

**REPORT OF MINUTES**

**BOARD OF TRUSTEES  
REGULAR MEETING**

**BAY de NOC COMMUNITY COLLEGE  
Board Room CB 201D  
Escanaba, MI**

**August 21, 2024**

- I CALL TO ORDER:** The meeting was called to order at 5 p.m. ET by Chair Eric Lundin.
- II ROLL CALL:** Roll call was taken by Laura Johnson, Assistant Board Secretary.
- Members present: Nick Chenier, Wendy Middaugh, Joy Hopkins, Terri Mileski, Steve Davis, Eric Lundin
- Tom Butch attended by phone as a reasonable accommodation for a disability.
- Members absent: None
- Administration: Beth Berube, Travis Blume, Kim Carne, Cindy Gallagher, Nerita Hughes, Jonathan Lane, Lynn Martinson, Penny Pavlat, Amy Reddinger
- Full-Time Faculty Assoc. Rep.: Amber Kinonen
- Strategic Plan Presenters: Steve Carlson, Amy Gibbs, Matt Stewart, Jessica Van Slooten, Jessica LaMarch, Beth Berube, Mary Kemink, Christina Reed, Cindy Gallagher, Becky Landenberger, Taylor Barron, Michael Klein, Mariel Carter, Lynn Martinson
- Recorder: Laura Johnson, Assistant Board Secretary
- III CITIZEN INTRODUCTIONS AND COMMENTS:** None
- IV APPROVAL OF AGENDA:** The agenda was approved by unanimous consent.

**V DECLARATION OF INTEREST:**

None

**VI MINUTES:**

The Meeting Minutes from the Regular Meeting on July 17, 2024, and the open and closed sessions of the Special Meeting on August 8, 2024, were approved by unanimous consent.

**VII PRESENTATION:**

**A Strategic Plan:**

Members of the Strategic Planning Core Team presented the new Bay College Strategic Plan, featuring five strategic pillars:

- Amplify Institutional Value and Brand Identity
- Design a Holistic Student Experience
- Cultivate a Culture of Care and Well-Being
- Build Industry-Responsive Partnerships
- Adopt Future-Ready Technology

The presentation slides are attached.

Trustees conveyed thanks to all for the work that went into the plan and commented that the presentations were fantastic.

**VIII PRESIDENT'S REPORT:**

President Hughes referred trustees to the administrative board reports of which there were no questions.

Fall 2024 enrollment at 8:06 a.m. today was up 13% for students and up 10% compared to budget, and at 4:18 p.m. today it was up 14% for students and 11% compared to budget. The strategic plan and innovative actions being implemented are preparing us for the growth we are experiencing.

Thanks were extended to those who supported the annual Foundation Golf Outing which raised \$38,000 for student and student athlete scholarships.

The open house for The Center for Youth Health & Wellness is August 22 from 3-7 p.m.

Bay continues to recognize the importance of community and workforce partnerships and is responding as we are continuously called upon to be at the table to represent higher education and the U.P.

**IX BUSINESS OFFICE REPORTS:**

Lynn Martinson stated there were no financial reports provided this month due to the College’s audit in process.

Amendments to the FY25 operating budget are expected due to the enrollment growth and an increase in state appropriations. The budget was approved with state appropriations conservatively estimated at a 2.5% increase. The award came in at 2.8% or \$88,000 additional to the budget.

Procedures of Board Policy 2009 Delinquent Accounts were revised to improve the collection of outstanding payments owed to the College by cutting the communication time to students in half.

**X BOARD ACTION:**

**A Transaction Report:**

There were no questions or comments on the Transaction Report ending July 31, 2024.

On a motion made by Joy Hopkins and seconded by Steve Davis:

**“The Financial Transactions for the month ending July 31, 2024, stand approved as presented to place on file.”** No discussion.

**Roll Call:**

**Ayes:** Wendy Middaugh, Tom Butch, Steve Davis, Terri Mileski, Joy Hopkins, Nick Chenier, Eric Lundin

**Nays:** None

**Abstentions:** None

Motion carried unanimously.

**B Strategic Plan:**

The College’s new strategic plan was presented to the Board earlier in the meeting by the Strategic Planning Core Team after months of work that included input from employees, students, and community partners. Board approval of the new strategic plan was requested.

It was moved by Terri Mileski and seconded by Nick Chenier to:

**“Approve the College’s Strategic Plan as presented, effective immediately and express recognition to all those who worked on the plan.”** No discussion. Motion carried unanimously.

**XI UNFINISHED BUSINESS:**

**A Presidential Contract Amendment:**

An amendment to Dr. Hughes’ employment contract was prepared based on the Board’s discussion at the August 8 board meeting because of her superb performance over the last year. The amendment was provided to Trustees before this meeting and was presented for approval.

It was moved by Joy Hopkins and seconded by Wendy Middaugh to:

**“Approve the amendment to the employment contract between the Bay College Board of Trustees and Bay College President Nerita L. Hughes as presented, effective July 1, 2024.”** No discussion.

**Roll Call:**

**Ayes:** Tom Butch, Steve Davis, Terri Mileski, Joy Hopkins, Nick Chenier, Wendy Middaugh, Eric Lundin  
**Nays:** None  
**Abstentions:** None  
Motion carried unanimously.

**XII NEW BUSINESS:**

None

**XIII MCCA UPDATE:**

Joy Hopkins, Steve Davis, and Wendy Middaugh attended the Michigan Community College Association (MCCA) Summer Conference from July 31 – August 2.

Joy, Steve, and Wendy shared some of the advice heard from keynote speakers about student recruitment and retention.

Joy and Wendy added that Bay’s new strategic plan dovetails on the information they learned at the conference, and it was good to see the linkages between the new strategic plan and things discussed at MCCA that reinforced the College is aimed in the right direction.

Dr. Hughes reported that the MCCA Legislative Committee is looking at finalizing the legislative priorities for MCCA. The College received planning authorization for the Manufacturing Hub and Safety Training Center capital outlay project submitted on the major capital projects priority list reported annually to the State. A recommendation to authorize construction of the project will be made if the planning documents are approved by the State.

**XIV OTHER:**

Birthday greetings were extended to Joy Hopkins and Steve Davis.

**XV ADJOURNMENT:**

It was moved by Joy Hopkins and seconded by Wendy Middaugh to:

**“Adjourn the meeting.”** No discussion. Motion carried unanimously. The meeting adjourned at 6:02 p.m. ET.

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Laura L. Johnson  
Assistant Board Secretary

Completion  
Date

Approval Date

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Eric L. Lundin  
Chair

Approval Date



# Introducing: Bay College Strategic Plan



# Amplify Institutional Value & Brand Identity

Steve Carlson, Tammra Houseman

Matt Johnson

**Executive Sponsors:**

Kim Carne and Penny Pavlat

# Strategic Pillar 1

## Amplify Bay's Unique Brand Identity & Perceived Value

- Transform our Perception
- At the local & regional levels

*"A pivotal driver of educational excellence and economic progress"*

## Effective Communication

- Our Value
- Our Impact

*"Bay College will strengthen its influence and standing in the region as a leader in delivering quality education and driving economic development."*

## Our Public Image

- Increased engagement & commitment across all college partners





# Design a Communication Strategy

Tailored to meet the specific expectation and needs of all key partners

- Current and prospective students
- Employees
- The Board
- Industry Partners
- The wider community

This strategy will ensure that all messages are relevant, engaging, and effectively convey the colleges' value to each audience segment.

# Amplify Bay College's Public Image

Marketing and public relations initiatives that spotlight the institutions' commitment to:

- Inclusivity
- Innovation
- Community involvement

By strategically highlighting real-world successes and outcomes, we will enhance the college's reputation, making it a top choice for prospective students and partners.

# Environmental & Climate

- Consistency with branding
- Attention to appearance for on-campus impression & experiences
- A unified vision and collaborative efforts across the system

# Marketing & Recruitment

- Consistency with branding and marketing to prospective students
- Efficiency of student supports; making best use of our people
- Updated marketing; more intentional use of technology and media

# Our Virtual Campus

- **Equitable Branding & Marketing Strategies**

- Physical Campus & Virtual Campus
- Website: An immediate sense for ALL..

“I belong here; I’m welcome here; I am valued and respected here”

- **Equitable Processes & Protocols**

- Orientation / Respectful
- Recognition / Inclusivity

- **Equitable Access**

- General & Academic Supports /Accessible
- Course Modality



# Design a Holistic Student Experience

Amy Gibbs, Jessica LaMarch,  
Matt Steward, Jessica Van Slooten,

**Executive Sponsors:**

Travis Blume & Amy Reddinger

# Overview

- Bay College is dedicated to providing an adaptive and responsive educational journey that acknowledges the diverse backgrounds and goals of our students, whether they attend on-campus, online, or both. This initiative aims to enhance the student experience from enrollment to graduation by refining administrative procedures, reducing complexities, and improving efficiency.



# Expected Outcomes

- Enhanced student engagement and satisfaction
- Improved academic success and completion rates
- Increased retention and reduced dropout rates

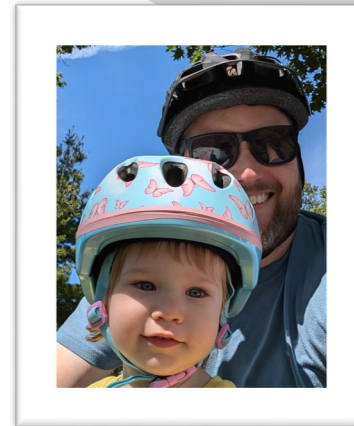
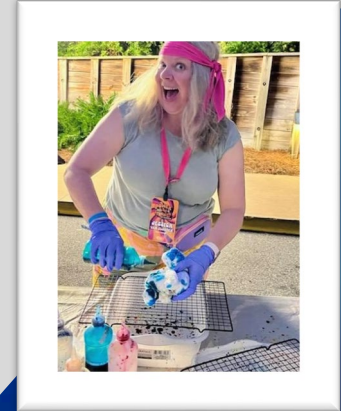


# Holistic Student Experience: An Existential Priority

- Why this pillar is important:
  - Student belonging and connection is foundational to success
  - College is not intuitive for many students and families
  - Skills for college success often need development
  - Community trust and respect
  - Faith in the outcomes of college education
  - Competition is robust

# Join our Team!

- Mapping the experience from the decision to apply to graduation
  - Persona creation for what that could look like for a diverse population with different experience within their time at Bay
- Engaging students for first-person perspective
- Cross-departmental
- Working team: Creative, curious, engaged, thoughtful





# Cultivate a Culture of Care & Well-Being

Greg Cutler, Jennifer Forshey Mary Kemink,  
Christina Reed  
**Executive Sponsors:**  
Beth Berube & Jason Sullivan

# Overview

- Employees create the culture
  - Shared attitudes, beliefs, self-definitions, norms, roles, and values that can occur among those who speak a particular language or live in a defined community
  - It is learned (and taught), changes, and adapts
- This pillar focuses on creating a supportive work environment that cares for everyone's health, well-being, and professional growth.



# Rationale

We create the culture.

- actions, emotions, behaviors, words
- impact on each other, students, and our community

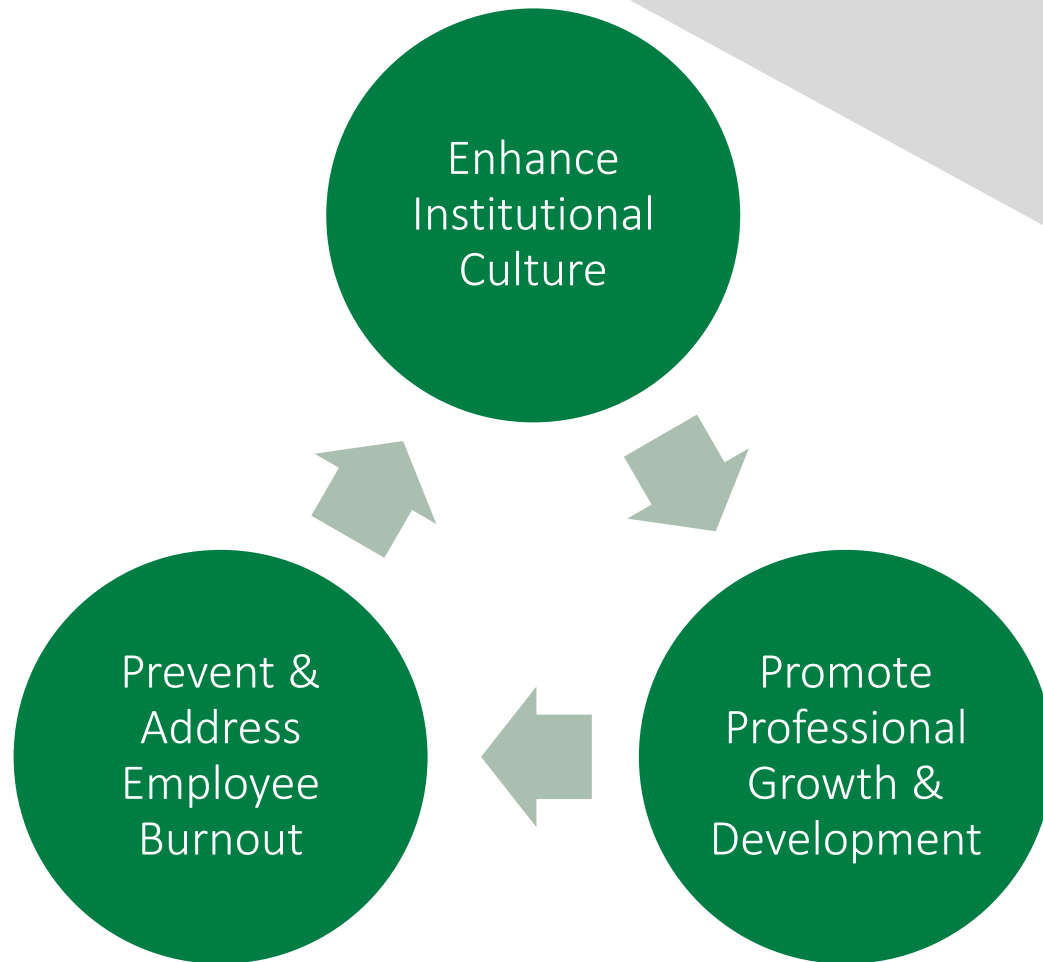
Our culture drives outcomes

- College Mission
  - Student Success
  - Community Success
  - Culture of Success
- Employee engagement, creativity, belonging, connection, satisfaction, health

An inclusive and positive culture is most likely to achieve desired outcomes

- offering support systems, flexibility, and professional development opportunities
- psychological safety
- propagates itself

# Key objectives



# The Four Stages of Psychological Safety

## 1. Inclusion Safety

Employees feel safe valued, treated fairly, and believe their experiences and thoughts matter.

## 4. Challenger Safety

Employees feel safe to challenge the status quo and see positive change opportunities.



## 2. Learner Safety

Employees feel safe to learn and grow. They ask questions, and give and receive feedback.

## 3. Contributor Safety

Employees feel safe contributing their ideas. They feel they can use talents and abilities to make a difference.

# Expected Outcomes

- Improved employee satisfaction and engagement/re-engagement
- Reduced incidence of burnout and increased productivity
- Strengthened institutional reputation as an employer





# Build Industry- Responsive Partnerships

Renee Lundberg (chair)  
Taylor Barron (co-chair),  
Becky Landenberger, Pat Bazan  
**Executive Sponsor:**  
Cindy Gallagher

# Overview

- Build curriculum and programs that meet the needs of evolving industry demands and labor market trends
  - ✓ Bay College is dedicated to building strong, mutually beneficial local, regional and national partnerships with K-12, business sectors, community organizations and the community at large.
  - ✓ This initiative seeks to closely align the college's educational programs with the evolving needs of the local and regional economy, ensuring that graduates are well-prepared to fill existing and emerging job roles.
  - ✓ Through these strategic collaborations, Bay College aims to enhance practical training opportunities for students and directly contribute to addressing the skills gap in the region.

# Key Objectives

## Strengthen Employer Partnerships

- Build robust collaborations with local businesses to tailor academic curricula and training programs, ensuring they meet the specific needs of current and emerging industries, enhancing student readiness and employer satisfaction

## Enhance Work-Based Learning Opportunities

- Significantly increase opportunities for internships, apprenticeships, and hands-on project collaborations, giving students valuable real-world experience that directly complements their academic pursuits

## Align Programs with Market Demand

- Regularly update and adapt academic offerings in response to evolving industry feedback and labor market trends, ensuring that programs remain relevant, and graduates are highly employable.

# Expected Outcomes

- Job-Ready Graduates
  - Students graduate with skills that meet current industry standards and demands.
- Enhanced Economic Impact
  - The college's role in workforce development strengthens the regional economy.
- Increased Industry Involvement
  - Greater engagement from local businesses in curricular design and student training

# Join our Team!

- Our why's!
- We are looking for others who are community minded, interested in building collaborative relationships with business and industry, and align educational programs to address present and future workforce needs.





# Adopt Future-Ready Technology

Mariel Carter, Michael Klein,  
Seth Seastrum

**Executive Sponsor:**

Jonathan Lane  
Lynn Martinson

# Overview

We serve as strategic technology advisors to Bay College.

This committee drives the identification, evaluation, and utilization of new and existing technologies that will enhance organizational efficiency, productivity, and overall success.

# Shape Technology Landscape

- Upgrade Educational Technology
  - Evaluates request for proposals (RFP) for Enterprise Resource Planning (ERP)
- Improve Operation Efficiency
  - Process review and improvement
  - Test technology before wide-spread implementation
- Enhance Digital Literacy
  - Functional educational opportunities for students and staff
  - Learning to use the tools we already have (Microsoft 365, Teams, etc.)
  - Explore new technology



# Expected Outcomes

- Enriched Learning Experience
- Increased Administrative Productivity
- Attractiveness to Tech-Savvy Recruits

# Join our Team!

- Innovation specialists that are diverse and inclusive team that reflects a variety of backgrounds, perspectives, and skills
- Be part of a forward-thinking committee that prioritizes out-of-the-box thinking
- Passionate about experimenting with new concepts and ideas
- No minimum technology/IT background necessary
- Seeking seven additional members

