

The MTC Difference

HUBERT H. HUMPHREY JOB CORPS CENTER

In March 2016, MTC took over operations of the Hubert H. Humphrey Job Corps Center (Humphrey) in St. Paul, Minnesota. In just two years, MTC has made a visible, positive impact on campus culture, staff and student engagement, business and employer partnerships, and the physical environment, leading to improved student outcomes. By providing a “student-first” living and learning environment, MTC is better preparing students for college and career success.

Using a “Student-First” Approach to Improve Student Outcomes

When MTC took over the operations of the Humphrey center in March of 2016, the center was ranked 95th out of 125 centers for overall performance.¹ As MTC implemented changes in leadership, culture, student engagement, and partnerships the center’s performance steadily improved. By the end of the first full program year under MTC operation (ending June 30, 2017) Humphrey had risen to 18th in the nation.²

MTC marked its second anniversary at the Humphrey center on March 1, 2018. The center has continued to be a high performer (see table 1). In the two years since MTC took over operations:

- Career technical training program completions improved by 20%
- High school diploma or equivalent attainment improved by 43%
- The percentage of students completing both a career technical training program and a high school diploma or equivalent improved by 79%
- Humphrey improved on an already high rate of graduates placed in careers, the military, apprenticeship, or higher education, from 93.1% (10th best in the Job Corps) to 94.9% (6th best in Job Corps)
- The average hourly wage of graduates improved by 12%, from \$11.63 to \$13.06 (8th best in Job Corps)

Every MTC-operated Job Corps center uses a similar “student-first” approach to providing better outcomes for students. The key components of the MTC approach include:

- Creating a positive campus culture by engaging students and staff
- Focusing on business and employer partnerships that improve student outcomes
- Taking pride in the physical environment

Hubert H. Humphrey Job Corps Center

Location: St. Paul, Minnesota
Center Director: Katie Kapaun
Capacity: 264

Career Technical Training Programs

Office Administration
Medical Administrative Assistant
Nurse Assistant & Home Health Aide
Culinary Arts
Painting (Pre-Apprentice)
Facilities Maintenance
Advanced Transportation
Sign Billboard & Display



The MTC Difference at Hubert H. Humphrey

Table 1. Comparison of Hubert H. Humphrey Job Corps performance results before MTC took over and two years after MTC took over*

	Performance Ranking		Performance Rating		
	Before	Two years after	Before	Two years after	Improvement
Career Technical Training Completion	101	23	55.0	66.0	20%
High School Diploma/Equivalent Completion	114	53	42.1	60.1	43%
Combined Career Technical Training and High School Diploma/Equivalent Completion	117	32	31.7	56.8	79%
Graduate placement	10	6	93.1	94.9	2%
Graduate placement wage	8	8	\$11.63	\$13.06	12%

*Before results based on Job Corps OMS Rolling Year 03-01-2015—02-29-2016; after results based on Job Corps OMS Rolling Year 03-01-2017—02-28-2018

Creating a positive campus culture by engaging students and staff

Improving campus culture requires all staff and students to work together to define and reinforce positive behavior. It also involves staff and students working together to create an inviting campus where each student feels safe, supported, and fully engaged in their learning. While a shift in campus culture requires everyone to work together, strong leadership can help drive positive change through leading by example, cultivating pride and accountability in staff and students, and focusing on student engagement. The more engaged students are in their learning, their school culture, and each other the more likely students are to feel safe and to succeed in their education and training.



Humphrey students have no shortage of opportunities to get involved. Since assuming operations, MTC has created a new, lively recreation center with a music room, arts and crafts, workout equipment, ping pong tables, air hockey, and an outdoor café.

Staff are also highly engaged and involved with students, not just in their education and training, but in all center activities. Leadership and staff are accessible to students to voice their ideas, issues, and concerns. Everyone pitches in – directors, managers, and staff have taught math and reading, mowed lawns, and cooked in the cafeteria. Each week, staff from a different department are responsible for activities in the cafeteria, including Karaoke, bingo, and trivia. Staff come in on their days off to take students out on trips to parades, amusement parks, movies, and race car tracks. The level of staff engagement creates a supportive and protective environment that encourages students to succeed.

“Staff are very loving and caring. They appreciate us and they care about how we are doing, feeling, and what we are doing... They hold you accountable for your actions, whether you do something good or do something bad. And I appreciate that.” – Allen McNary, Humphrey Student

The greatest measures of improved student engagement at the Humphrey center are the improvements in the rate of students completing their training, and the decline in the rate of students quitting or being expelled from the program for disciplinary reasons. Table 2 compares the rates of ordinary separations (students completing their training), resignations, AWOLs, and disciplinary separations in the year before MTC took over Humphrey with each of the two years after MTC took over.

Table 2. Comparison of Hubert H. Humphrey Job Corps Center average annual student separation rates by type

	Year Before MTC (3/15 to 2/16)	MTC Year One (3/16 to 2/17)	MTC Year Two (3/17 to 2/18)	Two Year Improvement
Ordinary Separation	45.83%	59.32%	56.83%	+23.99%
Resignation	1.73%	1.83%	0.72%	-58.34%
AWOL	14.73%	14.72%	5.18%	-64.81%
Disciplinary Separation	30.00%	15.19%	18.61%	-37.96%

Source: Job Corps Executive Information System, Separation Rate by Type, 03/01/2015 through 02/28/2018

Focusing on Partnerships that Improve Student Outcomes



A student’s success is dependent upon how well the center – both students and staff – function as a team. Teamwork, however, is not limited to the center – student success also depends on robust partnerships with businesses; training providers and employers; outreach, admissions, and placement staff; and the community. MTC has formed a unique partnership with CHP International, with whom MTC subcontracts for recruitment and placement services. CHP staff work directly with center staff on center integrating recruitment, center operations, and placement.

This integration and collaboration has had a huge impact on students’ immediate and long-term success. When MTC took over in March of 2016, the Humphrey center was ranked among the lowest in Job Corps for students completing their career technical training (101st) and for completing a high school diploma or equivalent (114th). In the two years since, MTC has helped increase the rate of students who complete their career technical training by 20% and high school diploma or equivalent completion has improved by 43%. Hourly graduate placement wages have increased by 12% to \$13.06, outpacing the national average in graduate wages. And the benefits of the training students receive are lasting beyond their initial placement in a job. In 2016, the Humphrey center ranked low in graduate employment outcomes twelve months after completing Job Corps (71st) and in graduate earnings (97th). Now, the center ranks 16th in one-year graduate employment and 20th in one-year graduate earnings.

Taking Pride in the Physical Environment



Not only does MTC invest in its leadership, staff, and students, MTC invests in the physical environment of centers as well. MTC prides itself on its clean and well maintained Job Corps centers, both inside and outside. Over the 2016/2017 winter break, MTC created teams of staff and students to complete a dorm beautification project. Staff and students worked alongside each other painting, cleaning, and decorating the dorms to make them feel more like home. This project instilled a sense of pride and ownership for the center in the students and staff. Staff and students also rolled up their sleeves and picked up trash, removed old bushes, pulled weeds, and planted flowers around the campus.

¹ Center Report Card by Rank (OMS-10R), Report Period: 3/1/2015 – 2/29/2016

² Center Report Card by Rank (OMS-10R), Report Period: 07/01/2016 – 06/30/2017