

# Helena College Non-Academic Program Review

Year: 2023-24

Review: Community Education Center  
2023-24

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## Section 1: Mission, Goals, Objectives

### Narrative:

The Division of Community Engagement and Workforce Development with all existing programs, classes and credit/noncredit partnerships will continue to be offered through the new division, along with the renewal of the Small Business Development Center (SBDC), collaborating with the Career Center for internships, externships and apprenticeships. The CEWDT Division will take this year to review and research what industry needs exist, who are the stakeholders, employer partners and a direction that leads the Division. Furthermore, the division will educate industry, promote certification programs and create or improve educational opportunities for the greater Helena Community. The name change from CEWDT, which stood for Continuing Education, Workforce Development and Testing to Community Education Center signified a more all-encompassing program. This allowed for the new name to indicate growth in the department and also signified the new program changes allowing for expansion.

### Mission:

To provide high-quality, affordable life-long learning opportunities to people of all ages in the areas of personal enrichment, professional and career development, academic growth, recreation and leisure, and workforce development.

### Recommendations:

This will be the first Non-Academic program review that the Community Education Center has conducted.

### Strategic Goals:

The Community Education Center has been able to meet a large portion of its goals and to provide reasoning for the goals that were delayed or not met. The trends for the Community Education Center are centered around meeting the needs of the community and community engagement activities.

### Strengths:

The Community Education Center provides educational values to the community in the following areas: Continuing Education, Workforce Development, Testing Services and Community Engagement.

### Successes:

The Community Education Center has created a network of new program opportunities. The most notable successes have been: Integrating CDL Third Party Examinations, Creating an in-house curriculum for Phlebotomy, Creating a program for Massage Therapy, Developing a Senior Business Advisor Position with the Small Business Development Center, Serving community Small Business needs through SBA Post Covid Resources and Creating a Fundamentals of Banking program through employer driven feedback and lastly the accreditation of becoming a Nationally Recognized Testing Center.

### Challenges:

Over the past three years, the Community Education Center had the challenges of COVID 19 and the pandemic that reduced the income potential of the auxiliary services that the department normally provided as an income. The ability to utilize facility rentals became non-existent and the use of maximized space for courses was reduced to smaller capacity for in person as well as the reduction of courses. Available classrooms have also been diminished causing less opportunities to have facility rental areas. In that time since then, the Community Education Center has had a challenge in recovering Continuing Education Instructors and other online courses have come available to the public that competes with the general Continuing Education classes. This has led to fewer courses being provided. Another challenge was the loss of an employee in our department with over 11 years of experience. With the new programs we have experienced personnel strain and have had job description changes to allow for increased work loads. There has also been a shift in workforce that has led to a lower unemployment rate which directly affects the amount of short term education programs that are typically utilized. There are less referrals from social partners, such as Job Service and Career Training Institute for educational programs.

## Section 2: Procedure for Operation

### Procedures:

The yearly departmental plans created to match the Strategic Goals and align with the Core Values of Helena College help provide a resource for the Community Education Center Each year. The Continuing Education programs are set in our catalog each semester as a guideline to programs that are offered to the community. The Small Business Development Center has guidelines and metrics to meet for the Lead Center and the State of Montana to continue to earn match funds from the Montana Department of Commerce and the Federal Small Business Administration. The Montana Department of Transportation and the Department of Justice Motor Vehicle Division operate under strict guidelines in order to conduct the Third Party Commercial Driver's Licensing. The Commercial Drivers License course is under the restriction of the Federal Motor Carriers Safety Administration. The Massage Therapy Program has to meet Entry-Level Analysis Project Standards from the Federation of State Massage Therapy Boards.

### Section 3: Staff Profile

#### Staff:

Name	Title	FTE	Years	Highest Education
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#### Changes in Staffing Needs:

The change of staffing included an addition of a Small Business Development Center Grant funded position that changed into a Senior Business Advisor and Workforce Development Coordinator Position. The Program Coordinator Position changed into a Program Manager Position. The Administrative Associate and Testing Center Coordinator changed into a Program Coordinator II Position. The Program Coordinator II position personnel resigned from their position in the Spring of 2023.

#### Staff Professional Development:

### Section 4: Organization context and Impact

#### Collaborations & Dependencies:

The Community Education Center collaborates with many different agencies out of necessity for programs, Community Outreach and Educational Program Referrals.

Internally, The Community Education Center works with the instructors and specific programs to develop customized trainings and to develop new program strategies. Which instructors and departments is determined on what program or customized training is being developed. The Community Education Center works largely with the Trades Division and the Trio program.

The Small Business Development Center works with many programs across the state on a regular basis such as each Economic Development Centers, including Great Falls Economic Development Center, Headwaters Economic Development Center, Snowy Mountain Economic Development Center and the Helena Region Montana Business Assistance Connection more closely. The SBA and SBA programs such as SCORE, Montana Women's Business Center, The SBA 504 program lenders of Big Sky Finance and Dakota Business Lending Group and the Veterans Business Outreach Center. The Department of Commerce and its programs, including Indian Country and Tribal affiliates such as the Native American Business Advisors, Export Montana, Montana Department of Tourism, Made in Montana, Montana Works and Grown in Montana. The local and regional bank lenders and market presidents. The Montana Department of Labor and Industry, US Department of Agriculture, the local Helena Department of Commerce and Montana Department of Commerce. The Department of Defense Procurement Technical Assistance Centers. Veteran programs such as Joining Community Forces Program, Volunteers of America Northern Rockies and Boots to Business. The Zero to Five Montana Child Care Initiative. Each of these relational values provide a network of resources and professional development to enhance small business training, advising and resources for the Small Business Development Center and the Community Education Center as a whole.

The Continuing Education program for referrals to the online, certification and short term training programs such as the Helena Chamber of Commerce, the Department of Labor and Industry Job Service Center, Vocational Rehabilitation, Veterans Vocational Rehabilitation and the Career Training Institute. Staffing solutions programs such as AtoZ and WeStaff. Partnerships with Carroll College. The relational value of these networks provides students for testing, certification courses, short term trainings and continuing education programs.

The Commercial Driver's License Program collaborates to continue to perform the role of licensing and testing by working with the Department of Justice and Montana Motor Vehicle Division, the Montana Department of Transportation and the Federal Motor Carrier Safety Administration. Educational Partners such as Missoula College, Highlands College, Great Falls College and Miles Community College.

The Massager Therapy program collaborates and depends on relations to perform the duties by working with the Montana Board of Massage Therapy, the Federation of State Massage Therapy Boards, PearsonView Testing Center and local LMT's and businesses. The Fundamentals of Banking program specifically works with Opportunity Bank of Montana to provide funding resources for advertising and for program development initiatives, including course enhancements from an employer perspective, but also the initiation of the development of a banking apprenticeship with the collaboration of the Department of Labor and Industry.

Through Customized Trainings the Community Education Center has worked with local business to enhance training opportunities and has worked with the Department of Transportation to conduct a yearly two week training course in various CTE programming.

Through grant management, the Community Education Center works with Accelerate Montana to provide truck lease agreements to enhance the CDL program and recently the Job Site Ready program to include partnerships with Dick Anderson Construction and East Helena High School. Further collaboration with Restore Montana and other schools such as Jefferson High School, Helena High School and Capital High School will be working with Job Site Ready.

The Community Education Center works with American Jobs for American Youth to support Work Success trainings and have partnered to conduct the educational aspect of these trainings while supporting the Summer Jobs Program

The Community Education Center supports a contract with the Helena School District to provide Continuing Education Courses to the community and utilizes the high school campus classrooms and facilities when necessary and in conjunction with instructors who are also high school students.

The Community Education Center works with local High Schools in the region to include, Helena High School, Capital High School, East Helena High School, Broadwater High School and Jefferson High School in many different programs. The Community Education Center has partnered with Helena College Admissions Counselors and K-12 Partnerships for events and training efforts.

The Testing Center collaborates both out of referala necessity with PearsonView, Metro Institute, ACT, COMPASS, TEAS, NACE, and several other testing sites. The testing center also collaborates with the various campus course instructors for make up and accommodated testing and various student services.

For online services, the community education center works with Campus CE and Ed2Go for education classes.

Internally, the Community Educations Center works to collaborate efforts with every internal department on Campus.

New Collaboration:

The Community Education Center would like to work with the Department of Corrections to work through a training development for welding.

The Community Education Center would also like to collaborate further with Accelerate Montana to provide work success training in partnership with American Jobs for American Youth.

The Helena College Community Education Center would like to further work with East Helena High School to provide educational certification courses directly on the EHHS Campus or to provide students to attend the programs offered for certification at Helena College.

## Section 5: Stakeholders, Data, and Assessment

### Primary customers/stakeholders:

Customers for Continuing Education Classes are community members and largely a retired population.

The certification and online short term trainings are often traditional students, non-traditional students seeking retraining or career advancement and non-traditional students seeking short professional development seeking a career.

Customers for Business consulting and SBDC work are primarily established small businesses, business owners, business managers, entrepreneurs and local college and high school business classes.

Some stakeholders include Job Service, Department of Labor and Industry, Montana Business Assistance Connection, Helena Chamber of Commerce, American Jobs for American Youth, Department of Justice, Career Training Institute and the Montana Department of Transportation.

### Service to stakeholders/customers:

The Community Educating Center tracks the delivery of set short term, certification and customized trainings it delivers to different stakeholders and partners.

### Decision Making Support:

The data that is collected internally assesses and determines the growth that should take place in each area of the Community Education Center along with the efforts in each area that could be added in order to improve either class participation numbers or course offerings and often both. The statistics from the Department of Labor provides insight for trainings and courses that are community, regional and statewide workforce needs.

## Section 6: Budget and Efficiencies

### Changes in revenue and expenses:

Over the past three years the Community Education Center has increased services and education offerings to increase both the revenue and the expenses significantly. Currently the budget is in good standing with the Community Education Center being self sufficient.

Through the Covid 19 Pandemic, the Community Education Center had a very low revenue generation. Through Cares Funding programs the Community Education Center was able to realize a positive gain in revenue of \$250, 994.

The revenue growth from fiscal year 2021 to 2022 was nearly \$12,000 up to \$262,866 and 2022 to 2023 realized a revenue gain of \$47,028 to \$309,894.

With those gains there have been added expenses and increased personnel. The Cares Act Funded position for the SBDC Cares Act Advisor was added as a Senior Business Advisor and Workforce Development Coordinator Position for the SBDC which is funded in half by the SBDC and half by the Community Education Center for the development of customized trainings and SBDC advising. The Office and Testing Coordinator position was also increased due to extra increased work loads to a Program Coordinator II position, but with added accommodated and makeup testing is subsidized by the Academics budget. The Program Coordinator Position in the Community Education Center was increased to a Program Manager position and is partially subsidized by the facility rental budget for managing the college EMS System.

The addition of the Massage Therapy program to have developed and the development of the Phlebotomy program to be added internally were extra costs in 2022-2023 including all the equipment, books and materials. There was also a CDL Instructor trained the Spring of 2023 without an increase in revenue or student participation to make up for the cost of training.

### Improved Efficiency:

The Community Education Center has improved its overall efficiency by updating the website and increasing provisions in courses. The Department also went through a physical reconstruction of the workspace to allow it to be more open to the public and efficient in the service itself.

The Testing Center has improved sound quality and made efficiencies in testing and documenting, especially in adding better processes for accommodated and makeup testing by listening to the needs of the instructors.

**Resource Needs:**

The additional use of office space is necessary for increased personnel and for a mandatory space to meet with Small Business Development Center Clients which need to be in an enclosed room for privacy and non-disclosure purposes required by the SBA. Additional funds to support program development so that courses can be added without the significant burden on certain fiscal year budgets would be a need to provide additional support for further program support and development.

**Section 7: Recommendations and Preliminary Implementation Plan**

Rec #	Title	Recommendations
1	Workforce Programming Focus	<p>Recommendation: Elevate the focus on workforce training development and support in key industries by developing programs, integrating employer support and sponsorship in advance and prioritize programs with pathways to HC academic or CTE programs.</p> <p>Rationale: There is opportunity in Workforce programs: a. Gen Z students like this form of learning - up to 30% will move into more education (recruiting potential) b. Employers need skilled workers (unemployment below 3%) c. potential for resources to build programs or support students</p> <p>Success Target: Have one or more training programs in each key industry segment: (*NEW) 1. Healthcare: Certified Medical Assistant, Phlebotomy, *Behavioral Health Technician 2. Construction/Trades: Job Site Ready cohorts, short term welding cohorts*, Women in Trades* 3. Technology: TBD 4. Education: TBD 5. Business/Organizational Development: TBD</p> <p>Success Strategy: Research and collaborate for 1-3 key programs in each category. Get employer support/sponsorship, CTE high school involvement and marketing support to have full well rounded cohorts on a consistent basis, starting with programs we already have.</p> <p>Success Resource: To implement successfully, CEC needs support and feedback from all other program directors and faculty at Helena College.</p> <p>Resp. Party: Community Education Center</p> <p>Cabinet Feedback: Cabinet is in full support of this approach as it is in direct support of our mission.</p>

<p>2</p>	<p>Develop short term trainings that serve multiple audiences.</p>	<p>Recommendation: Additional “soft skills” training has been suggested by many trainees and employers. Personal finance, conflict resolution and intergenerational communication are the top three priorities. They would serve many audiences.</p> <p>Rationale: Americorp, AgriCorps, DOC and participants in other trainings have requested or suggested these.</p> <p>Success Target: 50+ participants between the three trainings. Share the training resource at low/no cost with our partners including Adult Education and Job Service.</p> <p>Success Strategy: Personal finance is a portion of the fundamentals of banking course that will also be deployed as a stand alone. The other two will be developed in collaboration with Westaff, our WINS partner.</p> <p>Success Resource: All resources are in place to complete the initial three courses by fall. Additional courses are in discussion to be jointly developed and/or offered with the SBDC to serve an audience.</p> <p>Resp. Party: Community Education Center</p> <p>Cabinet Feedback: Great recommendation to meet the needs of our community and support growth of CEC programming.</p>
<p>3</p>	<p>Comprehensive Review of Facilities Use plan</p>	<p>Recommendation: Review rational/pricing and process of space usage at Helena College.</p> <p>Rationale: This system has not been reviewed for some years. Are there financial or human resource considerations that we are not aware of?</p> <p>Success Target: Success would be a full understand by Cabinet and CEC of all aspects of this system so adjustments can be made to costs, timelines, and notifications.</p> <p>Success Strategy: Review to be completed by mid-July 2024.</p> <p>Success Resource: NA</p> <p>Resp. Party: Community Education Center</p> <p>Cabinet Feedback: This important work needs is long overdue and will improve facility rental experience / process for all of HC.</p>

4	Comprehensive Review of Testing Center Operations	<p><b>Recommendation:</b> Review process, pricing, and resources needed to operate and improve the Testing Center both in terms of profitability and support of programs at HC.</p> <p><b>Rationale:</b> The Testing Center operations have not been reviewed for several years. I feel it is important to have a clear understanding of human resource hours, timelines for use, opportunities for growth and costs associated with staffing hours, tests, opportunities and lost opportunities.</p> <p><b>Success Target:</b> 1. Understanding and consideration of needs and pain points of other departments at Helena College 2. Careful analysis of staffing costs and test costs 3. identify opportunities to increase revenue/profitability of testing center</p> <p><b>Success Strategy:</b> Gather all data of test we currently do, identify average staff hours spent, key timelines for heavier/lighter use of center. List considerations and ideas then meet with Cabinet for discussion.</p> <p><b>Success Resource:</b> CEC Human resources only</p> <p><b>Resp. Party:</b> Community Education Center</p> <p><b>Cabinet Feedback:</b> As an auxiliary unit, it is important that the business of the CEC generated revenue and/or other sources of funding to support the functioning. Testing is an area that can bring in revenue, as well as receive funding from the college to pay for the service. This assessment is key to ensuring we are meeting community needs, campus needs, and generating the revenue necessary to continue the service.</p>
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### Cabinet

**Cabinet Overall Feedback:**

This program review was complicated by the fact that the CEC Director of 4 years left in the middle of the process, without completing the report. The new Director has come in to meet with the Cabinet and made very good recommendations to move the program forward. These recommendations have been vetted by and are supported by the Dean's Cabinet as a positive direction for the CEC.

### File Attachments

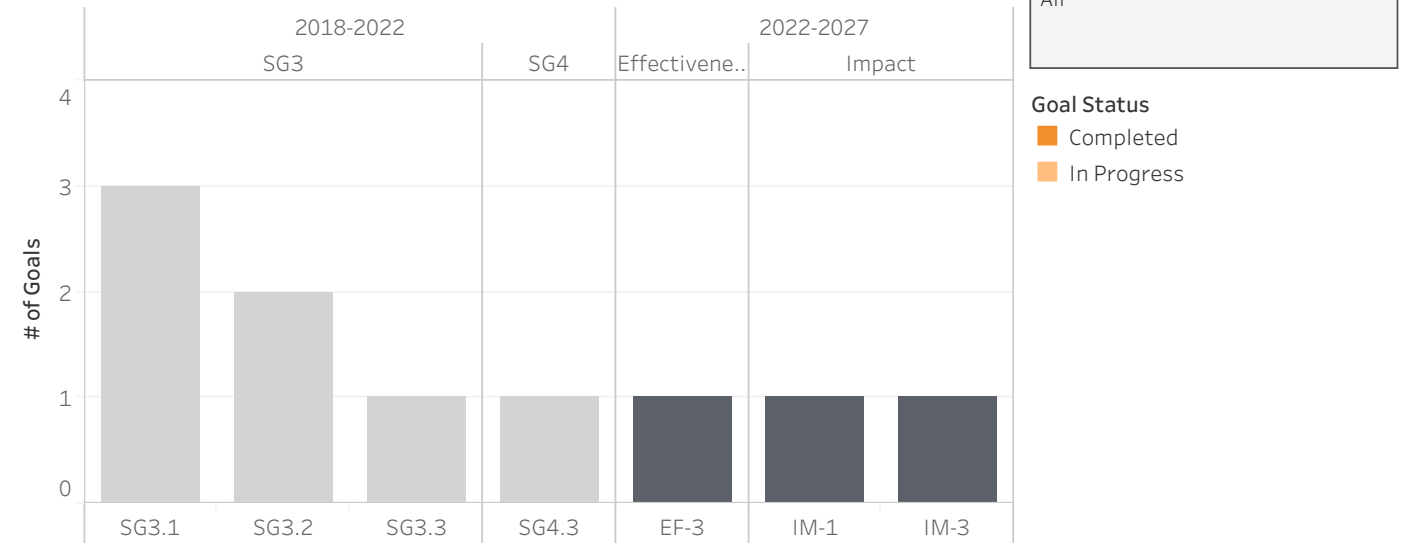
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# Annual Work Plan 3-Year Summary

Community Education Center | AY 2020-21 to AY 2022-23

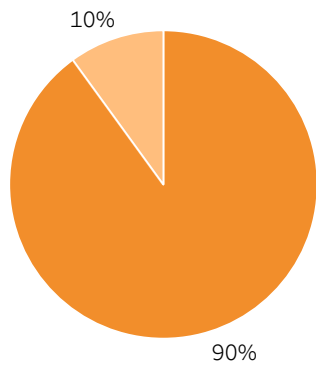
Hover over a data point to see strategic goal objective or defining characteristic values.  
Click on a data point to see the associated action items.

## Detailed Strategic Plan Alignment

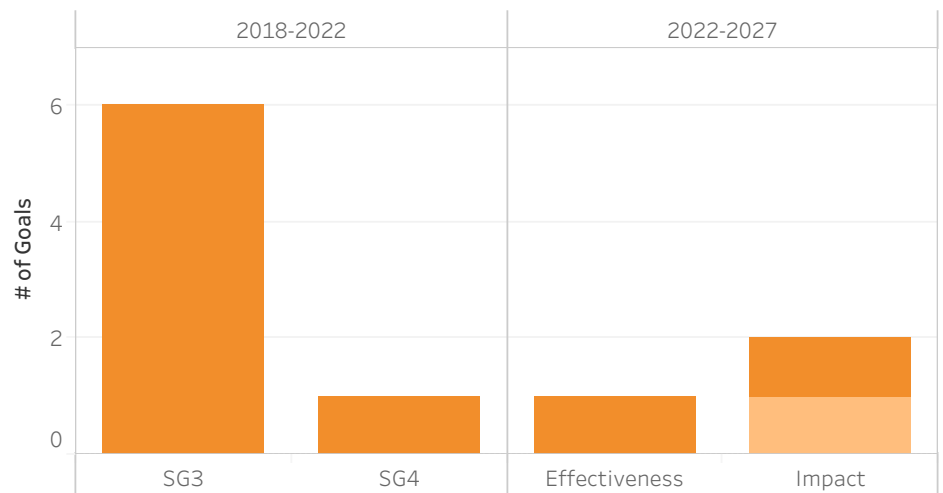


## Overall Goal Status

100% positive progress



## Strategic Plan Alignment & Goal Status





# All AWP

Area	Year	Goal #	SGO/DC	Action Item	
Community Education Center	2020-21	1	SG3.1	1.)Partner with community programs to increase training opportunities within the Helena Area to local area businesses and employers to promote economic growth, increa..	Completed
		2	SG3.2	1.)Create a network of business and community partners and stakeholders that will assist in the research of the Helena area workforce needs. 2.) Implement or promote programs, certificati..	Completed
		3	SG4.3	1.) The CEWDT division will continue to foster opportunities for veteran’s services by engaging in veteran related events, attending JCF meetings and evaluate and promote non-degre..	Completed
		4	SG3.3	1.) In collaboration with Helena College Trio and other HC and community partners the CEWDT Division will promote and gather information in relation to workforce needs and expanded prog..	Completed
	2021-22	1	SG3.2	Create an advisory council of stakeholders that will have the purpose of providing a narrative and research community workforce needs and seek funding for students seeking non-credit pr..	Completed
		2	SG3.1	The Community Education Center will explore and continue to provide educational opportunities for veteran’s and under-served populations and women’s programs by working..	Completed
		3	SG3.1	The Community Education Center will promote and provide customized training options to local business or agencies and assess the need to build new programs that would promote growt..	Completed
	2022-23	1	EF-3	Conduct an assessment of local job opportunities that are certifiable in the healthcare field that meet the criteria of being both short term education and high wage jobs.	Completed
		2	IM-1	Assess sources for Customized Training and provide an opportunity to network and promote options.	Completed
		3	IM-3	Seek out and obtain new and different enrichment courses for the Continuing Education department of the Community Education Center and increase courses offering..	In Progress