

REPORT OF MINUTES

**BOARD OF TRUSTEES
REGULAR MEETING**

**BAY de NOC COMMUNITY COLLEGE
Student Center Room 525
Escanaba, MI**

March 26, 2025

- I CALL TO ORDER:** Chair Nick Chenier called the meeting to order at 5 p.m. ET.
- II ROLL CALL:**
- Roll call was taken by Laura Johnson, Assistant Board Secretary.
- Members present: Terri Mileski, Joy Hopkins, Wendy Middaugh, Steve Soderman, Nick Chenier
- Members absent: Eric Lundin, Ben Parmet
- Administration: Beth Berube, Travis Blume, Jim Cousino, Vicki DeGrand, Cindy Gallagher, Nerita Hughes, Jonathan Lane, Lynn Martinson, Penny Pavlat, Amy Reddinger, Jason Sullivan
- Recorder: Laura Johnson, Assistant Board Secretary
- Faculty: John Breitzman, Nick DuPont, Nick Fox, Amber Kinonen, Mark Highum
- Guests: Dr. Merrill Irving, Sr. Exec. of Advisory Services and Dr. Darrell Cain, Higher Ed. Consultant, from Ferrilli
- III CITIZEN INTRODUCTIONS AND COMMENTS:** None
- IV APPROVAL OF AGENDA:** The agenda was approved by unanimous consent.
- V DECLARATION OF INTEREST:** None
- VI APPROVAL OF MINUTES:** The meeting minutes from the Regular Meeting on January 15, and the Special Meetings on March 14 and March 17, 2025, were approved by unanimous consent.

VII PRESENTATION:

Dr. Merrill Irving, Sr. Exec. of Advisory Services, and Dr. Darrell Cain, Higher Ed. Consultant, from Ferrilli presented their findings from the Enrollment Gap Analysis Project they have been working on with the College and the next step from this analysis is to create a Strategic Enrollment Plan. The presentation slides are attached.

Trustees responded to the presentation with comments and thanked Dr. Irving and Dr. Cain for their work.

VIII PRESIDENT'S REPORT:

President Hughes stated that the current work that the College is doing will align with the College's five strategic pillars and embed principles from affiliations with NCII Rural Guided Pathways, Achieving the Dream as a Leader College, and the recently awarded MiLEAP College Success Go Big Grant.

Rural Guided Pathways is directing our work to create clear pathways for all students (credit and workforce), including dual enrolled students. Achieving the Dream is coaching our team on ways we can strengthen our advising model. The MiLEAP College Success Go Big Grant provided \$1 million over three years to support strategies that will increase college completion for adult learners.

The Senior Leadership Team will work with Dr. Irving and Dr. Cain to develop a Strategic Enrollment Management Plan that aligns with the findings in their presentation. All college initiatives should not be considered as "initiatives" but as an organizational shift of who the College is becoming to serve the students of today and not the students of a few years ago or 20 years ago.

IX BUSINESS OFFICE REPORTS:

Lynn Martinson reported that Rehmann, the audit firm the College contracted to perform our single audit, finalized the single audit on March 6, 2025, and provided an unmodified opinion of the single audit financial statements. A significant deficiency in internal controls over financial applications and four immaterial noncompliance findings were identified as the result. Information Technology, the Financial Aid Office, and the Business Office reviewed the results of the audit and developed corrective action plans to address the findings. The audit report and corrective action plans are in the Board Report.

There were no questions.

X **BOARD COMMITTEE & REQUIRED ACTION:**

None

XI **BOARD ACTION:**

A **Transaction Reports:**

There were no questions or comments on the Transaction Reports ending January 31 and February 28, 2025.

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

“The Financial Transactions for the months ending January 31 and February 28, 2025, stand approved as presented to place on file.” No discussion.

Roll Call:

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

Nays: None

Abstentions: None

Motion carried unanimously.

B **Single Audit:**

The Single Audit Act Compliance Report as of June 30, 2024, was addressed by Lynn Martinson earlier on the agenda. It was presented for board approval.

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

“Accept and place on file the College’s Single Audit Act Compliance Report for the year ended June 30, 2024.” No discussion. Motion carried unanimously.

C **JHUC Chiller Recommendation:**

Lynn Martinson reported that the request for proposal (RFP) results for the 900 (JHUC) Joseph Heirman University Center building chiller came back with bids from Berger & King, Inc. and Prime Specialty Contracting.

A cooperative agreement bid proposal of \$652,108 was presented to the Board at the December 18, 2024, meeting to replace the cooling equipment in the JHUC because the unit had started to fail about a year ago. Upon recommendation of the Board, an RFP was issued to solicit proposals for potential vendors to replace the chiller equipment. The RFP result was significantly less than the initial cooperative agreement recommendation with the low bid of \$496,497 from Berger & King, Inc.

Trustees were pleased that the RFP recommendation resulted in a lower bid than the initial cooperative agreement proposal. The high bid was \$548,999 from Prime Specialty to install Trane equipment. They also provided an alternate quote with Carrier equipment in the amount of \$497,475.

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

“Accept the proposal of \$496,497 from Berger & King, Inc. to replace the chiller equipment in the Joseph Heirman University Center as presented.” No further discussion.

Roll Call:

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

Nays: None

Abstentions: None

Motion carried unanimously.

D Faculty Tenure

Recommendations:

President Hughes and Dr. Amy Reddinger recommended tenure be granted to full-time faculty John Breitzman, Nick DuPont, and Nick Fox.

Jim Cousino, Dean of Business, Technology, and Workforce Development, shared comments about each instructor which supported the recommendations for tenure. The recommendations are in the Board Report.

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

“Grant tenure to full-time faculty members John Breitzman, Nick DuPont, and Nick Fox.” No further discussion. Motion carried unanimously.

Trustees congratulated the newly tenured faculty John Breitzman, Nick DuPont, and Nick Fox.

E Curriculum Activity:

Curriculum activity from February 14, 2024, through March 26, 2025, was presented for board approval by the Curriculum Committee.

Dr. Amy Reddinger commented that Dr. Hughes requested that our registrar run a report last summer of classes that had not been offered in the last five years. Amy shared the report with faculty at

the beginning of the academic year and the retirement of those courses is reflected in the curriculum activity report.

Trustees commented that the report was well laid-out and provided the information needed. Amy responded to a question that the curriculum changes go into effect August 1, 2025.

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

“Approve the curriculum activity from February 14, 2024, through March 26, 2025, as presented: revised program proposals from Social Behavioral Sciences and Business & Technology; new course proposals from Technology and Social & Behavioral Sciences; revised course proposals from Business, Social & Behavioral Sciences, Technology, Allied Health, Math & Science; and retired courses from Arts & Letters, Math & Science, Business & Technology, Social & Behavioral Sciences, and Allied Health.” No further discussion. Motion approved unanimously.

F ERP
Recommendation:

Lynn Martinson and Director of IT Jonathan Lane represented the recommendation from the Adopt Future Ready Technology Committee and the IT Governance Committee for the Enterprise Resource Planning (ERP) system requested to adopt. The recommendation and draft contract (Master Terms and Conditions) are in the Board Report.

Jonathan stated that the transition to a new ERP necessitates running the current Jenzabar system and the new system as a dual system for approximately 18 months. The recommendation is to move to the ERP offered by Ellucian to gain efficiencies for the entire college. Although there is no perfect tool, the aim is to have fewer manual processes because the Ellucian product will help automate many processes. All employee groups that attended the vendor demos supported moving to Ellucian’s product.

Dr. Hughes advised that the Ellucian contract received legal approval before the board meeting began and the updated document would be provided to trustees.

Joy Hopkins asked Director of Institutional Advancement Penny Pavlat whether the data will still be accessible. Penny responded that the data would remain intact and although IR will have to learn

how to work with it in a new system, they support that the Ellucian product is the best product to support our students.

Dr. Hughes responded to Wendy Middaugh's question about how the College will make sure the new system is used to its fullest potential, that an implementation team will be formed and Ellucian will provide technical assistance. Michael Klein is the ERP Manager, and although he is not expected to know everything about the system, he will become knowledgeable about all the modules and module managers will be expected to become well-versed in their modules and share that knowledge with their module users.

Jonathan Lane responded to Steve Soderman that the ERP would be implemented before a CRM (Customer Relationship Management) is added. Ellucian has their own CRM and everything integrates easier with their ERP. Ellucian has a lot of experience implementing their ERP from a Jenzabar system.

Dr. Hughes added that over 80% of the Michigan public community colleges are Ellucian schools. That will add another layer of support.

Lynn Martinson advised that the investment would be funded by withdrawing \$1.6 million from reserves for the first two years of the contract to cover the cost of implementation and running dual systems during this time.

The College would still pay Jenzabar during the 18–24-month transition. The seven-year contract with Ellucian presents the ERP and associated expenses at \$5,326,500.00 but the total project investment is closer to \$5,501,500.00 to include supplemental support.

Lynn responded to Wendy Middaugh that although the College is positioned well to take out funds from the reserve fund, it reduces the amount of the reserve fund for other projects or unexpected expenses. Ellucian ERP expenses will come from the general budget beginning year three of the contract because the College would no longer be paying for Jenzabar once the transition is complete.

Jonathan responded to Steve Soderman that after the transition savings will be realized from paring down outside services and servers.

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

“Accept the revised Master Terms and Conditions for professional services with Ellucian for an Enterprise Resource Planning (ERP) system not to exceed \$5,501,500.00 for the total project.” No further discussion.

Roll Call:

Ayes: Steve Soderman, Terri Mileski, Joy Hopkins, Wendy Middaugh, Nick Chenier
Nays: None
Abstentions: None
Motion carried unanimously.

G MI ESTA Policy:

Personnel Policy 709 was developed in response to Michigan’s Earned Sick Time Act (ESTA), which went into effect on February 21, 2025. The policy was reviewed by Thrun Law Firm with the recommendation to make the policy effective immediately to recognize the effective date of the law. The policy was presented for board approval.

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

“Approve Board of Trustees Personnel Policy 709 Michigan’s Earned Sick Time Act effective immediately.” No discussion. Motion carried unanimously.

H Updated Board Committee Assignments:

The updated Board Committee assignments were presented for approval to reflect the service of new trustee Ben Parmet.

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

“Approve the revised board committee assignments for 2025 as presented.” No discussion. Motion carried unanimously.

XII UNFINISHED BUSINESS:

None

XIII NEW BUSINESS:

None

XIV MCCA UPDATE:

Joy Hopkins reported that the MCCA Executive Committee is recommending an overall compensation analysis for negotiating future MCCA presidential contracts to the MCCA Board of Directors on May 16. MCCA President Brandy Johnson will share the analysis with the MCCA colleges for future presidential hirings.

XV OTHER:

None

XVI ADJOURNMENT:

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

“Adjourn the meeting.” No discussion. Motion carried unanimously. The meeting adjourned at 6:12 p.m. ET.

Laura L. Johnson
Assistant Board Secretary

Completion
Date

Approval Date

Nicholas M. Chenier
Chair

Approval Date

Bay College Final Report Presentation



Enrollment Gap Analysis and Optimization Project



Introductions and Appreciation



Who is Ferrilli?



Dr. Merrill Irving, Jr.

Senior Executive of Advisory Services



Dr. Merrill Irving, Jr. has over 27 years of experience in Higher Education. Dr. Irving is a leader in championing individuals, institutions, and non-profit organizations to make a difference in their communities. Dr. Irving has served on the Board of Directors for American Association of Community Colleges (AACC) and also as the National Chair for Higher Education Research Development Institute (HERDI). He has significantly increased fundraising to support student success including specific retention and completion efforts.

This has included a complete redesign of scholarship programs to support targeted enrollment initiatives, thereby increasing access and retention of diverse student populations. In addition to his leadership of student success, Dr. Irving has led successful open access into higher education initiatives in Los Angeles, Miami, Chicago and Minneapolis. This has included a complete redesign of scholarship programs to support targeted enrollment initiatives, thereby increasing access and retention of diverse student populations.

Currently, Dr. Irving serves as the Senior Executive of Advisory Services with Ferrilli. In this role he serves as a strategic partner to the Ferrilli Higher Education partners. Dr. Irving leads the efforts for educational partners to receive service management of Technology; Student Affairs; Planning; Strategic & Enrollment Management; Accreditation; Student Experience; Diversity Equity & Inclusion; Cultural Competence and customized client needs.

Dr. Darrell Cain

Higher Education Consultant

Dr. Cain is a distinguished leader in higher education with a proven track record of success in enrollment management, student retention, and accreditation. He has served as the president of two colleges and has held senior executive roles in student services and academic affairs. In these roles, he has successfully implemented data-driven strategies that have significantly improved student retention rates. His expertise in leveraging analytics and student engagement initiatives has substantially impacted colleges and universities aiming to optimize their enrollment processes and enhance student satisfaction.

As a distinguished board member of the Council for Higher Education Accreditation (CHEA) and a reviewer for the Higher Learning Commission (HLC), Dr. Cain brings unparalleled expertise in the area of accreditation. His deep understanding of accreditation standards and quality assurance processes has made him an invaluable resource for educational institutions navigating the complex accreditation landscape.

Dr. Cain is an ideal partner for educational institutions seeking to elevate their standards and outcomes. He is a highly skilled consultant and trusted advisor who can help institutions achieve enrollment management, student retention, and accreditation goals.

Project Objectives



Diagnose Enrollment
for Bay College

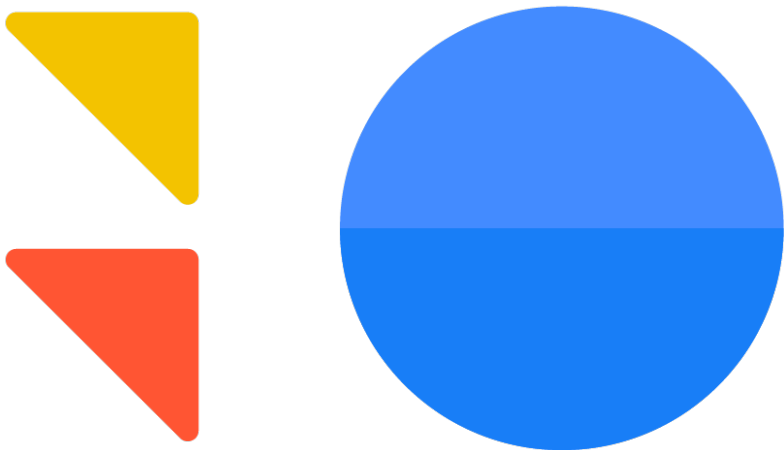
Identify
Opportunities

Develop
Recommendations



Approach/Methodology

- Data Collection, Analysis and Interpretation
- Stakeholder Interviews
- Student Experience Assessment
- Best Practices Benchmarking



Project Timeline and Deliverables

December 15 – February 5

- Document Review, Data Analysis and Interpretation
- Best Practices Benchmarking
- Targeted Conversations with Senior Leadership
- Formulation of Interview Questions
- Interviews and Focus Groups

February 6 – March 5

Generation of

- Gap Analysis Report
- Recommendation Portfolio
- Executive Summary

March 12

Presentation to College Cabinet and Feedback Session

March 26th

Presentation of Findings to Bay College Board of Trustees



Executive Summary and

Why this work matters?

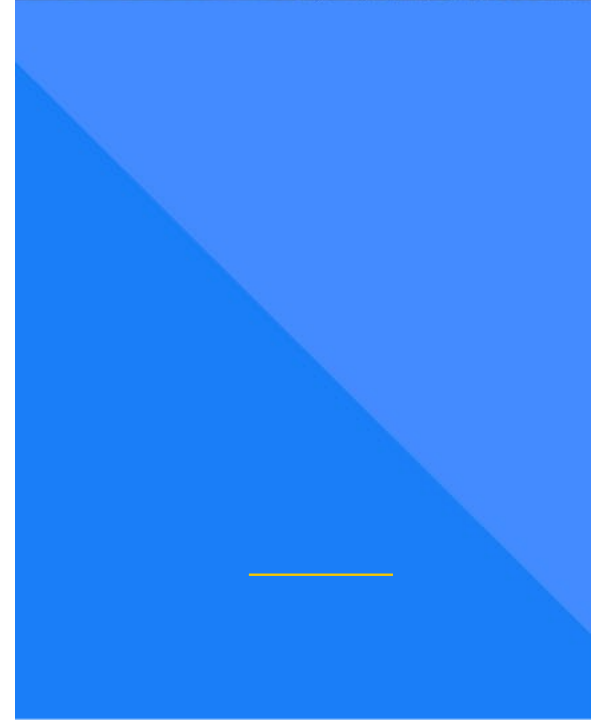
Enrollment shift from 60% full-time to 60% part-time.

- Dual enrollment surge without credential completion.
- Barriers: housing, transportation, advising gaps, outdated academic calendar.
- Goal: Build a sustainable, student-centered enrollment strategy.



Key Findings – Current State Challenges

- Housing & Transportation: Insufficient options for adult learners; no public transit.
- Dual Enrollment: 50% of students but low degree completion.
- Recruitment: No recruiter, inconsistent communication.



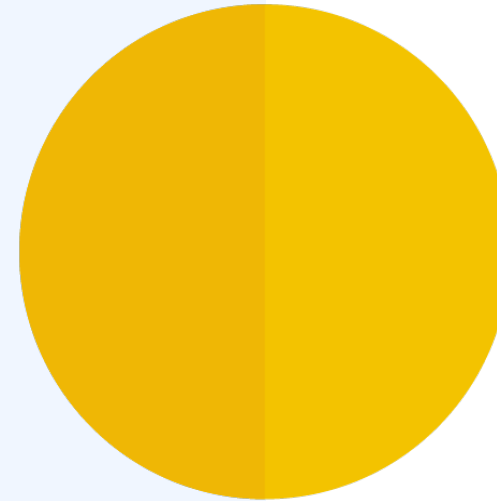
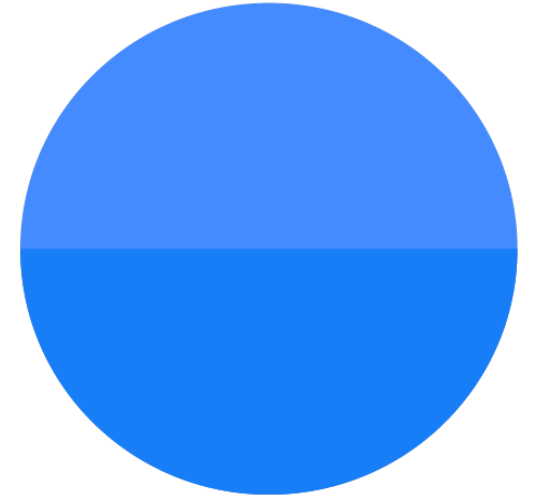
Key Findings – Current State Challenges Continued

- Scheduling & Advising: Faculty-driven, unclear roles.
- Student Support: Gaps in basic needs, early alerts, attendance tracking.
- Technology & Financial Aid: System inefficiencies and limited automation.



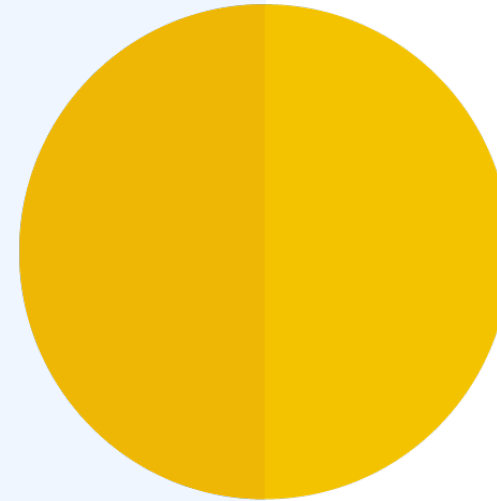
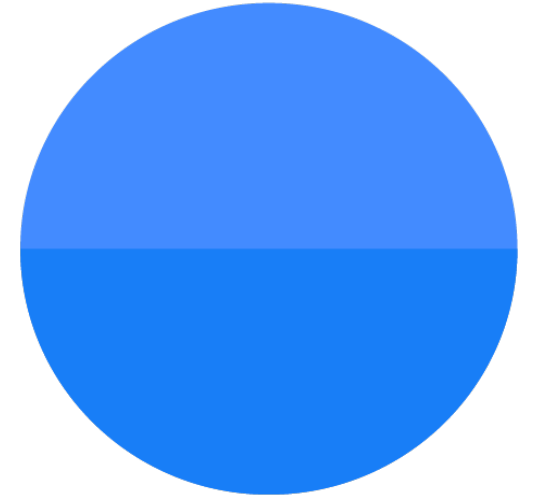
Strategic Themes from Analysis

- Bureaucracy & Strategic Direction
- Budget & Revenue Optimization
- Communication & Outreach
- Academic Scheduling & Pathways



Strategic Themes from Analysis Continued

- Campus Culture & Student Engagement
- Technology, Data, and Infrastructure
- Workforce Alignment & Career Services



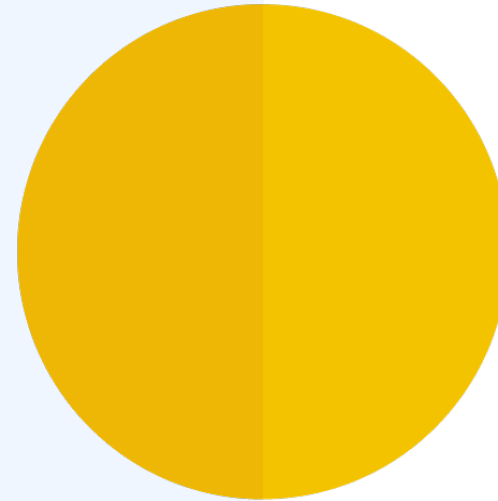
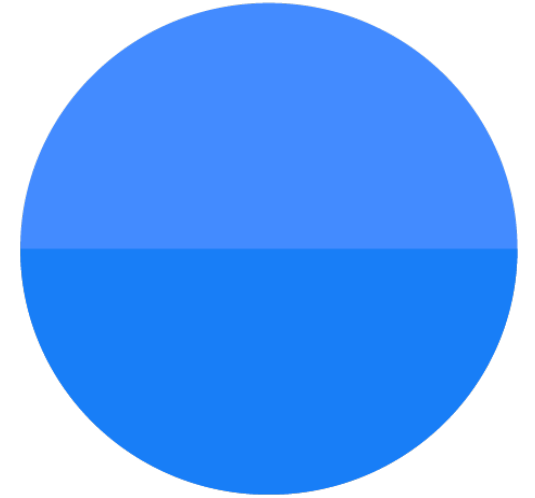
Implementation Roadmap – Path Forward

- High Priority: Recruiters, Scheduling Reform, CRM Implementation, Dual Enrollment Strategy
- Medium Priority: Orientation Redesign, Dashboards, Career Services, Advising Clarity
- Low Priority: Branding, Alumni Engagement
- Cross-functional coordination is essential.



Q & A

Closing
Remarks



Thank You!!

