

SITUATIONAL ANALYSIS REPORT

Community Engagement and Workforce Development Workgroup

Introduction

The charge of the Community Engagement and Workforce Development Workgroup (CEWD) is *to initiate, grow and expand relationships with the Greater Helena Community to assess education, enrichment and workforce needs; and provide strategic direction for future and existing credit and non-credit programming.*

This situational analysis report utilizes current internal and external data to identify and understand trends or patterns that warrant strategic responses. The primary core theme found under **Strategic Goal #3: Build Community Engagement and Partnerships** that the CEWD's workforce focus is patterned after, is **Core Theme Three: Community Enrichment** which reflects Helena College's mission to meaningfully engage and enrich the diverse community it serves.

The CEWD workgroup defines three primary Key Performance Indicator (KPI) that it believes are necessary for the institution to consider relevant to the outcome of the strategic enrollment plan.

The KPI's relevant to Community Enrichment are identified as follows:

1. Workforce Needs is identified as the alignment of local industry needs, job availability and potential partner employers in accordance with current Helena College course and program offering.
2. Community use of campus facilities is defined by the college sponsored social, intellectual and/or cultural events or activities open to community partnership.
3. Community partnerships is defined by the participation in, success of, and partnerships developed by the Continuing Education program with the community.

Objective 1: Assessment of Workforce Needs; Responsiveness to Workforce Needs

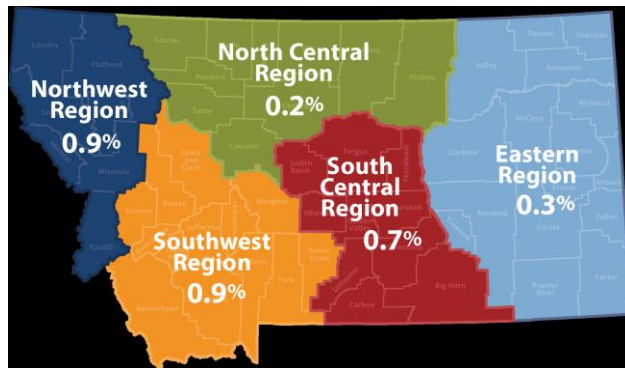
Workforce Development

Assessment of Workforce Needs

External data from the Montana Department of Labor & Industry (DOLI) identifies employment projections in conjunction with the U.S. Department of Labor. The employment forecasts by the DOLI are estimations of the future demand for workers based on historical employment data. One of the main goals of the DOLI is to help develop and maintain a highly skilled workforce. These projections can be used in the strategic enrollment planning process to identify and anticipate in-demand training programs and career paths.

Data produced by DOLI represents that the Southwest region, including Helena is one of two areas anticipated to experience the fastest growth in the state, with an expected annual growth rate of 1,425 jobs at a .9% annual increase rate through 2027. Over the past five years, the Southwest region has experienced strong gains in the accommodation of:

- Food services;
- Healthcare
- Construction Industries.



Source: Montana Department of Labor & Industry 2017-2027 Employment Projections.

According to the industry growth statistics, the *healthcare industry* is the largest industry and is expected to add the most jobs. Next in succession of the top-five industries are:

- *Accommodation and food services* (hospitality),
- *construction*,
- *professional* and
- *retail trade*

Relevant to the expected new jobs per year, Montana is expected to increase job openings at even a higher rate. According to the DOLI, job opening are created both when a new job is added and when a worker leaves their job and needs to be replaced. The top five expected openings due to new jobs, exits and transfers by large occupational group are as follows:

- *Food preparation and serving*
- *Sales and related*
- *Office Administration and Support*
- *Construction and Extraction*
- *Transportation and Material Moving*

These top five areas are then detailed into the following sub categories with the highest number of expected opening in the largest employing occupations with a statewide average pay of \$42,045:

- *Cashiers*

- *Retail salespersons*
- *Food Prep & Serving*
- *Waiters and Waitresses*
- *Office Clerks*
- *Housekeeping*
- *Janitors*
- *Personal Care Aides*
- *Bookkeeping, Accounting, and Auditing Clerks*
- *Cooks, Restaurant*

For job relevant to maximizing earning potential, the following are the top five jobs earning over \$45,000 that require an associate's degree or less:

- *Sales Representatives*
- *Operating Engineers and Other Construction Equipment Operators*
- *First Line Supervisors of Office Administrative Support Workers*
- *First Line Supervisors of Construction Trades and Extraction Workers*
- *Electricians*

Although there are fewer projected job openings requiring post-secondary education, these occupations receive significant attention by workforce planners because of the time it takes to raise workers for these occupations. *Registered nurses, education*, are included in this list, but require Bachelor degrees. The highest amount of employment openings during the ten year evaluation is in the Bachelor degree programs, with associate degrees second in line.

Consideration should be given to jobs that require some post-secondary education, but less than a bachelor's degree include:

- *Bookkeeping, account and auditing clerks*
- *Nursing assistants*
- *Truck drivers*
- *Teacher Assistants*
- *Automotive Service Technicians*
- *Computer Support Specialists*
- *Medical Assistants*
- *Dental Assistants*

Helena College currently is offering training opportunities through credit bearing courses in the following areas:

- *Bookkeeping and accounting*
- *Automotive Service Technicians*
- *Medical Assistants*
- *Computer Support Specialists*

Helena College currently is offering training opportunities through non-credit courses in the following areas:

- *Nursing assistants*
- *Truck drivers*
- *Clinical Medical Assistant*
- *Dental Assistant*

The DOLI reports that education and training programs should be developed with a focus on teaching workers the technical skills they will need to succeed in a career, utilizing strong soft skills, such as communication, time management and ability to follow directions. Montana workers will need to have developed coordination, service orientation, and time management to successfully fill jobs in the future.

Responsiveness to Workforce Needs

Contract/Customized Training

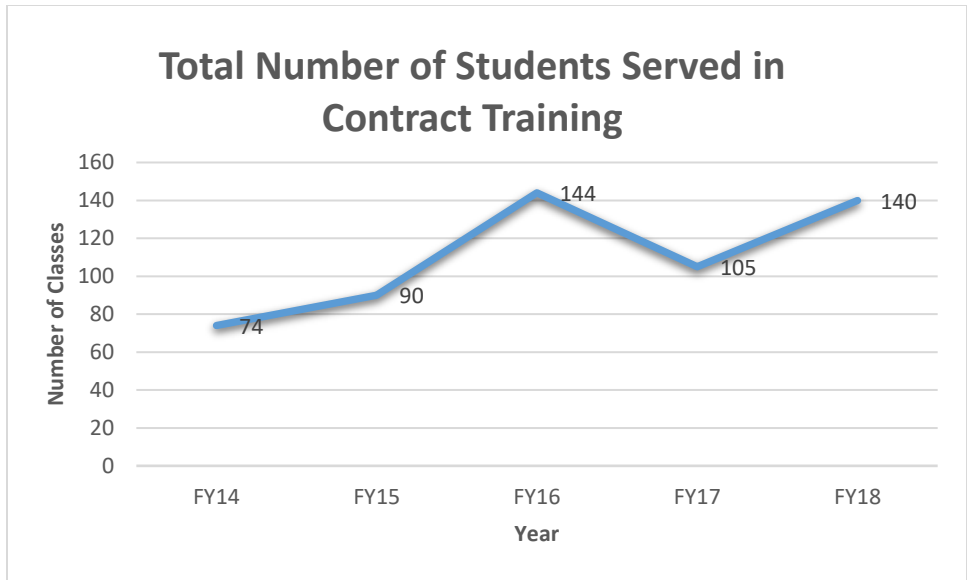
Currently, the CEWD works with employers to determine the training and education needs of their incumbent workers. Considering the entrepreneurial side of the college, the CEWD rapidly responds to the ever-changing needs of the workforce, and develop contracts to meet the specific need of each employer.

Training may result in industry recognized certificates or certificates of completion. In some cases, employers are interested in applying training to academic credit for programs or degrees offered at Helena College. Faculty are then involved in the development and vetting of the curriculum and the decision to have credits accepted.

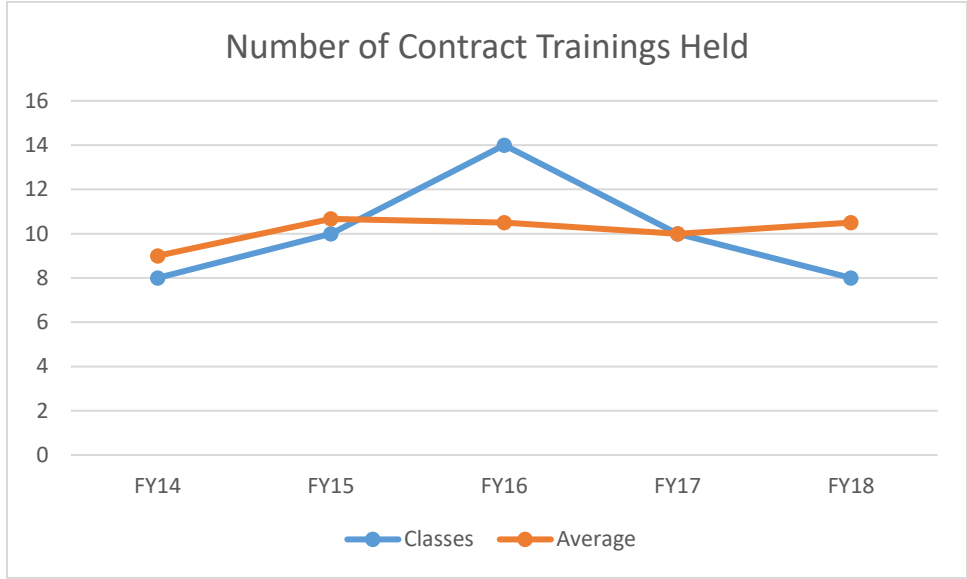
Strengthening relationships with both the private and public sector employers, as well as academic programs, will increase the number of contracts in the department.

Contract Training Classes

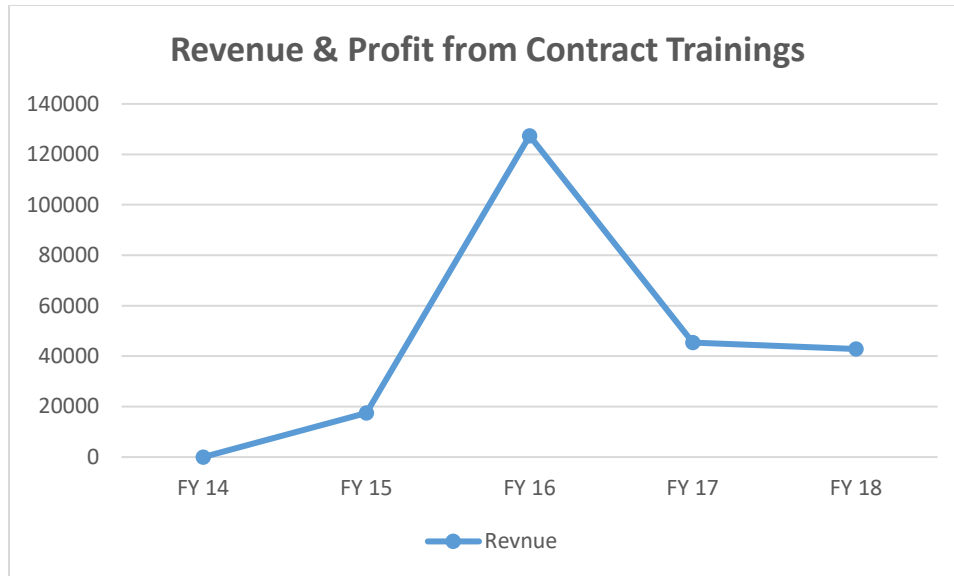
In Fiscal Year 2016, contracted training was at a high of 144 students served, which was the most out of the last five year range followed by 105 students in 2017 and 140 students in 2018.



The number of contracted trainings increased from 8 trainings in 2014 to 14 trainings in 2016. There were 10 courses offered in 2017 and 8 in 2018.



Revenue generated from the courses in 2016 reached a peak of \$127,371.47 compared to the revenue in 2014 of \$53,269.68 and \$17,505.15 in 2015. The outlier in 2016 was due to three large, one-time contracts. The Montana Department of Transportation was changing their software system and we provided technical assistance to develop the program and trained departments to use the system. In 2017 the revenue evened out at \$45,414.37 and decreased in 2018 to \$42,891.73.



The Trades areas are involved with contract training as well. Rick Purcell, Diesel Instructor performed contract training for the Department of Transportation (DOT) in the summer of 2018. The DOT also expressed interest in having a summer welding course.

More opportunities for contract training through trades programs at the Airport Campus during the summer months are potential areas for growth as other industry partners are identified.

Course Offerings for Professional Development & Certifications

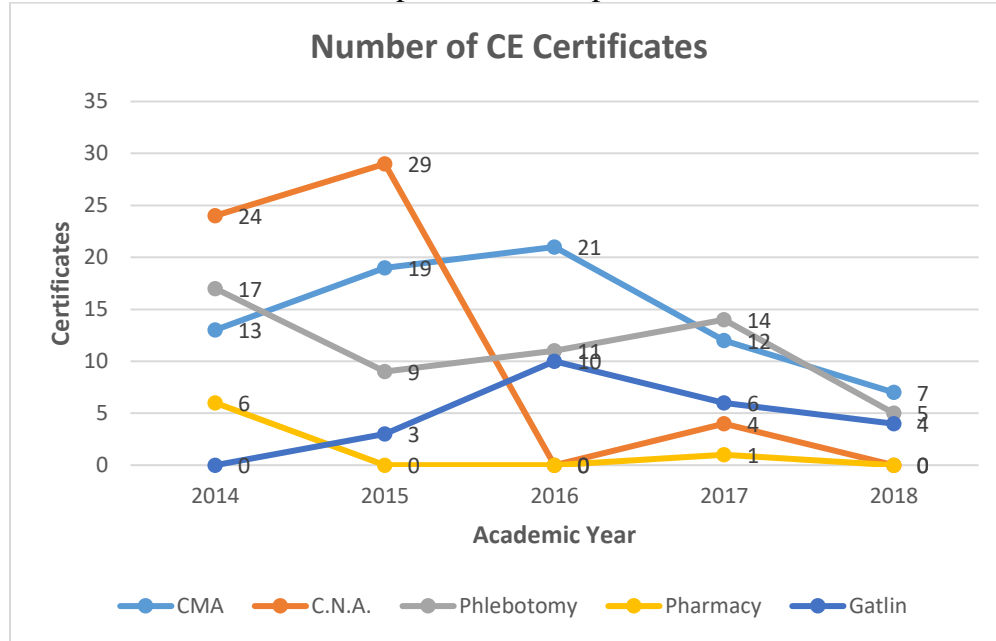
There is an increasing demand for professional certificate programs. We offer face to face and on-line open enrollment programs, designed to provide the workforce skills necessary to enter a new field or advance in a current position. These short, intensive classes are a great way for individuals to, quickly and effectively, improve skills needed for a particular job. Job seekers use these programs as an effective way to update the skills they may be lacking to become more employable.

The courses offered for these certifications include:

- Certified Medical Assistant (CMA)
- Certified Nurse’s Assistant (CNA)
- Phlebotomy and Pharmacy Technicians
- Certificate programs offered online through Gatlin University

Because of the difficulty in hiring specialized teaching staff and the decrease in demand for the program, we have seen a decrease in CNA completions. The course was not offered in 2016 and 2018. Because of the Helena College Nursing program implementing mandatory criteria for their LPN program in which LPN prospects will need to have completed a CNA, the demand to take the CNA course will increase for fiscal year 2019. Pharmacy Technician courses are offered when an instructor is available. In 2015, 2016 and 2018 there were not any classes held due to

the continuation of change in the testing criteria it was cost prohibitive to host. Many of the other certificate courses offered have been implemented and provided based on demand.



Data Consideration

According to the industry analysis, areas to explore certification courses include *sales, office administration and support, construction and extraction and transportation and material moving*. Within these major categories are specific jobs of interest which specifically include *cashiers, retail salespersons, food prep & serving, waiters and waitresses, office clerks, housekeeping, janitors, personal care aides, bookkeeping, accounting, and auditing clerks, cooks and restaurant employees*. According to the analysis, special attention should also be given to jobs that include *auditing clerks, nursing assistants, truck drivers, teacher assistants, automotive service technicians, computer support specialists, medical assistants and dental assistants*.

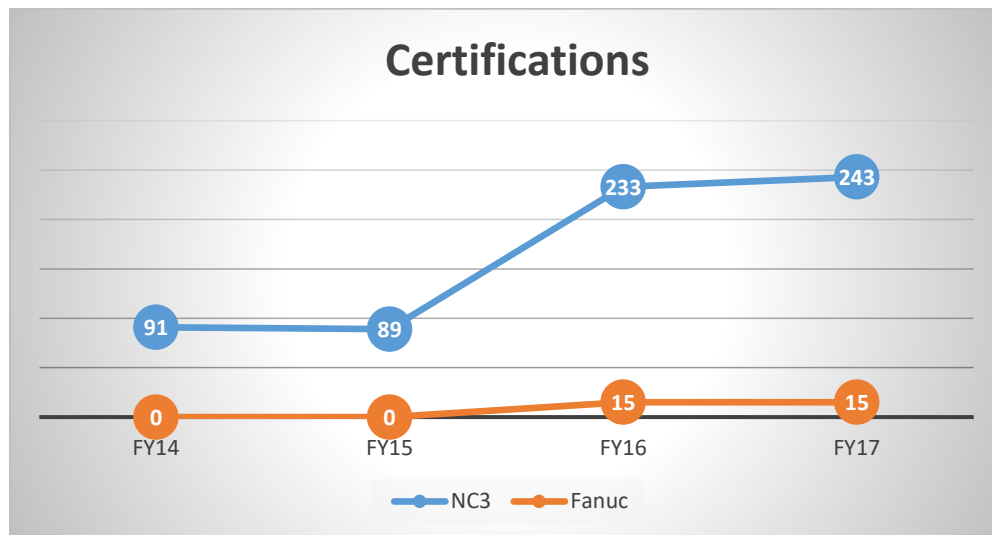
Many of these specific jobs do not necessarily require a degree or certificate for credit education, however specialized training is available in these fields often resulting in job specific, professional and industry recognized certificates through Helena College Continuing Education.

Continuing Education currently addresses many of these areas online or in specialized classroom training in addition to the CMA and CNA to include Commercial Driver’s License (CDL) and Over the Road (OTR) Training.

Certificates in Trades program areas are common. Certificates are provided with the following degree seeking areas:

Automotive – ASE Exams are included in their course fees so they graduate with industry recognized credentials. They also get NC3 certifications in Precision Measurement and Diagnostic tools.

- **Computer Aided Manufacturing** – Students in first year machining get NC3 precision measurement certification and students in second year machining get both HAAS and FANUC certifications (these are types of controllers used for the CNC machines)
- **Aviation** – after completing their course work in Airframe and Powerplant students can sit for their A&P Exams. Typically the airframe exam is taken after the first year and the Powerplant exam is taken after their second year. One area of opportunity is that we would be a testing center for these exams and we figure in the cost of the exams into their course fees.
- **Welding** – Each year (first and second) students can test for qualification in D1.1 (steel) and Pipe welding certifications.
- **Diesel** – Students get certifications in different areas of mechanics through Daimler and Cummins and also get NC3 certifications in torque, precision measurement, and diagnostic tools.



Non-Credit to Credit Course Transitions

The Continuing Education program consists of courses that commonly transition students who begin in non-credit courses into credit bearing programs. Healthcare, criminal justice & customer services. Currently, tracking these students from completion and whether or not they join credit bearing courses is difficult and has not been able to be completed consistently. Many of these students complete their certificate and find work in the field only to come back at a later time and join a credit bearing program.

Areas that complete non-credited certification courses that lead into credit bearing programs include:

- **Customer Service Certificate** – Program developed specifically for the Department of Revenue to retain and support existing employees in their current positions, as well as prepare employees to advance in their departments or move to other departments. The curriculum was developed in partnership with the Associate Dean of Academics and the Academic Division Chair to ensure learning outcomes were consistent with a credit

program and students were provided the opportunity to receive up to 6 academic credits toward that degree. There have been three students, which after completion of the program, enrolled as part time Helena College students.

- **Reserve Officer Training** – This program was developed for police departments to assist in training volunteer and part time police officers. The curriculum was reviewed by the Associate Dean of Academics, the Academic Division Chair and faculty to review the learning outcomes, which could provide students up to 6 credits toward a degree in Criminal Justice.
- **Healthcare Professions** – students may enroll in these programs to explore healthcare professions or gain experience prior to enrolling in a degree program. These specialized areas include Certified Nursing Assistant, Phlebotomy Technician, Certified Clinical Medical Assistant and Pharmacy Technician.

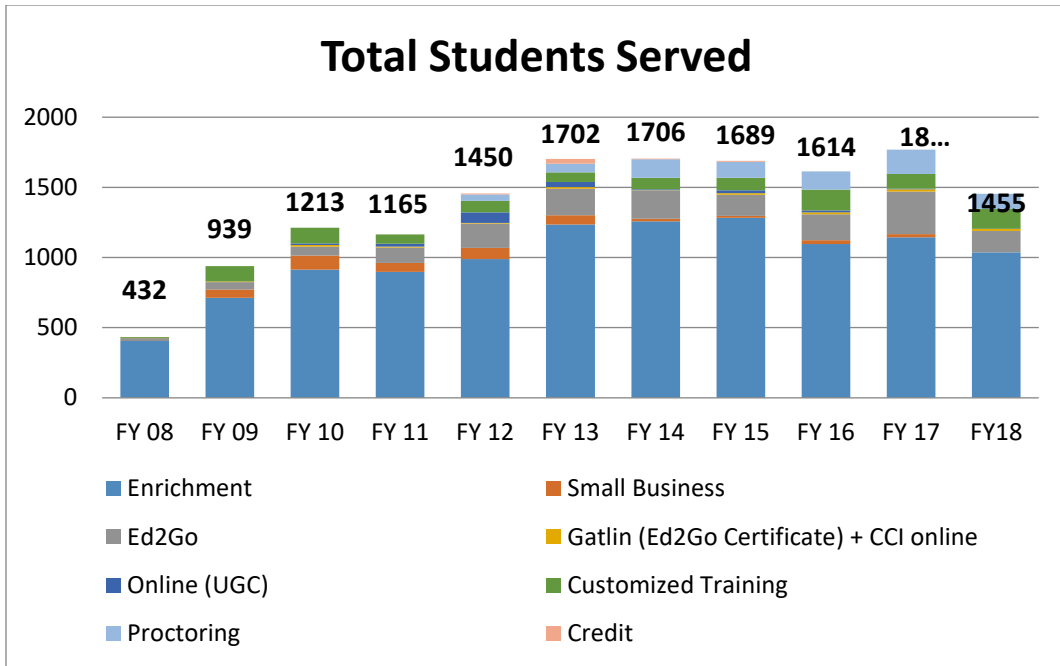
**Objective 2: Community use of campus facilities; College sponsorship of social, intellectual and/or cultural events or activities open to community partnership
Community Outreach**

Community Use of Campus Facilities

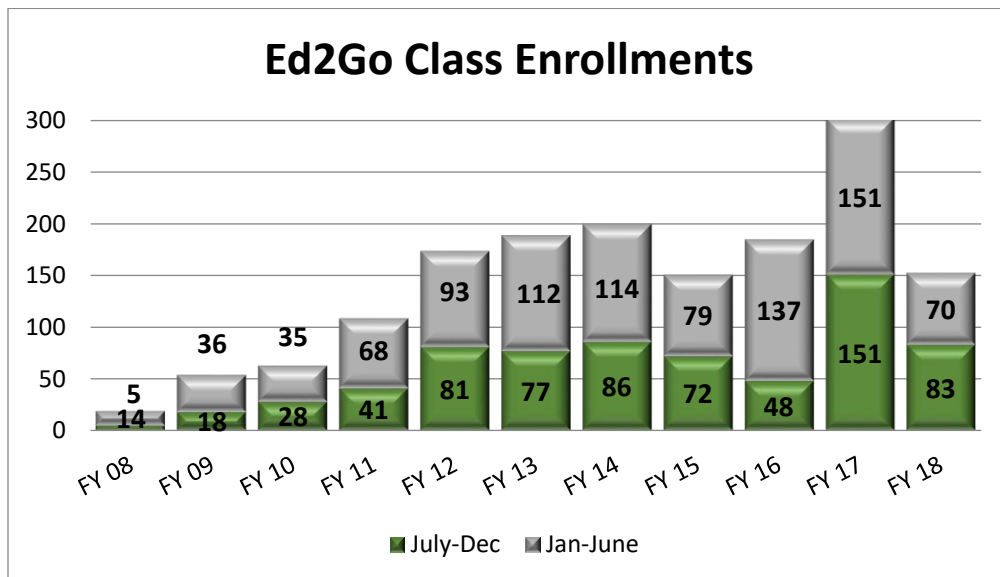
Community Development Classes

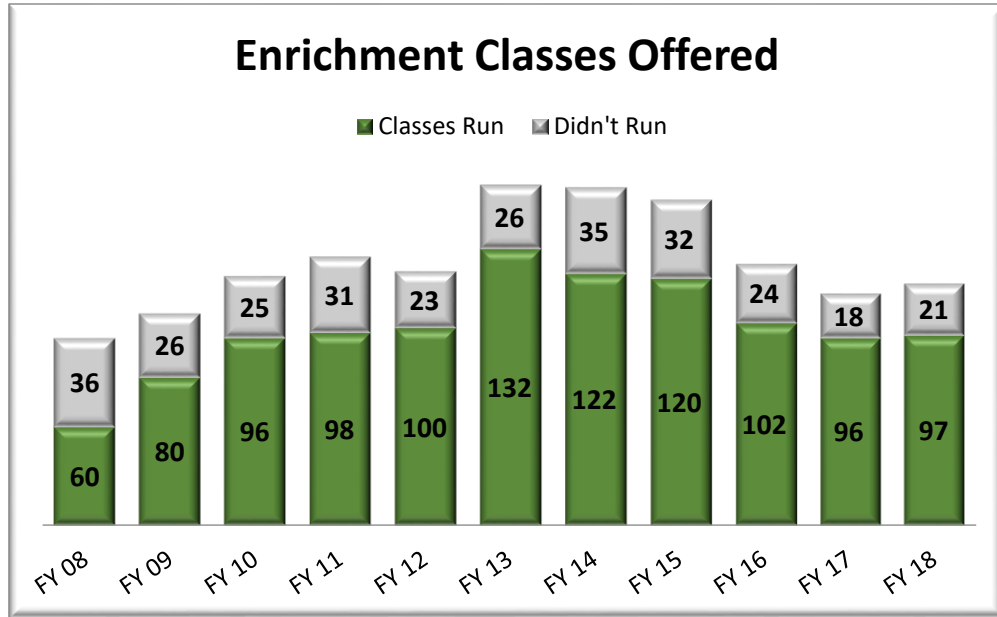
Personal enrichment courses are by far the most active component of the CEWD program. In addition to offering interesting, high quality classes, it has been a way to showcase Helena college facilities, faculty, and recognized professionals in our community.

This chart reflects the total number of students served in all program offered. The number of students entering programs has remained fairly consistent over the past 5 years with no statistically significant changes. A review of the FY18 numbers has not yet been completed.



A review of the following two charts indicates a drop in the number of online Ed2Go classes as well as the number of enrichment classes offered in FY18. A number of factors could contribute to the decrease in courses, which may include instructors no longer being available to teach classes, a course may have exhausted the community interest. A more in depth investigation will be helpful in determining those factors.



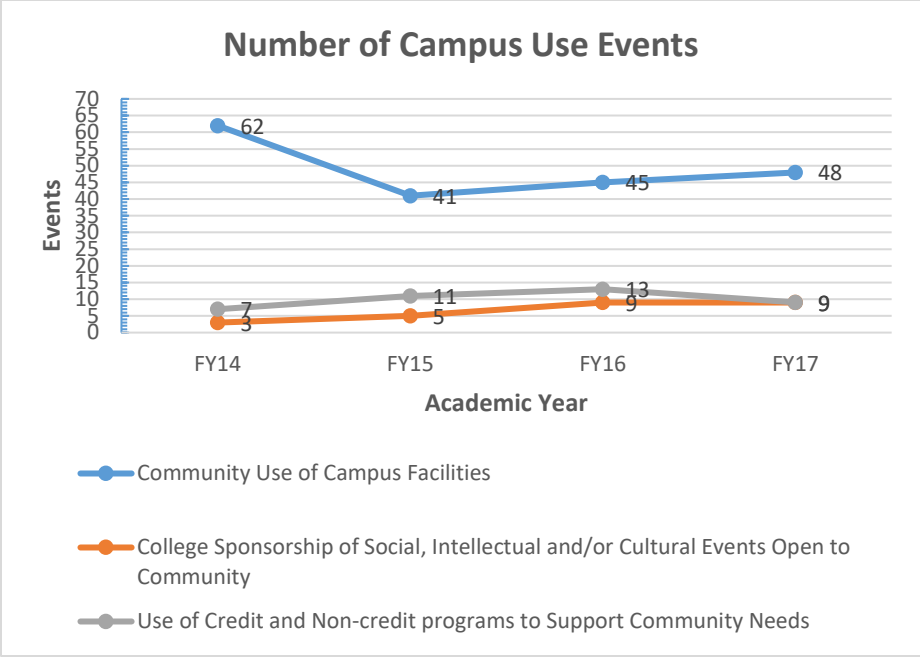


The Trades Division also holds courses that offer training for enrichment and certification:

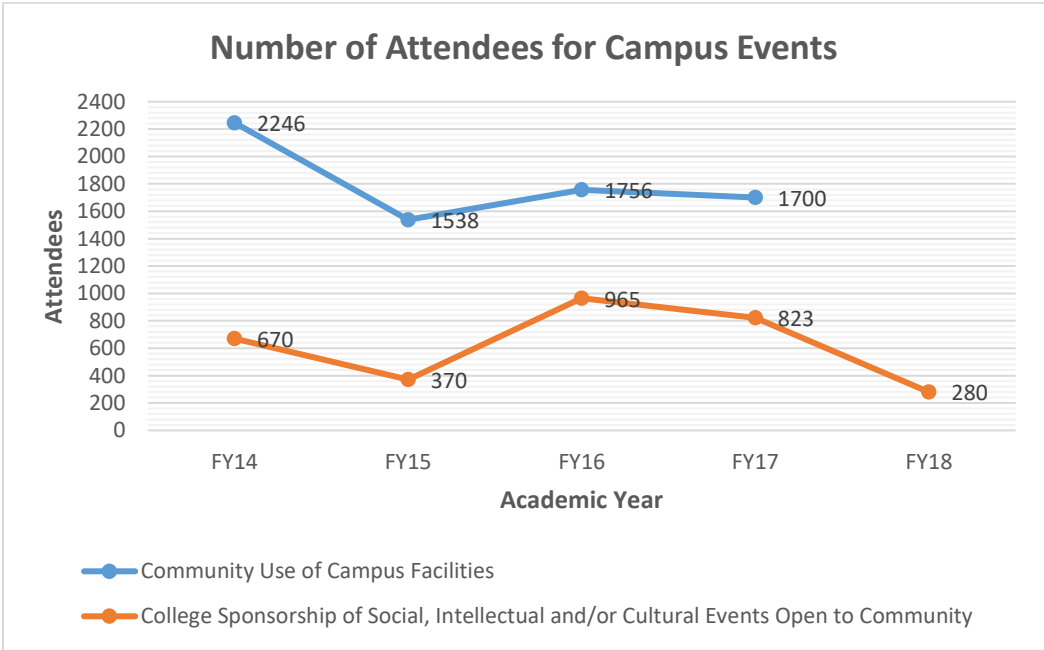
- 2013-2018 Miller training is held every year (typically two to three times per year) at Helena College AP Campus for local and regional training for business partners who sell Miller equipment.
- 2018 – Dave Jones, automotive instructor conducted a course that was open to automotive educators on hybrid vehicles. Teachers earned CE credits through this course.
- 2016 – Snap-On NC3 training was held during the summer was open to the public and high school educators for CE units. This training involved training in diagnostics, torque, multi-meter, and precision measurement.
- 2018 – During the summer Rick Purcell, diesel instructor conducted a course for the Department of Transportation on various areas of diesel technology.

Helena College Events

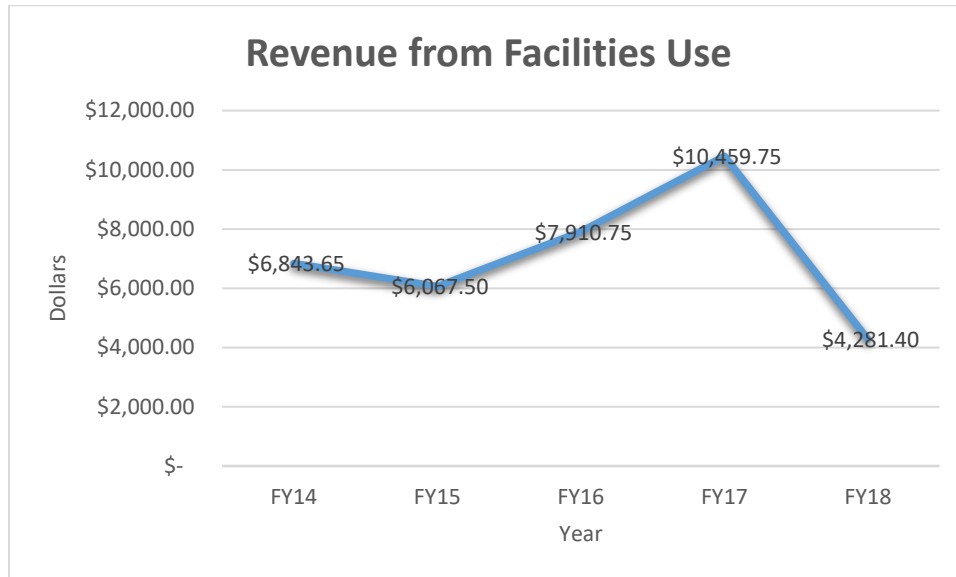
Helena College events include the use of the campus facility. The total use of the campus increased to a total of 47 events on campus through the fiscal year 2018. These events include the community use of campus facilities and all college sponsored events to support the community needs. Helena College does actively seek community use for the facility, however, space is extremely limited during the active semester.



The number of people who attended events on campus for community use has declined from 2,246 in 2014 to 1,700 attendees in 2017. The number of college sponsored events grew from 570 attendees in 2014 to 965 attendees in 2016. It has since declined to 280 in 2018. One outlier to the contribution of attendees was the Science Expo event in 2014 when a dinosaur skeleton was on display at the Donaldson campus which attracted approximately 1000 attendees just for that one event.



The revenue generated from Sponsored events was just over \$10,500 in 2017 with a sharp decline in 2018 with a revenue of just under \$4,300. During the increase of FY17, there was commercial advertising for a political candidate and Student Assistance Foundation had a presence on campus and moved to a different location not any longer on campus for FY18.



Specialized events also take place on campus. The Veteran’s Services Office hosted the following events over the past five years and served approximately 350 students.

- 2013 – Conflict Resolution presentation to HC by Grace Hodges, LCPC, and Randy Fuhrman, LCPC.
- 2014, 2016, 2017: Community outreach Thanksgiving dinners provided to the Willis Cruse House, a local transitional home for homeless veterans.
- 2015 - Provided birthday cakes for Willis Cruse residents.
- 2015 – Body Oriented Skills presentation to HC and Carroll College veterans for dealing with stress and PTSD, by HC counselors.
- 2016 – Suicide Prevention Techniques by Juliana Hallows, NCC, LPMHC, VA Montana. 1 continuing education credit provided for attendance.
- 2017 – Open public forum on Veteran’s Health Care with U.S. Secretary of Veteran Affairs Dr. David Shulkin, and Montana Senators Steve Daines and Jon Tester.
- 2017 – Jean for Troops – HC raised \$230 to benefit the GI Go Fund, an organization helping veterans find employment, go to college, and linking them to housing assistance.
- 2017 – State of the Montana VA, community presentation, by the Director of MT VA Health Care System.
- 2018 – Fresh Check Day, mental health promotion and suicide prevention, administered by HC nursing students and the HC Psychology Club.
- 2018 – Helena Brazilian Jiu Jitsu presentation to HC, providing learning opportunities, building community engagement, and skills useful in reducing anxiety and stress.

- 2018 – Tai Chi presentation and hands on training for HC. (Diversity Committee celebration of the Lunar New Year.)
- 2018 – Veterans & Adult Learner Opportunity Fair at HC – open to the public.
- 2018 – Wellness Event sponsored by TRIO
- 2018 – Generational Justice event providing free wills and advanced health care directives sponsored by Office Technology

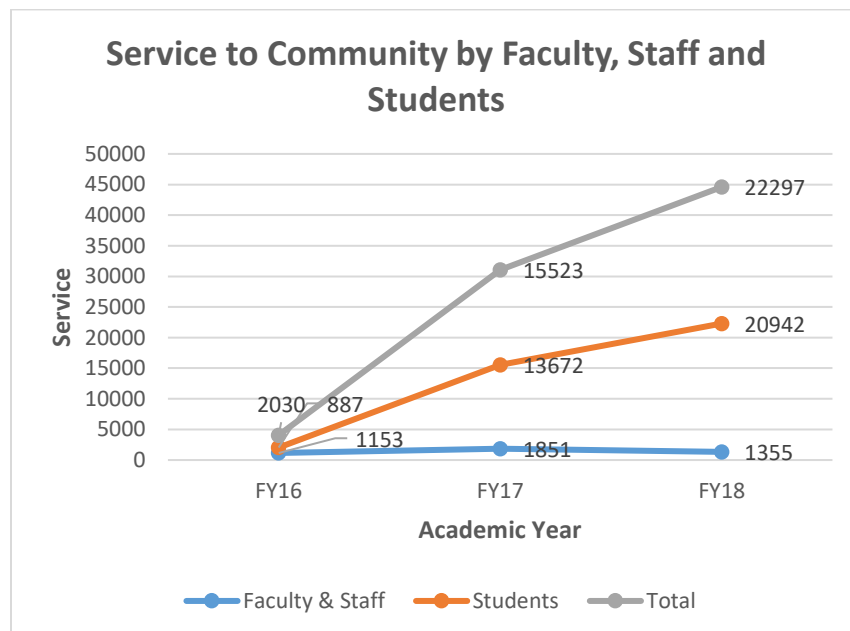
Helena College Foundation

There have been two Helena College Foundation events, the first held at the Airport Campus in 2015 and the second held at the Donaldson Campus in 2016, surrounding an initiative to gain funding for the Foundation from local businesses and partners. The two events combined included around 150 total people. The Helena College Foundation has not been an active since the 2017 fiscal year.

Faculty, Staff and Student involvement in Community Events

Staff, Faculty and students are very involved in the community. This includes community events or participation with community organizations. A survey conducted in 2016, 2017 and 2018 indicates tremendous growth in total number of community events and number of organizations from 2,030 in 2016 to 22,297 2018.

Faculty and staff combined have been involved with community events with a peak of 1,851 and a decline to 1,355 in 2017 while students have increased rapidly in their involvement from 887 in 2016 to 20,942 in 2018.



The Airport Campus is been involved with the Following Events:

- 2013-2018 – All AP campus faculty participate in Women in Gear annual event.
- 2017 – AP Campus hosted K-12 partnership event with Montana City School for Trades Day
- 2016 – DON Campus hosted K-12 partnership event with Montana City School for college day
- 2013 and 2014 AP Campus Hosted Science Day at DON Campus
- 2016-2017 DON Campus hosted statewide research event at DON campus
- 2016 Helena College Day at Fairgrounds

Objective 3: Partner with Community to Expand Opportunities for Learning and Service

Expansion of Learning Opportunities and Service

Community Engagement

Business Partners

The following represent local businesses that are engaged with Helena College:

- Miller Electric has chosen Helena College to be a Miller Training Facility for the Northwest region and in turn they provide the school with the most up to date equipment on a three-year rotation.
- Boeing provides Helena College students with \$4000 in scholarships each year, attends advisory board meetings, sponsors internships, and does job shadowing and tours for Helena College students.
- In the coming year 2019-2020 Local area automotive partners will sponsor apprentices/interns in their businesses five days per week.
- Apprenticeships and Internships are being actively worked out with state agencies and local employers. Morisson-Maierle has begun an apprenticeship program with the Computer Technology department and internships and externships are being developed with Boeing and Pioneer Aerostructures with the Computer Aided manufacturing Department.
- Computer Technology students obtain internships in state agencies, local insurance, banking, accounting and general businesses in Helena.
- The Surgi-Center has recently engaged with Office Technology to provide capstone projects, shadowing opportunities and potential paid internships.

Community Partners

Helena College participates in the Helena WINS initiative by having representatives on the Steering Committee and Subgroups.

Participation with the Joint Community Forces (JCF) allows Helena College to be involved with Veteran's Services whenever there is an event that promotes education.

Faculty and Staff involvement with Industry Partners

The Advisory Boards relevant to each program at Helena College include members selected from local industries to provide information and recommendations as to local standards in the professional areas and input on academic changes. The following programs use local professional partners on advisory teams

- Trades programs as well as transfer programs have Advisory Boards that consist of Industry Partners.
- Office Technology advisory team consists of local members from legal, medical and state agencies.
- Business and Accounting advisory teams consist of local members from banking, private and state accounting and employment agencies.
- Computer Technology advisory teams consist of local members from state agencies, local businesses, banks, high schools and indigenous alliances.