This report presents associate degree and certificate completion rates earned by Belmont students over the last five years. The data in this report reflect total degrees and certificates earned in all programs.

Presentation of Data

Table 1, *Degree and certificate awards, 2007/2008 through 2011/2012,* displays Belmont data for associate degrees and certificates awarded by academic year. Figure 1displays Belmont data in a chart where the total number of associate degrees are represented in blue and the total number of certificates are represented in grey.

Table 1, *Degree and certificate awards, 2007/2008 through 2011/2012*

	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012
Certificates	98	77	72	85	92
Associate degrees	227	271	279	292	285
Total awards	325	348	351	377	377

Figure 1, *Degree and certificate awards, 2007/2008 through 2011/2012*
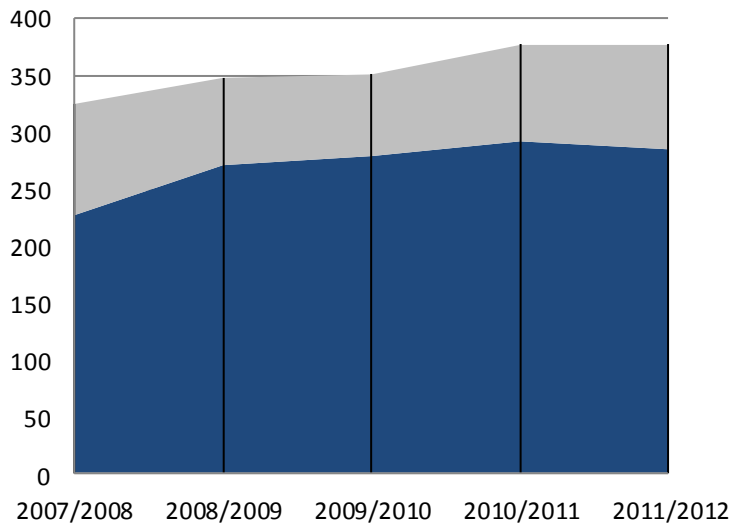
Data Highlights

1. Over the last five years, the number of associate degrees has increased by 25.5% from 227 to 285.
2. The number of certificates awarded in 2010/2011 decreased by 6% from the number awarded in 2007/2008. The number decreased from 98 to 92.

3. Overall, the number of awards earned by Belmont students over the last five years has increased from 325 to 377, an increase of 52 awards, or 16%.

Conclusions and Recommendations

1. The number of awards conferred from 2007/2008 through 2011/2012 increased while College enrollment remained fairly steady. Targets for Improvement reported in previous years such as the implementation of new strategies for student retention, recruitment of more seasoned and highly credentialed faculty, and curriculum/program development have been effective to the degree reported this evening. However, with the current decline in enrollment a continued heavy emphasis must continue in the areas of student persistence, completion, program development, and enrollment management.

2. In addition, the following approaches must be implemented immediately and/or continued:
   - Accelerate the College program development function fed by marketing research and environmental scanning, and supported by the marketing mix.
   - Produce 1-2 niche programs within a year (as well as other new programs) and implement major data-driven revisions within existing programs.
   - Create faculty-driven strategic planning processes for each program area.
   - Plan, develop, implement and evaluate the college enrollment function
   - Implement data-driven and systematic enrollment projections, and identify new target market streams/specific enrollment needs on a regular basis. Expand inquiry pools and augment current prospective student pre-nursing streams.
   - Design, implement and evaluate a new model for moving new students through the door and handing them off to the admissions staff.
   - Implement and evaluate a new model for the admissions function to receive new students and to move new students through the system to the point of graduation. Create a structure to allow admission and retention goals for all students to be met, and to allow the enrollment, admissions, and retention functions to work together seamlessly.