Mission
By establishing the physical and intellectual space for the labor movement to imagine its future, the mission of the 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.

Paula E. Peinovich, PhD
President
August 2012
Academic Programs

- Reviewed and revised the Labor Studies curriculum to make it current with the 21st century labor movement and to improve its rigor
- Prepared to launch the new Labor Studies curriculum in fall 2012
- Developed new core courses to enhance the curriculum of both schools of Labor Studies and Professional Studies
- Initiated program review of the Bonnie Laden Union Skills program, to be completed in 2012-13
- Developed new Associate of Arts curriculum for implementation as early as Fall 2013
- Created articulation agreement with Excelsior College to provide access for students not yet eligible to matriculate at the National Labor College
- Created a partnership with the UCLA Center for Labor Research and Education to establish the “National Dream University” 18-credit labor studies certificate issued by the National Labor College
- Established an adjunct hiring policy and enhanced the adjunct orientation program
- Transitioned from Blackboard to Moodle as the college’s learning management system
- Improved academic effectiveness and efficiencies by increasing average class size from 13 in 20010-11 to 16 in 2011-2012 through careful academic planning and management (see Graph 1)

Student Services

- Achieved an outstanding student retention of 84% in degree programs from 2010-11 to 2011-12, thanks to expanded and enhanced academic advising program
- Achieved an average enrollment of 2.0 courses per student in Spring 2012, compared to 1.4 a year earlier, thus promoting degree completion and satisfactory academic progress for students (see Graph 2)
- Continued to expand the federal financial aid opportunities for students by increasing the number of participants in the program from 82 (14%) in 2010-11 to 267 (27%) in 2011-12 and increasing the aid awarded from $441,000 to $1,592,000 (see Graphs 3 and 4)
- Increased the number of NLC scholarships awarded from 46 in 2010-11 to 85 in 2011-12 (see Graph 3)
- Transitioned location for residencies from the Kirkland Center for both Bonnie Ladin Union Skills and Living Labor History

Enrollment

- Experienced growth of all academic programs, with higher enrollments in 2011-12 by an average of 5% in Bonnie Ladin Union Skills, 26% in certificate and other non-degree programs, and 66% in degree programs over the same semester in 2010-11 (see Graph 5)
- Increased the number of new students enrolled in degree programs by 58% while the increasing the number of continuing and returning students by 37% (see Graph 6)
- Achieved an outstanding average enrollment of more than 150 students per semester in the School of Professional Studies a year after it was inaugurated, while maintaining enrollment in the School of Labor Studies (see Graphs 7 and 8)
- Served more than 1000 students through grant-funded programs: 73 in Department of Transportation training courses, 152 in HazMat training courses, and 865 in Harwood program workshops (see Graphs 9 and 10)
Marketing & Communications
- Reached out via direct mail to more than 400,000 rank-and-file union members
- Achieved 6612 inquiries from potential students, 699 applications, and 318 new enrollees in the degree programs (see Graphs 11, 12, and 13; as is typical in higher education, new enrollments drop over the academic year, from fall to spring to summer)
- Instituted use of data-driven marketing by refining our target market through the use of a data append service
- Created Solidarity Awards to encourage more new students to enroll
- Conducted survey of non-converted leads (inquiries who didn’t apply) to determine why and make adjustments
- Instituted use of “Inquiry” function in Power Campus to better track leads
- Marketed NLC at more than 20 union conventions
- Created Community Blog with bi-weekly posts including testimonials from students and alumni
- Doubled number of followers on Facebook and Twitter
- Mailed materials about new SLS curriculum to more than 1000 alumni and created a self-serve updatable alumni database
- Successfully managed communications with staff, students, and alumni as well as the press concerning NLC’s transitions

Legal & Regulatory
- Successfully negotiated an agreement terminating the partnership with the Princeton Review
- Initiated the sale of the campus property
- Successfully implemented practices that will strengthen the IT system
- Participated in the county master planning and rezoning process and received a favorable staff recommendation on the rezoning of the property which should make the ultimate sale easier to achieve
- Prepared application to DC Higher Education regulatory authority to offer Associate of Arts degrees as well as our current BA and BS degrees

Institutional Effectiveness
- Lead a successful strategic planning process to develop the Strategic Plan for the next three years, with new attention to measures of success and improved College dashboard
- Established key performance indicators and documented successes in enrollment growth, student retention, efficiency, and other aspects of institutional effectiveness
- Initiated benchmarking with peer and competitor institutions; monitored the external environment for trends and best practices
- Implemented data-driven decision-making based on current and accurate information and analysis
- Developed and disseminated Impact Reports to each union, indicating the number of students who are taking advantage of the academic opportunities offered by NLC
Finance

• Identified potential new investors, and convened meetings with seven organizations to explore potential joint venture arrangements and/or opportunities
• Developed an aggressive five-year business model for the College to support joint venture proposals
• Adopted an aggressive College-wide cost savings initiative, which was precipitated by the dissolution of partnership with The Princeton Review (TPR), resulting in $2.3 million in total expense savings (see Graph 14)
• Developed the 2012-13 budget for the Board of Trustees that included a financial plan to carry out the resolutions of the Board, including ceasing operations of the Archives and AFL-CIO Library, transition costs for closing the conference center, and operating the College independent of the property
• Reorganized the Accounting Office to provide expanded, timely, and accurate financial management information
• Integrated Great Plains Accounting System with Power Campus to improve student billing and student service

Operations

• Prepared to close the Kirkland Conference Center on August 24, 2012 with minimum remaining inventory levels on food and supplies
• Terminated the ARAMARK conference services contract without penalties
• Hired essential ARAMARK personnel to continue Conference Center operations for clients and guests until September 1, 2012
• Saved $160,000 (a reduction of 45%) through central management of supplies
• Reduced utility costs by $100,000 through more aggressive energy management
• Worked with Montgomery County to repair storm water ponds with minimum budget impact
• Continued preventative maintenance program throughout campus, within allocated budget

Advancement

• Embarked on an aggressive fundraising campaign with help from members of the NLC Board of Trustees, and raised over $2.8 million in scholarship and unrestricted gifts
• Increased annual fundraising for scholarships and unrestricted gifts to the College from $978,988 in 2010-2011 to $2,811,323 in 2011-2012
• Expanded gifts from major donors through Leadership Circle program:
  • 2010-2011: 18% of gifts over $10,000 totaling $925,000
  • 2011-2012: 24% of gifts over $10,000 totaling $2,490,000
• Collected, and in some instances accelerated outstanding pledges and secured new multi-year commitments
• Created and staffed a senior position for institutional advancement to expand funding from grant programs
Board of Trustees Accomplishments

• Strategic Decisions
  – Approved the 2012-2015 Strategic Plan
  – Approved the 2013 Budget
  – Resolved to cease operations of the AFL-CIO Archives and Library
  – Resolved to close the Kirkland Conference Center
  – Resolved to sell the property

• Academic Decision
  – Approved the new Labor Studies degree programs
  – Approved offering an associate degree
  – Approved the Dream University program
  – Degrees Awarded
    • Awarded honorary degrees to Wilma Liebman and Rev. James Lawson
    • Awarded 75 bachelor’s degrees in 2011-12, compared to 57 the previous year (an increase of 32%), with the portion of women among the new grads doubling from 17% to 35%

• New Policies Approved
  – Honorary Degree Policy
  – Solicitation of Funds Policy
  – Scholarship & Institutional Financial Aid Policy
  – Tuition Policy

• Executive Staff Appointments
  – Bruce Pankey, CFO
  – Dan Katz, Dean of Labor Studies
  – Ann Stehney, Director of Institutional Research

Middle States Commission on Higher Education (MSCHE) Accreditation

• Made presentation on outcomes assessment at annual meeting of Middle States Commission on Higher Education
• Submitted a monitoring report to MSCHE on November 1, as required by the Commission in November, 2011 on the College finances and the joint venture
• Hosted a team visit in May, 2012 following up on the monitoring report
• Managed a continuing positive relationship with MSCHE through the various transitions the College faced this year, including the unwinding of the JV and the sale of the property
Graphs

1. Average Class Size in Degree Programs

2. Course Registrations per Student (Average)

3. Financial Aid Recipients

4. Student Aid Dollars

5. Student Enrollments

6. Degree Students (Headcount)
7. Enrollment Trends: School of Professional Studies

8. Enrollment Trends: School of Labor Studies

9. Participants in Grant-Funded Training Courses

10. Participants in Grant-Funded (Harwood) Workshops

11. Degree Programs - Inquiries

12. Degree Programs - Applications
13. Degree Programs - New Students


- Repairs & Maintenance, 231, 9%
- Legal Fees, 200, 8%
- Travel, 175, 7%
- Campus Space Cost, 252, 10%
- Professional Fees, 283, 11%
- Books, Periodicals, Gift Shop, 74, 3%
- Telephone, 100, 4%
- Utilities, 767, 31%
- Supplies, 127, 5%
- Other, 593, 24%
- Other Expenses, 292, 12%