HELENA COLLEGE
University of Montana

Internal Program Review
Self-Study Report

Program Name
Office Technology

Credentials Offered

- Associate of Applied Science: Administrative Office Management Specialist (60 credits)
  - Associate of Applied Science: Medical Administrative Specialist (60 credits)
    - Certificate of Applied Science: Computer Skills Specialist (30 credits)
      - Certificate of Applied Science: Legal Support Specialist (30 credits)
        - Certificate of Applied Science: Medical Assisting (30 credits)

Self-Study Completed by:
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Date Completed:
2017 - 2018

A. Introduction

Program Mission:

The mission statement for the Office Technology Program (OT) **is** *to focus on innovative training and career development for future information management professionals by creating a learning environment that promotes academic excellence and cultivation of community partnerships to address local agencies and business' needs for professional administrative support.*

"The Office Technology programs prepare students for careers in a variety of professional office environments including legal, medical, and general administration support. The core curriculum includes MS Office and computer applications, business and accounting courses, and soft skills that are applicable to future employment. The Office Technology program offers two-year Associate of Applied Science degree options in Administrative Office Management and Medical Administrative Specialist.

Additionally, the Office Technology program provides three Certificate of Applied Science programs in the areas of Computer Skills Specialist, Legal Support Specialist and Medical Assisting designed for a one-year completion. – 2018-2019 Course Catalog

The successful graduate will demonstrate the following outcomes upon graduating from one of the Office Technology degree programs:

- Evaluate, create and communicate professional and effective forms of professional communication.
- Design, implement and evaluate strategies for solving various situations that arise in the modern office workforce.
- Demonstrate knowledge, understanding and application of applied computer skills for the office environment.
- Demonstrate and apply main features of work groups and teams.
- Receive, input and transfer data in appropriate and most effective software applications.
- Demonstrate knowledge, understanding and application of fundamental accounting and general business skills.
- Apply critical thinking, professional practices and efficient techniques to work in a fast paced, multitasked position within a busy office environment.

Design of Program

The Office Technology program design development allows students to complete the two semester certificates into the corresponding four-semester Associate of Applied Science degree program.

- Certificate of Applied Science; Computer Skills Specialist – stackable – Associate of Applied Science; Office Administration Management;
- Certificate of Applied Science; Medical Assisting – stackable – Associate of Applied Science; Medical Administrative Specialist

The Certificate of Applied Science, Legal Support Specialist is a standalone Certificate with courses that are stackable into either of the former mentioned Associate of Applied Science degree programs.

Description of Program
ASSOCIATE OF APPLIED SCIENCE: ADMINISTRATIVE OFFICE MANAGEMENT SPECIALIST
LENGTH OF PROGRAM: 4 SEMESTERS
TYPE OF PROGRAM: Associate of Applied Science
SEMESTER OF ENTRY: Fall - Spring

This degree program prepares students to confront new, diverse and multifaceted challenges in the area of administrative and information management careers effectively. This program covers current office management principles, concepts and organizational trends while focusing on technological changes in the workplace and information systems management.

Program Outcomes:

- Computer Competency: Students must have a computer competency in Basic MS Office including skills in hardware, software, basic Windows, Internet, Word, PowerPoint, Access, Desktop Publishing and Excel.
- Communicate ideas in various venues including written and oral, using a variety of media.
- Perform mathematical functions found in business.
- Function on a team.
- Understand the concepts of Business Law.
- Understand the methodology of Human Resources.
- Apply critical thinking skills to make effective decisions and solve business problems creatively.
- Perform keyboarding at a minimum of 40 wpm for a five-minute timing with five or less errors and produce accurate business documents in proper format.
- Exhibit professional ethics.
- Obtain, organize, analyze, evaluate, and manage information.
- Identify and compare opportunities for continuous professional development.

ASSOCIATE OF APPLIED SCIENCE: MEDICAL ADMINISTRATIVE SPECIALIST
LENGTH OF PROGRAM: 4 SEMESTERS
TYPE OF PROGRAM: Associate of Applied Science
SEMESTER OF ENTRY: Fall - Spring

The design of this degree program prepares students for employment in hospitals, medical offices, nursing homes, public health agencies and insurance companies. Students will learn skills related to administrative medical assistant support, including medical terminology and human biology, computer technology, oral and written communications and awareness of effective office procedures. Classroom activities include studies in positive interpersonal relations and teamwork.

Program Outcomes:

- Computer Competency: Students must have a computer competency in Basic MS Office including skills in hardware, software, basic Windows, Internet, Word, PowerPoint, Access and Excel.
- Communicate ideas in various venues including written and oral, using a variety of media.
- Perform mathematical functions found in business.
- Communicate using medical terminology.
- Apply basic accounting methodology.
- Function on a team.
- Apply critical thinking skills to make effective decisions and solve business problems creatively.
- Perform keyboarding at a minimum of 40 wpm for a five-minute timing with five or less errors and produce accurate business documents in proper format.
- Exhibit professional ethics.
- Obtain, organize, analyze, evaluate, and manage information.
- Understand the concepts of medical ethics, insurance billing and procedures, and medical records.
- Understand and apply the concepts of ICD-9-CM, CPT, and HCPCS coding.
- Identify and compare opportunities for continuous professional development.

CERTIFICATE OF APPLIED SCIENCE: COMPUTER SKILLS SPECIALIST
LENGTH OF PROGRAM: 2 SEMESTERS
TYPE OF PROGRAM: CERTIFICATE
SEMESTER OF ENTRY: Fall - Spring

This certificate prepares students to confront new, diverse, and multifaceted challenges in business administrative support positions. This option covers current software, customer service, and business communication concepts, with a focus on technological changes in the workplace and information systems. This certificate may be applied to the Associate of Applied Science in Administrative Office Management.

Program Outcomes:

- Computer Competency: Students must have a computer competency in and including skills in hardware, software, basic Windows, Internet, Word, and Excel, access, and PowerPoint.
- Communicate ideas in various venues including written and oral, using a variety of media.
- Perform mathematical functions found in business.
- Perform keyboarding at a minimum speed of 25 wpm for a five-minute timing with five errors or less and produce accurate business documents in the proper format.
- Function as a team.
- Apply critical thinking skills to make effective decisions and solve business problems creatively.
- Exhibit professional ethics.
- Obtain, analyze, organize, evaluate, and manage information.
- Identify and compare opportunities for continuous professional development.

CERTIFICATE OF APPLIED SCIENCE: LEGAL SUPPORT SPECIALIST
LENGTH OF PROGRAM: 2 SEMESTERS
TYPE OF PROGRAM: CERTIFICATE
SEMESTER OF ENTRY: Fall - Spring

The Legal Support Specialist program prepares students for careers in legal administration support in law firms, state and local legal departments and insurance companies. The need for legal support services continues to increase. Students who successfully complete this program will have a basic understanding of how law affects society, civil and criminal procedures, and how to use technology in the law office. The training provides skills that will allow the successful student employability.

Program Outcomes:

- Computer Competency: Students must have a computer competency in and including skills in hardware, software, basic Windows, Internet, Word, and Excel, Access, and PowerPoint.
- Understand and communicate using legal terminology and concepts.
- Communicate ideas in various venues including written and oral, using a variety of media.
- Perform mathematical functions found in business.
- Function on a team.
- Apply critical thinking skills to make effective decisions and solve business problems creatively.
- Exhibit professional ethics.
- Obtain, analyze, organize, evaluate, and manage information.
- Apply knowledge of the Montana Court System and office skills to prepare and manage legal documents and perform legal research in support of litigation activities.
- Identify and compare opportunities for continuous professional development in the legal field.

CERTIFICATE OF APPLIED SCIENCE: MEDICAL ASSISTING
LENGTH OF PROGRAM: 2 SEMESTERS
TYPE OF PROGRAM: CERTIFICATE
SEMESTER OF ENTRY: Fall - Spring

The Medical Assisting certificate prepares students with the necessary skills for front-office non-clinical administration in a medical office, hospital or other health-oriented office. The Medical Assisting, C.A.S. is an excellent opportunity for pre-nursing students to obtain a certificate in front-office technology. This certificate can be applied to the Associate of Science Medical Administrative Specialist.

Program Outcomes:

- Computer Competency: Students must have a computer competency in and including skills in hardware, software, basic Windows, Internet, Word, and Excel, Access, and PowerPoint.
- Communicate ideas in various venues including written and oral, using a variety of media.
- Perform mathematical functions found in business.
- Function on a team.
- Apply critical thinking skills to make effective decisions and solve business problems creatively.
- Exhibit professional ethics.
- Obtain, organize, analyze, evaluate, and manage information.
- Identify and compare opportunities for continuous professional development.
- Demonstrate ability to apply knowledge of office systems to at least two of the following areas:
    - Professional Office Procedures
    - Records Management
    - Customer Service
    - Medical Transcription

B. Alignment with Mission, Strategic Goals and Core Themes

Mission: Helena College, a comprehensive two-year college, provides access to and support of high quality lifelong educational opportunities for our diverse community.

The Office Technology program contributes to the overall mission of Helena College, by its diverse and comprehensive courses, that align with local and state-wide employment opportunities, are offered online and in hybrid format to recognize the needs of the diverse community and promote continued learning experiences.

Strategic Goals
- Promote Student Success and Achievement
  - **Alignment:** The Office Technology (OT) Program promotes student success and achievement by offering a variety of courses in alternative formats that allows students to maintain work schedules and family responsibilities. The OT program further promotes success and achievement by offering stackable certificates that can be completed in a year and are aligned with employability options.
- Advance academic excellence and scholarship
  - **Alignment:** The Office Technology (OT) Program promotes academic excellence and scholarship by conducting regular comprehensive examinations of its course offerings to make sure that they are aligned with industry standards and rigor that promotes professionalism upon employment.
- Build community engagement and partnerships
  - **Alignment:** The Office Technology (OT) Program promotes community engagement and partnerships by working with its advisory committee and networking with local businesses, state agencies, non-profits and Tribal agencies to promote further partnerships, internships and apprenticeships.
- Model and foster equity, inclusion, and cultural competency
  - **Alignment**: The Office Technology (OT) Program promotes equity, inclusion, and cultural competency by promoting a program that emphasizes a focuses on cultural competency and global consideration in its degree and certificate programs.
- Ensure institutional integrity
  - **Alignment**: The Office Technology program is endeavoring to create meaningful and professional relationships with other institutional programs, such as nursing, business and sociology.

Core Themes

Through an inclusive campus and community-wide discussion of Helena College's purpose and goals, three core themes have been identified as key aspects defining the College's mission. The Office Technology supports these core themes by the following program goals:

Core Theme No. 1: Student Access and Support

Student access and support is accomplished by providing various learning platforms and times, such as hybrid, online and blocked course times so that students who are working or are parents can attend class with as little disruption as possible. Student support is provided by OT through engagement with on-campus resources, such as educational coaching and tutoring. Engagement with the student center and engagement with students in advising is a main focus of the OT program.

Core Theme 2: High Quality Education

The Office technology program has designed its program and course offerings using innovative learning management systems and developing courses that meet the industry standards and will prepare the student to enter the workforce successfully upon graduation. The OT program continues to advance its goal of creating transfer options for students who want to continue their education, such as advancement to a paralegal program or advancement to clinical medical assisting or nursing. It is the goal of the OT program to continue to provide high quality education by coordinating efforts with national associations that will allow the student to continue in their advancement and knowledge of their preferred career choice in Office Technology.

Core Theme 3: Community Enrichment

The Office Technology program continues to network with various non-profit, Native American, legal, medical and business communities to promote and work for advancement of the OT program in a manner that will provide jobs for students but also improve community awareness in areas such as AmeriCorps, Access to Justice, Indian Wills, and Indian Law Advocates. The OT program continues to develop appropriate shadowing, internships and apprenticeship options for students to gain valuable work experience.

C. Alignment with Community Needs

The Office Technology Programs are primarily developed in response to the community workforce in the area of legal, medical and general professional administration and management. Employment data looks strong form Montana areas.
Labor market statistics indicate an increase in all projected job openings:

Medical Administrative Administration	MT: 2,979 > 2,230	$31,890
General Administrative Professionals	MT: 8,606 > 9,167	$32,480.
Legal Administrative Professionals	MT: 852 > 891	$44,180

The Office Technology program participates with business and industry primarily by networking

D. Student Participation and Success
Enrollment Participation:
The statistics show that enrollment is trending down, although it is important to keep in mind that 2011 and 2012 were the height of the recession enrollment boom. Compared statistically with the pre-recession statistics, the OT program has maintained enrollment. Statistics show and **increase** from 71 compared to 72 for average enrollment.

Retention and Graduation:
Retention has improved significantly. Compared to the 2013 statistics, the five-year retention rates of full-time students in the OT programs **increased** 4%, and the five-year average of retention rates for part-time students **increased** 5% . The five-year average course completion experienced a **decline** by 7%, with an 8% **increase** in the five-year average graduation rate for students graduating within 150 of completion time.

E. Student Learning Outcomes and/or Program Goals
Student learning outcomes as identified in the *Description of Programs* Section focus on the following:
- Computer competency
- Professional writing
- Communication
- Mathematical functions found in business
- Function as a team
- Legal concepts, procedures, technology and research
- Critical thinking skills
- Customer Service and Office Success Strategies
- Professional ethics information management and development
- Healthcare development, medical office and information management, medical coding

Associate of Applied Science: Administrative Office Management

Program outcomes are measured by successful completion of assignments, exams and projects that allows the student to apply critical thinking, professional writing, computer technology, and critical thinking skills. Unique to this program design is the integrated business and accounting concepts that allow the student to develop diverse technological and professional skills to prepare them for mid-level office management. A comprehensive assessment is conducted through the Integrated Office Capstone course that allows the students to fully integrate all of their knowledge and skills into a final project.

Associate of Applied Science: Medical Administrative Office Management

Program outcomes are measured by successful completion of assignments, exams and projects that allow the student to apply critical thinking, professional writing, information management, computer technology and critical thinking skills. Unique to this program design is the opportunity for students to participate in learning online health record management, through additional use of specific learning management systems. Additionally, students are assessed by use of case study reviews and medical records to provide appropriate billing and coding information for hospitals, private practices and allied health. A comprehensive assessment is conducted through the Integrated Office Capstone course that allows the students to fully integrate all of their knowledge and skills into a final project.

Certificate of Applied Science – Computer Skills Specialist

Program outcomes are measured by successful completion of assignments, quizzes and projects that allow the student to apply computer competency and critical thinking skills in addition to customer service and office success strategies. Students analyze customer service strategies used by successful businesses, conduct exercises that assist them in developing good customer service skills. Students engage in assignments and projects that engage in self-analysis and discovery in order to define goals needed to become successful in the workforce.

Certificate of Applied Science – Legal Support Specialist

Program outcomes are measured by successful completion of research and writing assignments, quizzes and projects that allow the student to develop and put into practice skills associated with the legal profession, specifically legal procedures. Unique to this program is the engagement that takes place with the community resources, such as the Justice, Municipal and District Court clerks, Justices and Judges, as well as the Supreme Court Justices and State Law Library. Students attend field trips that allow them to make meaningful connections with potential employers and to understand resources that will be used in their legal career. Students engage in final projects such as debate, mock trials and case law analysis.

Certificate of Applied Science – Medical Assisting

Program outcomes are measured by successful completion of assignments, quizzes and projects that allow the students to develop a basic level understanding of front-office nonmedical organization. Included in this certificate are courses on customer service and office success strategies. Students engage in numerous role plays and case scenarios that assist them to put into practice skills for issues that they may encounter in a medical office.

Program Goals:

- **Program Goals** [FY 2014]: **Enrolment in the Legal Support Specialist CAS program. Strategy**: *All information gathered confirms that employers want and need employees who have completed the program. The format of the program will change to evening/online course offerings, new course offerings will be added, and the program will be marketed. Meetings will continue with the Office Technology Advisory Committee and with a sub-committee dedicated to the Legal Support Specialist CAS.*

    o **Progress: FY2014**: New adjunct hired; evening classes
    o **Progress: FY2015**: Student surveys indicated that evening classes hindered attendance and participation. Evening classes limited the ability to coordinate efforts with community resources, such as field trips to courthouses, and Montana State Law Library and hindered ability to provide guest speakers. New full time faculty was hired due to transfer of previous instructor. Classes were scheduled in hybrid format.
    o **Progress: FY 2016**: New course offerings developed to focus on *legal procedures* in order to define the course and identify the course as *legal administrative vs. paralegal.* Upon the advice of the advisory council, criminal procedure course was added to allow students greater possibilities in job opportunities and the ability for other programs, such as criminal justice to use as elective course. Computers and law course was added to expand the *technology* specifically used in legal settings. Introduction to Paralegal course was terminated due to the defining of the program as administrative procedures. Legal terminology was terminated due to the duplicity of terminology that is covered in current offered courses.
    o **Progress: FY 2017 - 2018:** Continued efforts are being to advance the enrollment in the Legal Support Certificate Program. Networking is being done with the State Apprenticeship Program; an articulation agreement is being proposed with Missoula College Paralegal program that will allow a greater number of students to take a Certificate that will allow for seamless transfer to the Paralegal Program and may also allow the Certificate Program at Helena College to become American Bar Association approved; discussions and networking with Tribal Colleges to promote the one year certificate that will allow Tribal Members to be trained as Advocates in the Tribal Courts. Continued efforts need to be made in marketing by Helena College internally and externally.

Program Goals [FY 2014]: **Improvements in completion and retention.**

> **Strategy**: *Faculty will work to strengthen the relationship with all students in the Office Technology program while focusing on advising. Faculty will work with adjunct instructors to strengthen their relationships with students. The format of course offerings will rotate between face-to-face, hybrid, online, and evening to ensure that program is meeting the needs of all students.*

> - **Progress: FY 2015 – 2017.** The instructor and adjuncts continue to make improvements in completion and retention by utilizing Starfish for completion of surveys with respect to student attendance and academic performance, which includes utilization of *flags* in order to be proactive and catch potential issues that would prevent completion and retention. Additionally, the course offerings have been reviewed in accordance with degree and certificate programs within Office Technology to include hybrid and online format. Additional efforts have been made by the full-time faculty to work with the Student center in being notified of potential withdrawal of students from the OT so that additional advising and or coaching can be utilized to potentially retain students through completion of their programs.
> - **Completion and retention statistics indicate an increase over the past five years.**

- **Program Goals** [FY 2016 – 17]: **To review current and future trends in professional administrative services, identify gaps in current course offerings, and update program offerings and industry partnerships that meet the industry standards.**
  Strategy: *This goal will be accomplished by restructuring the advisory committee to include diverse members that will identify present and future needs and industry standards for local employers in the area of information management professionals including focus areas in medical and legal document management and aligning course development to support the needs of the hiring agencies and facilities.*

  - **Progress: FY 2017-2018.** The Office Technology instructor met separately with professional advisory members in the area of medical and legal industry standards and how to apply those standards to the OT program. It was determined that the medical administrative degree and certificate program should not focus on extensive coding courses, as there are not a lot of coding jobs available and because coding in and of itself should be a separate certificate program that will take additional development. A basic coding course was added that gives a student an overall understanding of basic medical coding. Additionally, a course was added that introduced the students to the development of Healthcare in the United States and also includes global considerations and comparisons. A medical Office Procedures course was added that allows students to apply their knowledge to real case scenarios.

- **Program Goal** [FY 2014]: **Need for quality adjunct instructors**
  Strategy: *The Office Technology faculty and Division Chair have already started to ensure that all adjunct instructors provide the quality and the rigor necessary in the Office Technology course offerings. Maintaining quality adjuncts in the program will allow the students to develop relationships with the instructors, which helps with student retention. The faculty and the Division Chair will work closely and meet regularly with adjunct instructors to ensure that course outcomes are being met and that student and instructor needs are being met.*
  - **Progress FY 2015 – 2017:** This goal has been successfully achieved. The current adjuncts assist primarily in MS Office course offerings and are consistently teaching with a quality and rigor that meets industry standards in the Comprehensive Microsoft Word, PowerPoint, Excel and Advanced Excel courses. The full-time instructor and Division Chair monitor and support the adjuncts who successfully are developing relationships with students and achieving student retention. Additional, hybrid course offerings were instituted due to surveys by students that indicated the need for additional access to instructors. Tutoring is now available for Excel and Advanced Excel. An additional adjunct was hired for the Legal Support Certificate, who has a Juris Doctorate and was the past Executive Director of the Montana State Bar Association.

- **Program Goal** [FY 2016-2017]: **Align curriculum with identified needs of the community based hiring agencies and industry standards, with a focus on innovative and technological advancements.**
  Strategy: *This goal will be accomplished by restructuring the advisory committee to include diverse members that will identify present and future needs and industry standards for local employers in the area of information management professionals including focus areas in medical and legal document management and aligning course development to support the needs of the hiring agencies and facilities.*
  - **Progress FY [2017 – 2018]:** This goal has been successfully achieved by coordinating efforts with the advisory committee and adding identified courses that meet industry standards and provide for structured courses that build upon one another to provide students with academic excellence and rigor.

F. Curriculum and Instruction

The Office Technology program and certificate degree sheets are attached to this document as Addendum No. 1. The Medical Assisting CAS and the Computer Skills Specialist CAS are both stackable into the respective AAS degree programs, allowing the student to graduate with a certificate after their first year.

The Office Technology specific course listings, mode of instructional delivery, innovative tools, pathway and articulation availability are listed in Appendix B. Additionally, Appendix C is a copy of the Pathway Options available to High School students.

In addition, the Legal Support Specialist CAS program is developing a Legal Clinic that will be held in the Campus Library for community assistance with legal issues. The OT Medical Administrative Program will be participating in an Evidence Based Addiction Recovery Program that will be piloted in the TRIO center. Each of these offerings will engage students in volunteer service to our college community.

G. Faculty/Staff Profile
Full-time Faculty:
The Office Technology Program currently has one full-time faculty member with education and work experience in the disciplines of procedural law and medical assisting and administrative technology. The current full-time faculty has an undergraduate degree from Arizona State University in Global Health, is a Certified Paralegal and Mediator and has over twenty years' experience in law, including specializing in medical regulatory law. Additionally, the instructor is pursuing and actively engaged in a Master's of Science in Professional Counseling degree program.

In order to facilitate the degree and certificate options, which include approximately 28 different courses, the full-time faculty reviews qualified adjunct faculty in conjunction with the Division Chair. The full-time faculty also oversees curriculum development and revisions in "demonstrating academic excellence, integrity, quality, and reliability.

The full-time faculty member participates in professional development by attending various legal and medical administrative conferences as well as continuing education related to Learning Management Systems, such as Moodle, Mind Tap, Connect, Revel, etc. Community networking is frequently conducted by the current full-time faculty, including working with legal non-profits in providing Estate planning documents to Veterans and Native Americans. The full-time faculty engages in internal college committees and participates in local high school activities, such as judging debate competitions and is a member of Mediators Beyond Borders.

Adjunct Faculty:
The majority of the adjunct faculty have educational degrees and also teach at the local high schools. The adjunct for the legal courses, has a Juris Doctorate, is a licensed attorney with the Montana State Bar and is the previous Executive Director of the Montana State Bar.

Staffing Challenges:
The Office Technology program has the potential for becoming unsustainable due its broad scope, continued assessment and development of courses utilizing Moodle for a hybrid or online format, and the additional responsibilities associated with advising and running the program, with only one full-time faculty.

H. Fiscal and Physical Resources
The Office Technology program budget is very minimal and prevents the program from developing memberships with important resources, such as the American Bar Association,

American Medical Association, etc. Typically, the Office Technology runs on a budget of $500.00 per year. The only costs that have been deducted are those related to instructor and class related book purchases and advisory meeting costs.

The average tuition revenue per student (FTE) in the Office Technology Program is $108,092.00, as compared with $31,116.00 institutional expenditure per graduate.

I. Recommendations and Preliminary Implementation Plan

1. **Recommendation: Finalize and implement name change for Program and associated degree and certificate options and increased marketing.**
   a. Strategy: Continue meetings with Academic Dean/Division Chair to facilitate finalizing name change.
      i. Alignment: Develop name changes to promote a clearer understanding of what the program offers related to information technology and professional studies. Work with marketing to facilitate updated changes in marketing the new name and associated programs.
      ii. Budget: Human, fiscal and physical resources need to implement the recommendation would be faculty time, Academic Dean/Division Chair time, Marketing staff time; potential funds needed to implement advertising and new marketing strategies.

2. **Recommendation: Continue to pursue efforts with articulation agreement with Missoula College's Paralegal Program and Tribal Colleges.**
   a. Strategy: Continue meetings that were initiated in the spring and summer of 2018 with the Dean of the Law School at the University of Montana, Associate Academic Dean of Missoula College and the full-time faculty advisor for the Paralegal program.
      i. Alignment: Enhance and promote the legal program by collectively offering the Certificate in Legal Support with a broader focus in conjunction with Missoula College Students; ability to offer higher education opportunities by working to solidify the articulation agreement for transfer into the Associate of Arts Paralegal Program.
      ii. Budget: Human, fiscal, and physical resources needed to implement the recommendation would be faculty time and travel, Academic Dean/Division chair time, and possible fiscal monies to meet the requirements of an approved American Bar Association program certification.

3. **Recommendations: Continue to pursue efforts with internship and apprenticeship opportunities with Montana Apprenticeship program.**
   a. Strategy: Continue discussion and finalization of the apprenticeship and internship opportunities for the legal program, with local businesses, by working in conjunction with the Montana Apprenticeship Program.

    i. Alignment: Further career placement and opportunities for students in the legal certificate program.

   ii. Budget: Human and physical resources needed to implement the recommendation would be faculty time and travel, Dean, Academic Dean, Division chair time coordinating with the Montana Apprenticeship program.

4. **Recommendations: Develop and educate faculty, staff, advisors, and recruiters of the professional and high academic rigor that is associated with the Office Technology program.**

J. Program Review Data Summary

Some of the data summary has been incorporated into specific areas of the review. The data summary for 2013 is attached as Exhibit D and the summary for 2017 is attached as Exhibit E.

K. Appendix

- Exhibit A: Degree Sheets
- Exhibit B: Course Index
- Exhibit C: Pathway Programs
- Exhibit D: 2013 Program Review Statistics
- Exhibit EP: 2014 Program Review Statistics