Annual Report to the Community
September 2013

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September 2013

Dear Members of the Board of Trustees and Friends of National Labor College,

It is with great pride that I present the Annual Report for the 2012 – 2013 academic year. The theme of the year has definitely been FORWARD! Most importantly, NLC has moved its mission forward by serving the educational needs of more members of the labor movement. We have grown!

- 100% growth in students enrolled in our degree programs from 377 in 2010 to 751 this academic year against a national benchmark of 13.7% growth across all of higher education.

Not only are we serving more students in our programs, but we are also providing programs that have rigor from faculty that truly care about the success of each and every student. Students are making better progress on their degrees, are staying focused and on track, and are graduating sooner.

- 85% year-to-year retention rate against a national benchmark of about 40%
- 173% increase in the number of credit hours our students enroll in since 2010
- 18% increase in the number of courses that students take per semester since 2010

In the higher education community, this year might be characterized as one of academic innovation. All colleges and universities are trying to move forward to respond to the changing dynamics of the greying learning force in the United States, the impact of technology in the classroom and the campus, and the public demand for accountability and affordability. I am pleased to say that NLC is on the cutting edge. The principles on which we were founded and the practices on which we have built are programs are now those being sought after by colleges and universities trying to keep pace with the changing landscape. These include:

- Flexible, high quality online learning delivery using nationally recognized best practices that actively engage students each week with professors and fellow-students in discussions, projects, and case studies
- Rigorous prior learning assessment practices to recognize external, work place, union-based and competency-based learning
- Tightly planned academic semester schedules to facilitate degree planning for students and help them accelerate their degree completion
- State of the art retention practices that result in NLC 85% year-to-year retention:
  - Student orientation/student success course for all students
  - Academic Advising that creates well defined “guided pathways” for each student, including having students take 2 courses per term
  - Writing lab and writing tutors aligned with writing-intensive courses
- Capstone culminating experience
- Common intellectual experiences for all graduates of the College: all students now take the same two labor studies courses
National Labor College is positioned where many institutions want to be. We do not have to re-think, or re-engineer, or redesign, or regroup.

When I first came to the College, I spent a lovely few hours with our faculty having them explain to me what sets NLC apart, what makes it unique. The statement that evolved from the conversation captures the essence of what it means to be on the cutting edge of higher education:

The National Labor College (NLC) is one of a kind, the only college in the United States with an exclusive mission to serve the educational needs of the labor movement. It is an activist institution made up of students, faculty and alumni who together form a learning community based on a common understanding of the world of work and the ecology of the labor movement. The College respects that its student body is made up of experienced, highly skilled working adults who have multiple commitments to family, job, union and community. In its academic programs, NLC honors higher learning that takes place both inside and outside the collegiate community.

National Labor College is enviably free to move its mission FORWARD by serving more union members and their families with more relevant and rigorous high quality programs that are accessible and affordable. And as we move FORWARD, we are not planning to rest on our laurels. The strategic plan for the coming years begins with what we are calling our 2020 Vision:

By the year 2020, National Labor College will be the college of choice for people who share the values of the labor movement. An NLC education will enable them to secure the future for themselves, their families, and successive generations. Employing state-of-the-art technology and strategic partnerships with like-minded organizations, NLC will be a dynamic place of learning at the intersection of thought and action. Students and faculty will come together with union leaders, policy makers, scholars and activists to generate, exchange and test ideas. As critical thinkers and skilled communicators, NLC graduates with associate, bachelor or master degrees will foster change within a diverse and progressive global labor movement. NLC will be a catalyst for building international solidarity and broadening labor’s political, economic, social and cultural influence.

In the coming year, you will see the College reaching out to the grassroots of the labor movement through locals, with more regional activities, and at the same time using more social media and mobile technology to reach individuals more effectively. We also look forward to building active partnerships with more unions, and with worker centers and community based social justice organizations. As we build new programs and evaluate and improve our current programs, we will infuse them not only with labor’s values, but with the ethos of the labor movement in the 21st century. You can read the 2013-2020 Strategic Plan on our website, www.nlc.edu.

National Labor College has a very bright future. So, I repeat, I am proud to present this annual report to you. In it, you will find an Impact Report that shows the reach of the College into 52 unions and Working America. You will also read about the accomplishments of the year against the goals that we set out in our previous strategic plan, along with the data that shows our accountability to those goals.
We will continue to move *FORWARD* to serve more union members and their families with more relevant and rigorous programs that are accessible and affordable. National Labor College is *labor's college*.

In solidarity,

[Signature]

Paula E. Peinovich, PhD
President
Mission, Goals, Values & Learning Outcomes

Mission Statement
By establishing the physical and intellectual space for the labor movement to imagine its future, the mission of NLC is to make higher education available to workers, to prepare union members, leaders and staff for the challenges of a changing global environment; and to serve as a center for progressive thought and learning.

Institutional Goals
NLC works to achieve the following institutional goals, which are guided by our mission, vision and values:

1. To articulate and transmit the values of the labor movement to successive generations of union members
2. To respond to the needs of those in the labor movement for knowledge, skills and attitudes necessary to secure their futures and those of their families
3. To incorporate workplace and union learning into degree programs in order to provide efficient and effective pathways to degree completion for workers
4. To provide unions and labor-related organizations with a diverse group of members and leaders who are critical thinkers and skilled communicators
5. To work in partnership with unions and other organizations who support the labor movement to provide relevant and collaborative programs that advance the movement

Values
Since its inception in the 19th century, the American labor movement has placed great emphasis on education. In 1969 the leaders of this movement founded NLC, which was created to offer the high quality higher education and training programs that would produce a diverse movement of working men and women dedicated to a more equitable and just society.

The contemporary labor movement faces the twin challenges of rapid technological change and a hostile political environment, which have together produced a long-term decline in union density. In recognition of these challenges, another critical role of NLC is to explore labor’s often underappreciated role in the development of a stable middle class in the world’s most prosperous society and to transmit the values of the movement to all workers, especially younger people who may not know of labor’s essential role in the development of this society.

The labor movement’s values that are embodied today at NLC are the same values that first brought working people together in a common movement to advance and protect their interests in the spheres of politics, economics and culture. Among these values are the following:

- Labor is the source of all wealth
- There is honor and dignity in all work
- Working people should have equal protection under the law and the freedom to bargain collectively to advance and protect their interests
- Education is the key to a free and democratic labor movement
Democratic trade unions are essential to economic justice and to a free and democratic society.

For working people to fully realize their potential and that of their children, they must have equal access to high quality education at all levels.

Labor arts and culture are an essential part of education, as they provide the labor movement with its soul and spirit.

**National Labor College Outcomes**

NLC graduates achieve the following outcomes as a result of their educational experience, rooted in our mission and values:

1. **Leadership**: The ability to reflect upon, share and deconstruct experience with a goal of improving personal and organizational leadership practices.
2. **Critical Thinking**: The ability to understand, question, analyze and discuss underlying assumptions that define a particular position or viewpoint.
3. **Effective Communication**: The ability to clearly communicate, orally and in writing.
4. **Global Thinking**: The ability to understand complexities of the economic, political and social environment.
5. **Information Literacy**: The ability to analyze and make intelligent decisions based upon massive amounts of information, determine the nature and extent of needed information, know where to obtain critical information, and assess the validity of sources.
6. **Technological Proficiency**: The ability to understand and use basic digital communication tools to function effectively in the changing society.
## Summary Report for 2012-2013

Union members pursued study at National Labor College during the 2012-2013 academic year as follows:

<table>
<thead>
<tr>
<th>Program Type</th>
<th>Students &amp; Unions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor’s Degree Students</td>
<td>559 students in 48 unions &amp; Working America</td>
</tr>
<tr>
<td>Certificate Program Students</td>
<td>21 students in 9 unions &amp; Working America</td>
</tr>
<tr>
<td>Bonnie Ladin Union Skills Students</td>
<td>344 students in 38 unions &amp; Working America</td>
</tr>
<tr>
<td>OSHA Training Program Students</td>
<td>19 students in 10 unions &amp; Working America</td>
</tr>
<tr>
<td>Hazardous Materials Training Program Students</td>
<td>39 students in 4 unions</td>
</tr>
<tr>
<td>2013 Graduates</td>
<td>83 students in 23 unions &amp; Working America</td>
</tr>
<tr>
<td>Recipients of NLC Scholarships</td>
<td>170 members in 28 unions &amp; Working America received a total of $186,570</td>
</tr>
<tr>
<td>Recipients of External Financial Support</td>
<td>52 members in 9 unions &amp; Working America received a total of $117,116</td>
</tr>
<tr>
<td>Recipients of Federal Student Aid</td>
<td>Members in 35 unions &amp; Working America received a total of $2,148,422</td>
</tr>
</tbody>
</table>

### Unions with Members Who Were in Bachelor’s Degree Programs

- Amalgamated Transit Union - 1
- American Federation of Government Employees - 34
- American Federation of Musicians - 1
- American Federation of State, County and Municipal Employees - 21
- American Federation of Teachers - 12
- American Postal Workers Union - 3
- American Train Dispatchers Association - 1
- Association of Flight Attendants - 1
- Brotherhood of Locomotive Engineers and Trainmen - 3
- Brotherhood of Maintenance of Way Employes Division - 1
- Brotherhood of Railroad Signalmen - 1
- California School Employees Association - 4
- Communications Workers of America - 11
- Glass, Molders, Pottery, Plastics and Allied Workers - 1
- International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts - 2
- International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers Union - 19
- International Association of Fire Fighters - 37
International Association of Heat and Frost Insulators and Allied Workers - 5
International Association of Machinists and Aerospace Workers - 40
International Association of Sheet Metal, Air, Rail and Transportation Workers - 45
International Brotherhood of Boilermakers, Iron Ship Builders, Blacksmiths, Forgers and Helpers - 3
International Brotherhood of Electrical Workers - 91
International Brotherhood of Teamsters - 4
International Chemical Workers Union - 2
International Federation of Professional and Technical Engineers - 2
International Longshoremen’s Association - 1
International Union of Bricklayers and Allied Craftworkers - 9
International Union of Elevator Constructors - 10
International Union of Operating Engineers - 3
International Union of Painters and Allied Trades - 19
International Union of Police Associations - 2
Laborers’ International Union of North America - 13
National Air Traffic Controllers Association - 4
National Association of Letter Carriers - 2
National Education Association - 1
National Postal Mail Handlers Union - 2
Office and Professional Employees International Union - 5
Operative Plasterers’ and Cement Masons’ International Association - 5
Screen Actors Guild - American Federation of Television and Radio Artists - 1
Service Employees International Union - 7
Transport Workers Union - 2
Transportation Communications Union - 4
United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry - 50
United Automobile, Aerospace and Agricultural Implement Workers of America - 10
United Brotherhood of Carpenters and Joiners - 7
United Food and Commercial Workers International Union - 5
United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union - 10
Working America - 41
Writers Guild of America, East - 1

UNIONS WITH MEMBERS WHO WERE IN CERTIFICATE PROGRAMS

American Federation of State, County and Municipal Employees - 1
International Association of Heat and Frost Insulators and Allied Workers - 1
International Brotherhood of Electrical Workers - 2
International Union of Operating Engineers - 3
Laborers’ International Union of North America - 2
Office and Professional Employees International Union - 1
UNIONS WITH MEMBERS WHO COMPLETED BONNIE LADIN UNION SKILLS COURSES

Amalgamated Transit Union - 1
American Federation of Government Employees - 7
American Federation of Musicians - 1
American Federation of State, County and Municipal Employees - 31
American Federation of Teachers - 4
American Postal Workers Union - 1
Association of Flight Attendants - 1
Bakery, Confectionery, Tobacco Workers and Grain Millers International Union - 5
Brotherhood of Maintenance of Way Employes Division - 3
California School Employees Association - 3
Communications Workers of America - 16
International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts - 12
International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers Union - 4
International Association of Fire Fighters - 3
International Association of Heat and Frost Insulators and Allied Workers - 3
International Association of Machinists and Aerospace Workers - 4
International Association of Sheet Metal, Air, Rail and Transportation Workers - 6
International Brotherhood of Boilermakers, Iron Ship Builders, Blacksmiths, Forgers and Helpers - 2
International Brotherhood of Electrical Workers - 52
International Brotherhood of Teamsters - 12
International Chemical Workers Union - 1
International Longshoremen’s Association - 2
International Union of Bricklayers and Allied Craftworkers - 1
International Union of Painters and Allied Trades - 50
Laborers’ International Union of North America - 7
Marine Engineers’ Beneficial Association - 1
National Association of Letter Carriers - 1
National Education Association - 1
Office and Professional Employees International Union - 9
Operative Plasterers’ and Cement Masons’ International Association - 4
Service Employees International Union - 18
Transport Workers Union - 12
United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry - 12
United Automobile, Aerospace and Agricultural Implement Workers of America - 36
United Food and Commercial Workers International Union - 11
United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union - 3
Utility Workers Union of America - 1
Working America - 2
Writers Guild of America, East - 1

UNIONS WITH MEMBERS WHO PARTICIPATED IN THE OSHA TRAINING PROGRAM
American Federation of Government Employees - 2
International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts - 3
International Brotherhood of Electrical Workers - 3
International Chemical Workers Union - 1
International Union of Operating Engineers - 1
National Education Association - 1
United Automobile, Aerospace and Agricultural Implement Workers of America - 1
United Brotherhood of Carpenters and Joiners - 1
United Food and Commercial Workers International Union - 2
United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union - 3
Working America - 1

UNIONS WITH MEMBERS WHO PARTICIPATED IN THE HAZARDOUS MATERIALS TRAINING PROGRAM
Brotherhood of Locomotive Engineers and Trainmen - 6
Brotherhood of Maintenance of Way Employes Division - 5
International Association of Sheet Metal, Air, Rail and Transportation Workers - 27
Transportation Communications Union - 1

UNIONS WITH MEMBERS WHO GRADUATED
American Federation of Government Employees - 4
American Federation of State, County and Municipal Employees - 2
American Federation of Teachers - 3
American Postal Workers Union - 1
California School Employees Association - 1
International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers Union - 5
International Association of Fire Fighters - 6
International Association of Heat and Frost Insulators and Allied Workers - 1
International Association of Machinists and Aerospace Workers - 5
International Association of Sheet Metal, Air, Rail and Transportation Workers - 9
International Brotherhood of Boilermakers, Iron Ship Builders, Blacksmiths, Forgers and Helpers - 2
International Brotherhood of Electrical Workers - 17
International Brotherhood of Teamsters - 1
UNIONS WITH MEMBERS WHO RECEIVED NLC SCHOLARSHIPS

American Federation of Government Employees - 15 members received a total of $16,470
American Federation of Musicians - 1 member received a total of $1,830
American Federation of State, County and Municipal Employees - 9 members received a total of $10,065
American Federation of Teachers - 3 members received a total of $2,745
American Postal Workers Union - 2 members received a total of $1,830
Brotherhood of Locomotive Engineers and Trainmen - 1 member received a total of $915
California School Employees Association - 2 members received a total of $1,830
Communications Workers of America - 6 members received a total of $6,405
International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers Union - 8 members received a total of $8,235
International Association of Fire Fighters - 14 members received a total of $16,470
International Association of Heat and Frost Insulators and Allied Workers - 3 members received a total of $2,745
International Association of Machinists and Aerospace Workers - 6 members received a total of $7,230
International Association of Sheet Metal, Air, Rail and Transportation Workers - 14 members received a total of $13,725
International Brotherhood of Boilermakers, Iron Ship Builders, Blacksmiths, Forgers and Helpers - 1 member received a total of $915
International Brotherhood of Electrical Workers - 36 members received a total of $39,345
International Brotherhood of Teamsters - 1 member received a total of $1,830
International Union of Bricklayers and Allied Craftworkers - 1 member received a total of $915
International Union of Elevator Constructors - 2 members received a total of $1,830
International Union of Painters and Allied Trades - 2 members received a total of $1,830
Laborers’ International Union of North America - 2 members received a total of $2,745
National Association of Letter Carriers - 1 member received a total of $1,830
Office and Professional Employees International Union - 1 member received a total of $915
Operative Plasterers’ and Cement Masons’ International Association - 1 member received a total of $915
Service Employees International Union - 3 members received a total of $2,745
United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry - 12 members received a total of $12,810
United Automobile, Aerospace and Agricultural Implement Workers of America - 4 members received a total of $4,575
United Brotherhood of Carpenters and Joiners - 5 members received a total of $4,575
United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union - 3 members received a total of $3,660
Working America - 11 members received a total of $14,640

UNIONS WITH MEMBERS WHO RECEIVED EXTERNAL FINANCIAL SUPPORT
American Federation of Government Employees - 22 members received a total of $57,282
American Federation of State, County and Municipal Employees - 6 members received a total of $9,229
California School Employees Association - 1 member received a total of $4,282
Communications Workers of America - 2 members received a total of $4,330
International Association of Fire Fighters - 3 members received a total of $8,235
International Association of Machinists and Aerospace Workers - 14 members received a total of $24,575
International Association of Sheet Metal, Air, Rail and Transportation Workers - 1 member received a total of $4,000
National Association of Letter Carriers - 1 member received a total of $2,450
United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry - 1 member received a total of $700
Working America - 1 member received a total of $2,033

UNIONS WITH MEMBERS WHO RECEIVED FEDERAL STUDENT AID
American Federation of Government Employees members received a total of $107,248
American Federation of State, County and Municipal Employees members received a total of $96,321
American Federation of Teachers members received a total of $11,721
American Postal Workers Union members received a total of $19,920
Brotherhood of Locomotive Engineers and Trainmen member received a total of $2,484
California School Employees Association members received a total of $35,505
Communications Workers of America members received a total of $58,293
International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers Union members received a total of $71,755
International Association of Fire Fighters members received a total of $100,280
International Association of Heat and Frost Insulators and Allied Workers members received a total of $39,791
International Association of Machinists and Aerospace Workers - members received a total of $80,778
International Association of Sheet Metal, Air, Rail and Transportation Workers members received a total of $291,414
International Brotherhood of Boilermakers, Iron Ship Builders, Blacksmiths, Forgers and Helpers members received a total of $35,646
International Brotherhood of Electrical Workers members received a total of $353,378
International Brotherhood of Teamsters members received a total of $2,750
International Union of Bricklayers and Allied Craftworkers members received a total of $14,538
International Union of Elevator Constructors members received a total of $32,292
International Union of Operating Engineers members received a total of $17,578
International Union of Painters and Allied Trades members received a total of $16,943
Laborers’ International Union of North America members received a total of $49,058
National Association of Letter Carriers members received a total of $12,376
National Postal Mail Handlers Union members received a total of $18,596
Office and Professional Employees International Union members received a total of $8,761
Operative Plasterers’ and Cement Masons’ International Association members received a total of $4,208
Service Employees International Union members received a total of $20,659
Transport Workers International Union members received a total of $18,566
United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry members received a total of $220,158
United Automobile, Aerospace and Agricultural Implement Workers of America members received a total of $58,910
United Brotherhood of Carpenters and Joiners members received a total of $26,028
United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union members received a total of $67,782
Working America members received a total of $197,749
Strategic Plan Accomplishments, 2012-13

Goal One: Strengthen Academic Excellence
Strengthen academic excellence to provide high quality, accessible, and affordable higher education with a strong liberal arts foundation to the men and women of the labor movement and adult learners in their families.

Accomplishments

- Received licensure from the District of Columbia to offer degrees, including an associate of arts degree and received approval from the Middle States Commission on Higher Education to offer the associate of arts degree.
- Conducted a program evaluation of the Bonnie Ladin Union Skills program in order to renew the program to better serve the needs of a 21st century global labor movement.
- Implemented an online Writing Center and writing support program that includes assigning writing tutors to writing intensive courses in the curricula for ongoing student support.
- Revamped the degree programs in Labor Studies (Labor Studies, Labor Education, Labor Safety and Health, and Union Leadership and Administration) which included a new course required in all curricula, Living Labor History with a dynamic and redesigned short residency.

Institutional Performance
National Labor College students bring to the College many different goals and transfer credit from many different sources, and the National Labor College flexible curricula helps them define a path to their degree.

Educational Goals of NLC Students

- Personal satisfaction (72%)
- Self-improvement (71%)
- Prepare for advancement in current field (55%)
- Improve skills for current job (50%)
- Be a role model for others (45%)
- Enter a new career (41%)
- Improve basic academic skills (37%)
- Qualify for a promotion (31%)

Source: Student Survey 2013; results are consistent with Hart Associates study of potential adult students 2012-13
Multiple Sources of Degree Credit

- Courses at a two-year college (71%)
- Apprenticeship or other training program (47%)
- Courses at a four-year college/university (44%)
- Military credits (14%)
- NLC partnership courses (12%)
- Prior Learning Assessment (23%)

Source: Student Survey 2013

Pathway to Graduation

Credit Hours Earned by 2012-13 Grads

<<Average total 128

Source: Transcripts of 2012-13 grads
National Labor College provides an academic environment and resources where students engage actively with faculty and each other, while still maintaining academic efficiency.

**Class Size Conducive to Learning**

![Graph showing average class size in degree programs for SLS and SPS courses from Fall '09 to Summer '13.]

**Academic Resources**

![Graph showing growth in literature searches (EBSCOhost monthly average) from 2010 to 2013.]

Source: NLC Library
National Labor College faculty provide excellent teaching and a rigorous academic program. Students have the resources that they need, and they work diligently in their courses to achieve the course objectives and the institutional learning outcomes.

### Best Educational Practices

#### Indicators of Academic Engagement

(“Often” or “Very often”)

<table>
<thead>
<tr>
<th>Activity</th>
<th>NLC</th>
<th>NSSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Write multiple drafts of papers</td>
<td>75%</td>
<td>[46%]</td>
</tr>
<tr>
<td>Integrate ideas from various sources</td>
<td>94%</td>
<td>[86%]</td>
</tr>
<tr>
<td>Include diverse perspectives</td>
<td>74%</td>
<td>[63%]</td>
</tr>
<tr>
<td>Work with classmates on assignments</td>
<td>46%</td>
<td>[61%]</td>
</tr>
<tr>
<td>Put together ideas from different courses</td>
<td>64%</td>
<td>[71%]</td>
</tr>
<tr>
<td>Work harder than you thought you could</td>
<td>75%</td>
<td>[62%]</td>
</tr>
<tr>
<td>Discuss ideas outside class with ...</td>
<td>82%</td>
<td>[66%]</td>
</tr>
</tbody>
</table>

Source: Student Survey 2013; **NSSE is a national survey of graduating college seniors**

### Teaching Excellence

Students surveyed “agree” or “agree strongly” that NLC instructors ...

- are concerned about their success as an individual (84%)
- are responsive to the unique needs of working adults (83%)
- are knowledgeable in their field (91%)
- encourage student interaction through a variety of techniques (89%)
- respect opinions that differ from their own (87%)
- use a variety of teaching methods (86%)

Source: Student Survey 2013
Teaching Excellence

Students surveyed “agree” or “agree strongly” ...

- They have opportunities to incorporate their life and work experiences into class activities and assignments (90%)
- The content of courses in their major is valuable to them (92%)
- The learning experiences within their program challenge them to reach beyond what they already know (93%)
- There is a commitment to academic excellence at this institution (88%)

Source: Student Survey 2013

Academic Rigor

How much work do students do, on average, for an NLC course?

- They read 350 pages.
- They write 60 pages.
- They devote 120 hours to a 3-credit course.

Source: Student Survey 2013
**Academic Rigor**

**Emphasis of Coursework/Assignments**

(“Quite a bit” or “Very much”)

<table>
<thead>
<tr>
<th>Activity</th>
<th>NLC</th>
<th>NSSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Memorizing</td>
<td>36%</td>
<td>[63%]</td>
</tr>
<tr>
<td>Analyzing</td>
<td>90%</td>
<td>[86%]</td>
</tr>
<tr>
<td>Synthesizing</td>
<td>86%</td>
<td>[77%]</td>
</tr>
<tr>
<td>Making judgments about value</td>
<td>79%</td>
<td>[74%]</td>
</tr>
<tr>
<td>Applying theories/concepts</td>
<td>80%</td>
<td>[82%]</td>
</tr>
</tbody>
</table>

Source: Student Survey 2013; *NSSE is a national study of graduating college seniors*

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**Attention to NLC’s Core Competencies**

Extent to which NLC experience so far has contributed to college’s Learning Outcomes

(“Quite a bit” or “Very much”)

- Leadership 66%
- Critical thinking 84%
- Effective communication 83%
- Information literacy 84%
- Technological proficiency 71%

Source: Student Survey 2013; typical respondent was half-way through the NLC program and results compare favorably with college seniors in NSSE study
Senior Projects Demonstrate NLC’s Core Competencies

Rubric Assessments of 2012-13 Senior Seminar Projects
Goal Two: Enrollment
Greater access to higher education for union members and their families, union leaders and staff through marketing, outreach and academic programs and by aligning ourselves with organizations that share our values.

Accomplishments
- Conducted market research to determine union member needs for new programs.
- Built the brand of the National Labor College through presentations and outreach at more than 50 different union events throughout the year, and almost 75 placements in publications. We are also steadily growing our social media presence with more than 3,000 “likes” on Facebook and almost 400 Twitter followers.
- Developed and implemented a “style guide” for all NLC communications to provide consistent and professional communications.
- Introduced a professional enrollment management model into student recruiting and hired an experienced Director of Enrollment Management.

Institutional Performance
The annual enrollment in our degree programs has grown from 371 in 2010-11 to 751 in 2012-13, an increase of 100%, while enrollment in our grant programs and in the Bonnie Laden Union Skills programs has contributed in varying degrees to overall enrollment for each semester. The College now has an enrollment projection model for degree programs that provides trend information for projecting future enrollments. We project that in 2013-14, the College will enroll over 1100 students in its degree programs.
### Enrollment Projection Model

<table>
<thead>
<tr>
<th></th>
<th>BABS</th>
<th>BABS</th>
<th>BABS</th>
<th>BABS</th>
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<tbody>
<tr>
<td><strong>Unduplicated Headcount</strong></td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Estimate</td>
<td>Estimate</td>
</tr>
<tr>
<td><strong>Annual enrollment</strong></td>
<td>2010-11</td>
<td>2011-12</td>
<td>2012-13</td>
<td>2013-14</td>
<td>2013-14</td>
</tr>
<tr>
<td>(a) New students</td>
<td>188</td>
<td>267</td>
<td>415</td>
<td>566</td>
<td>0</td>
</tr>
<tr>
<td>(b) Total students</td>
<td>377</td>
<td>565</td>
<td>751</td>
<td>969</td>
<td>180</td>
</tr>
<tr>
<td>(c) Graduates</td>
<td>58</td>
<td>76</td>
<td>85</td>
<td>89</td>
<td></td>
</tr>
<tr>
<td>(d) Eligible to continue</td>
<td>319</td>
<td>489</td>
<td>666</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fall enrollment</strong></td>
<td>203</td>
<td>308</td>
<td>448</td>
<td>561</td>
<td>70</td>
</tr>
<tr>
<td>(a) New</td>
<td>181</td>
<td>400</td>
<td>370</td>
<td>551</td>
<td>70</td>
</tr>
<tr>
<td>(b) Returning</td>
<td>22</td>
<td>8</td>
<td>78</td>
<td>89</td>
<td>0</td>
</tr>
<tr>
<td><strong>Spring enrollment</strong></td>
<td>211</td>
<td>356</td>
<td>466</td>
<td>630</td>
<td>97</td>
</tr>
<tr>
<td>(a) New</td>
<td>141</td>
<td>370</td>
<td>370</td>
<td>511</td>
<td>97</td>
</tr>
<tr>
<td>(b) Returning</td>
<td>70</td>
<td>246</td>
<td>86</td>
<td>133</td>
<td>0</td>
</tr>
<tr>
<td><strong>Summer enrollment</strong></td>
<td>175</td>
<td>309</td>
<td>390</td>
<td>485</td>
<td>100</td>
</tr>
<tr>
<td>(a) New</td>
<td>81</td>
<td>404</td>
<td>300</td>
<td>511</td>
<td>100</td>
</tr>
<tr>
<td>(b) Returning</td>
<td>94</td>
<td>94</td>
<td>94</td>
<td>94</td>
<td>0</td>
</tr>
<tr>
<td><strong>Average HC per semester</strong></td>
<td>196</td>
<td>324</td>
<td>435</td>
<td>565</td>
<td>89</td>
</tr>
</tbody>
</table>

Institutional Research 6/12/13

### Enrollment Growth

--- with AA Program

![Enrollment Growth Graph](image-url)
There has been an even greater increase in the number of credit hours students are taking, a 173% increase since 2010-11 because they are taking, on average, two courses each semester in order to complete their degrees in a timely fashion. They are also taking advantage of various kinds of financial support, including NLC President’s Scholarships and federal financial aid to assist with financing their education.
Goal Three: Strengthen and Enhance Student Services

Strengthen and enhance student satisfaction through efficient, responsive and personalized support services at each stage of the student life cycle, from inquiry to graduation.

Accomplishments

- Conducted a broad-based satisfaction survey of currently enrolled students to provide baseline data on student satisfaction and academic engagement.
- Through academic advising team, introduced “guided pathways” for students to help them make long-term academic plans and persist in the pursuit of their degrees.
- Overhauled the Financial Aid department to provide student-centered, responsive service.
- Offered a Solidarity award program for the fall of 2012 to encourage students to enroll.
- Created an integrated President’s Scholarship fund to streamline the awarding of scholarships.
- Built the foundation for “One Stop Shop” student service delivery to improve responsiveness to our students; this model is on the cutting edge of student services in colleges and universities.
- Received federal authorization to offer financial aid to students in the associate degree program, and approval from the Veteran’s Administration to provide VA benefits for the associate degree and for certificate programs.
- Launched a new online bookstore with a wider range of services and options.

Institutional Performance

National Labor College has attained an enviable term-to-term retention rate of 85% against a national benchmark of approximately 40%. Thus, students are making better progress toward completing their degrees. On average, they complete 10.2 credits each year, up over 18% during the last two years.

Persistence

- 84% of the students who were enrolled in 2010-11 returned to continue their education in 2011-12
- 85% of the students who were enrolled in 2011-12 returned in 2012-13
- Goal: persistence rate of 90% by 2020
National Labor College students are very satisfied with their experience at NLC.

**Student Services Lead to Student Success**

- NLC students report a high level of satisfaction with most student services, especially academic advising.

- Effective advising leads to
  - higher student persistence from year to year,
  - enrollment in more courses each semester,
  - improved progress toward the degree, and
  - less time to degree.
Overall Experience

• 90% of students surveyed are “Satisfied” or “Very Satisfied” with their overall educational experience at NLC [Compare NSSE: 86%]

• 88% of students would “Definitely” or “Probably” choose NLC if they did it over again [NSSE: 82%]

• 90% of students would “Definitely” or “Probably” recommend NLC to others [No NSSE data]

In fact, 78% reported that they have already recommended NLC to other union members, co-workers, family, and friends

Source: Student Survey; NSSE is a national study of graduating college seniors
Goal Four: Financial Stability
Establish a path toward sustainability and self-sufficiency by increasing the available resources and managing existing resources.

Accomplishments

- Received a clean audit for FY2012.
- Upgraded financial and accounting office to provide comprehensive, accurate and timely financial information and reports.
- Closed the Kirkland Conference Center in August, 2012 as planned, with a modest surplus.
- Transitioned the AFL-CIO George Meany Archives to the University of Maryland, to be completed in the fall of 2013.
- Met the fund raising goal of $2.8 million, and broadened the base of donors, adding 12 new donors to the Leadership Circle, the College’s major donor group.

Institutional Performance
The following pie charts display the sources of revenue and expenses for the College this past year. This shows the balance between revenue and operating costs; the graphs show the growth in tuition revenue and charitable contributions to support the budget.

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National Labor College
Revenues in thousands
For the year ended June 30, 2013

- AFL-CIO Subsidy: 4500, 27%
- Student tuition and fees: 3024, 25%
- Grants - Federal & Non-Federal: 1912, 16%
- Contribution Revenue: 1599, 17%
- Hospitality/Conference Center: 504, 5%
- Miscellaneous Income: 46, 0%
National Labor College
Fundraising Growth
FY-2010 - FY-2013

<table>
<thead>
<tr>
<th>Year</th>
<th>Contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>1450118.68</td>
</tr>
<tr>
<td>2011</td>
<td>1699914.39</td>
</tr>
<tr>
<td>2012</td>
<td>1634451</td>
</tr>
<tr>
<td>2013</td>
<td>2323198</td>
</tr>
</tbody>
</table>
Goal Five: Technology Infrastructure and Services
Technology infrastructure and technical services meet the College’s needs to attract education and provide services to a growing student body.

Accomplishments
- Upgraded PowerCampus, the enterprise system, to better support the registration and student service functions of the College.
- Created a Technology Steering Committee to oversee all the technological applications in use in all areas of the College and make recommendations to the Executive Staff for improvements and enhancements.
- Installed VMware, which creates a virtual desktop for all staff from remote locations; this supports staff while working remotely or on the road.
- Replaced the old “shared drive” with a new and well-organized drive so that access to all public documents is streamlined; this allows staff to work more efficiently and effectively.
- Implemented “Raisers Edge”, a fund-raising application that includes an integrated database and complete information on donors and events; this will greatly increase our ability to be strategic in fundraising.
- Purchased and implemented survey software which provides the College with a powerful tool for gathering the data we need for planning and decision-making.
Board of Trustees

**Executive Committee**
Richard L. Trumka, President, AFL-CIO
Leslie A. Tolf, President, Union Privilege
Elizabeth H. Shuler, Secretary-Treasurer, AFL-CIO
Arlene Holt Baker, Executive Vice President, AFL-CIO
Paula E. Peinovich, PhD, President and Chief Executive Officer, National Labor College
Christopher J. Blass, Vice President & National Director Labor & Trust, Kaiser Permanente
Edward M. Smith, President, Union Labor Life Insurance Company

**Members**
Peter G. Angelos, Law Offices of Peter Angelos
Jules Bernstein, Bernstein & Lipsett, P.C.
James Boland, President, International Union of Bricklayers and Allied Craftworkers
Robert Bruno, Director, Labor Education Program, University of Illinois, Chicago
David B. Durkee, President, Bakery, Confectionery Tobacco and Grain Millers International Union
Alexis M. Herman, Secretary of Labor (1997-2001)
Alex Johnson, President, Community College of Allegheny County
Joseph LoCicero, President & Chief Executive Officer, The Segal Company
Matthew D. Loeb, International President, International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts of the United States, Its Territories and Canada
Jack Marco, Chairman & CEO, The Marco Consulting Group
Fred D. Mason, Jr., President, Maryland State and D.C. AFL-CIO
Jorge Ramirez, President, Chicago Federation of Labor
Roberta Reardon, Co-President, SAG-AFTRA
Fred Redmond, International Vice President (Human Affairs), United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union
Roger Smith, President & Chief Executive Officer, American Income Life Insurance Company
John J. Sweeney, President Emeritus, AFL-CIO
Randi Weingarten, President, American Federation of Teachers
Kent D. Wong, Director, Center for Labor Education & Research, University of California, Los Angeles

Carrie Biggs-Adams, President of the Student Government
Gary Lucy, President of the Alumni Association
Regina M. Dearden, Chair of the Faculty Senate

**Trustees Emeritus**
Theodore W. Kheel (1914-2010), President, Foundation on Prevention & Early Resolution of Conflict (PERC)
Martin Segal (1916-2012), Chairman Emeritus, Segal Company
Leadership Circle

The Leadership Circle is the College’s premier donor program. Members of the Leadership Circle show their commitment to the College and its programming by making a significant investment in its future. The Leadership Circle helps to preserve and enhance NLC’s programs to strengthen unions and to promote job advancement, financial stability and family security for working people.

Jules Bernstein, Bernstein & Lipsett, P.C.
Adam Blumenthal, Blue Wolf
Christopher J. Blass, Kaiser Permanente
Forrest Burke, United Healthcare
Martin Cabrera, Jr., Cabrera Capital Markets, LLC
Frank J. Christensen, International Union of Elevator Constructors
Shane Clifford, Permal
Stephen Coyle, AFL-CIO Housing Investment Trust
Mark DeVincentis, Crescent Capital Group
David Durkee, Bakery, Confectionery, Tobacco Workers and Grain Millers International Union
Lou Giraudo, Kalmanovitz Charitable Foundation
John W. Harrison III, Eberts & Harrison, Inc.
Edwin Hill, International Brotherhood of Electrical Workers
Gregg Hymowitz, EnTrust Capital
Daniel Hynes, Ariel Investments
Thomas F. Hynes, Mesirov Financial
Stanley L. Iezman, American Realty Advisors
Gene Kalwarski, Cheiron, Inc.
David B. Keto, NewTower Trust Company
Joseph LoCicero, The Segal Company
Matthew D. Loeb, International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts
Charles L. Loritz, Jr., PNC Institutional Investments
Jack Marco, The Marco Consulting Group
Douglas J. McCarron, United Brotherhood of Carpenters and Joiners of America
Thomas F. Meagher, Jr., Grosvenor Capital Management, L.P.
Michael Mendelson, AQR Capital Management, LLC
Jeffrey Pettiford, William Blair & Company
Christy Piti, Sav-Rx Prescription Service
Stephen Raeder, Calibre CPA Group PLLC
John Santaguida, McMorgan & Company
Lee Saunders, American Federation of State, County and Municipal Employees
Slevin & Hart
Edward M. Smith, Union Labor Life Insurance Company
Roger Smith, American Income Life Insurance Company
Mike Stotz, AFL-CIO Investment Trust Corporation
Bonnie Summers, Blue Cross Blue Shield Association National Labor Office
Michael P. Thornton, Thornton & Naumes
Leslie Tolf, Union Privilege
Kathleen Kennedy Townsend, The Rock Creek Group
Michael Wagner, LSV Asset Management
Randi Weingarten, American Federation of Teachers
Quick Facts About National Labor College

Overview
- Founded 1969 by the AFL-CIO: George Meany Training Center
- Degree-Granting Institution: 1997
- President: Paula E. Peinovich, PhD
- Type: Degree completion; private (nonprofit); distance education (primarily)
- Accreditation: Regionally accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools (3624 Market Street, Philadelphia PA 19104; 267-284-5000)
- Academic Year: July 1-June 30
- Academic Unit: Semester
- Majors: 7
- Average Class Size: 16
- Average Student:Faculty Ratio: 10:1
- Financial Aid and Scholarships: Yes
- Number of Graduates, 2012: 76

Faculty & Staff (Fall 2012)
- Full-Time Faculty: 10
- Adjunct Faculty: 42
- Full-Time Staff: 48
- Part-Time Staff: 1

Student Body (Fall 2012)
- Degree and Certificate Students: 454
- Non-Degree Students: 164
- Full-Time Students: 25
- Part-Time Students: 593
- Total Students: 618

Degree Programs
- Bachelor of Arts in Business Administration
- Bachelor of Arts in Construction Management
- Bachelor of Arts in Labor Education
- Bachelor of Arts in Labor Safety and Health
- Bachelor of Arts in Labor Studies
- Bachelor of Arts in Union Leadership and Administration
- Bachelor of Science in Emergency Readiness and Response Management

Certificates
- Labor Education
- Labor Studies
- Leadership for Change
- Union Administration
- Labor Safety and Health
- Organizing
• Building Trades Organizational Dynamics and Growth
• Building Trades Union Leadership and Administration
• Construction Management
• Emergency Management
• Ethical Management
• Small Business

Demographics (Fall 2012)
• Male: 76%
• Female: 24%
• Average Age: 49
• Top Five States of Residence: California, Maryland, New York, Pennsylvania, Illinois

Ethnic Identity (Fall 2012)
• Hispanic: 6%
• American Indian or Alaska Native: 0.3%
• Asian: 1%
• African-American: 16.3%
• White: 63.6%
• Pacific Islander: 0.5%
• Two or More Races: 1.6%
• Unreported: 9.7%
• Non-Resident: 1%

Tuition as of July 1, 2012
• AFL-CIO Union Member/Family: $270/credit hour
• Working America Member: $270/credit hour
• Non-AFL-CIO Union Member/Family: $325/credit hour
• Non-Union Member: $480/credit hour

Fees as of July 1, 2012
• Application: $75
• Graduation: $260
• Partnership/Joint Enrollment: $65/credit hour
• Portfolio Assessment: $305
• Special Portfolio Assessment: $185
• Prior Learning Assessment Workshop: $305
• Prior Learning Assessment Review: $305/15 credits
• Re-Admit: $35
• Student Activity (Residential, SLS only): $35/course
• Technology: $35/credit hour
• Work in Progress: $35/semester

Resources & Services
• Online writing lab
• Online bookstore
• Online library