



# Year in Review

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**Presented by: Dr. Nerita Hughes**

# Agenda

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- Introduction
- The Vision
- Timeline
- Key Projects
- Learning and Development
- Impact of Institutional Data
- Future Goals/Next Steps

# Introduction

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- Upon hire, there were key areas that Bay College wanted to embark upon and elevate their presence within the community and the around the State collectively.
- The first 100 days was filled with listening, learning, and observing
- Three questions were asked:
  - What should Bay start doing?
  - What should Bay stop doing?
  - What should Bay continue to do?

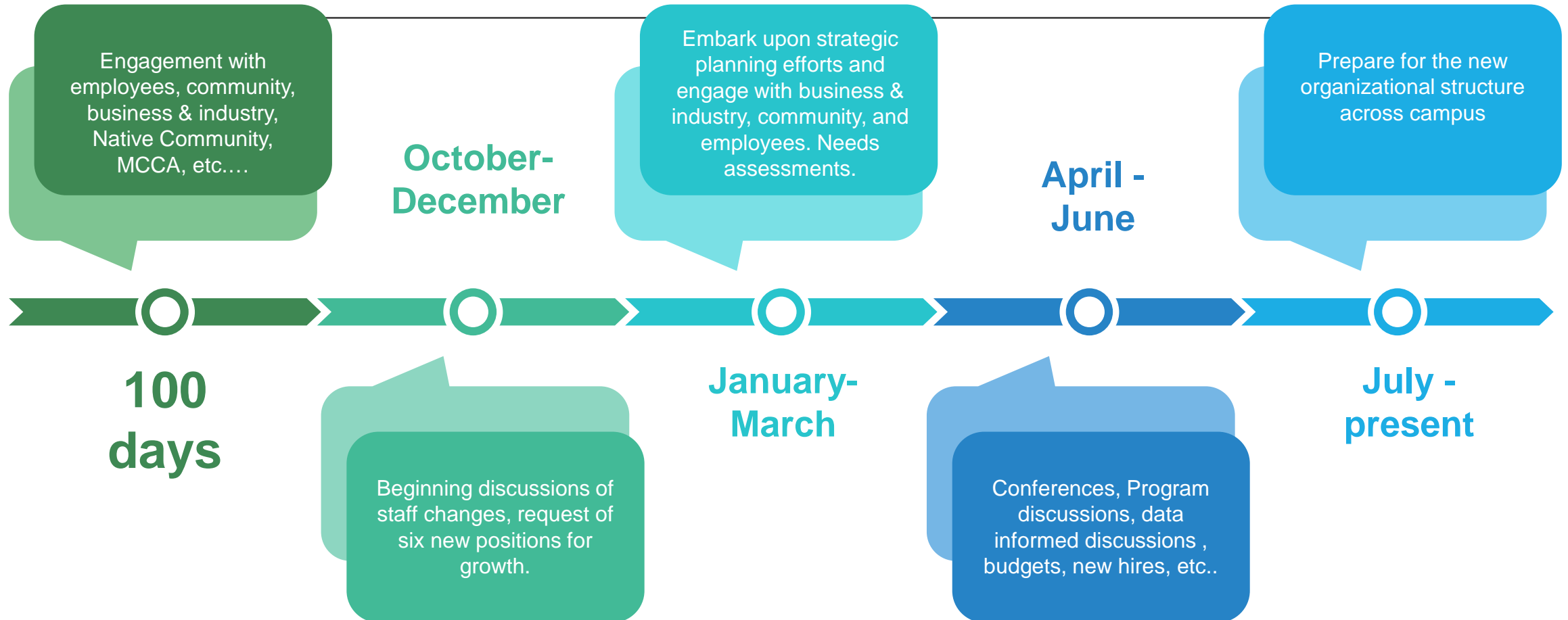


# The Vision

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- Be Intentional
- Be Purposeful
- Be Authentic
- Grow student retention (5%)
- Grow workforce partnerships (10%)
- Grow donor giving (10%)

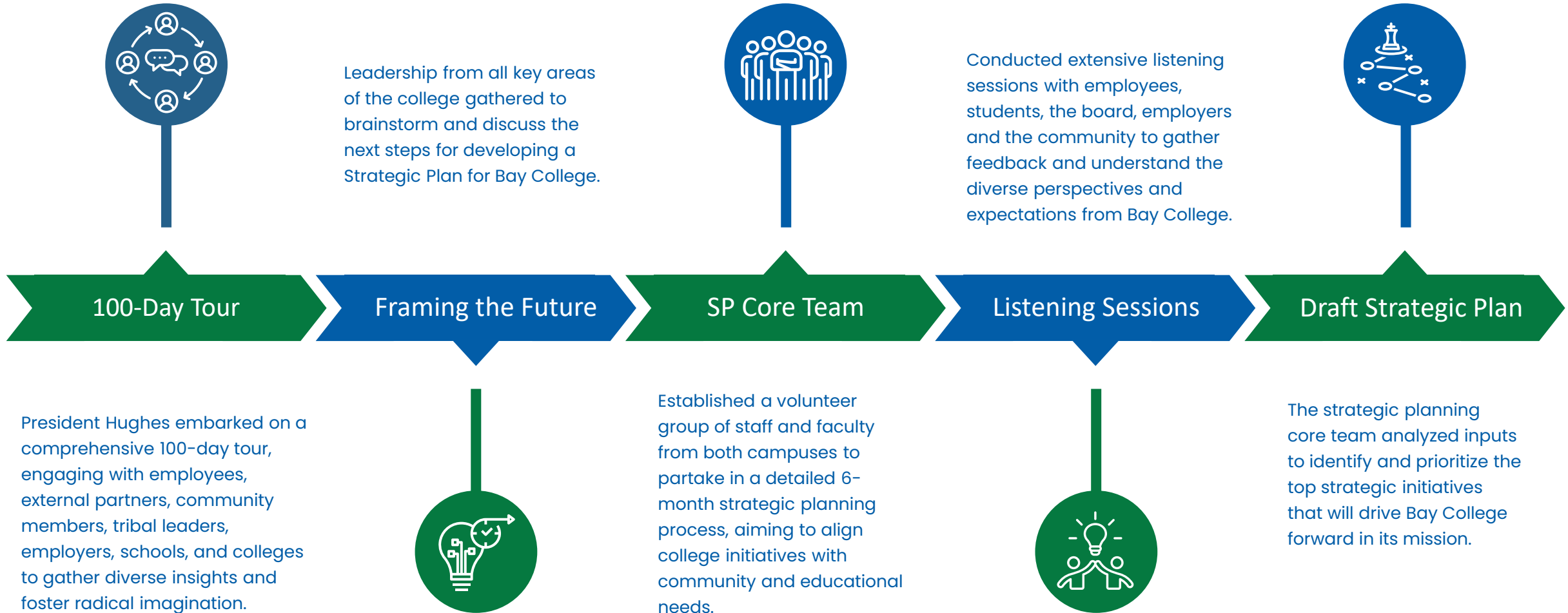
# Timeline – Engagement Efforts







# Strategic Planning Timeline





# Key Projects

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# Key Projects – Staffing Changes

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- Director of Human Resources joins Presidents Advisory Council currently known as Senior Leadership Team(July 19, 2023).
- Presidents Advisory Council changes name to Senior Leadership Team.
- Director of Information Technology joins Senior Leadership Team and reports directly to the President.
- Academic Affairs Vice Presidents position splits:
  - Vice President of Academic Affairs and Educational Equity
  - Vice President of Workforce Innovation and Strategic Partnerships
- Dean of Student Success reports to Vice President of Student Affairs and Enrollment Management.
- Lynn Martinson hired as Vice President of Finance & Operations.



# Key Projects – Committees

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- Engaged with faculty and staff to discuss – shared governance committee
- Created an administrative communications group (Directors and above)
- Engaged with community to develop a Presidents Advisory Council or Committee
- Sunset Framing the Future Committee
- Sunset the President's Cabinet
- Developed a core strategic planning team
- Information Technology - Created an IT governance committee

# Key Projects – Institution

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- Culture shift
- Data accessibility
- Develop dialogue around Diversity, Equity, Inclusion, and Belonging
- Technology Needs Assessment
- Campus naming (Escanaba and Iron Mountain)
- MI RAISE – invited to apply to represent the U.P.
- Michigan Reconnect – increased our student enrollment numbers
- AtD – re-engage our relationship with the organization
- AFIT – defining our relationship with the organization
- MCCA – broader engagement ( legislative, etc..)



# Learning and Development

Professional Development Endeavors

# Learning and Development

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- Self–efficacy and Institution endeavors
  - MCCA Meetings/Conferences
    - Summer conference
    - Board of Directors
    - Legislative Committee
    - President’s Committee

# Learning and Development

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- AACC Workforce Development Institute
- National Legislative Summit
- AACC Annual Conference
- Reckoning for Truth, Justice, and Racial Healing
- Achieving the Dream – DREAM
- AFIT CEO Forum
- National Alliance for Community and Technical Colleges Symposium
- The Centering Conference
- AACC Presidents Academy Summer Institute (PASI)





# Boards and Commissions

Local, State, and National

# Boards and Commissions

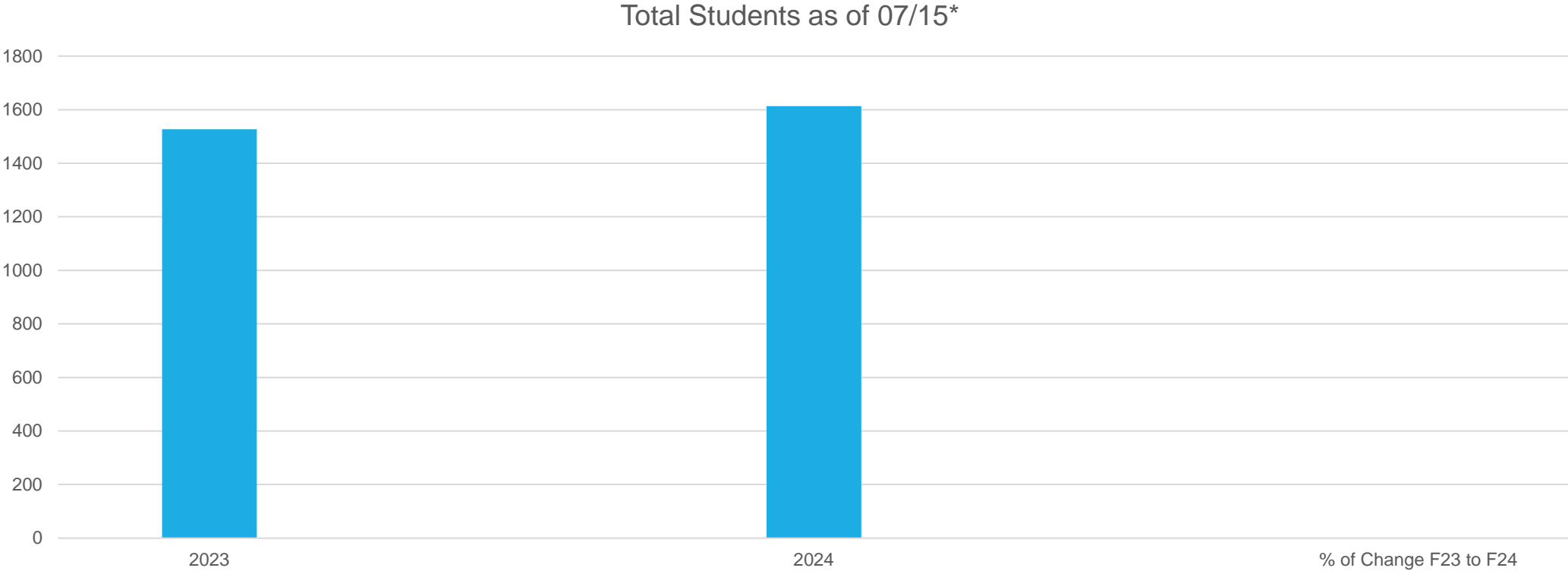
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- National Alliance for Community and Technical Colleges
- AACC Commission - Structured Pathways
- UP Michigan Works! Workforce Development Board
- Hannahville Taskforce Committee
- Delta County Economic Development Association
- Presidents Roundtable (PRT) – Executive Committee, Treasurer
- Thomas A Lakin Mentored Leadership – Faculty Member



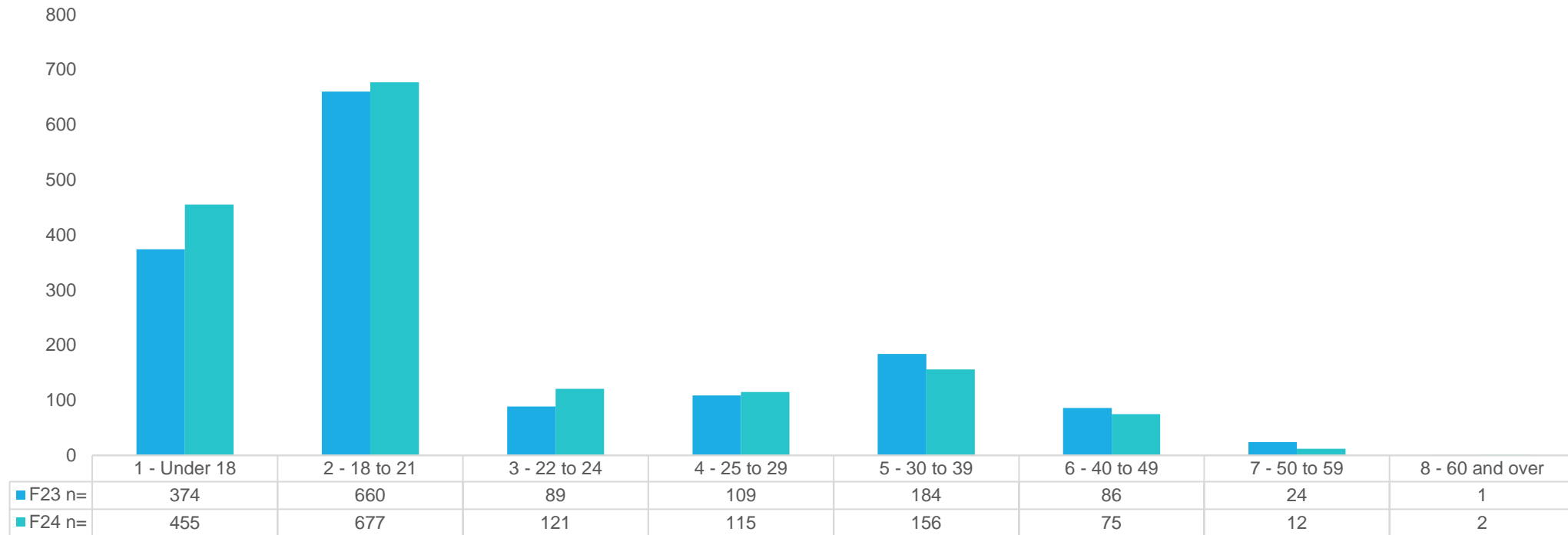
# Impact of Institutional Data

# Student Enrollment Comparison



# Student Age Comparison

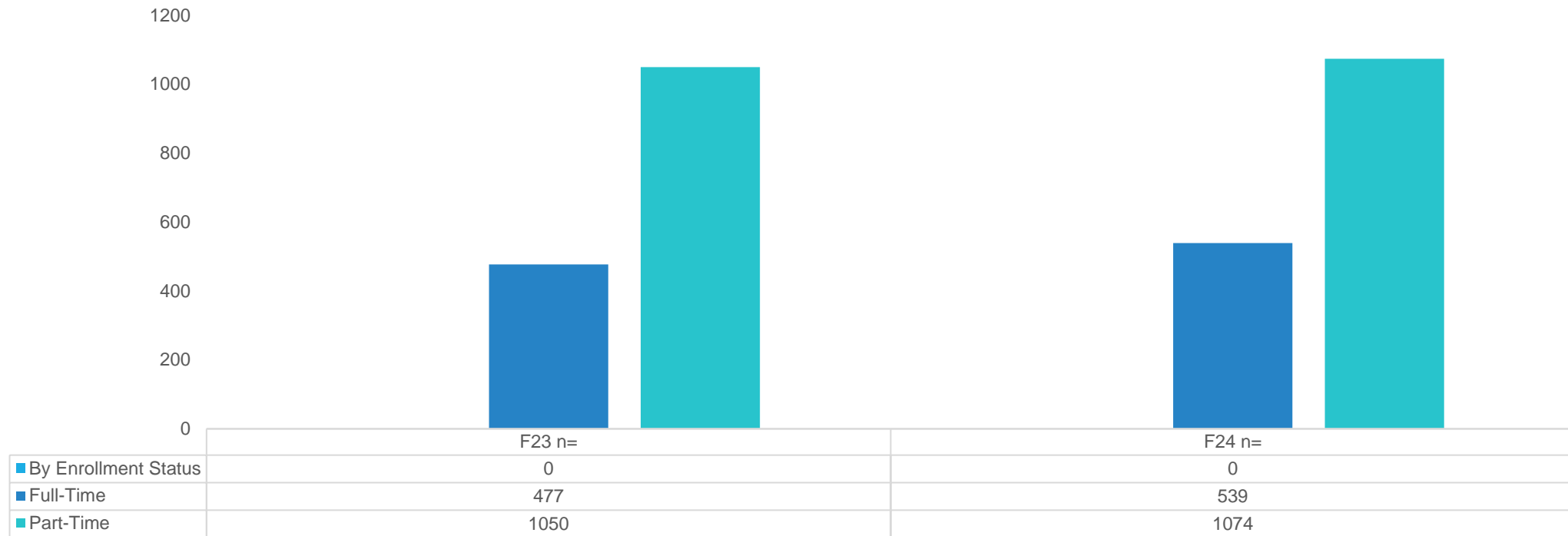
Compare F23 and F24 by Age Range





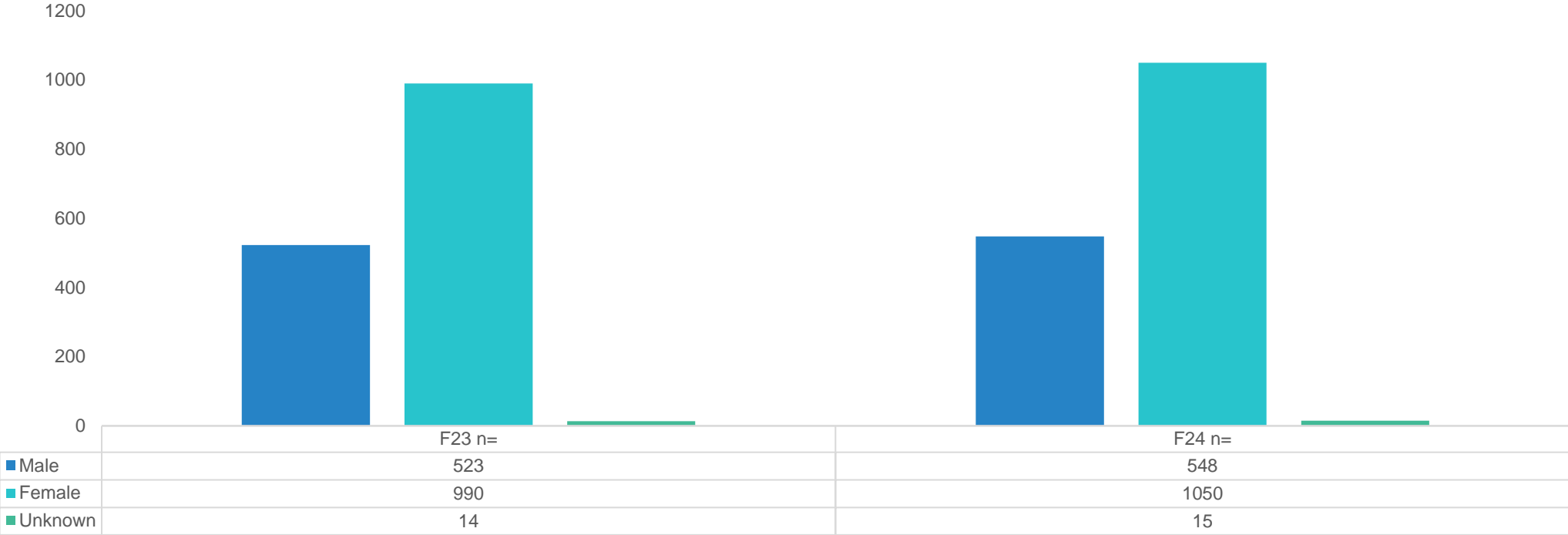
# Student Status Comparison

Compare F23 and F24 by Enrollment Status



# Student Gender Comparison

Compare F23 and F24 by Gender





# Future and Next Steps

OUR STRATEGIC  
DIRECTION

# Future – Staffing Needs

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- Dean of Enrollment Management
- Social Worker/Mental Health Therapist
- Full-time Faculty Hires (TBD)
- \*Advising Role (FY26)
- \*Director of Career Services (FY26)
- \*IT (FY27)
- \*Grant Manager (FY27)

*\*Previously approved by the Board of Trustees*

# Future – Committees

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- Student Senate
- Policy Committee
- Strategic Pillars Sub-Committees
- BILT (Business & Industry Leadership Team)



# Future – Institution

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- Develop a strategic enrollment plan
  - Student enrollment
  - Student persistence
  - Student retention
- Culture shift – redefine roles and responsibilities for all employees
- Capital campaign (student housing or building renovations)
- Build institutional capacity



# Strategic Pillars

## 1. Amplify Institutional Value & Brand Identity



Executive Sponsor(s):  
Kim Carne & Penny Pavlat

Core Team:  
Steve Carlson  
Tammra Houseman  
June Klees  
Matt Johnson

Employees:

6 openings

## 2. Design a Holistic Student Experience



Executive Sponsor(s):  
Amy Reddinger & Travis Blume

Core Team:  
Matt Stewart  
Jessica LaMarch  
Jessica Van Slooten  
Amy Gibbs

Employees:

6 openings

## 3. Cultivate a Culture of Care & Well-Being



Executive Sponsor(s)  
Beth Berube & Jason Sullivan

Core Team:  
Mary Kemink  
Christina Reed  
Greg Cutler  
Jennifer Forshey

Employees:

6 openings

## 4. Build Industry-Responsive Partnerships



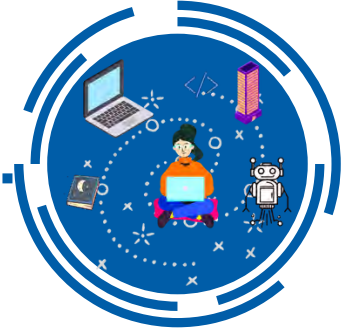
Executive Sponsor(s):  
Cindy Gallagher

Core Team:  
Pat Bazan  
Becky Landenberger  
Renee Lundberg  
Taylor Barron

Employees:

6 openings

## 5. Adopt Future-Ready Technology Adoption



Executive Sponsor(s):  
Jonathan Lane & Lynn Martinson

Core Team:  
Michael Klein  
Seth Seastrum  
Mariel Carter

Employees:

7 openings

# Reflection Takeaways

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Changing a campus culture is a marathon not a sprint

Getting buy-in from all constituents is key for growth for our institution

1. Listen and Lead
2. Prioritize key projects
3. Create KPIs for accountability
4. Set SMARTIE goals
5. Unlearn, Change and Relearn



**Thank you**

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