

REPORT OF MINUTES

BOARD OF TRUSTEES REGULAR MEETING

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

January 15, 2025

- I **CALL TO ORDER:** Chair Eric Lundin welcomed new Trustee Steve Soderman and called the meeting to order at 5:01 p.m. ET.
- II **ROLL CALL:** Roll call was taken by Laura Johnson, Assistant Board Secretary.
- Members present: Nick Chenier, Terri Mileski, Joy Hopkins, Wendy Middaugh, Steve Soderman, Eric Lundin
- Member absent: Steve Davis
- Administration: Beth Berube, Travis Blume, Kim Carne, Cindy Gallagher, Nerita Hughes, Jonathan Lane, Lynn Martinson, Amy Reddinger
- Recorder: Laura Johnson, Assistant Board Secretary
- Faculty: Amber Kinonen
- III **CITIZEN INTRODUCTIONS AND COMMENTS:** Those present introduced themselves to Trustee Steve Soderman.
- IV **APPROVAL OF AGENDA:** Two new items of business were presented for addition to the agenda. An appointment to the Iron Mountain Advisory Board to the last item under Recommendations for Board Action and the resignation of Trustee Steve Davis to New Business.
- It was moved by Joy Hopkins and seconded by Nick Chenier to:
- “Amend the agenda for the Regular Board of Trustees Meeting on January 15, 2025, by adding the IM Advisory Board Appointment to Recommendations for Board Action and Steve Davis’s resignation to New Business.”** No discussion. Motion carried unanimously.

V DECLARATION OF INTEREST:

None

VI APPROVAL OF MINUTES:

The meeting minutes from the Regular Meeting on December 18, 2024, were approved by unanimous consent.

VII PRESIDENT'S REPORT:

President Hughes and the Senior Leadership Team presented updates to the college organizational chart and strategic initiatives presented to college employees at winter in-service.

Trustees thanked Dr. Hughes and Senior Leaders for their work on streamlining the reporting restructure and Dr. Hughes for her work to convey the initiatives taking place by linking them to the strategic plan.

VIII BUSINESS OFFICE REPORTS:

Lynn Martinson, VP of Finance and Operations reviewed the College's Composite Financial Index (CFI), a metric to measure the financial strength of an institution used widely throughout higher education.

The CFI consists of four core ratios measuring various aspects of an organization's well-being:

- 1) Primary Reserve Ratio measures the flexibility of the organization to fund annual operating expenses. This ratio is .512 exceeding the target of .40 or above.
- 2) Net Operating Revenue Ratio measures the performance of the College. This ratio is .039 which is essentially at the target of .04.
- 3) Return on Net Assets Ratio is .136 or 13.6%, exceeding the target of .03 to .04 due primarily to a significant increase of Foundation Net Assets of over \$3.8 million in 2024.
- 4) Viability Ratio measures an institution's ability to cover debt obligations with assets readily available. This ratio is 1.208 with the target range above 1.50. This ratio continues to increase over previous years.

These ratios resulted in a CFI of 4.01 for the fiscal year ending June 30, 2024, which is well within the Higher Learning Commission's (HLC) desired range. The CFI of 4.01 was calculated without the effect of GASB 68 and 75 liabilities and expenses. Governmental Accounting Standards Board (GASB)

pronouncements [GASB68] of 2015 and [GASB75] of 2018, require employers to report their proportionate share of net pension liability and other post-employment benefits (OPEB). The College became responsible for carrying liabilities for net pension and other post-employment benefits. The CFI was also calculated including the effect of GASB liabilities and expenses at 3.89, which is still well within the HLC’s recommended range for public institutions.

IX BOARD COMMITTEE & REQUIRED ACTION:

None

X BOARD ACTION:

A Transaction Report:

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

On a motion made by Joy Hopkins and seconded by Wendy Middaugh:

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

Roll Call:

Ayes: Wendy Middaugh, Nick Chenier, Steve Soderman, Terri Mileski, Joy Hopkins, Eric Lundin

Nays: None

Abstentions: None

Motion carried unanimously.

B Resolution of Appreciation:

A Resolution of Appreciation was presented for approval for Kim Carne, VP of College Advancement retiring at the end of January. Eric Lundin stated that Kim has been a great addition to the College and trustees thanked Kim for her years of service to the College and wished her the best in retirement.

It was moved by Nick Chenier and seconded by Wendy Middaugh to:

“Approve the Resolution of Appreciation as presented for Kim Carne, Vice President of College Advancement.” No further discussion. Motion carried unanimously.

C 2025 Regular Board Meeting Schedule:

The proposed 2025 meeting dates were discussed at the Board Retreat held on October 21, 2024. Regular meetings will be held on odd months and the Board Bylaws were revised at the Regular December 18, 2024, meeting to reflect this schedule change. It was moved by Terri Mileski and seconded by Joy Hopkins to:

“Approve the 2025 Regular Board Meeting Schedule as presented.” No discussion. Motion carried unanimously.

D 2025 Board Officers:

The slate of board officers was presented according to the practice of rotating offices. This year’s rotation allows the Treasurer position to move above the Secretary position to align with the duties of officers outlined in the Board Bylaws which states that the Treasurer shall preside over a meeting ahead of the Secretary.

It was moved by Joy Hopkins and seconded by Steve Soderman to:

“Approve the Board Officers for 2025 as presented:

**Nicholas M. Chenier Chair
Wendy B. Middaugh Vice-Chair
Terri T. Mileski Treasurer
Joy E. Hopkins Secretary
Steven D. Soderman Member
Eric L. Lundin Member
Stephen T. Davis Member**

Assistant Officers

**Laura Johnson Assistant Board Secretary
Lynn Martinson Assistant Board Treasurer.”**

Trustees thanked Eric Lundin for the great job in chairing the Board over the last year. Motion carried unanimously.

Eric Lundin passed the gavel to incoming Chair Nick Chenier who continued to preside over the meeting.

E 2025 Board Committee Assignments:

The board committee assignments for 2025 were in the board report and presented for approval.

It was moved by Joy Hopkins and seconded by Steve Soderman to:

“Approve the Board Committee assignments for 2025 as presented.” No discussion. Motion carried unanimously.

F IM Advisory Board Appt:

The Dickinson County Board of Commissioners appointed Kevin Sullivan to serve as their representative on the Bay College Iron Mountain Advisory Board on January 13, 2025. Mr. Sullivan replaces John Degenauer who was not re-elected to the Board of Commissioners. The appointment was presented for approval.

It was moved by Terri Mileski and seconded by Wendy Middaugh to:

“Approve the appointment of Kevin Sullivan to the Bay College Iron Mountain Advisory Board as the Dickinson County Board of Commissioner’s representative.” Terri Mileski acknowledged John Degenauer’s service on the IM Advisory Board. Motion carried unanimously.

XI UNFINISHED BUSINESS:

A Update on JHUC Chiller System Proposal:

Chair Nick Chenier stated that VP of Finance and Operations Lynn Martinson reported after the December 18 board meeting that since the cooperative group, Omnia partners, only received the one bid from Trane, an RFP will be pursued which will allow further due diligence. The proposal from Trane Technologies was therefore, not accepted. Although it will delay fixing the HVAC problem in the JHUC building, a make-shift solution will be made for the summer until the chiller can be fixed.

XII NEW BUSINESS:

A Trustee Resignation:

Trustee Steve Davis resigned from the Board effective February 28, 2025. The seat must be filled by March 30, 2025.

It was moved by Joy Hopkins and seconded by Terri Mileski that:

“With great sadness, the resignation of Stephen T. Davis from the Bay College Board of Trustees was accepted effective February 28, 2025.” No discussion. Motion carried unanimously.

Assistant Board Secretary Laura Johnson confirmed that the Board will follow the practice of filling the vacancy as outlined in the Board’s Appointment Policy 1001 which solicits interested and qualified Delta County citizens for appointment consideration. The timeline and communications for the appointment process were reviewed.

XIII MCCA UPDATE:

Joy Hopkins reported that MCCA President Brandy Johnson accepted the renewal of her contract and that a lot of work is going on in Lansing, but nothing has been signed yet by the Governor.

Dr. Hughes encouraged trustees to join her at the MCCA Capitol Day on the Hill on April 17.

XIV OTHER:

None

XV ADJOURNMENT:

It was moved by Joy Hopkins and seconded by Eric Lundin to:

“Adjourn the meeting.” No discussion. Motion carried unanimously. The meeting adjourned at 6:07 p.m. ET.

Laura L. Johnson Assistant Board Secretary	Completion Date	Approval Date
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Nicholas M. Chenier Chair		Approval Date
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Alignment Matrix: College Initiatives

Strategic Initiatives and
Future Endeavors

Dr. Nerita Hughes
President

nerita.hughes@baycollege.edu

Alignment Matrix: College Initiatives

- Foundation of college's strategic vision: Diversity, Equity, Inclusion, and Belonging (DEIB)
- Aligns with changing demographics, student needs, and workforce demands
- Crosswalk to show alignment of initiatives with mission, strategic pillars, and outcomes

MI School Data Enrollment Projections

MI School Data (2023-2024 Projections)

Grade Level

ISD Name

School District

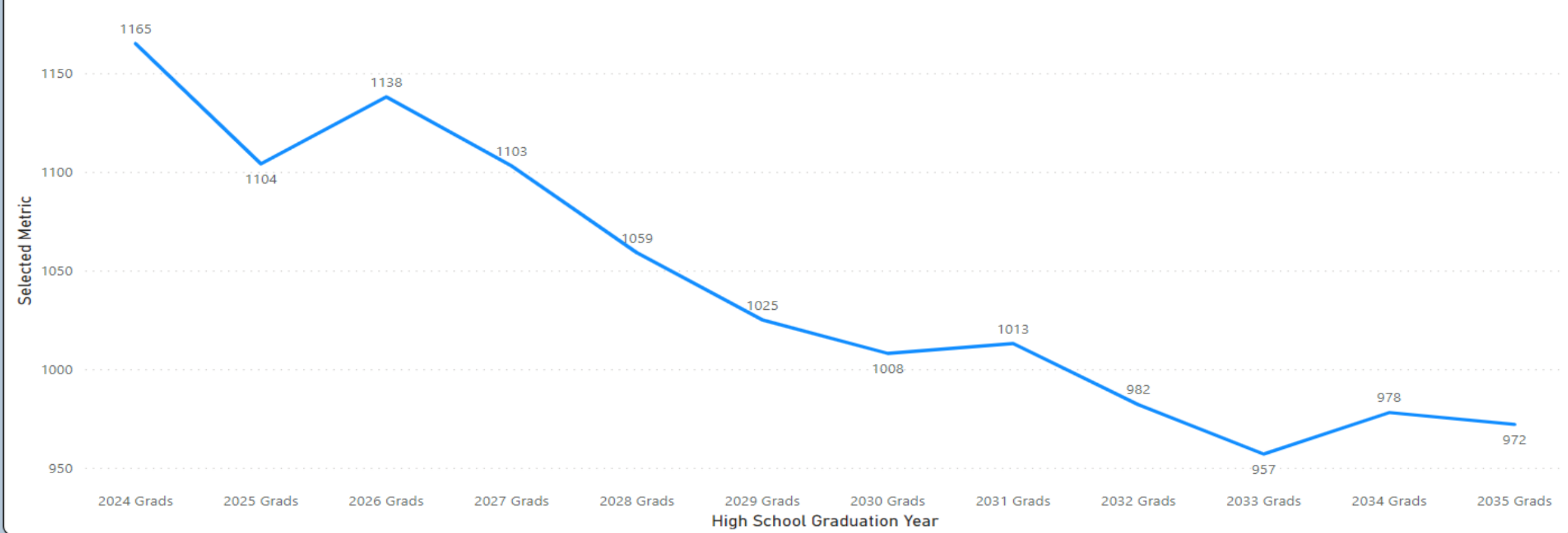
Reset All Filters

Assumptions: Most students enrolled at Bay are from Upper Peninsula of Michigan counties. All pages of this dashboard are filtered to the following ISDs: Delta, Dickinson, Marquette-Alger, and Menominee.

Hint: Make sure drill mode is on, and you can click any data point to see the school names!

Metric

MI School Data Projections for All Districts | ISD(s): Delta-Schoolcraft ISD, Dickinson-Iron ISD, Menominee ISD | School Level(s): 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12



MI School Data Enrollment Projections

**MI School Data
(2023-2024 Projections)**

Total Enrollment by
Grade Level

12,504

Top County

Delta

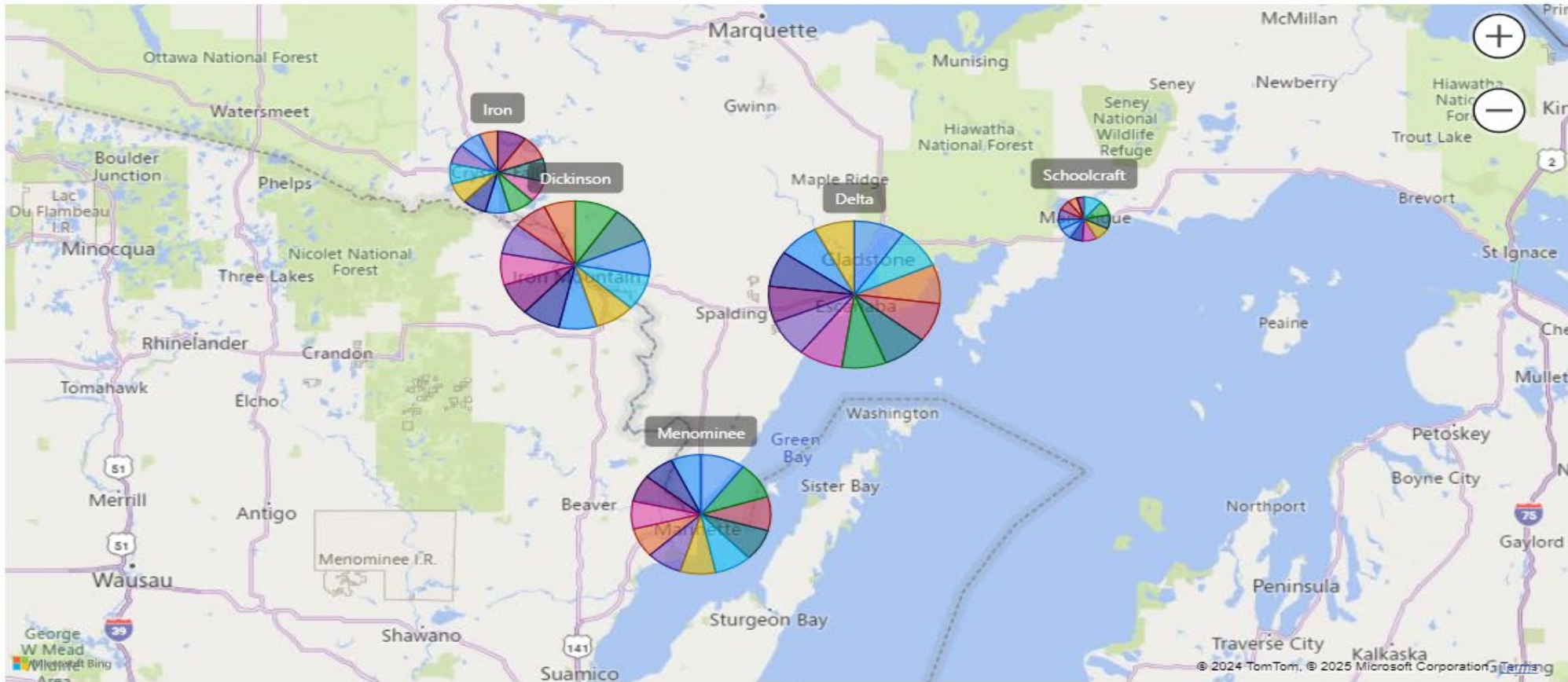
Top County - Student Count

4609

Reset All Filters

Total Enrollment Data for Grade Level(s): 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 | ISD(s): Delta-Schoolcraft ISD, Dickinson- ↑ ↓ ↕ ↗ ↘ ↙ ↚ ⌂ ...

GradeLevel 1 2 3 4 5 6 7 8 9 10 11 12



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Grade Level

ISD Name

County Name

School District

MI School Data Enrollment Projections

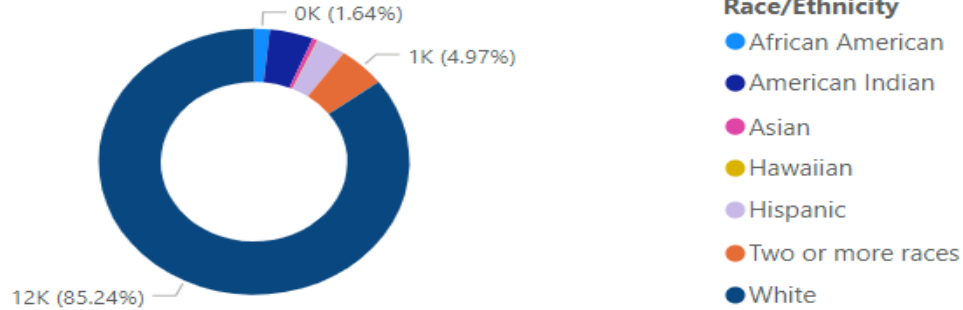
MI School Data (2023-2024 Projections)

Total Enrollment by School Level

12,504

Reset All Filters

Total Enrollment Data for All School Levels | ISD(s): Delta-Schoolcraft ISD, Dickinson-Iron ISD, Menominee ISD | All Counties | All Districts



% Female by School Level

48.36

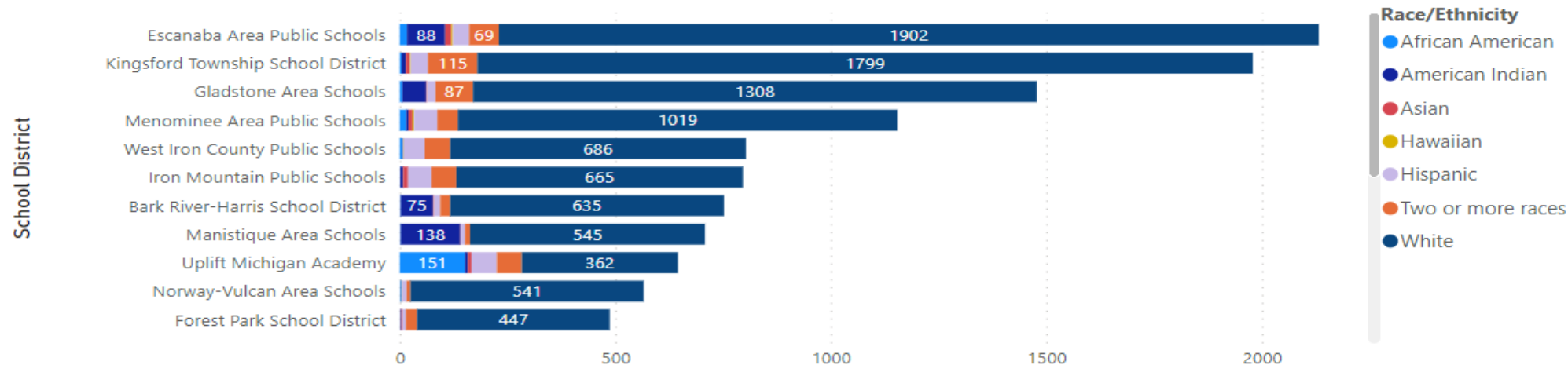
% White by School Level

85.24

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Total Enrollment Data for All School Levels | ISD(s): Delta-Schoolcraft ISD, Dickinson-Iron ISD, Menominee ISD | All Counties | All Districts



School Level:

ISD Name:

County Name:

School District:

MI School Data Enrollment Projections

MI School Data (2023-2024 Projections)

Grade Level

ISD Name

School District

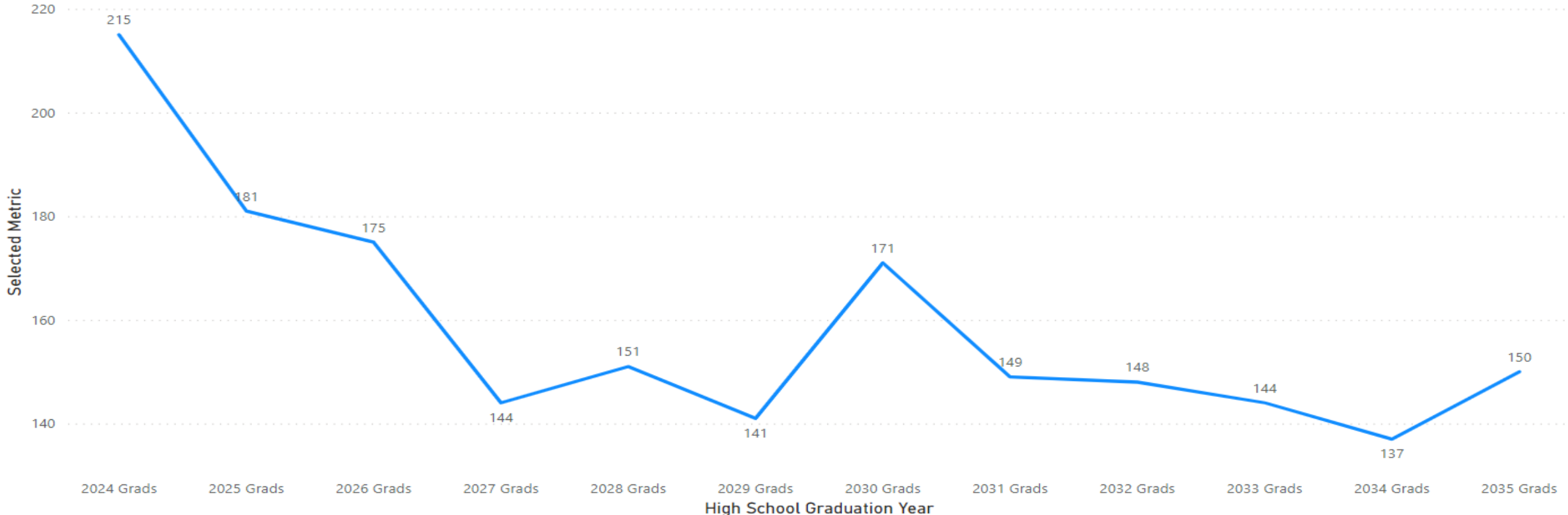
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Hint: Make sure drill mode is on, and you can click any data point to see the school names!

Metric

MI School Data Projections for District(s): Escanaba Area Public Schools | ISD(s): Delta-Schoolcraft ISD | School Level(s): 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12



MI School Data Enrollment Projections

MI School Data (2023-2024 Projections)

Grade Level

Multiple selections

ISD Name

Delta-Schoolcraft ISD

School District

Escanaba Area Public Sch...

Reset All Filters

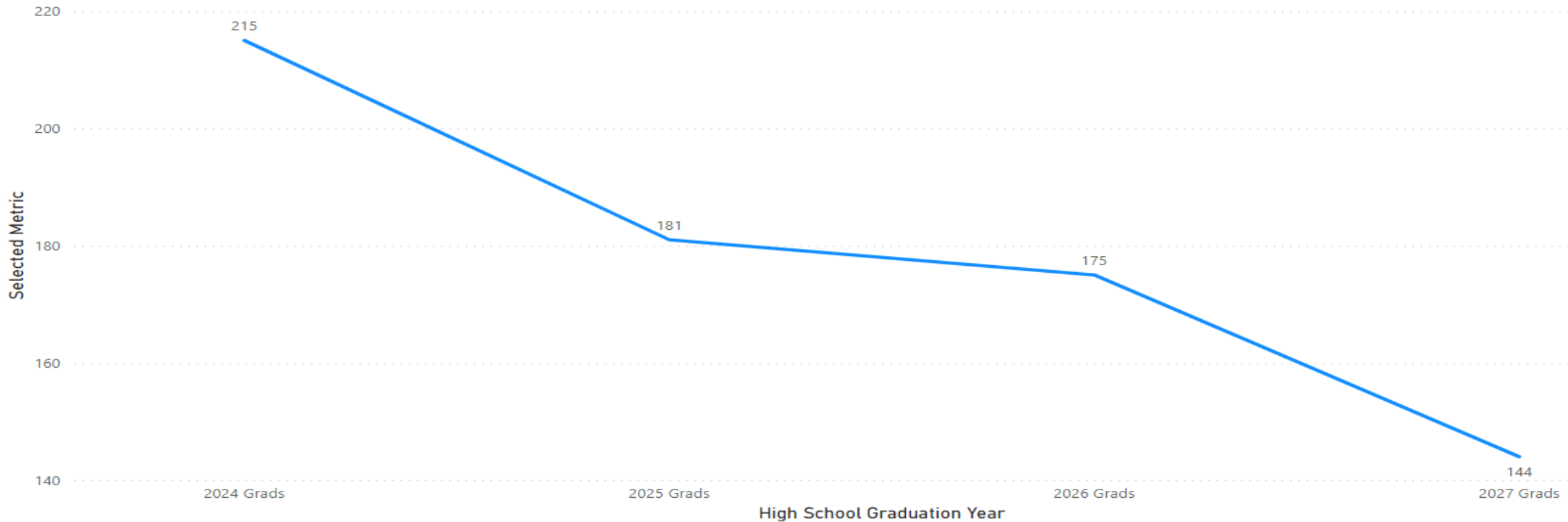
Metric

Student Count

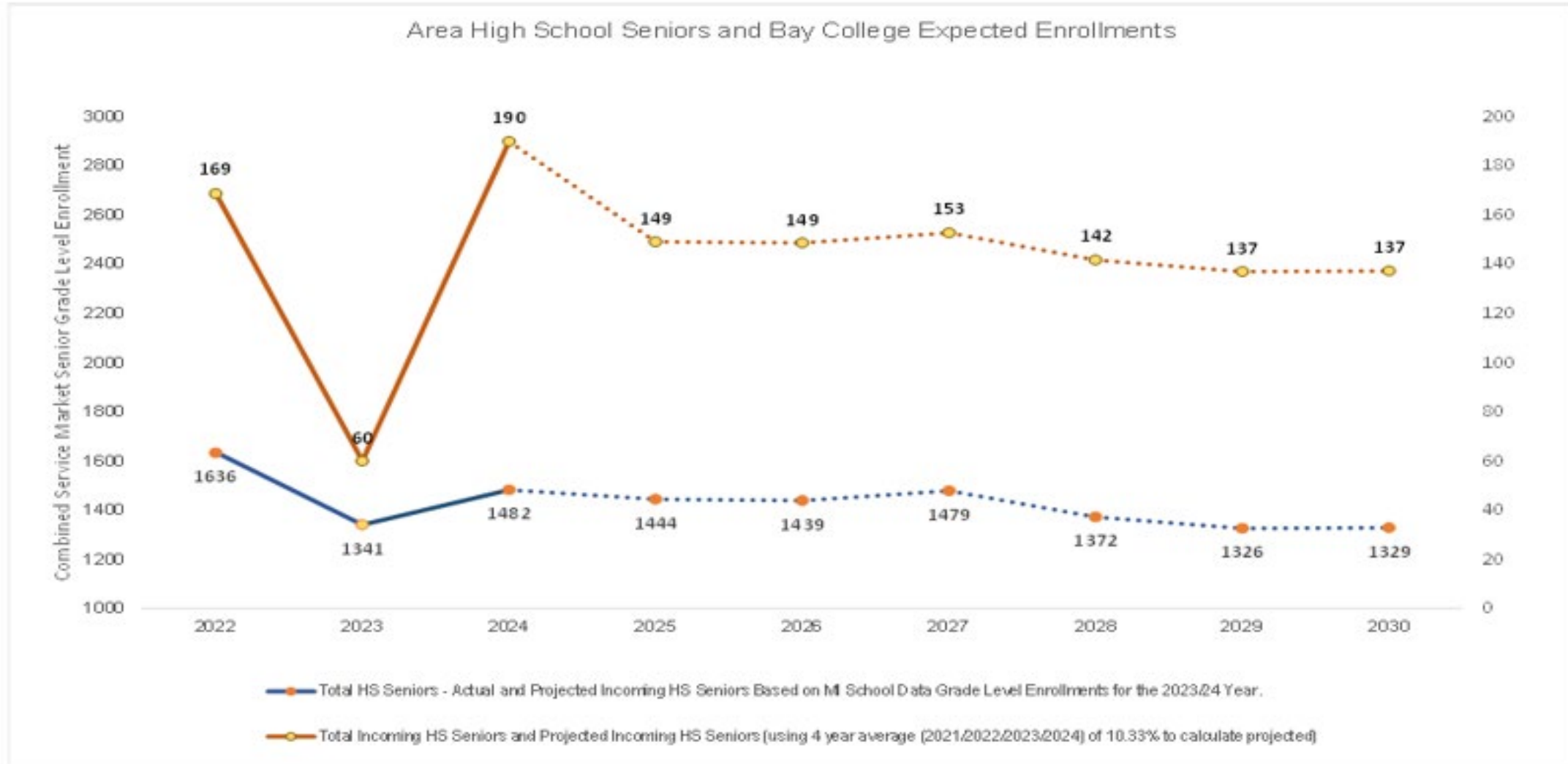
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MI School Data Projections for District(s): Escanaba Area Public Schools | ISD(s): Delta-Schoolcraft ISD | School Level(s): 9, 10, 11, 12



High School Expected Future Enrollments



Five Strategic Pillars

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

Amplify Institutional Value & Brand Identity

- **Program review – alignment of academic division and programs (FY25-26)**
 - Impact/Outcome: identifies strengths and gaps of programs and continuous improvement
- **Upgrade IM SIM Hardware (FY25)**
 - Impact/Outcome: improves simulation quality for healthcare training
- **Contracted Services – Ferrilli Strategic Enrollment Management (FY25, Concludes March 2025)**
 - Impact/Outcome: strengthens recruitment, retention, and data decisions for predicted enrollment outcomes
- ***Campus Housing Growth (Ongoing)**
 - Impact/Outcome: expands residential options fostering community and growth
- ***Contract Negotiations – Full-time Faculty (FY26)**
 - Impact/Outcome: builds trust, fosters employee satisfaction and retention

Amplify Institutional Value & Brand Identity

- ***Website Enhancement (FY25, Concludes January – February 2025)**
 - Impact/Outcome: enhances user experience and streamlines information
- ***ATD – coaching consultation (FY25)**
 - Impact/Outcome: offers customized guidance for achieving institutional data collection goals
- **Contracted Services – Hanover Research (Ongoing)**
 - Impact/Outcome: supports evidence-based decision-making efforts for external research methodologies
- ***Records and Retention Schedule (FY 25-26, Concludes January 1, 2026)**
 - Impact/Outcome: improves document management and regulatory items
- ***College Application Redesign (FY25)**
 - Impact/Outcome: increases the application process to alleviate complex efforts
- ***The Center for Youth Health & Wellness (Ongoing)**
 - Impact/Outcome: addresses youth and children wellness needs

Design a Holistic Student Experience

- **Assessment Team - Mapping programs and courses to ILOs (FY24-27)**
 - Impact/Outcome: improves clarity in the institution's learning outcomes
- **Expanding Competency-based Education (CBE) (Ongoing)**
 - Impact/Outcome: accelerates student success through course design and delivery
- ***National Center for Inquiry & Improvement (FY25-27)**
 - Impact/Outcome: simplifies pathways for rural communities and improves retention
- ***MiLEAP College Success Go Big Grant (FY25-27)**
 - Impact/Outcome: expands access for skills-based learning for adult learners
- **ATD – Strengthening Advising (FY25)**
 - Impact/Outcome: increases retention through personalized and efficient advising services

Design a Holistic Student Experience

- ***Campus Housing Growth (Ongoing)**
 - Impact/Outcome: expands residential options fostering community and growth
- ***College Application Redesign (FY25)**
 - Impact/Outcome: increases the application process to alleviate complex efforts

Cultivate a Culture of Care & Well-Being

- ***Contract Negotiations – Full-time Faculty (FY26)**
 - Impact/Outcome: builds trust, fosters employee satisfaction and retention
- **Replacing our ERP (FY26-28)**
 - Impact/Outcome: modernizes processes, improves data access, and functionality
- **Implement a Shared Governance Structure (FY25)**
 - Impact/Outcome: improves transparency and fosters shared responsibility between employees and administration
- ***The Center for Youth Health & Wellness(Ongoing)**
 - Impact/Outcome: addresses youth and children wellness needs
- **MHICC Mental Health Project (FY25-26)**
 - Impact/Outcome: provides enhanced mental health resources and support our institution through a year-long study

Build Industry-Responsive Partnerships

- **Achieving the Dream (ATD) – Accelerating and Diversifying nursing pathways at CC (FY25, Concludes May 2025)**
 - Impact/Outcome: enhances equity in nursing education and increases the workforce pipeline
- ***National Center for Inquiry & Improvement (FY25-27)**
 - Impact/Outcome: simplifies pathways for rural communities and improves retention
- ***MiLEAP College Success Go Big Grant (FY25-27)**
 - Impact/Outcome: expands access for skills-based learning for adult learners
- **State of Michigan grant – ADN to BSN (FY27, Concludes September 2026)**
 - Impact/Outcome: improves nursing continuity for students transferring to a four-year university
- **Environmental Protection Agency (EPA) Water Tech Partnership (FY25-27)**
 - Impact/Outcome: creates a skilled workforce in the water tech program
- **Michigan New Jobs Training Program (MNJTP) (Ongoing)**
 - Impact/Outcome: provides job-specific training programs for business & industry (local, regional, and state)

Adopt Future-Ready Technology

- **Blackboard Ultra (FY26)**
 - Impact/Outcome: improves the learning management infrastructure and enhances learning access
- **Upgrade Network Infrastructure (FY25)**
 - Impact/Outcome: strengthens digital infrastructure and enables consistent connectivity
- **Upgrade Phone System (FY26)**
 - Impact/Outcome: facilitates effective communication across the institution
- ***Website Enhancement (FY25, Concludes January –February 2025)**
 - Impact/Outcome: enhances user experience and streamlines information
- **EMS Upgrade (FY25)**
 - Impact/Outcome: streamlines event and facility management

Adopt Future-Ready Technology

- ***ATD – coaching consultation (FY25)**
 - Impact/Outcome: offers customized guidance for achieving data collection goals
- ***Records and Retention Schedule (FY 25-26, Concludes January 1, 2026)**
 - Impact/Outcome: improves document management and regulatory items

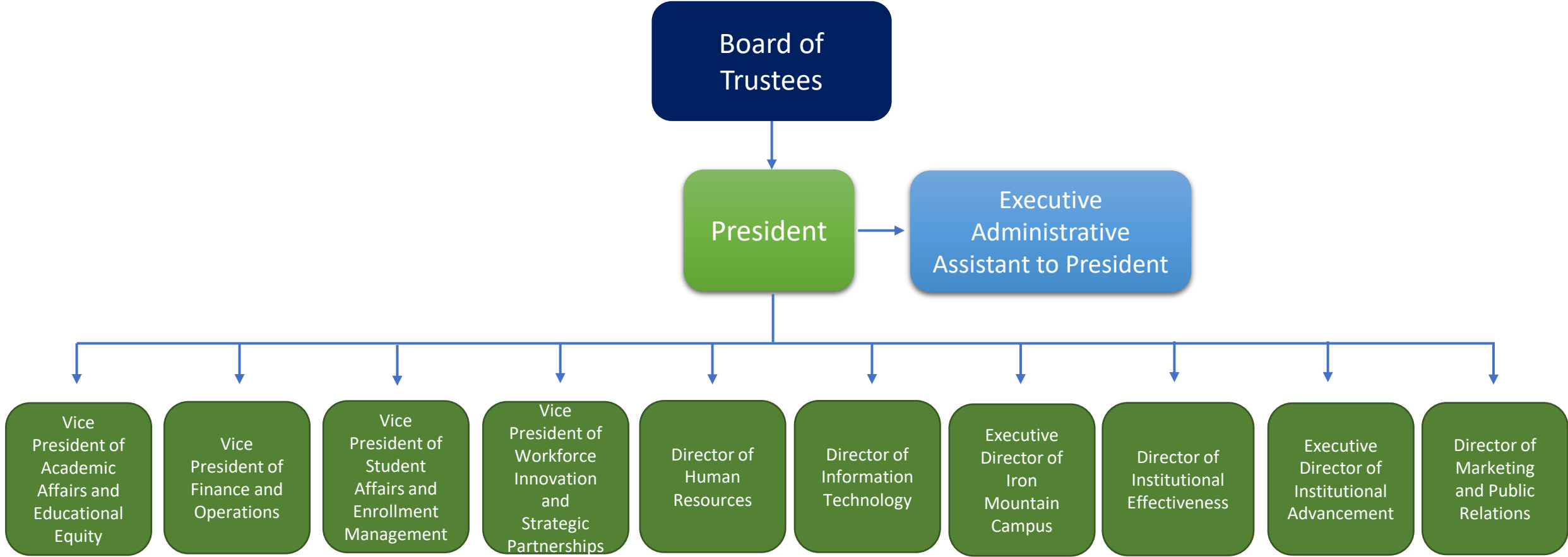
Holistic Alignment (All Pillars)

- **Iron Mountain Millage (FY26)**
 - Impact/Outcome: provides institutional and community growth within Dickinson County
- **Implementation of the Five-Year Strategic Plan (FY25-30)**
 - Impact/Outcome: drives alignment with goals and ensures consistency for future growth endeavors
- **Organizational Restructure (FY25, Concludes January 2025)**
 - Impact/Outcome: enhances operational efficiencies and streamlines work processes
- **HLC Accreditation 2027-28 Site visit (FY 25-27)**
 - Impact/Outcome: enhances and sustains institutional credibility and compliance
- **HLC Committee (FY 25-27)**
 - Impact/Outcome: enhances institutional credibility and drives collaboration across the various college divisions

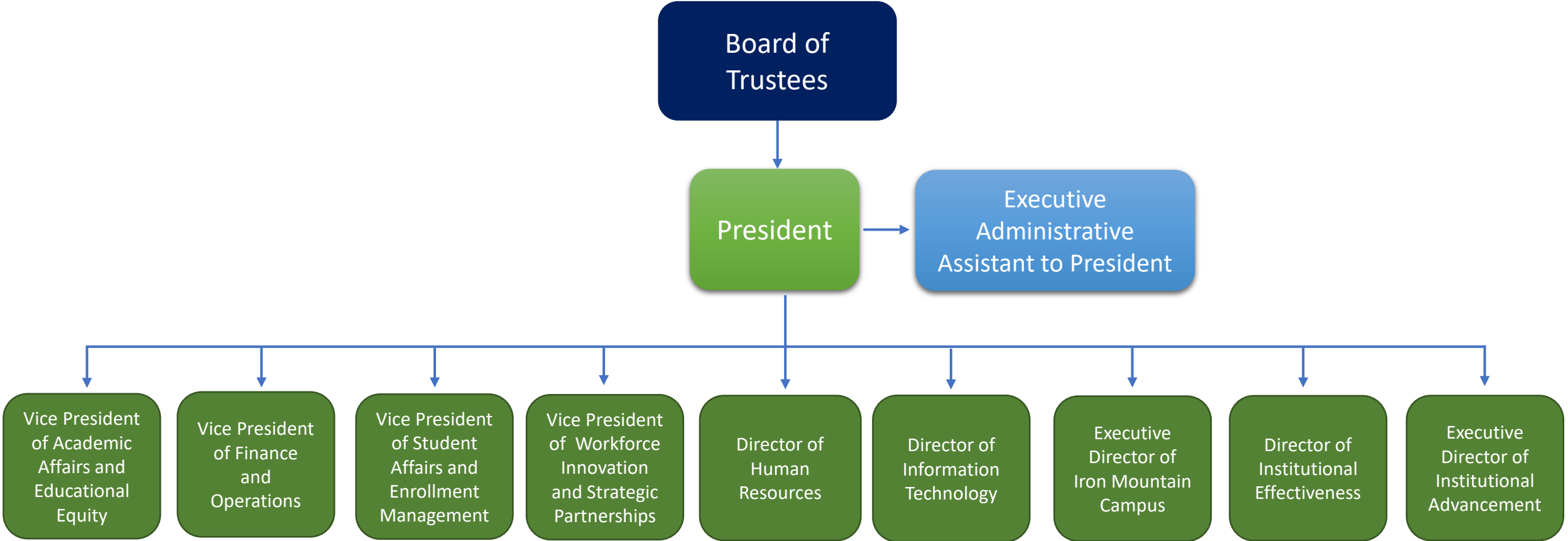
Holistic Alignment – State/National (All Pillars)

- **Aspen Presidential Fellowship – College Involvement (FY25-26)**
 - Impact/Outcome: enhances leadership capacity along with optimizing the institution's focus on Community College 3.0
- **National Alliance for Community and Technical Colleges – NACTC (Ongoing)**
 - Impact/Outcome: addresses higher education trends and challenges (local, regional, and national)
- **Council to Advance Two Year Colleges – CATYC (Ongoing)**
 - Impact/Outcome: enhances two-year college practices on standards, policies, and accreditation
- **Alliance for Innovation & Transformation – AFIT (Ongoing)**
 - Impact/Outcome: fosters innovation and organizational shifts and change within higher education
- **American Association of Community Colleges – AACC (Ongoing)**
 - Impact/Outcome: strengthens policy advocacy, networking, and professional development opportunities
- **Michigan Community College Association – MCCA (Ongoing)**
 - Impact/Outcome: leverages shared resources, increases statewide advocacy and influence efforts

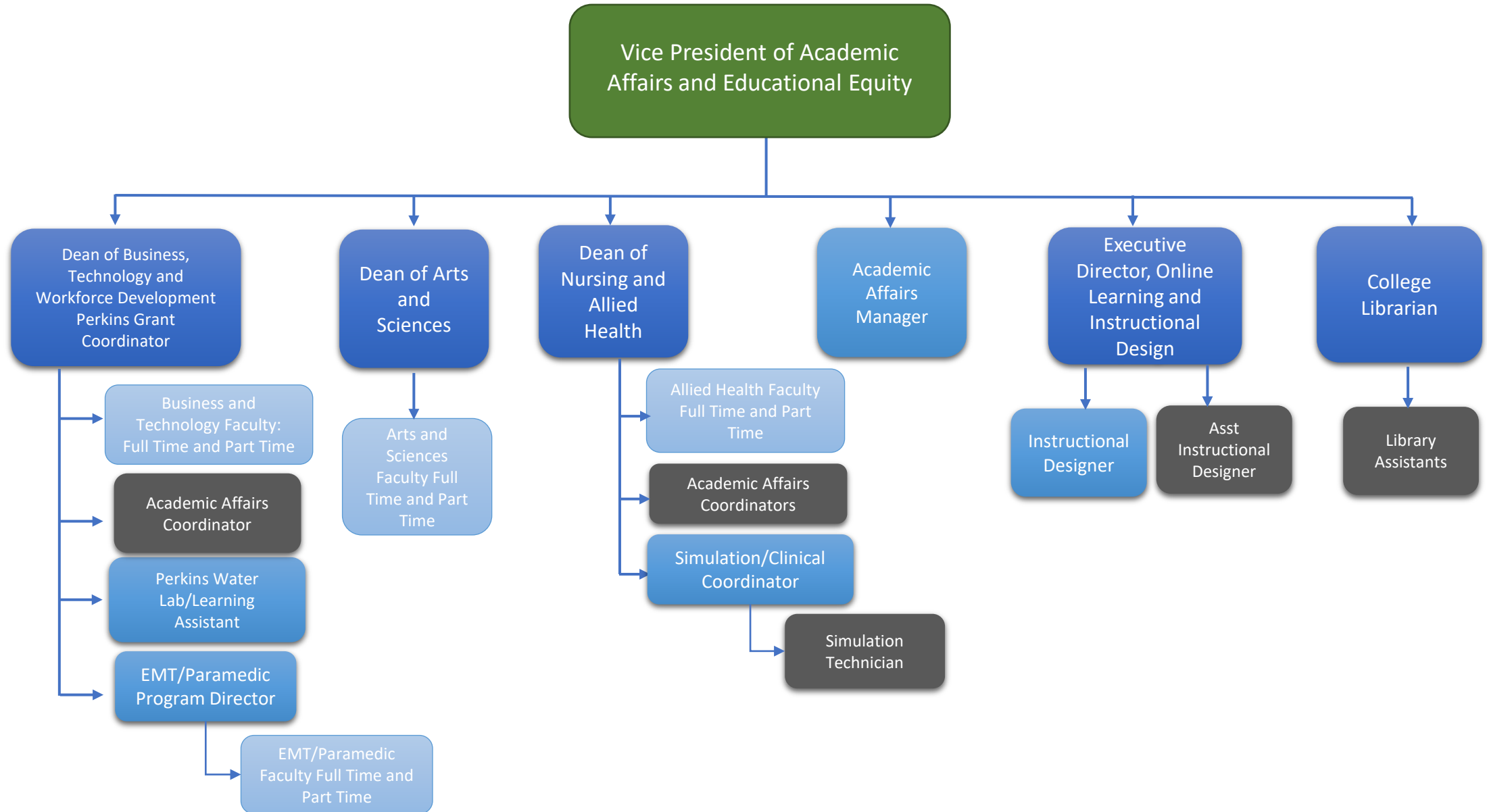
BAY COLLEGE



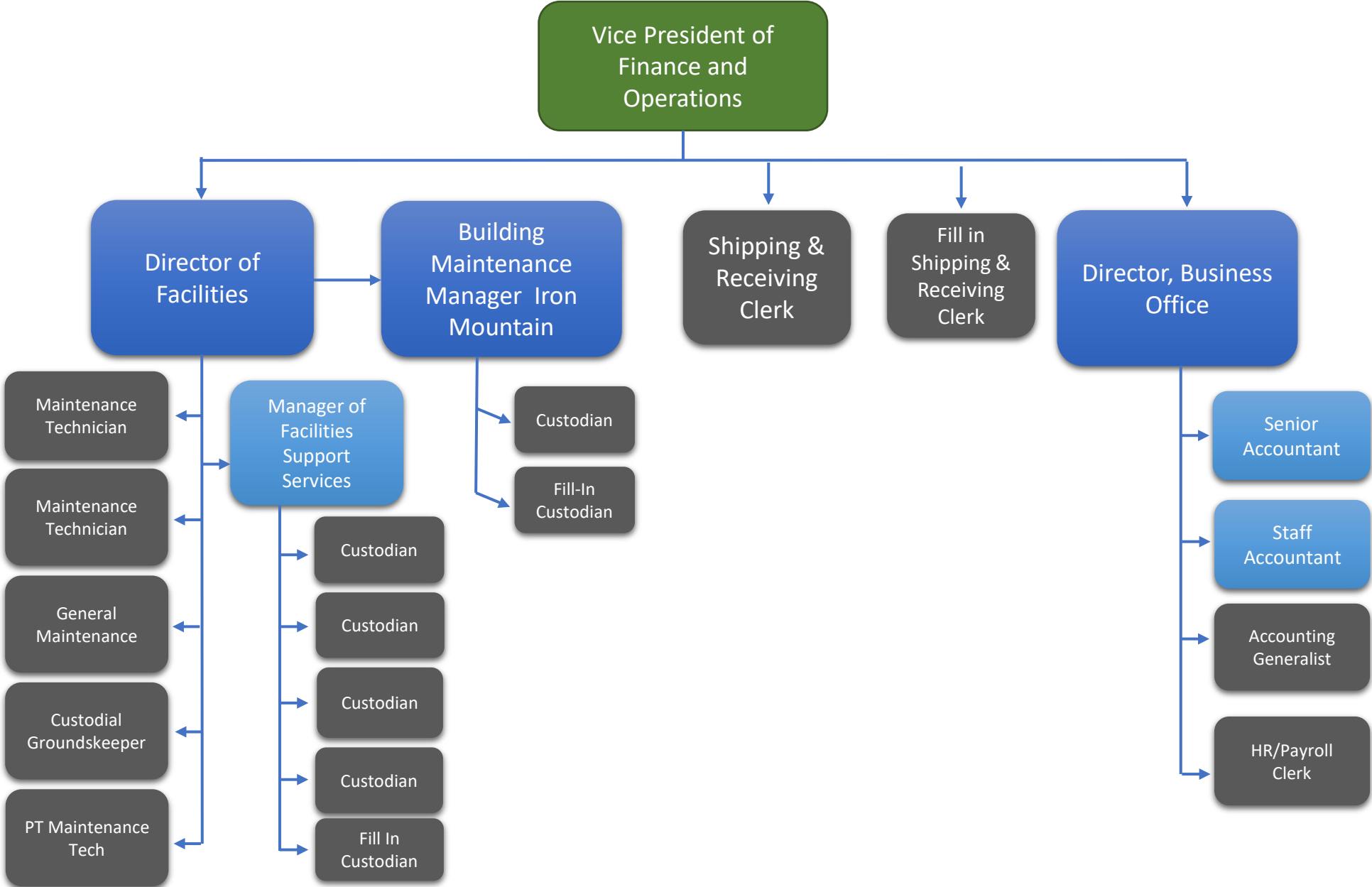
BAY COLLEGE SENIOR LEADERSHIP TEAM



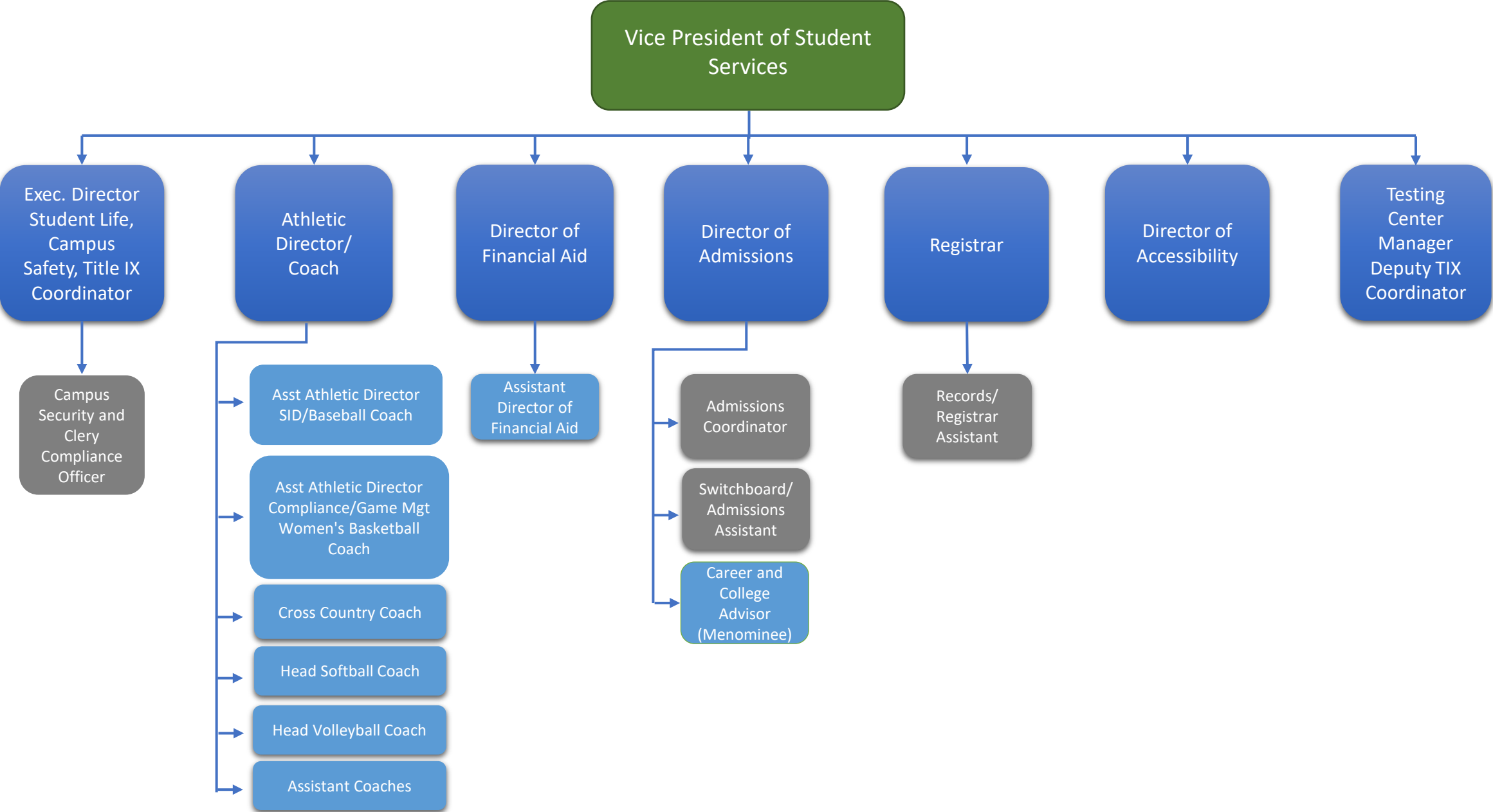
ACADEMIC AFFAIRS



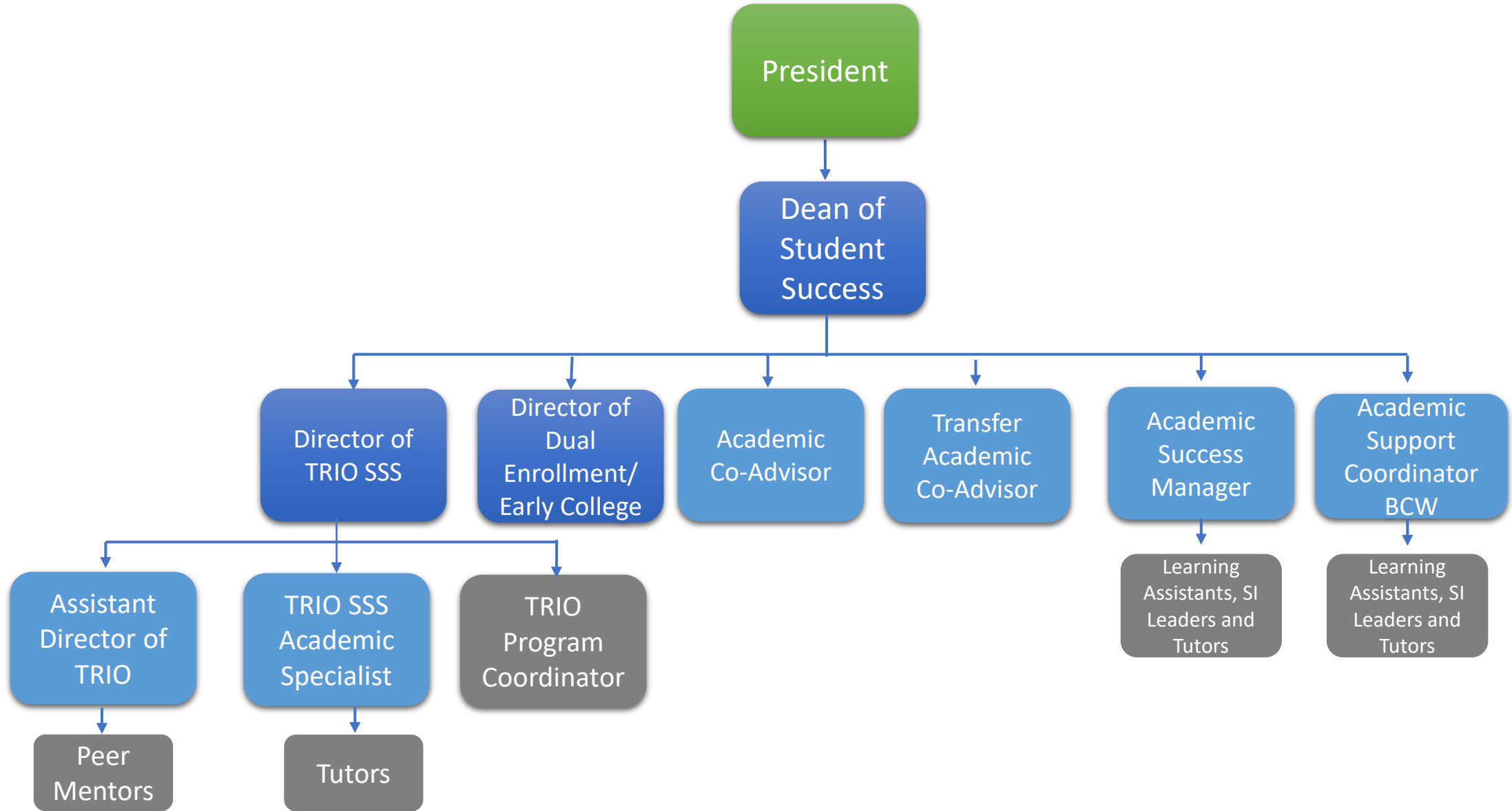
FINANCE AND OPERATIONS



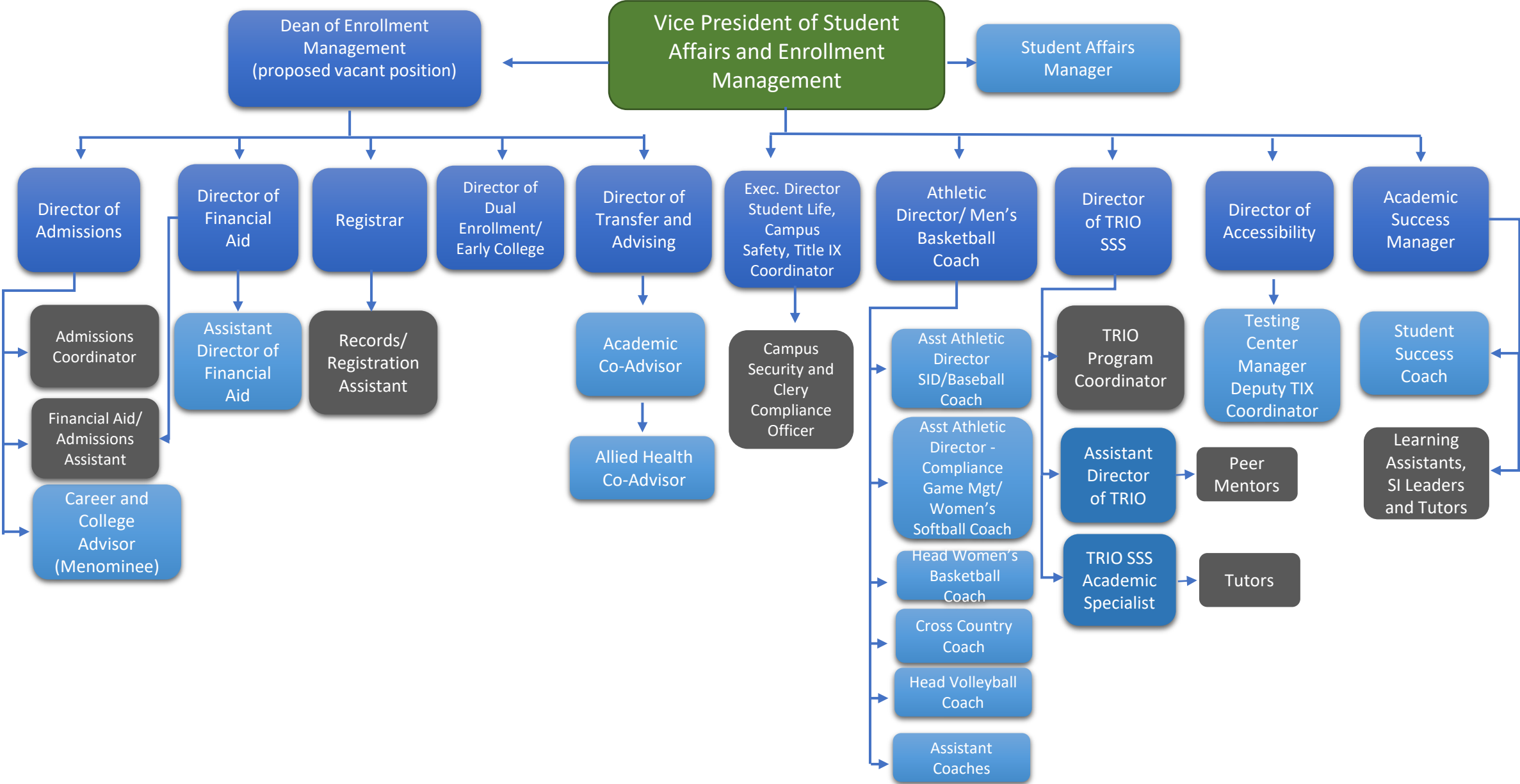
STUDENT SERVICES (pre-reorganization)



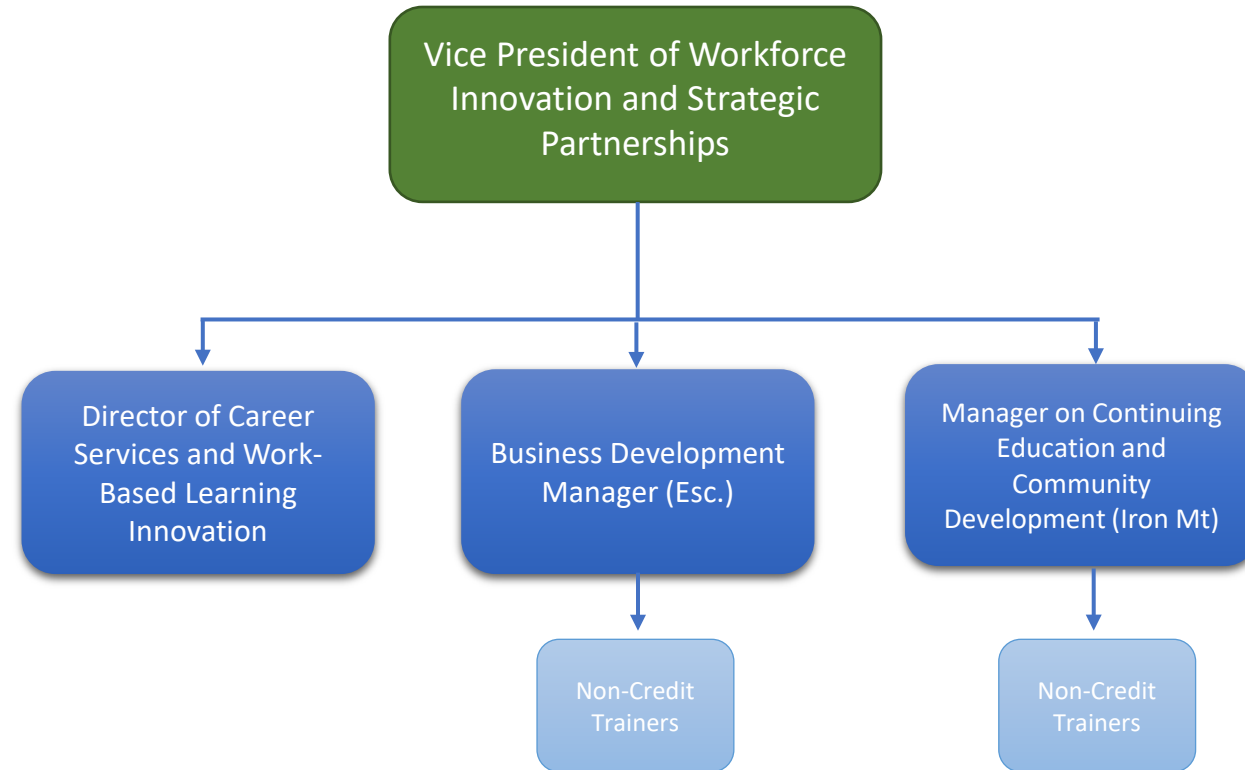
ACADEMIC SUPPORT SERVICES (pre-reorganization)



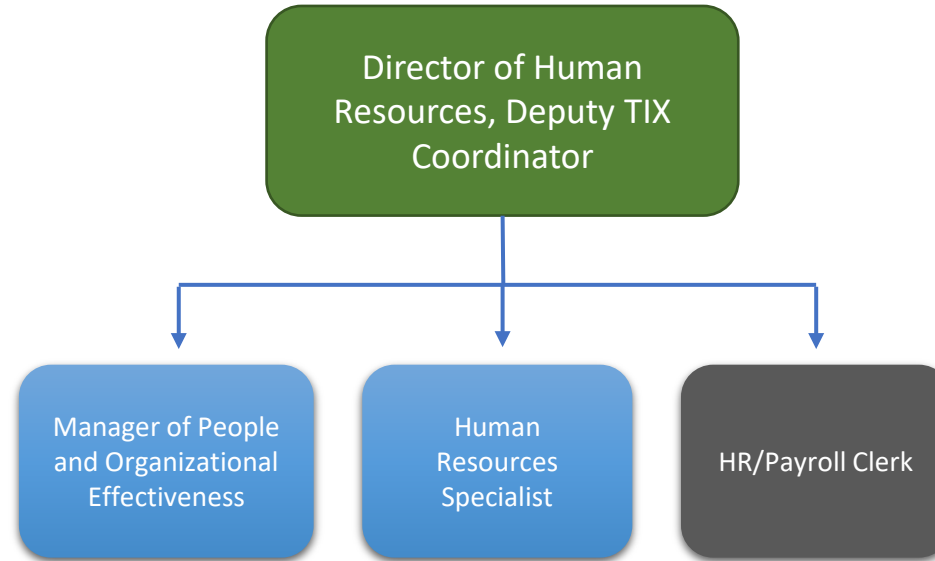
STUDENT AFFAIRS



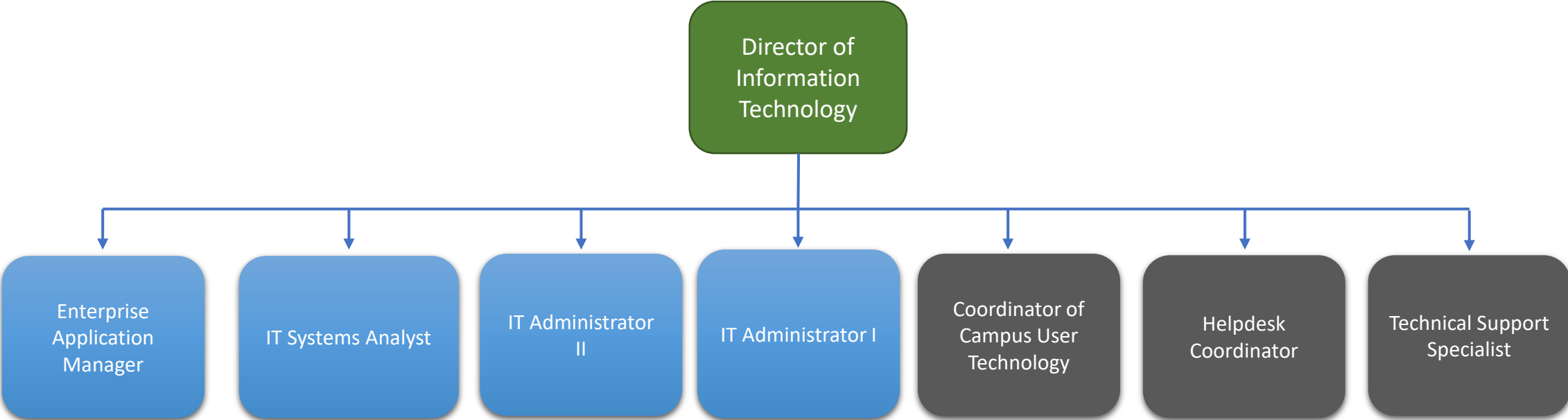
WORKFORCE INNOVATION



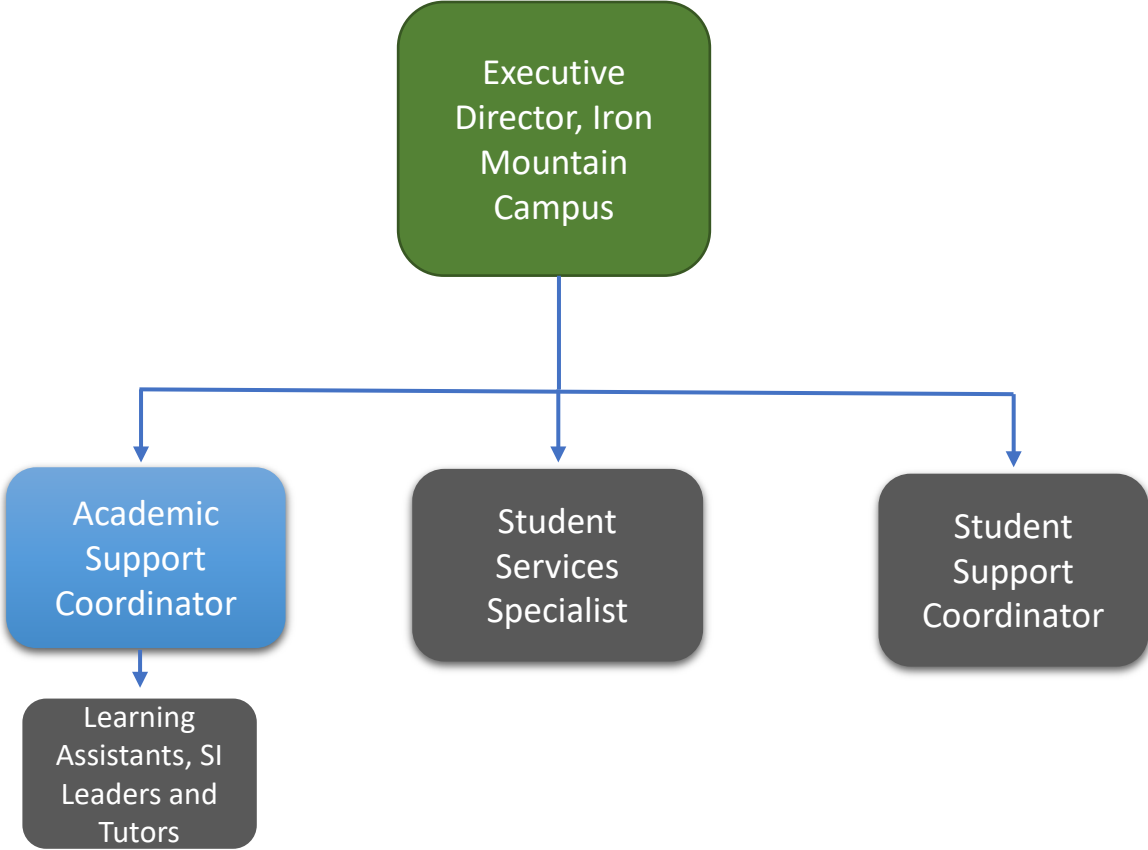
HUMAN RESOURCES



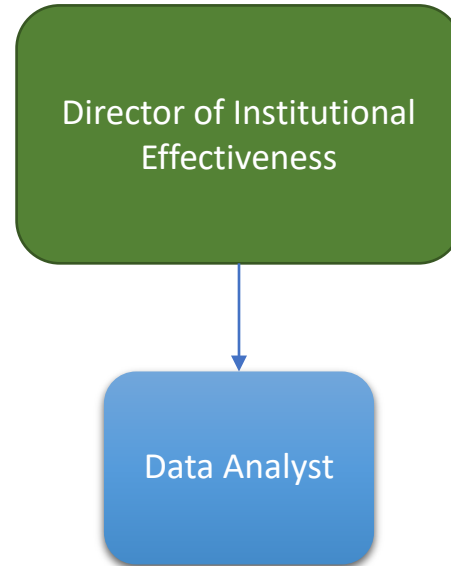
INFORMATION TECHNOLOGY



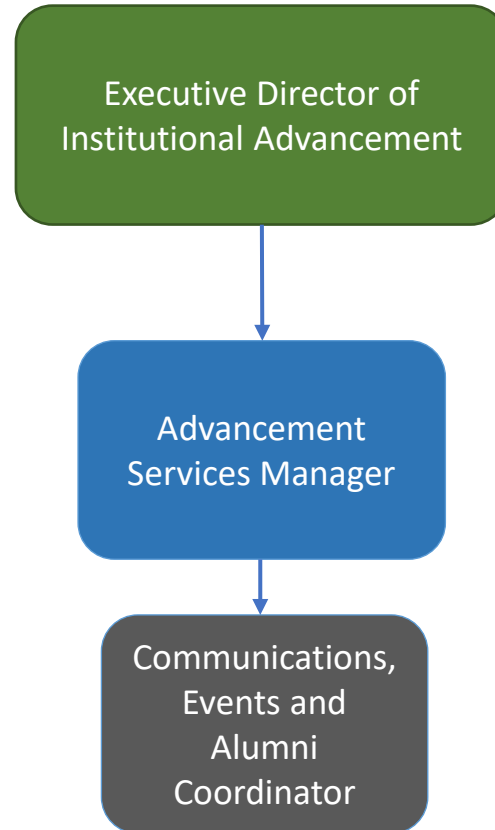
IRON MOUNTAIN CAMPUS



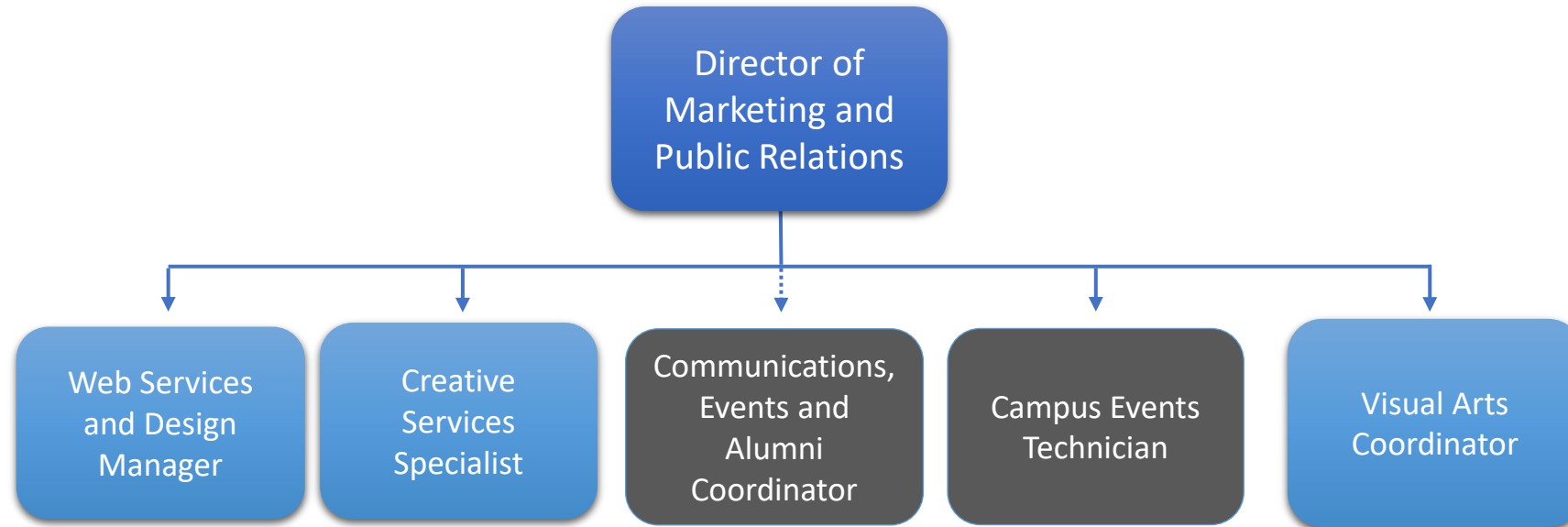
INSTITUTIONAL EFFECTIVENESS



INSTITUTIONAL ADVANCEMENT



MARKETING AND PUBLIC RELATIONS



What is Next? Next Steps...

- **Share with all employees (In-service – January 2025)**
- **Develop a RACI chart for key stakeholders for large projects**
- **Develop key performance indicators for key areas**
 - **Enrollment goals (retention, persistence, and completion)**
 - **Master plans for each area**
 - **Workforce goals (post-graduate placement, apprenticeships, internships, etc..)**
- **Identify barriers that need to be removed**
- **Identify key champions/ambassadors on campus to aid in moving this work forward**

Closing Thoughts & Questions..



***“By changing nothing,
nothing changes”***
~Tony Robbins