REPORT OF MINUTES

**BOARD OF TRUSTEES
REGULAR MEETING**

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

June 19, 2024

I	**CALL TO ORDER:**	The meeting was called to order at 5:02 p.m. ET by Chair Eric Lundin.
II	**ROLL CALL:**	Roll call was taken by Laura Johnson, Assistant Board Secretary.

	Members present:	Terri Mileski, Wendy Middaugh, Joy Hopkins, Nick Chenier, Eric Lundin
		Tom Butch attended by phone as a reasonable accommodation for a disability.
	Member absent:	Steve Davis
	Administration:	Beth Berube, Travis Blume, Kim Carne, Cindy Gallagher, Nerita Hughes, Jonathan Lane, Lynn Martinson, Penny Pavlat, Amy Reddinger
	Recorder:	Laura Johnson, Assistant Board Secretary
	Faculty:	Amber Kinonen

III	**CITIZEN INTRODUCTIONS AND COMMENTS:**	None
IV	**APPROVAL OF AGENDA:**	The agenda was approved by unanimous consent.
V	**DECLARATION OF INTEREST:**	None
VI	**CONSENT AGENDA:**	The Consent Agenda included the Meeting Minutes from the Special Meeting on May 13, 2024, the Regular Meeting on May 15, 2024, and Resolutions of Appreciation for retirees Amy Anderson, Mark Highum, and Renae Highum with thanks for their wonderful service.

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

"Approve the Consent Agenda for the Board of Trustees Regular Meeting on June 19, 2024, as presented."
No discussion. Motion carried unanimously.

VII PRESENTATION:
    A Completers, Transfers, & Stop-Out Students:

Director of IR Penny Pavlat shared some reasons students leave Bay College. The presentation slides are attached.

Discussion was held about what can be done to encourage students to complete a credential before leaving Bay.

Terri Mileski shared that based on her experience as an educator, shifting the expectation that students complete has had a positive effect on success for students.

Eric Lundin talked about his experience as a Bay student regarding the perception of the value of an associate degree and the conversations that should happen with students to encourage them to complete.

Dr. Hughes stated that as the culture at the College is being shifted to expect completion before students leave or transfer, the enrollment management teams are being coupled and organizational shifts are in process to combine Student Services and Student Success into Student Affairs to streamline processes for students. Changes to the admissions application and removing the requirement to apply for graduation are also being discussed.

Terri Mileski added that students who are not prepared for college level classes should reconsider dual enrollment because a bad experience can contribute to dropping out and it is difficult to raise a low GPA.

Students who leave college for employment after a few courses should also be considered successful because they have met their goal. Penny Pavlat added a way to track these students is yet to be determined because the graduate follow-up survey is the only tool used.

Dr. Hughes added that changes to the metrics that measure success to consider student goals are being advocated for at the

state level by the Michigan Community College Association (MCCA.)

VIII <u>**PRESIDENT'S REPORT:**</u>

President Hughes reported:

- o MCCA is advocating that the additional 2.5% one-time state appropriations funding for best practices go to ITEMS funding, so the award is equitable among the community colleges.

- o The strategic priorities will be presented to the Strategic Planning Core Team on June 20, and to all employees during the June 27 Bay Brief.

- o The reorganization of Student Services and Student Success to Student Affairs was announced to those employees on June 19. The announcement will be made to all employees during the Bay Brief and Spilling the Tea on June 20.

- o The Request for Proposal for an ERP (Enterprise Resource Planning) system is being worked on with Ferrilli for release this fall. Until it is determined whether the ERP system will change, the Jenzabar modules in the current contract need to be deployed because a system conversion would be at least two years out.

- o Integrated Academic and Student Affairs and IT and Facilities Master Plans will be developed from the strategic plan over the next two years to give employees clearcut direction to achieve the strategic priorities and determine the resources needed and missing to align services and practices.

- o Dr. Hughes, Cindy Gallagher, VP of Business, Technology, Allied Health, & Workforce Training, and Amy Reddinger, VP of Arts & Sciences and DEB, will attend the National Alliance of Community and Technical Colleges (NACTC) symposium next week, along with a few other MI colleges. This is the first time Bay College is attending. NACTC includes affinity groups that share best practices.

- o Fall 2024 enrollment is up 4% in contact hours and 5% in headcount compared to this time last year. Historically, the budget accounts for a 2%-3% enrollment decrease. The FY25 budget is conservatively based on flat enrollment despite a

trend in increased enrollment. Adjustments to the budget will be presented to the Board after the state budget is approved.

o   The Senior Leadership Team is reviewing grant funded positions to determine how they align with strategic priorities and how they will be funded when grant funding is exhausted in future fiscal years.

o   The format of the administrative board reports will change to report how the KPIs align with the new strategic plan.

o   A Senior Leadership Team retreat on July 10 will be held to determine how the strategic plan will align with completion, retention, and persistence of students and develop a game plan to capture students who leave [leavers] through reverse transfer or outreach to complete under the state Sixty by 30 initiative.

o   Dr. Hughes welcomed Amber Kinonen, the new Full-time Faculty Association President.

IX   BUSINESS OFFICE REPORT:

Lynn Martinson, VP of Finance & Operations, reported that Alaina Kreis joined the College on June 17 as the Director of Business Office. Alaina's work experience includes working at the City of Escanaba as the Assistant Controller for the last six years. She also holds an active CPA certification and worked at Anderson Tackman as a Staff Accountant for four years.

X   BOARD COMMITTEE REPORT & REQUIRED ACTION: None

XI   BOARD ACTION:

A   Transaction Report: There were no questions or comments on the Transaction Report ending May 31, 2024.

On a motion made by Wendy Middaugh and seconded by Tom Butch:

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

Roll Call:	**Ayes**:		Terri Mileski, Joy Hopkins, Wendy Middaugh, Tom Butch, Nick Chenier, Eric Lundin
	Nays:		None
	Abstentions:		None

Motion carried unanimously.

B   MCCA BOD Certification: Annual certification of appointments to the Michigan Community College Association (MCCA) Board of Directors for 2024-2025 was due to the MCCA. Joy Hopkins and Terri Mileski expressed interest in continuing to serve as Trustee Director and Alternate Trustee Director respectively.

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

"Designate Nerita Hughes as President Director; Joy Hopkins as Trustee Director; and Terri Mileski as Alternate Trustee Director to represent Bay College on the Board of Directors of the MCCA for July 1, 2024, through June 30, 2025."

Trustees thanked Joy and Terri for serving. Motion carried unanimously.

XII   UNFINISHED BUSINESS:

A   First Reading Policy 504: At the Special Board Meeting on April 22, trustees discussed changing the floating day in Personnel Policy 504 Administrative and Hourly Employees Holidays from designation by the president to the employee for a floating holiday. The policy revisions were presented for first reading approval.

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

"Approve first reading of the revisions to Personnel Policy 504 Administrative and Hourly Employees Holidays as presented." No discussion. Motion carried unanimously.

XIII   NEW BUSINESS: None

XIV   MCCA UPDATE: The MCCA Summer Conference will be held July 31-August 2 on Mackinac Island. Dr. Hughes, Steve Davis, Wendy Middaugh, and Joy Hopkins will attend.

XV   <u>OTHER:</u>   None

XVI   <u>ADJOURNMENT:</u>   It was moved by Nick Chenier and seconded by Wendy Middaugh to:

"Adjourn the meeting." No discussion. Motion carried unanimously. The meeting adjourned at 5:49 p.m. ET.

Laura L. Johnson Assistant Board Secretary	Completion Date	Approval Date
Eric L. Lundin Chair		Approval Date

LET'S TALK LEAVERS: COMPLETERS – TRANSFERS – STOP-OUTS

AGENDA

ENROLLMENTS

AWARDS
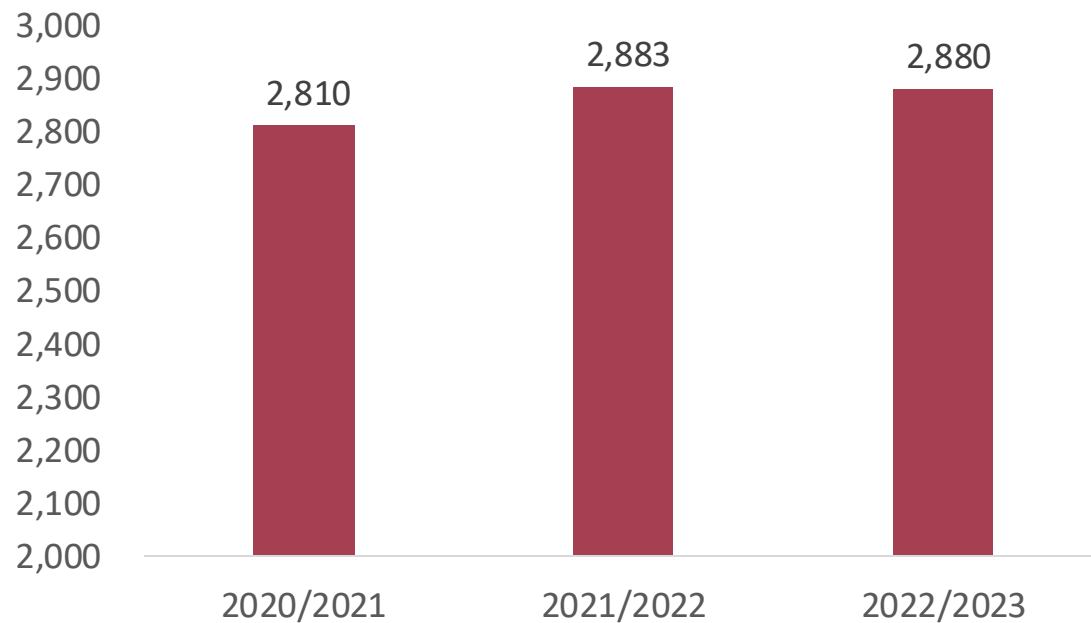
LEAVERS

TYPES OF LEAVERS

SUMMARY

THE NUMBERS WE ALWAYS REPORT

ENROLLMENT NUMBERS

Annual Enrollments – Unduplicated Headcount

Year	Enrollment
2020/2021	2,810
2021/2022	2,883
2022/2023	2,880

ANNUAL ENROLLMENTS AND AWARDS CONFERRED

Annual Unduplicated Headcount and Awards Conferred

Year	Unduplicated Headcount	Awards Conferred
2020/2021	2,810	280
2021/2022	2,883	309
2022/2023	2,880	332

■ Unduplicated Headcount   ■ Awards Conferred
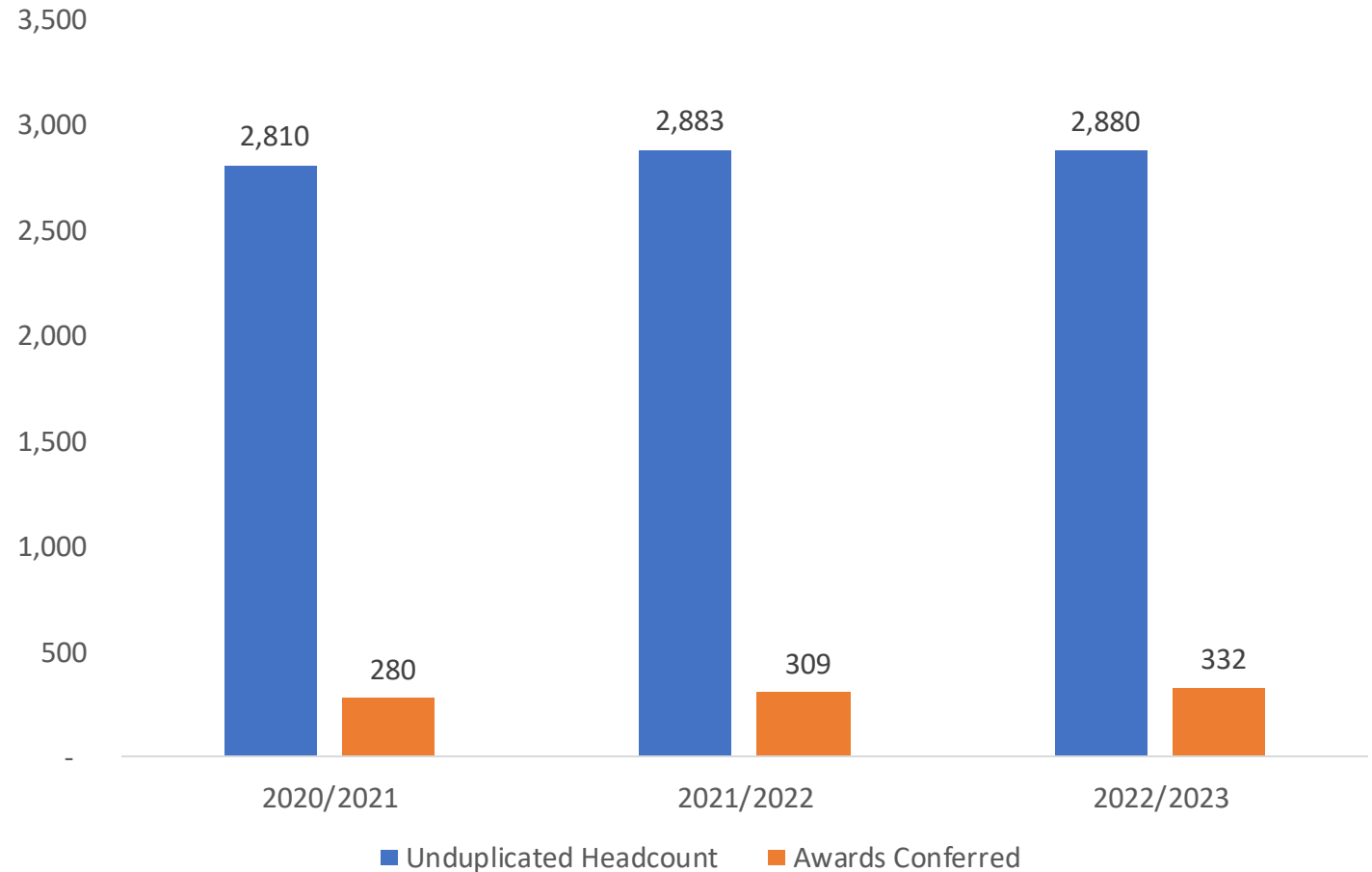
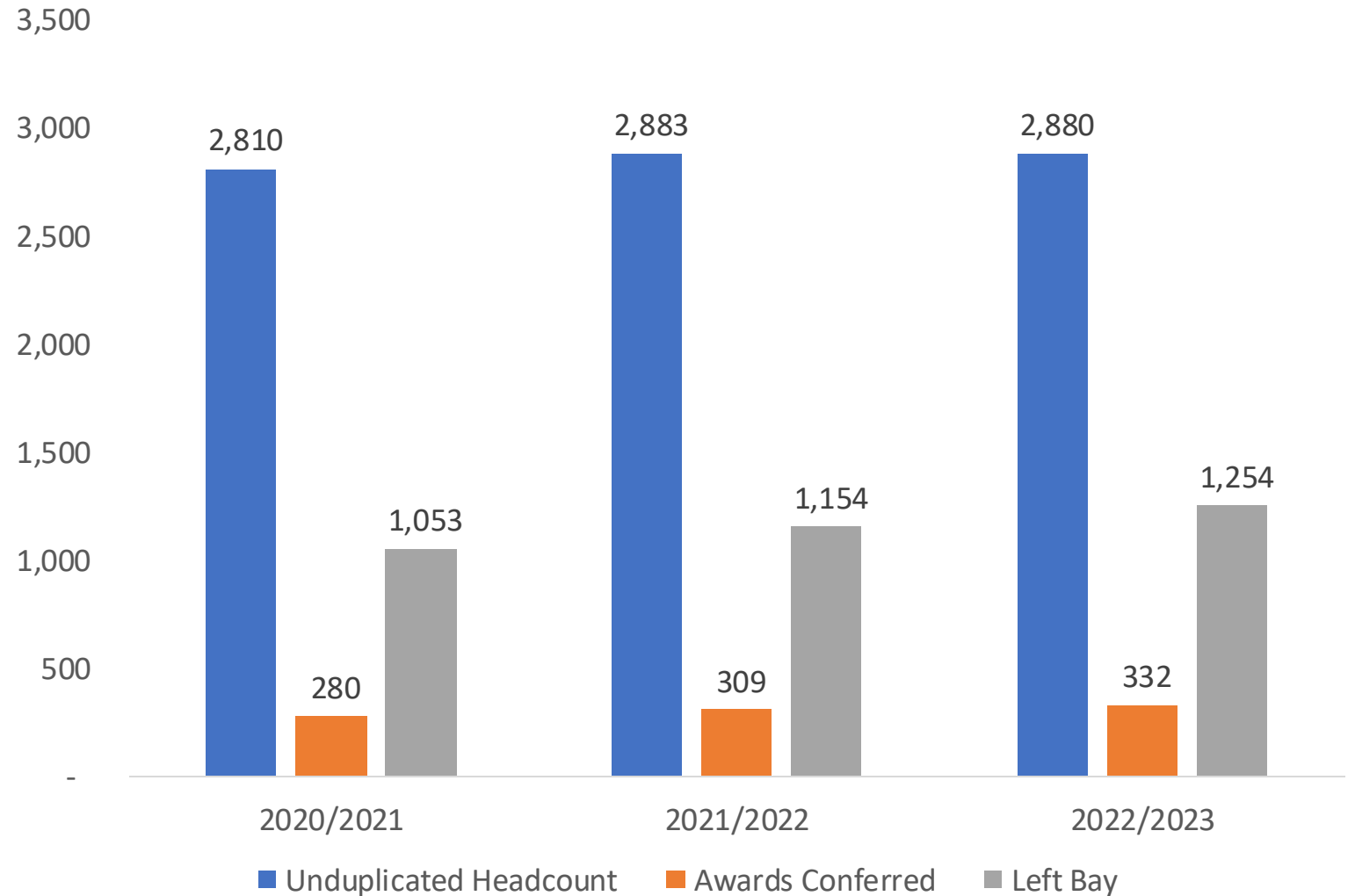# THE OTHER PART OF THE EQUATION

LEAVERS

WHAT IS A LEAVER: A STUDENT THAT WAS ENROLLED IN AN ACADEMIC YEAR BUT DOES NOT RETURN FOR THE NEXT ACADEMIC YEAR

TYPES OF LEAVERS

- Leavers with Award No Transfer- Earned award at Bay College and Did Not Transfer
- Leavers with Award And Transfer – Earned award at Bay and Transfer
- Leavers No Award Transfer - Transfer to Another Institution
- Leavers with Bay Credits and No Transfer
- Leavers with No Earned Bay Credits and No Transfer
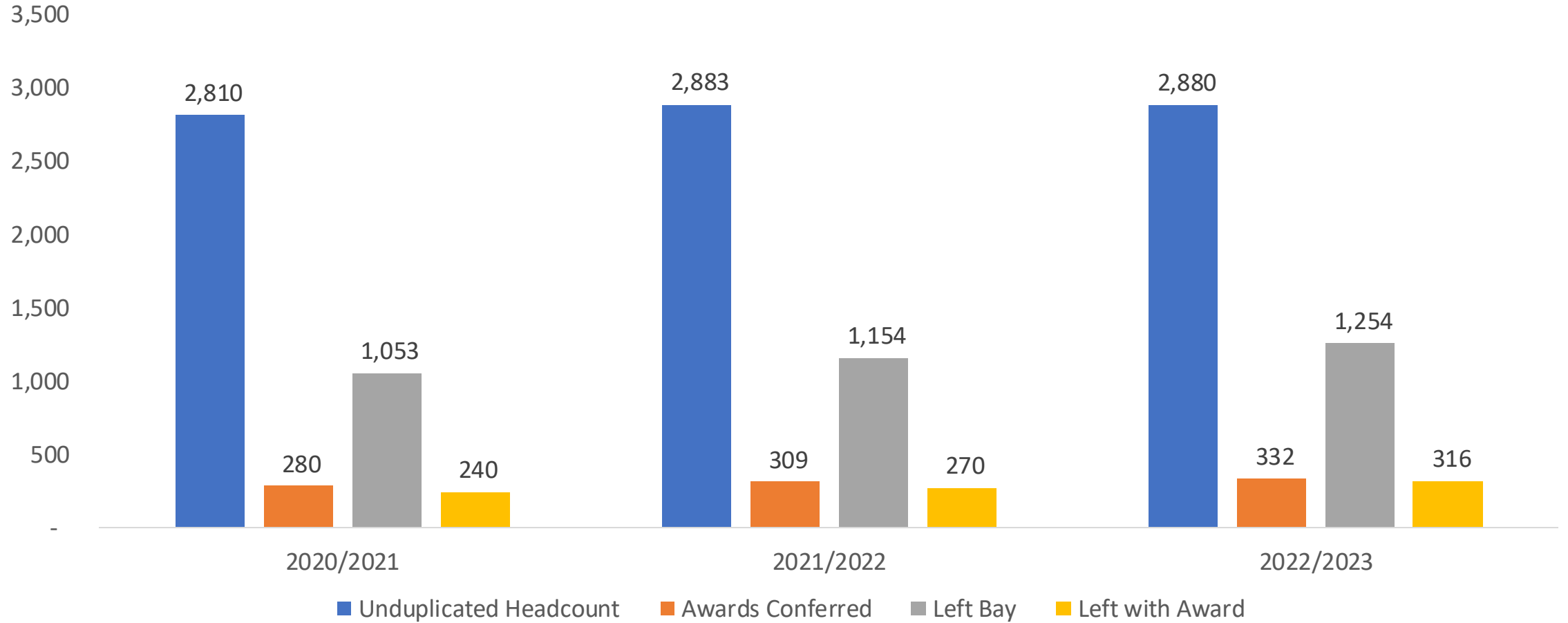
ANNUAL ENROLLMENTS AND AWARDS CONFERRED AND LEAVERS

	2020/2021	2021/2022	2022/2023
Unduplicated Headcount	2,810	2,883	2,880
Awards Conferred	280	309	332
Left Bay	1,053	1,154	1,254

WHAT TYPES OF LEAVERS ARE THERE EACH YEAR?

Annual Leavers by Type of Leaver
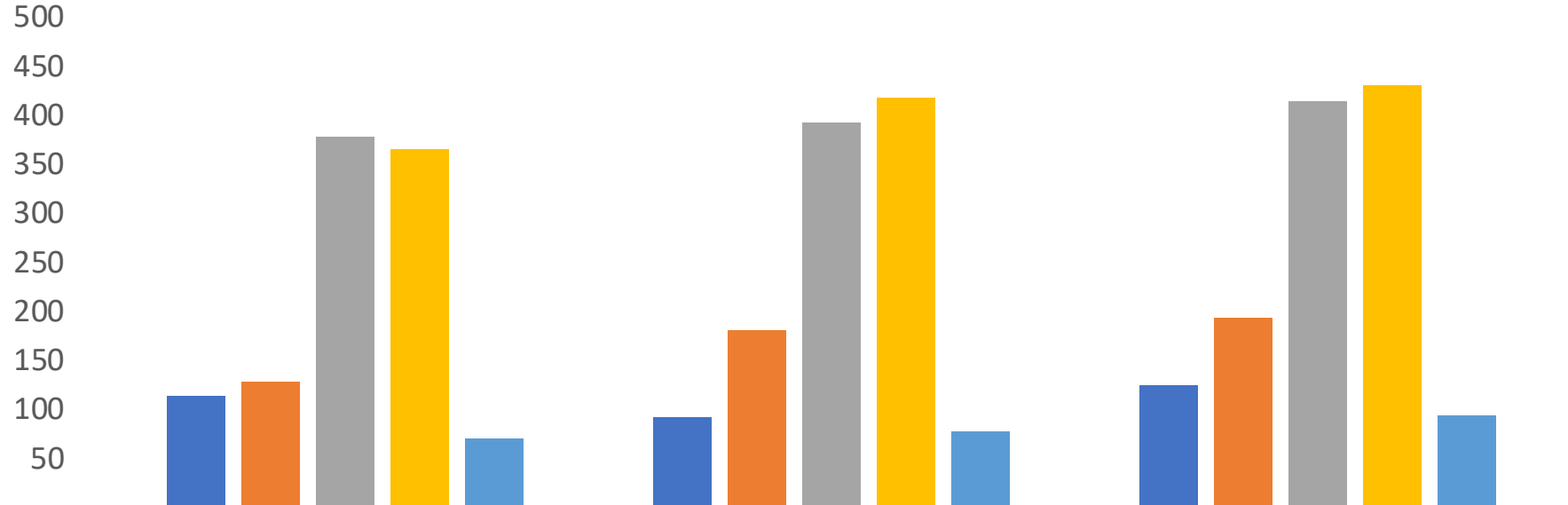
	2020/2021	2021/2022	2022/2023
■ Award and Transfer	113	91	123
■ Award No Transfer	127	179	193
■ No Award Transfer	378	392	414
■ No Award No Transfer with Credits	365	417	430
■ No Award No Transfer No Credits	70	76	93

ANNUAL LEAVERS WITH AND WITHOUT AN AWARD

LEAVERS BY TYPE OF LEAVER

Award and Transfer
10%

Award No Transfer
14%

No Award No Transfer No Credits
7%

No Award No Transfer with Credits
35%

No Award Transfer
34%
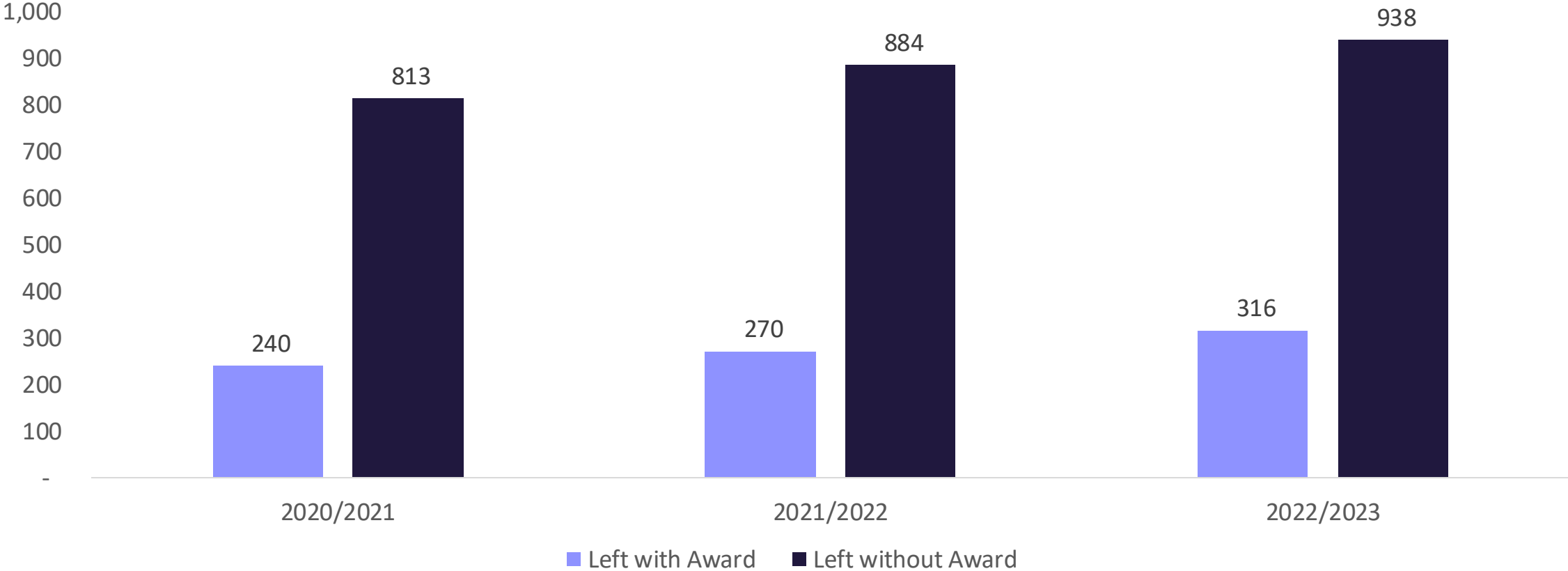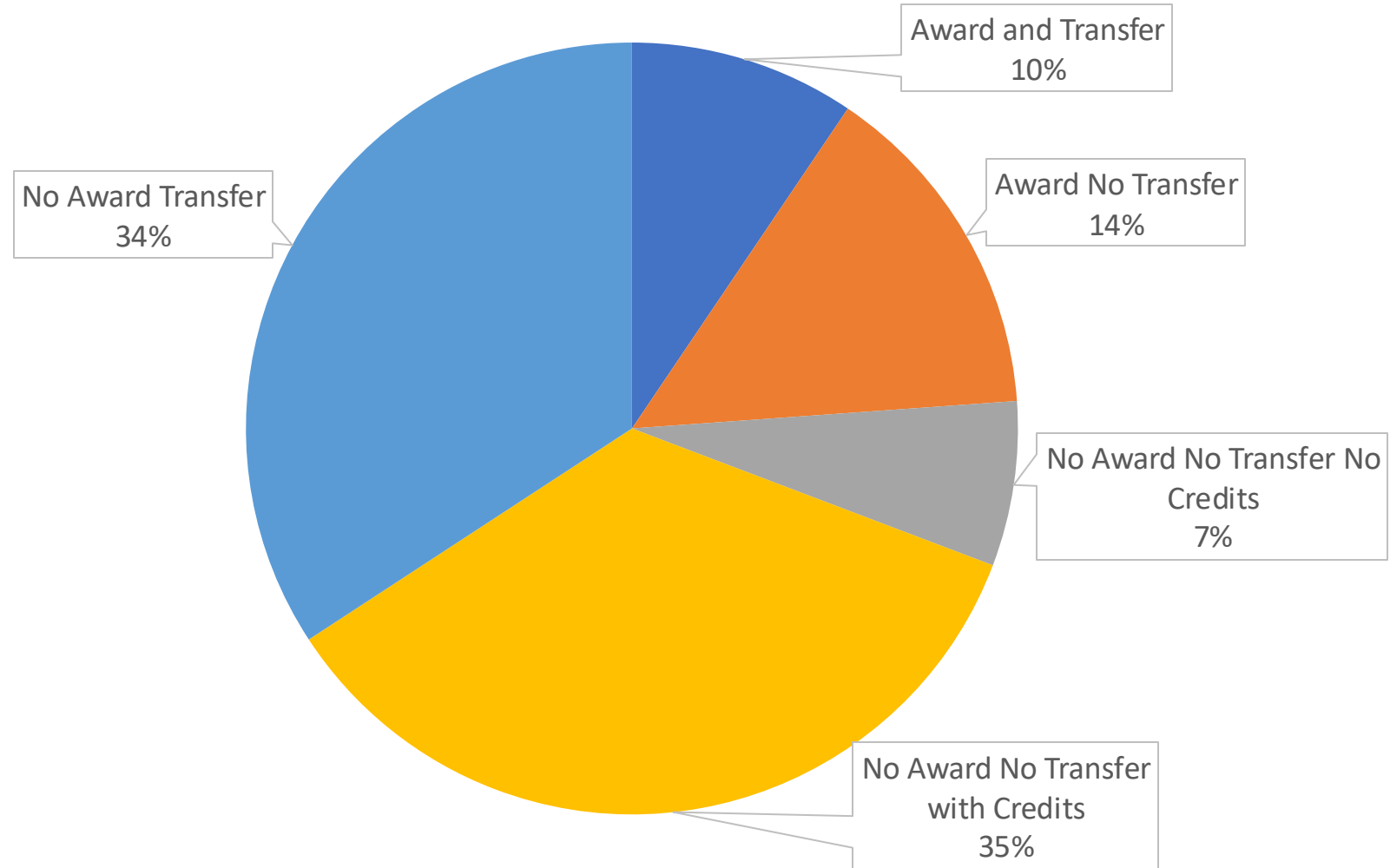
LEAVERS WITH AWARD

Top Programs for All Awards

- Liberal Arts
- Nursing
- Business Administration
- Criminal Justice
- Welding
- Business
- Computer Network Systems & Security
- Paramedic
- General Science
- Pre-Engineering
- Social Work

Top Programs for Award No Transfer

- Nursing
- Liberal Arts
- Welding
- Business Administration
- Criminal Justice
- Business
- Computer Network Systems & Security
- Paramedic
- Certified Medical Assistant
- Practical Nursing

LEAVERS WITH AWARD TRANSFER

Top Programs for Awards and Transfer

- Liberal Arts
- Nursing
- Business Administration
- Pre-Engineering
- Criminal Justice
- General Science
- Pre-Professional Health
- Social Work
- Business

(5 or more in 3-year period)

Top Institutions for Awards and Transfer

- Northern Michigan University
- Lake Superior State University
- Michigan Technological University
- Central Michigan University
- Northeast Wisconsin Technical College
- Capella University
- Michigan State University
- Grand Valley State University
- University of Wisconsin-Green Bay
- (5 or more in 3-year period)

LEAVERS WITH NO AWARD TRANSFER

Top Programs Transfer Leavers

- Dual Enrolled
- Liberal Arts
- Guest Student
- Business Administration
- Pre-Engineering
- General Science
- Pre-Professional Health
- Criminal Justice
- General Studies
- Nursing
- Business
- Art and Design

(10 or more transferred in 3-year period)

Top Institutions for Transfer Leavers

- Northern Michigan University
- Michigan Technological University
- Northeast Wisconsin Technical College
- Central Michigan University
- Michigan State University
- University of Michigan
- University of Wisconsin-Green Bay
- Grand Valley State University
- St Norbert College
- Ferris State University
- Bellin College

(10 or more transferred in 3-year period)

LEAVERS NO AWARD NO TRANSFER WITH CREDITS

Top Programs No Award No Transfer with Credits

- Liberal Arts
- Dual Enrolled
- Business Administration
- Welding
- Business
- Criminal Justice
- General Science
- Pre-Professional Health
- General Studies
- Accounting
- Social Work
- Art and Design

- Nursing
- Early Childhood Education
- Computer Network Systems & Security
- Certified Medical Assistant
- Water Resource Management
- Health Careers
- Mechatronics and Robotics Systems
- Pre-Natural Resources
- Pre-Engineering

(10 or more in 3-year period)

LEAVERS NO AWARD NO TRANSFER NO CREDITS

Top Programs - No Award No Transfer No Credits

- Liberal Arts
- Dual Enrolled
- Business Administration
- Criminal Justice
- Social Work

Type of Students - No Award No Transfer No Credits

	Degree Seeking	Dual Enrolled	Early College	Non-Degree
Total	112	99	8	20

Top Courses Enrolled in Semester with No Credits Earned

- ENGL 101 – Rhetoric & Composition
- SOCY 151 - Sociology
- PSYC 201 – Intro to Psychology
- COMM 103 – Interpersonal Communications
- MATH 105 – Intermediate Algebra
- BUSN 160 – Intro to Business
- MATH 095 – Basic Algebra
- CIS 101 – Computer Concepts & Applications
- MATH 085 – Pre-Algebra
- WATER 110 – Wastewater Operations & Mgmt.
- MATH 098 – Accelerated Pre and Basic Algebra

ENROLLMENT DEMOGRAPHICS – 2020/2021 TO 2022/2023

Asian
1%

Native Hawaiian or Other Pacific Islander
0%

American Indian or Alaska Native
3%

Two or more
4%

Black or African American
1%

Unknown
1%

White
87%

Hispanic/Latino
3%
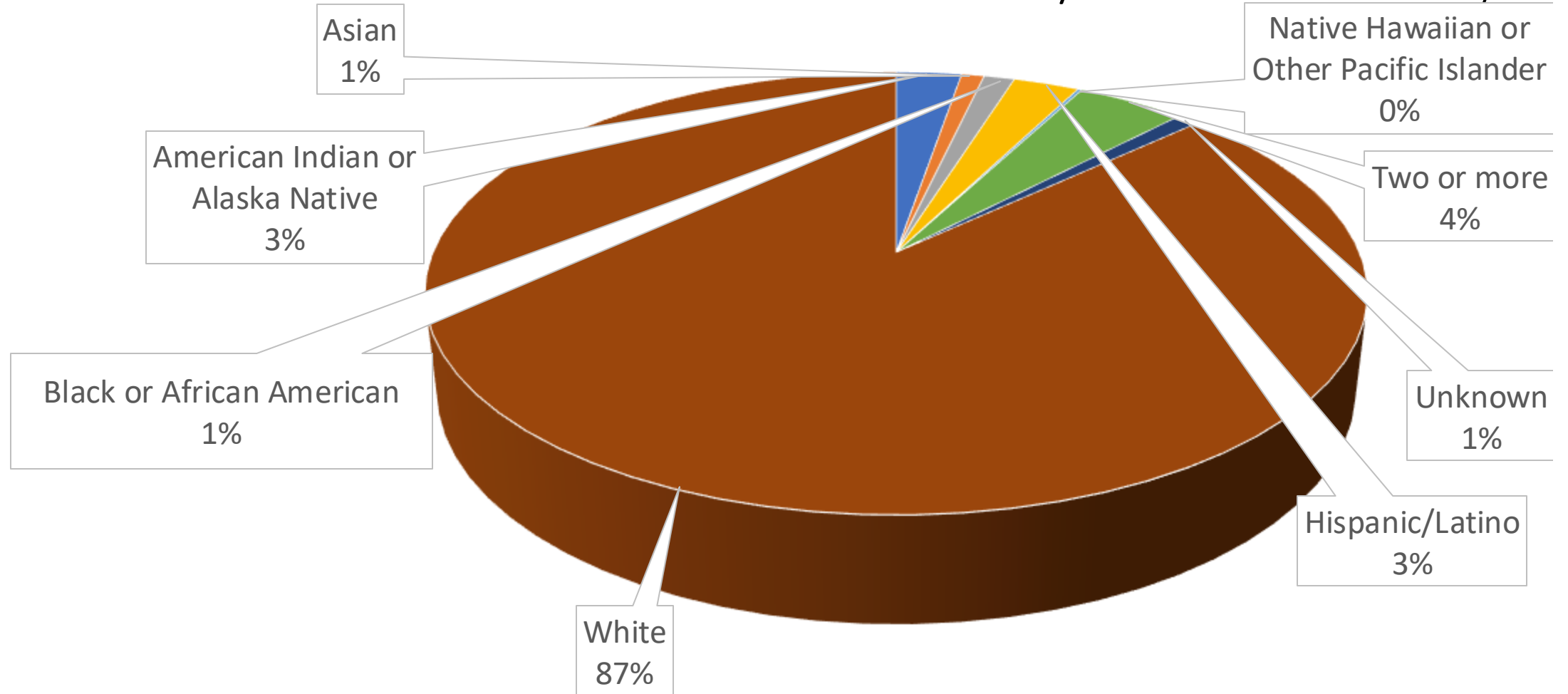
3-Year Enrollments by Race/Ethnicity

DEMOGRAPHICS OF LEAVERS

Leavers by Race/Ethnicity	By Leaver Type									
	Award and Transfer		Award No Transfer		No Award Transfer		No Award No Transfer with Credits		No Award No Transfer No Credits	
	n=	% of Group	n=	% of Group	n=	% of Group	n=	% of Group	n=	% of Group
American Indian or Alaska Native	7	2.14%	11	2.20%	20	1.69%	39	3.22%	16	6.69%
Asian	4	1.22%	3	0.60%	13	1.10%	15	1.24%	1	0.42%
Black or African American	2	0.61%	2	0.40%	26	2.20%	20	1.65%	14	5.86%
Hispanic/Latino	6	1.83%	13	2.61%	28	2.36%	47	3.88%	15	6.28%
Native Hawaiian or Other Pacific Islander		0.00%		0.00%	2	0.17%	3	0.25%	1	0.42%
Two or more	19	5.81%	18	3.61%	45	3.80%	51	4.21%	15	6.28%
Unknown	1	0.31%	1	0.20%	31	2.62%	8	0.66%	4	1.67%
White	288	88.07%	451	90.38%	1019	86.06%	1029	84.90%	173	72.38%

DEMOGRAPHICS OF LEAVERS

Leavers by Gender

	By Leaver Type									
	Award and Transfer		Award No Transfer		No Award Transfer		No Award No Transfer with Credits		No Award No Transfer No Credits	
	n=	% of Group	n=	% of Group	n=	% of Group	n=	% of Group	n=	% of Group
Female	217	66.36%	328	65.73%	736	62.16%	738	60.89%	147	61.51%
Male	110	33.64%	168	33.67%	441	37.25%	463	38.20%	89	37.24%
Unknown		0.00%	3	0.60%	7	0.59%	11	0.91%	3	1.26%

Leavers By First Generation Status

	By Leaver Type									
	Award and Transfer		Award No Transfer		No Award Transfer		No Award No Transfer with Credits		No Award No Transfer No Credits	
	n=	% of Group	n=	% of Group	n=	% of Group	n=	% of Group	n=	% of Group
First Generation	132	40.37%	250	50.10%	386	32.60%	582	48.02%	109	45.61%
Not First Generation	195	59.63%	249	49.90%	798	67.40%	630	51.98%	130	54.39%

Leavers by Age Range

	By Leaver Type									
	Award and Transfer		Award No Transfer		No Award Transfer		No Award No Transfer with Credits		No Award No Transfer No Credits	
	n=	% of Group	n=	% of Group	n=	% of Group	n=	% of Group	n=	% of Group
1 - under 18		0.00%		0.00%	88	7.43%	92	7.59%	17	7.11%
2 - 18 to 21	169	51.68%	131	26.25%	896	75.68%	612	50.50%	118	49.37%
3 - 22 to 24	77	23.55%	107	21.44%	88	7.43%	100	8.25%	29	12.13%
4 - 25 and over	81	24.77%	261	52.30%	112	9.46%	408	33.66%	75	31.38%

Leavers by Pell Status

	By Leaver Type									
	Award and Transfer		Award No Transfer		No Award Transfer		No Award No Transfer with Credits		No Award No Transfer No Credits	
	n=	% of Group	n=	% of Group	n=	% of Group	n=	% of Group	n=	% of Group
Received Pell	137	41.90%	261	52.30%	159	13.43%	438	36.14%	128	53.56%
No Pell	190	58.10%	238	47.70%	1,025	86.57%	774	63.86%	111	46.44%

SECONDARY INFORMATION OF LEAVERS

Leavers by Type	n=	Average Career Hours Earned	Average Career GPA	Average Term GPA
Award and Transfer	327	76	3.35	3.33
Award No Transfer	501	75	3.19	3.07
No Award Transfer	1,179	21	3.12	2.98
No Award No Transfer with Credits	1,215	23	2.39	1.81
No Award No Transfer No Credits	239	-	-	-
Grand Total	3,461	33	2.68	2.41

DEMOGRAPHICS OF LEAVERS

Leavers by Credit Hours Earned	By Leaver Type									
	Award and Transfer		Award No Transfer		No Award Transfer		No Award No Transfer with Credits		No Award No Transfer No Credits	
	n=	% of Group	n=	% of Group	n=	% of Group	n=	% of Group	n=	% of Group
0		0.00%		0.00%	29	2.45%		0.00%	239	100.00%
1 to 9		0.00%		0.00%	377	31.84%	460	37.95%		0.00%
10 to 19		0.00%	1	0.20%	306	25.84%	254	20.96%		0.00%
20 to 29	1	0.31%	2	0.40%	193	16.30%	191	15.76%		0.00%
30 to 39	4	1.22%	36	7.21%	119	10.05%	101	8.33%		0.00%
40 to 49	2	0.61%	15	3.01%	62	5.24%	77	6.35%		0.00%
50 to 59	12	3.67%	28	5.61%	45	3.80%	43	3.55%		0.00%
60 to 69	138	42.20%	161	32.26%	25	2.11%	22	1.82%		0.00%
70 to 79	61	18.65%	82	16.43%	10	0.84%	17	1.40%		0.00%
80 to 89	42	12.84%	60	12.02%	6	0.51%	12	0.99%		0.00%
90 to 99	28	8.56%	51	10.22%	5	0.42%	14	1.16%		0.00%
100 or more	39	11.93%	63	12.63%	7	0.59%	21	1.73%		0.00%

LEAVER TRANSFER SCHOOLS BY AGE RANGE

Top Schools Leavers Transfer to

Under 21	Transfer (Graduate)	21 to 24	Transfer (Graduate)	25 and Over	Transfer (Graduate)
Northern Michigan University	122 (45)	Northern Michigan University	20 (7)	Northern Michigan University	24 (3)
Northeast Wisconsin Technical College	38 (17)	Northeast Wisconsin Technical College	9 (3)	Northeast Wisconsin Technical College	10 (2)
Michigan Technological University	30 (8)	University of Wisconsin - Green Bay	5 (2)	Nicolet Area Technical College	4 (3)
University of Wisconsin - Green Bay	27 (6)	Central Michigan University	4 (1)	Gogebic Community College	4 (3)
Central Michigan University	25 (9)	Nicolet Area Technical College	4 (2)	University of Phoenix	4 (3)
Michigan State University	18 (6)	Bay Mills Community College	3 (1)	Lansing Community College	4 (0)

LEAVER BY PROGRAMS WHEN NO AWARD OR TRANSFER BY AGE RANGE

Top Five Majors for Students with No Award and No Transfer (where major is known)					
Under 21		**21 to 24**		**25 and Over**	
Liberal Arts	94	AAS - Gen Studies Health Care	29	Nursing (Pre)	59
Welding	86	Business Administration	17	Business Administration	46
Nursing (Pre)	45	Liberal Arts	15	Liberal Arts	30
Business	38	Business	15	AAS - Gen Studies Health Care	27
Business Administration	38	Nursing (Pre)	14	Social Work	16
Art & Design	34	Art & Design	12	Business	16

SUMMARY

Strengths: Bay College is consistent in the number of students enrolled each year in the three years studied

Challenges: A high number of students leave each year without an award, many leaving higher education completely

Opportunities: Reverse transfer for those that transferred to another institution without an award. Re-engage those that left with credits and no award and no transfer. Outreach for those that were enrolled and earned no credits to find a path forward. Enforce the research that shows students that complete an award (at any level) are more likely to go on and complete higher awards. Getting more students to complete and/or transfer will increase statewide efforts of sixty by 30.

Threats: Our mission is to have students complete an award and/or transfer. We need to increase this metric for students to be successful in the future.

QUESTIONS

Penny Pavlat

Director of Institutional Research and Reporting