29: decreased from 2,859 students to 2,545 students (-314 students, -11 percent)
 - 30-44: decreased from 3,263 students to 2,896 students (-367 students, -11 percent)
- **Gender**
 - Male: decreased from 6,996 students to 6,553 students (-443 students; -6 percent)
 - Female: decreased from 8,075 students to 7,544 students (-531 students; -7 percent)
- **Student Type**
 - Returning/Reapplying: decreased from 11,705 students to 10,961 students (-744 students;-6 percent)
 - Transfer: decreased from 1,448 students to 1,149 students (-299 students; -21 percent)
- **Race/Ethnicity**
 - White: decreased from 5,472 students to 4,690 students (-782 students; -14 percent)
- **Jurisdiction**
 - Fairfax County: decreased from 4,652 students to 4,052 students (-600 students; -13 percent)

Average Credits

The average number of credits students enrolled in per semester at Alexandria Campus decreased by 5 percent from 6.64 credits in Fall 2012 to 6.28 credits in Fall 2014. Disaggregating the data by demographic categories reveals the following marked changes in average credit enrollment between Fall 2012 and Fall 2014.

- **Age Group**
 - 18-21: the average decreased from 8.15 credits to 7.72 credits (-0.43 credits; -5 percent)
 - 22-24: the average decreased from 6.80 credits to 6.14 credits (-0.66 credits; -10 percent)
 - 25-29: the average decreased from 6.27 credits to 5.92 credits (-0.35 credits; -6 percent)

- **Gender**
 - Male: the average decreased from 6.83 credits to 6.39 credits (-0.44 credits; -6 percent)
 - Female: the average decreased from 6.47 credits to 6.18 credits (-0.29 credits; -5 percent)

- **Student Type**
 - First-time in college: the average decreased from 8.20 credits to 7.62 credits (-0.58 credits; -7 percent)
 - Returning/Re-applying: the average decreased from 6.40 credits to 6.04 credits (-0.36 credits; -6 percent)

- **Race/Ethnicity**
 - White: the average decreased from 5.91 credits to 5.63 credits (-0.28 credits; -5 percent)
 - Black/African American: the average decreased from 7.22 credits to 6.83 credits (-0.39 credits; -5 percent)
 - Hispanic/Latino: the average decreased from 7.04 credits to 6.65 credits (-0.39 credits; -6 percent)
 - Asian: the average decreased from 6.96 credits to 6.35 credits (-0.61 credits; -9 percent)

- **Jurisdiction**
 - Alexandria City: the average decreased from 7.77 credits to 7.26 credits (-0.51 credits; -7 percent)
 - Fairfax County: the average decreased from 6.14 credits to 5.70 credits (-0.44 credits; -7 percent)

Table 2. Headcount and Average Credits at Alexandria Campus: Fall 2012 through Fall 2014

Category	Headcount			Difference from Fall 2012 to Fall 2014		Average Credits			Difference from Fall 2012 to Fall 2014	
	Fall 2012	Fall 2013	Fall 2014	#	%	Fall 2012	Fall 2013	Fall 2014	#	%
Total	15,071	14,754	14,097	-974	-6.5%	6.64	6.49	6.28	-0.36	-5.4%
Age										
Under 18	249	326	423	174	69.9%	4.31	4.46	3.98	-0.33	-7.7%
18-21	4,488	4,434	4,482	-6	-0.1%	8.15	7.88	7.72	-0.43	-5.3%
22-24	2,724	2,648	2,498	-226	-8.3%	6.80	6.53	6.14	-0.66	-9.7%
25-29	2,859	2,690	2,545	-314	-11.0%	6.27	6.10	5.92	-0.35	-5.6%
30-44	3,263	3,147	2,896	-367	-11.2%	5.85	5.86	5.59	-0.26	-4.4%
45-59	1,060	1,071	877	-183	-17.3%	4.89	5.13	4.90	0.01	0.2%
60 and Over	428	438	376	-52	-12.1%	3.97	3.84	3.69	-0.28	-7.1%
Gender										
Male	6,996	6,906	6,553	-443	-6.3%	6.83	6.67	6.39	-0.44	-6.4%
Female	8,075	7,848	7,544	-531	-6.6%	6.47	6.32	6.18	-0.29	-4.5%
Student Type										
First-Time	1,918	2,021	1,987	69	3.6%	8.20	7.94	7.62	-0.58	-7.1%
Returning/Reapplying	11,705	11,471	10,961	-744	-6.4%	6.40	6.25	6.04	-0.36	-5.6%
Transfer	1,448	1,262	1,149	-299	-20.6%	6.51	6.31	6.24	-0.27	-4.1%
Race/Ethnicity										
White	5,472	5,096	4,690	-782	-14.3%	5.91	5.71	5.63	-0.28	-4.7%
Black/African American	3,771	3,812	3,627	-144	-3.8%	7.22	7.20	6.83	-0.39	-5.4%
Hispanic/Latino	2,866	2,898	2,968	102	3.6%	7.04	6.77	6.65	-0.39	-5.5%
Asian	1,970	1,984	1,893	-77	-3.9%	6.96	6.67	6.35	-0.61	-8.8%
American Indian/Alaska Native	61	31	44	-17	-27.9%	5.75	6.16	5.39	-0.36	-6.3%
Native Hawaiian/Other Pacific Islander	61	66	50	-11	-18.0%	6.43	6.17	6.70	0.27	4.2%
Not Specified	383	246	180	-203	-53.0%	5.92	5.48	4.90	-1.02	-17.2%
Two or More Races	341	411	445	104	30.5%	7.13	6.86	6.14	-0.99	-13.9%
Unknown	146	210	200	54	37.0%	7.81	7.20	7.05	-0.76	-9.7%
Jurisdiction										
Alexandria City	3,122	3,177	3,112	-10	-0.3%	7.77	7.55	7.26	-0.51	-6.6%
Arlington County	2,188	2,057	2,032	-156	-7.1%	7.60	7.74	7.41	-0.19	-2.5%
Fairfax City	141	144	125	-16	-11.3%	5.80	5.47	4.94	-0.86	-14.8%
Fairfax County	4,652	4,361	4,052	-600	-12.9%	6.14	5.84	5.70	-0.44	-7.2%
Falls Church City	505	505	515	10	2.0%	7.79	7.58	7.50	-0.29	-3.7%
Loudoun County	505	519	584	79	15.6%	4.45	4.20	4.08	-0.37	-8.3%
Manassas City	165	199	187	22	13.3%	4.68	4.82	5.02	0.34	7.3%
Manassas Park City	27	25	37	10	37.0%	4.15	4.88	4.62	0.47	11.3%
Prince William County	1,273	1,342	1,224	-49	-3.8%	4.88	4.83	4.69	-0.19	-3.9%
Other Virginia	704	713	761	57	8.1%	5.41	5.32	4.98	-0.43	-7.9%
District of Columbia	356	303	294	-62	-17.4%	8.05	7.76	7.71	-0.34	-4.2%
Maryland	308	320	313	5	1.6%	7.35	7.60	7.46	0.11	1.5%
Outside VA, MD, and DC	1,125	1,089	861	-264	-23.5%	6.73	6.77	6.64	-0.09	-1.3%

Headcount and Average Credits by Student Demographics at the Annandale Campus: Fall 2012 through Fall 2014

Headcount

The headcount at Annandale Campus decreased by 2 percent (-448 students) from 21,790 students in Fall 2012 to 21,342 students in Fall 2014. Disaggregating the data by demographic categories reveals the following considerable changes in headcount between Fall 2012 and Fall 2014.

- **Age Group**
 - 22-24: decreased from 4,246 students to 3,993 students (-253 students; -6 percent)
- **Gender**
 - Male: decreased from 10,907 students to 10,494 students (-413 students; -4 percent)
- **Race/Ethnicity**
 - White: decreased from 8,704 students to 8,140 students (-564 students; -7 percent)
 - Asian: decreased from 4,546 students to 4,274 students (-272 students; -6 percent)
- **Jurisdiction**
 - Fairfax County: decreased from 11,889 students to 11,080 students (-809 students; -7 percent)

Average Credits

Overall, the average number of credits enrolled in per semester by students at Annandale Campus decreased by 3 percent from 7.52 credits in Fall 2012 to 7.32 credits in Fall 2014. Disaggregating the data by demographic categories reveals the following substantive changes in average credit enrollment between Fall 2012 and Fall 2014.

- **Age Group**
 - 18-21: the average decreased from 9.29 credits to 9.00 credits (-0.29 credits; -3 percent)
 - 22-24: the average decreased from 7.07 credits to 6.77 credits (-0.30 credits; -4 percent)

- **Student Type**
 - Returning/Reapplying: the average decreased from 7.22 credits to 6.95 credits (-0.27 credits; -4 percent)

- **Race/Ethnicity**
 - Black/African American: the average decreased from 6.73 credits to 6.39 credits (-0.34 credits; -5 percent)
 - Asian: the average decreased from 8.88 credits to 8.56 credits (-0.32 credits; -4 percent)
 - Two or more races: the average decreased from 8.01 credits to 7.27 credits (-0.74 credits; -9 percent)

Table 3. Headcount and Average Credits at Annandale Campus: Fall 2012 through Fall 2014

Category	Headcount			Difference from Fall 2012 to Fall 2014		Average Credits			Difference from Fall 2012 to Fall 2014	
	Fall 2012	Fall 2013	Fall 2014	#	%	Fall 2012	Fall 2013	Fall 2014	#	%
Total	21,790	21,652	21,342	-448	-2.1%	7.52	7.51	7.32	-0.20	-2.7%
Age										
Under 18	356	374	414	58	16.3%	5.40	5.05	5.21	-0.19	-3.5%
18-21	9,305	9,309	9,210	-95	-1.0%	9.29	9.24	9.00	-0.29	-3.1%
22-24	4,246	4,206	3,993	-253	-6.0%	7.07	7.05	6.77	-0.30	-4.2%
25-29	3,453	3,384	3,299	-154	-4.5%	6.3	6.34	6.19	-0.11	-1.7%
30-44	3,375	3,316	3,276	-99	-2.9%	5.51	5.58	5.47	-0.04	-0.7%
45-59	865	870	923	58	6.7%	4.87	4.92	5.12	0.25	5.1%
60 and Over	190	193	227	37	19.5%	4.46	4.22	4.41	-0.05	-1.1%
Gender										
Male	10,907	10,956	10,494	-413	-3.8%	7.89	7.84	7.69	-0.20	-2.5%
Female	10,883	10,696	10,848	-35	-0.3%	7.14	7.17	6.96	-0.18	-2.5%
Student Type										
First-Time	3,293	3,447	3,453	160	4.9%	9.52	9.44	9.48	-0.04	-0.4%
Returning/Reapplying	16,771	16,665	16,468	-303	-1.8%	7.22	7.20	6.95	-0.27	-3.7%
Transfer	1,726	1,540	1,421	-305	-17.7%	6.54	6.54	6.37	-0.17	-2.6%
Race/Ethnicity										
White	8,704	8,490	8,140	-564	-6.5%	7.00	7.08	6.94	-0.06	-0.9%
Black/African American	2,968	3,015	3,165	197	6.6%	6.73	6.73	6.39	-0.34	-5.1%
Hispanic/Latino	3,973	4,168	4,344	371	9.3%	7.70	7.58	7.52	-0.18	-2.3%
Asian	4,546	4,504	4,274	-272	-6.0%	8.88	8.79	8.56	-0.32	-3.6%
American Indian/Alaska Native	65	55	48	-17	-26.2%	6.94	7.85	7.52	0.58	8.4%
Native Hawaiian/Other Pacific Islander	166	146	143	-23	-13.9%	8.17	7.98	7.73	-0.44	-5.4%
Not Specified	557	323	210	-347	-62.3%	6.20	5.78	5.41	-0.79	-12.7%
Two or More Races	613	678	744	131	21.4%	8.01	7.85	7.27	-0.74	-9.2%
Unknown	198	273	274	76	38.4%	8.6	8.26	8.00	-0.60	-7.0%
Jurisdiction										
Alexandria City	1,382	1,539	1,631	249	18.0%	7.49	7.35	7.31	-0.18	-2.4%
Arlington County	783	839	847	64	8.2%	6.48	6.36	5.96	-0.52	-8.0%
Fairfax City	614	617	638	24	3.9%	8.84	9.38	9.16	0.32	3.6%
Fairfax County	11,889	11,445	11,080	-809	-6.8%	8.38	8.31	8.17	-0.21	-2.5%
Falls Church City	620	663	715	95	15.3%	8.48	8.72	8.30	-0.18	-2.1%
Loudoun County	1,148	1,165	1,209	61	5.3%	5.04	5.25	5.16	0.12	2.4%
Manassas City	353	358	366	13	3.7%	5.80	5.21	5.17	-0.63	-10.9%
Manassas Park City	76	75	71	-5	-6.6%	6.13	6.29	5.25	-0.88	-14.4%
Prince William County	2,153	2,081	2,053	-100	-4.6%	5.16	5.32	5.24	0.08	1.6%
Other Virginia	1,075	1,136	1,208	133	12.4%	5.50	5.60	5.48	-0.02	-0.4%
District of Columbia	142	132	146	4	2.8%	5.79	5.98	6.41	0.62	10.7%
Maryland	129	121	154	25	19.4%	6.93	6.50	7.20	0.27	3.9%
Outside VA, MD, and DC	1,426	1,481	1,224	-202	-14.2%	7.75	7.95	7.40	-0.35	-4.5%

Headcount and Average Credits by Student Demographics at the Loudoun Campus: Fall 2012 through Fall 2014

Headcount

The headcount at Loudoun Campus increased by 15 percent (+1,459 students) from 9,787 students in Fall 2012 to 11,246 students in Fall 2014. Disaggregating the data by demographic categories reveals the following most extensive changes in headcount between Fall 2012 and Fall 2014.

- **Age Group**
 - Under 18: increased from 208 students to 922 students (+714 students; +343 percent)
 - 18-21: increased from 4,210 students to 4,988 students (+778 students; +19 percent)
- **Gender**
 - Male: increased from 4,532 students to 5,414 students (+882 students; +20 percent)
 - Female: increased from 5,255 students to 5,832 students (+577 students; +11 percent)
- **Student Type**
 - First-time in college: increased from 1,576 students to 2,812 students (+1,236 students; +78 percent)
- **Race/Ethnicity**
 - White: increased from 5,082 students to 5,519 students (+437, +9 percent)
 - Black/African American: increased from 1,158 students to 1,413 students (+255; +22 percent)
 - Hispanic/Latino: increased from 1,459 students to 1,969 students (+510; +35 percent)
 - Asian: increased from 1,363 students to 1,577 students (+214; +16 percent)
- **Jurisdiction**
 - Loudoun County: increased from 4,285 students to 5,486 students (+1,201 students; +28 percent)

Average Credits

The average number of credits enrolled in per semester by Loudoun Campus students decreased by 5 percent from 7.10 credits in Fall 2012 to 6.74 in Fall 2014. Disaggregating the data by demographic categories reveals the following considerable changes in average credits between Fall 2012 and Fall 2014.

- **Age Group**
 - 18-21: the average decreased from 9.22 credits to 8.74 credits (-0.48 credits; -5 percent)
 - 22-24: the average decreased from 6.33 credits to 5.92 credits (-0.41 credits; -7 percent)

- **Gender**
 - Male: the average decreased from 7.58 credits to 7.12 credits (-0.46 credits; -6 percent)
 - Female: the average decreased from 6.69 credits to 6.39 credits (-0.30 credits; -5 percent)

- **Student Type**
 - First-time in college: the average decreased from 9.68 credits to 7.35 credits (-2.33 credits; -24 percent)

- **Race/Ethnicity**
 - White: the average decreased from 6.93 credits to 6.45 credits (-0.48 credits; -7 percent)
 - Asian: the average decreased from 7.90 credits to 7.51 credits (-0.39 credits; -5 percent)

- **Jurisdiction**
 - Loudoun County: the average decreased from 8.64 credits to 7.67 credits (-0.97 credits; -11 percent)

Table 4. Headcount and Average Credits at Loudoun Campus: Fall 2012 through Fall 2014

Category	Headcount			Difference from Fall 2012 to Fall 2014		Average Credits			Difference from Fall 2012 to Fall 2014	
	Fall 2012	Fall 2013	Fall 2014	#	%	Fall 2012	Fall 2013	Fall 2014	#	%
Total	9,787	10,234	11,246	1,459	14.9%	7.10	7.06	6.74	-0.36	-5.1%
Age										
Under 18	208	366	922	714	343.3%	5.68	4.59	3.57	-2.11	-37.1%
18-21	4,210	4,545	4,988	778	18.5%	9.22	9.15	8.74	-0.48	-5.2%
22-24	1,646	1,653	1,697	51	3.1%	6.33	6.19	5.92	-0.41	-6.5%
25-29	1,403	1,444	1,458	55	3.9%	5.66	5.42	5.59	-0.07	-1.2%
30-44	1,694	1,655	1,604	-90	-5.3%	4.93	5.12	5.15	0.22	4.5%
45-59	564	493	451	-113	-20.0%	4.51	4.46	4.31	-0.20	-4.4%
60 and Over	62	78	126	64	103.2%	4.26	3.95	4.36	0.10	2.3%
Gender										
Male	4,532	4,904	5,414	882	19.5%	7.58	7.52	7.12	-0.46	-6.1%
Female	5,255	5,330	5,832	577	11.0%	6.69	6.64	6.39	-0.30	-4.5%
Student Type										
First-Time	1,576	1,911	2,812	1236	78.4%	9.68	9.00	7.35	-2.33	-24.1%
Returning/Reapplying	7,306	7,549	7,660	354	4.8%	6.63	6.67	6.59	-0.04	-0.6%
Transfer	905	774	774	-131	-14.5%	6.42	6.16	6.07	-0.35	-5.5%
Race/Ethnicity										
White	5,082	5,060	5,519	437	8.6%	6.93	6.98	6.45	-0.48	-6.9%
Black/African American	1,158	1,275	1,413	255	22.0%	6.43	6.32	6.24	-0.19	-3.0%
Hispanic/Latino	1,459	1,658	1,969	510	35.0%	7.48	7.42	7.28	-0.20	-2.7%
Asian	1,363	1,500	1,577	214	15.7%	7.9	7.66	7.51	-0.39	-4.9%
American Indian/Alaska Native	23	22	25	2	8.7%	6.52	6.55	5.92	-0.60	-9.2%
Native Hawaiian/Other Pacific Islander	57	63	52	-5	-8.8%	7.63	6.41	6.63	-1.00	-13.1%
Not Specified	237	148	92	-145	-61.2%	6.11	5.07	5.55	-0.56	-9.2%
Two or More Races	313	371	433	120	38.3%	7.71	7.28	6.86	-0.85	-11.0%
Unknown	95	137	166	71	74.7%	7.82	8.27	7.52	-0.30	-3.8%
Jurisdiction										
Alexandria City	145	188	200	55	37.9%	4.14	3.78	4.02	-0.12	-2.9%
Arlington County	148	159	185	37	25.0%	4.41	3.90	4.04	-0.37	-8.4%
Fairfax City	60	72	73	13	21.7%	5.28	5.50	5.86	0.58	11.0%
Fairfax County	3,218	3,223	3,231	13	0.4%	6.65	6.76	6.73	0.08	1.2%
Falls Church City	44	49	56	12	27.3%	5.05	4.24	5.38	0.33	6.5%
Loudoun County	4,285	4,547	5,486	1201	28.0%	8.64	8.53	7.67	-0.97	-11.2%
Manassas City	138	140	165	27	19.6%	4.65	4.26	3.95	-0.70	-15.1%
Manassas Park City	24	21	26	2	8.3%	4.33	5.86	4.69	0.36	8.3%
Prince William County	647	681	696	49	7.6%	3.99	3.84	4.14	0.15	3.8%
Other Virginia	514	576	588	74	14.4%	4.96	5.07	5.04	0.08	1.6%
District of Columbia	30	40	30	0	0.0%	4.43	4.38	4.57	0.14	3.2%
Maryland	52	45	69	17	32.7%	5.96	5.53	5.25	-0.71	-11.9%
Outside VA, MD, and DC	482	493	441	-41	-8.5%	6.16	6.30	5.88	-0.28	-4.5%

Headcount and Average Credits by Student Demographics at the Manassas Campus: Fall 2012 through Fall 2014

Headcount

Headcount increased by 14 percent (+999 students) at Manassas Campus, increasing from 7,165 students in Fall 2012 to 8,164 students in the Fall 2014. Disaggregating the data by demographic categories reveals the following most substantial changes in headcount between Fall 2012 and Fall 2014.

- **Age Group**
 - 18-21: increased from 3,474 students to 4,040 students (+566 students; +16 percent)
- **Gender**
 - Male: increased from 3,519 students to 4,083 students (+564 students; +16 percent)
 - Female: increased from 3,646 students to 4,081 students (+435 students; +12 percent)
- **Student Type**
 - First-time in college: increased from 1,564 students to 1,804 students (+240 students; +15 percent)
 - Returning/Reapplying: increased from 5,069 students to 5,831 students (+762 students; +15 percent)
- **Race/Ethnicity**
 - Black/African American: increased from 960 students to 1,168 students (+208 students; +22 percent)
 - Hispanic/Latino: increased from 1,269 students to 1,713 students (+444 students; +35 percent)
- **Jurisdiction**
 - Fairfax County: increased from 1,575 students to 1,860 students (+285 students; +18 percent)
 - Manassas City: increased from 1,103 students to 1,412 students (+309 students; +28 percent)

Average Credits

The average number of credits enrolled in per semester by students at Manassas Campus decreased by 3 percent from 6.81 credits in Fall 2012 to 6.64 credits in Fall 2014. Disaggregating the data by demographic categories reveals the following largest changes in average credits between Fall 2012 and Fall 2014.

- **Age Group**
 - 18-21: the average decreased from 8.60 credits to 8.36 credits (-0.24 credits; -3 percent)
 - 30-44: the average decreased from 4.90 credits to 4.65 credits (-0.25 credits; -5 percent)

- **Student Type**
 - First-time in college: the average decreased from 8.65 credits to 8.17 credits (-0.48 credits; -6 percent)

- **Race/Ethnicity**
 - White: the average decreased from 6.73 credits to 6.52 credits (-0.21 credits; -3 percent)
 - Black/African American: the average decreased from 6.51 credits to 6.10 credits (-0.41 credits; -6 percent)
 - Hispanic/Latino: the average decreased from 7.47 credits to 7.10 credits (-0.37 credits; -5 percent)

Table 5. Headcount and Average Credits at Manassas Campus: Fall 2012 through Fall 2014

Category	Headcount			Difference from Fall 2012 to Fall 2014		Average Credits			Difference from Fall 2012 to Fall 2014	
	Fall 2012	Fall 2013	Fall 2014	#	%	Fall 2012	Fall 2013	Fall 2014	#	%
Total	7,165	7,653	8,164	999	13.9%	6.81	6.84	6.64	-0.17	-2.5%
Age										
Under 18	308	299	403	95	30.8%	4.72	4.81	4.36	-0.36	-7.6%
18-21	3,474	3,761	4,040	566	16.3%	8.60	8.64	8.36	-0.24	-2.8%
22-24	1,076	1,157	1,202	126	11.7%	5.80	5.93	5.70	-0.10	-1.7%
25-29	865	910	966	101	11.7%	5.29	5.29	5.19	-0.10	-1.9%
30-44	967	1,015	1,108	141	14.6%	4.90	4.71	4.65	-0.25	-5.1%
45-59	401	430	391	-10	-2.5%	4.00	3.97	3.81	-0.19	-4.8%
60 and Over	74	81	54	-20	-27.0%	3.69	3.32	3.26	-0.43	-11.7%
Gender										
Male	3,519	3,764	4,083	564	16.0%	6.89	6.94	6.72	-0.17	-2.5%
Female	3,646	3,889	4,081	435	11.9%	6.73	6.74	6.55	-0.18	-2.7%
Student Type										
First-Time	1,564	1,718	1,804	240	15.3%	8.65	8.8	8.17	-0.48	-5.5%
Returning/Reapplying	5,069	5,460	5,831	762	15.0%	6.27	6.29	6.21	-0.06	-1.0%
Transfer	532	475	529	-3	-0.6%	6.53	6.11	6.08	-0.45	-6.9%
Race/Ethnicity										
White	3,519	3,640	3,666	147	4.2%	6.73	6.68	6.52	-0.21	-3.1%
Black/African American	960	1,039	1,168	208	21.7%	6.51	6.37	6.10	-0.41	-6.3%
Hispanic/Latino	1,269	1,489	1,713	444	35.0%	7.47	7.51	7.10	-0.37	-5.0%
Asian	913	964	1,049	136	14.9%	6.70	6.82	6.88	0.18	2.7%
American Indian/Alaska Native	18	27	26	8	44.4%	7.17	6.89	5.77	-1.40	-19.5%
Native Hawaiian/Other Pacific Islander	36	32	36	0	0.0%	5.92	7.88	6.78	0.86	14.5%
Not Specified	157	92	76	-81	-51.6%	5.11	5.26	4.93	-0.18	-3.5%
Two or More Races	244	283	353	109	44.7%	7.34	7.40	7.09	-0.25	-3.4%
Unknown	49	87	77	28	57.1%	6.47	7.36	6.77	0.30	4.6%
Jurisdiction										
Alexandria City	69	93	123	54	78.3%	3.81	3.40	3.91	0.10	2.6%
Arlington County	58	58	90	32	55.2%	3.76	3.78	3.73	-0.03	-0.8%
Fairfax City	52	68	69	17	32.7%	5.06	5.94	5.55	0.49	9.7%
Fairfax County	1,575	1,694	1,860	285	18.1%	6.08	6.10	5.93	-0.15	-2.5%
Falls Church City	20	21	29	9	45.0%	4.95	4.48	4.00	-0.95	-19.2%
Loudoun County	554	632	678	124	22.4%	5.88	5.87	5.91	0.03	0.5%
Manassas City	1,103	1,240	1,412	309	28.0%	8.72	8.88	8.26	-0.46	-5.3%
Manassas Park City	225	206	208	-17	-7.6%	7.49	7.96	7.55	0.06	0.8%
Prince William County	2,510	2,608	2,592	82	3.3%	7.06	7.00	6.95	-0.11	-1.6%
Other Virginia	653	679	735	82	12.6%	6.06	6.10	6.03	-0.03	-0.5%
District of Columbia	13	13	17	4	30.8%	3.23	3.31	3.12	-0.11	-3.4%
Maryland	24	27	28	4	16.7%	4.88	5.78	5.50	0.62	12.7%
Outside VA, MD, and DC	309	314	323	14	4.5%	6.40	6.46	6.01	-0.39	-6.1%

Headcount and Average Credits by Student Demographics at the Medical Education Campus: Fall 2012 through Fall 2014

Headcount

Headcount decreased by 2 percent (-38 students) at Medical Education Campus from 2,460 students in Fall 2012 to 2,422 students in Fall 2014. Disaggregating the data by demographic categories reveals the following most sizable changes in headcount between Fall 2012 and Fall 2014.

- **Age**
 - Under 18: increased from 5 students to 40 students (+35 students; +700 percent)
 - 30-44: decreased from 801 students to 773 students (-28 students; -4 percent)
- **Student Type**
 - First-time in college: increased from 152 students to 215 students (+63 students; +41 percent)
 - Returning/Reapplying: decreased from 2,038 students to 1,925 students (-113 students; -6 percent)
- **Race/Ethnicity**
 - White: decreased from 1,111 students to 1,067 students (-44 students; -4 percent)
 - Black/African American: increased from 476 students to 506 students (+30 students; +6 percent)
 - Hispanic/Latino: increased from 376 students to 404 students (+28 students; +7 percent)
 - Asian: decreased from 349 students to 300 students (-49 students; -14 percent)
- **Jurisdiction**
 - Fairfax County: decreased from 908 students to 841 students (-67 students; -7 percent)
 - Prince William County: decreased from 484 students to 454 students (-30 students; - 6 percent)

Average Credits

Overall, the average number of credits enrolled in per semester decreased by 4 percent from 5.37 credits in Fall 2012 to 5.18 in Fall 2014. Disaggregating the data by demographic categories reveals the following considerable changes between Fall 2012 and Fall 2014 in average credit enrollment

- **Age**
 - 45-59: the average decreased from 6.04 credits to 5.31 credits (-0.73 credits; -12 percent)

- **Gender**
 - Male: the average decreased from 5.86 credits to 5.70 credits (-0.16 credits; -3 percent)
 - Female: the average decreased from 5.22 credits to 5.03 credits (-0.19 credits; -4 percent)

- **Race/Ethnicity**
 - Black/African American: the average decreased from 4.66 credits to 4.06 credits (-0.60 credits; -13 percent)

- **Jurisdiction**
 - Loudoun County: the average decreased from 5.97 credits to 4.37 credits (-1.60 credits; -27 percent)
 - Prince William County: the average decreased from 5.61 credits to 5.34 credits (-0.27 credits; -5 percent)

Table 6. Headcount and Average Credits at Medical Education Campus: Fall 2012 through Fall 2014

Category	Headcount			Difference from Fall 2012 to Fall 2014		Average Credits			Difference from Fall 2012 to Fall 2014	
	Fall 2012	Fall 2013	Fall 2014	#	%	Fall 2012	Fall 2013	Fall 2014	#	%
Total	2,460	2,494	2,422	-38	-1.5%	5.37	5.09	5.18	-0.19	-3.5%
Age										
Under 18	5	64	40	35	700.0%	1.00	1.20	1.20	0.20	20.0%
18-21	450	444	431	-19	-4.2%	3.59	3.23	3.66	0.07	1.9%
22-24	405	419	425	20	4.9%	5.02	5.32	4.9	-0.12	-2.4%
25-29	571	570	546	-25	-4.4%	5.91	5.42	5.88	-0.03	-0.5%
30-44	801	798	773	-28	-3.5%	5.98	5.89	5.86	-0.12	-2.0%
45-59	215	185	196	-19	-8.8%	6.04	5.83	5.31	-0.73	-12.1%
60 and Over	13	14	11	-2	-15.4%	6.62	6.43	4.73	-1.89	-28.5%
Gender										
Male	560	603	544	-16	-2.9%	5.86	5.14	5.70	-0.16	-2.7%
Female	1,900	1,891	1,878	-22	-1.2%	5.22	5.07	5.03	-0.19	-3.6%
Student Type										
First-Time	152	267	215	63	41.4%	1.82	1.60	1.61	-0.21	-11.5%
Returning/Reapplying	2,038	1,964	1,925	-113	-5.5%	5.87	5.89	5.88	0.01	0.2%
Transfer	270	263	282	12	4.4%	3.55	2.66	3.13	-0.42	-11.8%
Race/Ethnicity										
White	1,111	1,093	1,067	-44	-4.0%	5.87	5.91	5.86	-0.01	-0.2%
Black/African American	476	513	506	30	6.3%	4.66	4.00	4.06	-0.60	-12.9%
Hispanic/Latino	376	416	404	28	7.4%	4.37	4.08	4.43	0.06	1.4%
Asian	349	325	300	-49	-14.0%	5.65	5.36	5.52	-0.13	-2.3%
American Indian/Alaska Native	16	9	6	-10	-62.5%	8.50	6.00	7.67	-0.83	-9.8%
Native Hawaiian/Other Pacific Islander	22	21	19	-3	-13.6%	5.77	4.52	3.16	-2.61	-45.2%
Not Specified	46	39	29	-17	-37.0%	6.67	6.92	7.55	0.88	13.2%
Two or More Races	55	58	72	17	30.9%	4.75	4.71	5.19	0.44	9.3%
Unknown	9	20	19	10	111.1%	1.89	2.80	4.74	2.85	150.8%
Jurisdiction										
Alexandria City	174	210	193	19	10.9%	4.57	4.80	5.30	0.73	16.0%
Arlington County	96	98	96	0	0.0%	5.15	4.90	5.16	0.01	0.2%
Fairfax City	27	32	24	-3	-11.1%	5.44	5.13	4.54	-0.90	-16.5%
Fairfax County	908	825	841	-67	-7.4%	5.58	5.80	5.69	0.11	2.0%
Falls Church City	23	40	33	10	43.5%	4.04	4.90	4.55	0.51	12.6%
Loudoun County	235	289	237	2	0.9%	5.97	4.41	4.37	-1.60	-26.8%
Manassas City	55	71	75	20	36.4%	3.33	4.01	4.21	0.88	26.4%
Manassas Park City	14	13	14	0	0.0%	3.14	4.23	3.93	0.79	25.2%
Prince William County	484	456	454	-30	-6.2%	5.61	5.34	5.34	-0.27	-4.8%
Other Virginia	199	231	230	31	15.6%	5.71	4.86	5.09	-0.62	-10.9%
District of Columbia	24	20	24	0	0.0%	5.17	4.35	3.50	-1.67	-32.3%
Maryland	34	18	25	-9	-26.5%	4.85	2.94	6.12	1.27	26.2%
Outside VA, MD, and DC	187	191	176	-11	-5.9%	4.48	3.92	4.18	-0.30	-6.7%

Headcount and Average Credits by Student Demographics at the Woodbridge Campus: Fall 2012 through Fall 2014

Headcount

Headcount decreased by 1 percent (-57 students) at Woodbridge Campus, from 10,028 students to 9,971 students. Disaggregating the data by demographic categories reveals the following largest changes in headcount between Fall 2012 and Fall 2014.

- **Age Group**
 - 18-21: increased from 3,936 students to 4,105 students (+169 students; +4 percent)
 - 30-44: decreased from 2,034 students to 1,879 students (-155 students; -8 percent)
 - 45-59: decreased from 701 students to 589 students (-112 students; -16 percent)
- **Student Type**
 - Transfer: decreased from 921 student to 741 students (-180 students; -20 percent)
- **Race/Ethnicity**
 - White: decreased from 3,947 students to 3,519 students (-428 students; -11 percent)
 - Hispanic/Latino: increased from 1,797 to 2,186 students (+389 students; +22 percent)
- **Jurisdiction**
 - Outside VA, MD, and DC: decreased from 794 students to 673 students (-121 students; -15 percent)

Average Credits

The average number of credits enrolled in per semester by Woodbridge Campus students decreased by less than 1 percent from 6.78 credits in Fall 2012 to 6.72 credits in Fall 2014. Disaggregating the data by demographic categories reveals the following most sizable changes between Fall 2012 and Fall 2014 in average credit enrollment.

- **Age Group**
 - 22-24: the average decreased from 6.11 credits to 5.82 credits (-0.29 credits; -5 percent)

- **Student Type**
 - First-time in college: the average increased from 9.08 credits to 9.48 credits (+0.40 credits; +4 percent)
 - Transfer: the average decreased from 6.18 credits to 5.77 credits (-0.41 credits; -7 percent)

- **Race/Ethnicity**
 - White: the average decreased from 6.22 credits to 6.05 credits (-0.17 credits; -3 percent)

- **Jurisdiction**
 - Prince William County: the average increased from 7.86 credits to 7.97 credits (+0.11 credits; +1 percent)

Table 7. Headcount and Average Credits at Woodbridge Campus: Fall 2012 through Fall 2014

Category	Headcount			Difference from Fall 2012 to Fall 2014		Average Credits			Difference from Fall 2012 to Fall 2014	
	Fall 2012	Fall 2013	Fall 2014	#	%	Fall 2012	Fall 2013	Fall 2014	#	%
Total	10,028	10,127	9,971	-57	-0.6%	6.78	6.68	6.72	-0.06	-0.9%
Age										
Under 18	170	134	130	-40	-23.5%	5.69	4.99	5.69	0.00	0.0%
18-21	3,936	4,088	4,105	169	4.3%	8.62	8.48	8.56	-0.06	-0.7%
22-24	1,609	1,627	1,637	28	1.7%	6.11	5.81	5.82	-0.29	-4.7%
25-29	1,501	1,543	1,555	54	3.6%	5.64	5.39	5.44	-0.20	-3.5%
30-44	2,034	1,999	1,879	-155	-7.6%	5.37	5.23	5.23	-0.14	-2.6%
45-59	701	651	589	-112	-16.0%	5.11	5.7	5.08	-0.03	-0.6%
60 and Over	77	85	76	-1	-1.3%	4.58	5.31	4.53	-0.05	-1.1%
Gender										
Male	4,657	4,769	4,682	25	0.5%	6.95	6.84	6.92	-0.03	-0.4%
Female	5,371	5,358	5,289	-82	-1.5%	6.64	6.55	6.55	-0.09	-1.4%
Student Type										
First-Time	1,631	1,733	1,701	70	4.3%	9.08	8.92	9.48	0.40	4.4%
Returning/Reapplying	7,476	7,586	7,529	53	0.7%	6.36	6.23	6.2	-0.16	-2.5%
Transfer	921	808	741	-180	-19.5%	6.18	6.13	5.77	-0.41	-6.6%
Race/Ethnicity										
White	3,947	3,757	3,519	-428	-10.8%	6.22	6.13	6.05	-0.17	-2.7%
Black/African American	2,552	2,568	2,456	-96	-3.8%	7.15	7.1	7.05	-0.10	-1.4%
Hispanic/Latino	1,797	2,018	2,186	389	21.6%	7.43	7.28	7.32	-0.11	-1.5%
Asian	1,021	1,038	1,101	80	7.8%	6.86	6.49	6.78	-0.08	-1.2%
American Indian/Alaska Native	38	25	31	-7	-18.4%	6.87	5.56	6.26	-0.61	-8.9%
Native Hawaiian/Other Pacific Islander	57	50	48	-9	-15.8%	5.86	6.7	6.4	0.54	9.2%
Not Specified	195	132	92	-103	-52.8%	5.66	5.22	5.18	-0.48	-8.5%
Two or More Races	345	456	443	98	28.4%	7.61	7.42	7.67	0.06	0.8%
Unknown	76	83	95	19	25.0%	6.92	5.64	6.46	-0.46	-6.6%
Jurisdiction										
Alexandria City	303	328	315	12	4.0%	5.05	5.04	5.05	0.00	0.0%
Arlington County	168	187	182	14	8.3%	4.42	4.19	4.45	0.03	0.7%
Fairfax City	47	55	57	10	21.3%	4.72	4.04	4.18	-0.54	-11.4%
Fairfax County	1,450	1,505	1,473	23	1.6%	4.73	4.59	4.63	-0.10	-2.1%
Falls Church City	33	34	43	10	30.3%	5	4.09	4.07	-0.93	-18.6%
Loudoun County	406	394	433	27	6.7%	4.11	3.77	3.91	-0.20	-4.9%
Manassas City	369	357	343	-26	-7.0%	6.51	6.38	6.17	-0.34	-5.2%
Manassas Park City	37	35	28	-9	-24.3%	4.7	4.57	4.79	0.09	1.9%
Prince William County	4,970	4,992	4,999	29	0.6%	7.86	7.88	7.97	0.11	1.4%
Other Virginia	1,388	1,374	1,327	-61	-4.4%	6.92	6.81	6.58	-0.34	-4.9%
District of Columbia	23	33	40	17	73.9%	4.61	3.7	3.7	-0.91	-19.7%
Maryland	40	60	58	18	45.0%	5.9	5.3	5.28	-0.62	-10.5%
Outside VA, MD, and DC	794	773	673	-121	-15.2%	6.63	6.38	6.58	-0.05	-0.8%

NOVA Mission and Strategic Goals: 2005 – 2015

Mission

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

Strategic Goals

- 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
Community College**

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