

REPORT OF MINUTES

BOARD OF TRUSTEES REGULAR MEETING

BAY de NOC COMMUNITY COLLEGE
Fornetti Hall
Iron Mountain, MI

September 24, 2025

- I **CALL TO ORDER:** The meeting was called to order at 5:04 p.m. CT.
- II **ROLL CALL:** Roll call was taken by Laura Johnson, Assistant Board Secretary.
- Members present: Wendy Middaugh, Eric Lundin, Steve Soderman, Terri Mileski, Katie VanEnkevort, Nick Chenier
- Joy Hopkins attended remotely as a reasonable accommodation for a disability. She stated her physical location as Bark River, MI in Delta County.
- Members absent: None
- Administration: Beth Berube, Travis Blume, Vicki DeGrand, Cindy Gallagher, Nerita Hughes, Matt Johnson, Jonathan Lane, Lynn Martinson, Penny Pavlat, Amy Reddinger, Jason Sullivan
- Recorder: Laura Johnson, Assistant Board Secretary
- Guests: Bob Koerschner, Chair – Bay College Iron Mountain Advisory Board & John Anthony, Chair – Bay College Foundation Board
- 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 23, 2025, and the Special Meeting on August 6, 2025, were approved by unanimous consent.

VII PRESENTATION:

A Athletics Update:

Matt Johnson, Athletic Director, provided an update on Athletics. The presentation slides are attached.

Matt responded to the question from Steve Soderman that although local high school athletes are recruited, some are lost to schools that offer more lucrative scholarships because Bay's scholarship structure offers tuition discounted to the Delta County rate and that doesn't help students who reside in Delta County. Across the board, the goal is to recruit locally first and expand from there. Coaches recruit year-round. The student athletes from outside the county and metro areas have brought new energy and contribute to our campus culture and landscape.

Trustees thanked Matt for his hard work and the update.

VIII PRESIDENT'S REPORT:

President Hughes shared how the College will approach Institutional Change by shifting to a growth mindset of being intentional, purposeful, and authentic while working to elevate aligning programs with the workforce, creating clear guided pathways, and tracking success beyond graduation so that Bay College is a place where every student finds a clear path, every credential has real value, and every graduate helps build a stronger community. The presentation slides are attached.

Wendy Middaugh commented that Dr. Hughes is helping guide the College on a thoughtful, intentional path that will amplify our story. Nick Chenier noted that the concepts are simple and straight forward.

Dr. Hughes added that a benchmark average earnings salary for high-growth and in-demand industries equate to approximately \$43,000, with that amount falling to \$32,289.92 for the Upper Peninsula. Bay College and community leaders need to look at how this can be increased so students are not graduating into poverty. Community colleges face multiple stigmas but have shifted to going to a community college to reskill, upskill, and obtain a new skill which can be cost efficient, close to home, able to provide students better support, and allow students to give back

to the community where they live and work.

Dr. Hughes responded to the question from Steve Soderman she is collaborating with local workforce through the President's Advisory Council which includes representation of local business and education leaders from Delta and Dickinson counties. The Council has identified trends important to workforce leaders and is ranking them to help shape the future of Bay College. The College recently placed two interns with Independent Machine Company at their request and the recent Trades MOU that will bridge the workforce gap with local unions and education demonstrate the increasing and strategic partnerships with workforce and community leaders. She also recently met with Julie Wonders, Director of Dickinson County Community Schools to address the reality of some students we have today in relation to being underprepared for college level courses.

Dr. Hughes further explained this Institutional Change is not adding new work. It is about elevating the work being done and recognizing "strategic patience" while working toward our goals.

Foundation:

Vicki DeGrand, Executive Director of Foundation & Alumni Relations reported:

- The Foundation is planning the first, "Building Tomorrow Together" events to share the Foundation's history and mission and how investing in education creates lasting change. The events are not fundraisers, but intended for stewardship, thanking current supporters, and sharing that the mission of the Foundation is solely to support students.
- The upcoming campus events for fall were shared.
- The Foundation audit performed by Schneider, Larche, Haapala & Co. was approved last week at the Foundation Board meeting held in Iron Mountain and will be included in the College's audit.
- The Foundation Golf Outing in July raised \$41,000 and sold out before Memorial Day. Athletics organizes the auction which increased the amount raised.

***Information
Technology:***

Jonathan Lane, Director of Information Technology reported:

- The week of September 1, an attempted cyber-attack originated from an email attachment. A library checkout computer was targeted. When the student clicked on the link in the email the malware was initiated and was sequestered. The launch triggered an alert with the FBI (because it was on the FBI watchlist), who alerted CISA (Cybersecurity and Infrastructure Security Agency, a part of the Department of Homeland Security). IT worked with CISA to locate the issue and mitigate the risk before it became a breach. Security changes made by the IT team covered this attack.

A second incident also occurred that week involving Multi-Factor Authentication (MFA) and texting authentication. An authenticator app is now required to authenticate. Texting is no longer allowed as an authenticator method. These instances highlight the importance of the security changes made and using MFA.

Discussion about the prevalence of security breaches was held and Jonathan added that he is working with Merit, the College's internet service provider, to provide an annual security audit included in their network security professional services.

Academics:

Dr. Amy Reddinger, VP of Academics and Educational Equity reported:

- The EMS (Emergency Medical Services) program has been fully re-accredited. The accreditation visit went very well, and the report returned glowing comments about our program. Amy recognized Dean of Business, Technology & Workforce Development Jim Cousino and EMS faculty members for their work leading to a successful re-accreditation.
- Rural Guided Pathways Coach Dr. Adrienne Forgette was onsite last week. She led a session to aid the process of converting and increasing dual enrolled students to degree seeking students. This work should begin as early as ninth grade with career exploration. A team will attend the second Rural Guided Pathways Institute in Louisville, KY during the last week of October.
- The pilot project to offer dedicated online sections of high-enrollment courses designed exclusively for first-time dual enrolled/early college learners with First Year Experience

(FYE) supports will be assessed to determine whether that work was effective.

- The accreditation report for the Practical Nursing (PN) program will be resubmitted to the State Board of Nursing (SBO) by October 19, in time for the November SBO meeting to address the seven items noted. Many items noted were in the initial report submission. It is no longer possible to re-start the PN program in January 2026, so the anticipated date is fall 2026.

Amy responded to Steve Soderman's question about how PN students are being accommodated, that the PN students graduated in June. The pre-nursing students are aware of the situation and can work on general education courses.

Dr. Hughes added that she is communicating with Rep. Prestin and Sen. McBroom to push for dual communication from the SBON, so the president's office and nursing administrator are both contacted simultaneously. Sen. McBroom has a meeting with the state Licensing and Regulatory Affairs (LARA) agency on Friday to advocate for this change.

- The Accreditation Commission for Education in Nursing (ACEN) re-accreditation site visit for the RN (Registered Nurse) program will take place from October 21-22, 2025. Dean of Allied Health Patrick Reinhard and nursing faculty are preparing thoroughly for the visit to both campuses. Some concerns are anticipated and will be addressed immediately and ongoing.

Human Resources:

Beth Berube, Director of Human Resources reported:

- Human Resources processed 87 new hires for the beginning of the semester with many departments still hiring student employees. In addition to part-time instructors, three full-time hires were recently completed: Katelyn Trombley as the Administrative Assistant for Academic Affairs, Troy Bassett as the full-time Automotive Instructor, and Kaylee Hubert as the Foundation Specialist. The full-time Custodian and part-time Testing Services positions were also filled recently.
- College Librarian Mariel Carter led changes to and led student onboarding for about eight student workers.

- The Alumni Engagement and Conference Services Coordinator position has been posted due to the realignment of the Foundation office with Vicki DeGrand accepting the Executive Director of Foundation & Alumni Relations position and Kaylee Hubert moving to the Foundation Specialist position.
- The Admissions and Financial Aid Assistant resigned and with the increase in state aid programs and requirements, the position has been posted as a full-time Financial Aid Specialist. Wendy Middaugh commented on the importance of this position and the work to support students.
- The part-time Library Assistant position is open.

Despite these changes in personnel, the College continues to have a high full-time retention rate.

Discussion was held about the possibility the State may not pass its budget before October 1, leading to a government shutdown. Dr. Hughes stated she asked budget managers to review department budgets for cost savings if the state budget is not passed as anticipated and cuts to the College's budget are required. She was advised not to disburse state aid because schools would be liable for funds expended if those programs are not supported when the state budget is passed.

Student Affairs:

Dr. Travis Blume, VP of Student Affairs reported:

- The start of the school year requires all hands at the College. Student Affairs is responsible for new student orientation and financial aid packaging, among other responsibilities. The housing move-in went great with 135 students housed in on-site and off-site campus housing. The DIISD dual enrolled students will be registered before the October 1 reporting deadline which will provide the final fall semester enrollment count.
- Travis works with the U.S. Dept. of Homeland Security on behalf of our international students. There are 14 international students registered this semester who enhance our campus environment and bring their educational experience at Bay back home.

***Institutional
Effectiveness:***

Penny Pavlat, Director of Institutional Effectiveness reported:

- Penny and Data Analyst Tanner Brown are leading the Data Governance team represented by 19 areas of the College. The team has been tasked with making and documenting ERP migration decisions in addition to other data matters.

Penny responded to Steve Soderman that the support provided by Ellucian has been good. Their consultants are very talented and responsive. Weekly project management calls and monthly steering committee calls keep the project moving.

***Workforce
Development:***

Cindy Gallagher, VP of Workforce Development & Strategic Partnerships reported:

- Cindy attended the MI Works! Conference in Kalamazoo, MI, as one of the few community colleges represented. MI Works! was very appreciative for community college representation and to share labor and demographic information with higher education. The declining high school and aging population in relation to collaboration with business and industry to align programs continues to be a high priority.
- The U.P. Articulation Agreement that aligns union apprenticeship programs with earning an associate degree from Bay College continues to receive recognition and was presented in Lansing at the Michigan Community College Association Student Success Summit. Cindy met with MJ Electric in Iron Mountain, MI, yesterday to discuss their interest in partnering to create internships and co-ops for students.
- The 2025 Leadership Academy hosted at the Iron Mountain campus began on September 12 with 17 employees enrolled from local businesses.

IM Campus:

Jason Sullivan, Executive Director of Iron Mountain Campus reported:

- The Dickinson County renewal millage that supports the Bay College Iron Mountain campus passed and is considered acknowledgement of the services offered to the community.

- The Iron Mountain campus hosted Lunchtime Live events for the first time this summer with good turnouts. Since the community was receptive, three Lunchtime Live events will be scheduled next year.
- The U.P. Regional Library Cooperative met at the Iron Mountain campus last week with about 90 attendees. They rotate between campus and another location every year.
- The Dickinson Area Economic Development Alliance (DAEDA) will host Manufacturing Day on October 3 at the Iron Mountain campus. Six manufacturing businesses will provide 20-minute hands-on crash courses for 320 9th through 12th grade high school students. This year, all Dickinson County high schools will be represented.
- A Health Careers Day will be held at the Iron Mountain campus in February.

Business Office:

Lynn Martinson, VP of Finance & Operations reported:

- The Business Office supports three audits during the summer:
 - 1) The single audit of federal funds started in July with the compliance audit of financial aid for federal funds of \$750,000 or more.
 - 2) The Foundation audit which reported assets increased by \$1.3 million with \$671,300 in new contributions, \$1.1 million in investment income, and \$673,500 in scholarships to students. The Foundation audit resulted in a clean opinion with thanks extended to Vicki DeGrand for her due diligence and attention to detail that makes the audit successful.
 - 3) The College audit is underway which is why there are no financial statements reported last month and this month. The auditors are on the Escanaba campus this week.

**IX BUSINESS OFFICE
REPORTS:**

None

**X BOARD COMMITTEE &
REQUIRED ACTION:**

None

XI BOARD ACTION:

A Transaction Reports:

There were no questions or comments on the Transaction Reports.

On a motion made by Terri Mileski and seconded by Eric Lundin:

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

Roll Call:

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

B Best Practices Resolution:

State law requires the Board to pass a resolution certifying that the College meets at least four out of five of the best practice standards under each of the three categories to receive state appropriations. The resolution and evidence supporting these standards were found in the Board Report.

It was moved by Wendy Middaugh and seconded by Katie VanEnkevort to propose this resolution:

“That the Bay de Noc Community College Board of Trustees certifies that the College continues to meet the best practice standards required for state appropriations under Section 230 of Michigan Public Act 120 of 2024 and anticipates these best practice standards will meet the requirements for the 2025-2026 state appropriations when determined.”
No discussion. Motion carried unanimously.

C Capital Outlay FY27 Project:

A list of capital projects must be submitted to the State as part of the annual Capital Outlay report due October 31. The FY27 project description for a Manufacturing Innovation Center was in the Board Report.

It was moved by Steve Soderman and seconded by Terri Mileski to:

“Approve the Five-Year Capital Outlay Plan FY27 Capital Project as presented.” No discussion. Motion carried unanimously.

- D IMCAB Appointment:** Bruce Orttenburger resigned from the Bay College Iron Mountain Campus Advisory Board effective December 31, 2025, after 19 years of service representing Dickinson County.

The Bay College Iron Mountain Campus Advisory Board recommended Mindy Meyers, Executive Director of the Dickinson Area Economic Development Alliance be appointed to fill the vacancy at their meeting on September 16, 2025.

It was moved by Terri Mileski and seconded by Steve Soderman to:

“Approve the recommendation to appoint Mindy Meyers to the Iron Mountain Campus Advisory Board effective January 1, 2026, to fill the vacancy created by the resignation of Bruce Orttenburger, for the term ending June 30, 2026.” Terri Mileski added that Bruce Orttenburger will be missed and was a positive force behind the founding of the Iron Mountain campus and passing the renewal millage. He will be missed. Trustees extended thanks to Bruce for his service. No further discussion. Motion carried unanimously.

XII UNFINISHED BUSINESS:

None

XIII NEW BUSINESS:

A Board Vacancy:

Eric Lundin resigned from the Board of Trustees effective September 30, 2025, to focus his attention on work responsibilities and on being more available for his family. Chair Nick Chenier gifted a framed Resolution of Appreciation to Eric.

Eric stated that he thoroughly enjoyed his years on the Board. The College has wonderful employees, and he will always be a huge Bay advocate and appreciated the time he served with current and past trustees.

Chair Nick Chenier and trustees extended their appreciation to Eric for his service.

1. Resolution for Eric Lundin:

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

“Accept the resignation of Eric L Lundin from the Board of Trustees as of September 30, 2025, and approve the

Resolution of Appreciation for Eric L. Lundin as presented, with great appreciation for all of his services rendered to the Bay College Board of Trustees with regret and appreciation.”

Terri stated that the right decision is always made when family comes first. No further discussion. Motion carried unanimously.

**2. Trustee
Appointment:**

The Board interviewed three candidates when applicants were requested for the resignation of Steve Davis in February 2025. Chair Nick Chenier recommended appointing the remaining candidate, Cory Kuchenberg for the current vacancy. The candidate's resume' was provided again to trustees ahead of the meeting and trustees discussed that Mr. Kuchenberg's experience in banking and financial services was a good fit with those skills lost with Eric's resignation.

It was motioned by Terri Mileski and seconded by Steve Soderman to:

“Appoint Cory Kuchenberg to the Bay de Noc Community College Board of Trustees effective October 1, 2025, for the unexpired term of Eric L. Lundin ending December 31, 2026, pending his acceptance.” No further discussion. Motion carried unanimously.

XIV MCCA UPDATE:

Dr. Hughes will attend the Michigan Community College Association (MCCA) Board of Directors meeting on Friday at Kellogg Community College in Battle Creek, MI.

Nick Chenier and Wendy Middaugh attended the MCCA Summer Conference in July with Dr. Hughes.

Nick shared that some of the professional development for trustees concentrated on how to enhance the Board's relationship with their president to hear and support them to maintain a healthy relationship. Trustees should serve as a representative voice for their college to the community and ask the “why” questions from a 10,000-foot view, while making sure the College's policies, goals, and strategic agenda align.

Wendy added that the theme, “Amplify Your Story” recommended having strong governance which includes finding out how to support the president in ways that works [for her].

Dr. Hughes shared that a strategic discussion segment added to the board meeting agendas will put the Board at the core of decision making and help them lean into the root of why we do some things the way we do as we look into next year.

XV OTHER:

Birthday greetings were extended to Dr. Hughes, Steve Soderman, and Katie VanEnkevort for September birthdays.

XVI ADJOURNMENT:

It was moved by Terri Mileski and seconded by Eric Lundin to:

“Adjourn the meeting.” No discussion. Motion carried unanimously. The meeting adjourned at 6:41 p.m. CT.

Laura L. Johnson
Assistant Board Secretary

Completion
Date

Approval Date

Nicholas M. Chenier
Chair

Approval Date



2025 Bay College Norse

Fall Athletic Report

Norse Athletics Staff



Matt Johnson
Men's Basketball Coach
Athletic Director



Mike Pankow
Baseball Coach
Sports Information Director



James Fassett
Women's Basketball Coach
Student Success Coach

TBA
Softball Coach
Compliance Director



Scott Carhoun
Cross Country Coach



Dan Porath
Volleyball Coach



Danicia Humbert
Co-Advisor



Current Sport Offerings

MEN

Baseball
Basketball
Cross Country

WOMEN

Basketball
Cross Country
Softball
Volleyball

Potential Future Sport Offerings

MEN

Soccer
Track & Field
Bowling
Golf

WOMEN

Soccer
Track & Field
Bowling



Historical Roster Size

Team 17-18	Members
MBB	17
WBB	9
MXC	6
WXC	5
TOTAL:	37

Team 19-20	Members
MBB	15
WBB	13
MXC	1
WXC	3
BSB	28
SB	14
TOTAL:	74

Team 18-19	Members
MBB	16
WBB	13
MXC	5
WXC	6
BSB	27
SB	17
TOTAL:	84

Team 20-21	Members
MBB	17
WBB	13
MXC	3
WXC	2
BSB	33
SB	14
TOTAL:	82



Historical Roster Size

Team 21-22	Members
MBB	13
WBB	10
MXC	1
WXC	1
BSB	23
SB	17
TOTAL:	65

Team 23-24	Members
MBB	20
WBB	9
MXC	4
WXC	5
BSB	27
SB	10
VB:	14
TOTAL:	89

Team 22-23	Members
MBB	19
WBB	7
MXC	2
WXC	0
BSB	36
SB	19
VB:	12
TOTAL:	92

Team 24-25	Members
MBB	19
WBB	13
MXC	7
WXC	6
BSB	25
SB	12
VB:	13
TOTAL:	95



Historical Roster Size

Team 25-26	Members
MBB	18
WBB	14
MXC	6
WXC	9
BSB	25
SB	11
VB:	15
TOTAL:	98



2024-2025 Win – Loss –Tie

Sport	Win	Loss/Tie
Baseball	17	20
Men's Basketball	24	6
Women's Basketball	20	10
Men's Cross Country	N/A	N/A
Women's Cross Country	N/A	N/A
Softball	1	26
Volleyball	6	19



2024-25 MCCAAC Awards

- **MCCAAC All-Academic Team(s)**
 - Women's Cross Country – 3.22 GPA
 - Women's Basketball – 3.13 GPA

Baseball

- George Copper & Lorenzo Feliciano ALL-MCCAAC.
- George Cooper, Lorenzo Feliciano Northern Conference 1st Team BSB.
- Shane Lievsay & Michael Rey Northern Conference 2nd Team BSB.
- Cohen Thompson Northern Conference Honorable Mention BSB.



2024-25 MCCAА Awards

Men's Basketball

- Ryan Sweeney ALL-MCCAА.
- Nic Williams, KaiRee Gadson, Joshua Ofori MCCAА 2nd team MBB.
- TreSean Sanigar Northern Conference 3rd Team MBB.
- Mykel Lindsey Northern Conference Honorable Mention MBB.

Women's Basketball

- Women's Basketball MCCAА North Co-Champions.
- Anna Axtell All-MCCAА.
- Anna Axtell Northern Conference Player of the Year and Freshmen of the Year.
- Kennedy Sproule, Lauren Zawada, & Makenna Hendrickson Northern Conference 2nd Team WBB.



2024-25 MCCA Awards

Cross Country

- Grave VanWormer qualified for NJCAA National Championships.
- Tanner Howes, Siena Lingle, and Grace VanWormer All-Northern Division.

Softball

- McKayla Mott Northern Conference 2nd Team SB.
- Nina Bower, Anna Boutlier, Aliana Martinez Northern Conference Honorable Mention SB.

Volleyball

- Piper Monroe & Jade Jasenovsky All Northern Conference 2nd Team VB.



2024-25 NJCAA REGION 12 Awards

- Men's Basketball Region 12A Semi-Finalist.
- Women's Basketball Region 12C Semi-Finalist.
- Ryan Sweeney All-Region Men's Basketball.
- Anna Axtell All-Region Women's Basketball.



2024-25 NJCAA All-American Awards

- **Ryan Sweeney Honorable Mention All-American Men's Basketball.**
- **4 NJCAA All-Academic First Team (4.0 GPA)**
 - Tyler Darmogray and Harrison Haigh - BSB, McKenzie Hoffmeyer & Brooklyn Phillips – WBB
- **5 NJCAA All-Academic Second Team (3.80-3.99 GPA)**
 - Makena Hendrickson – WBB, Bill Hosegood – BSB, Addie Morton – VB, Veronica Spreitzer – WXC, and Abigail Rich – SB.
- **7 NJCAA All-Academic Third Team (3.60-3.79 GPA)**
 - Chase Cloutier & Aedan Cretens – BSB, Kayla Farnes & Ben Smith – XC, Dylan Plunger – MBB, Kadie Kaukola – WBB, and Cassie Ostrander - VB



Norse Alumni Moving On

Anna Axtell
Easton Clements
Zach Gibson
Zavier Hayes
Bill Hosegood
Mykel Lindsey
Joe Ofori
Dylan Plunger
Thij Riijpstra
Austin Samanske
Kaleb Schroeder
Kennedy Sproule
Ryan Sweeney
Josh Williams
Nic Williams

Davenport University
Lakeland University
Ohio Christian University
SW Minnesota State
University of Calgary
Oklahoma Pan Handle
Biola University
Michigan Tech
Fisher College
Bethany College
Siena Heights University
Valparaiso University
SD School of Mines
IU East
Malone University

Women's Basketball
Men's Basketball
Baseball
Football
Baseball
Men's Basketball
Men's Basketball
Football
Baseball
Baseball
Baseball
Women's Basketball
Men's Basketball
Men's Basketball
Men's Basketball



Fall 2025 Participants by Sport/Team

Tuition and Fee Revenue

Athletic Team	# participants	Tuition and		
		Fees	Credits	Contacts
Men's Basketball	17	\$56,812	226	237
Women's Basketball	11	\$36,670	152	163
Men's Cross Country	5	\$15,620	65	70
Women's Cross Country	8	\$24,035	106	115
Men's Baseball	25	\$90,808	364	391
Women's Softball	8	\$24,809	107	111
Volleyball	15	\$43,917	199	208
Total	89	\$291,671	1,219	1,295

- We have 8 dual sport athletes; they are not counted twice.
- Fall 2025: All Students average 8.5 credits & 9.2 contacts and Student-Athletes average 13.7 credits & 14.5 contacts.



2025-26 Other Revenue

Miscellaneous Revenue:

• Estimated S-A Housing	\$283,290
• Estimated Ticket Revenue:	\$20,000
• Bay College Invitational Entry Fee:	\$4,850
• Estimated Royalties:	\$1,000
• Estimated Additional Students Tuition & Fees:	\$167,002
• Estimated Student Life Fee:	\$77,424
Total:	\$553,566



2025-26 Expenses

Expenses:

- Equipment/Supplies: \$59,480
- Dues/Membership/License & Fees: \$163,285
- Transportation/Hotels/Meals: \$418,465
- Scholarships: \$25,473
- Staff: \$319,628

Total: \$986,331



Revenue

Fall Athletic Team Tuition and Fees:	\$291,671
Winter Athletic Team Estimated Total:	\$291,671
Summer Athletic Team Estimated Total:	\$22,000
2025-26 Total Tuition/Fees:	\$605,342
Housing Estimated:	\$283,290
Ticket Revenue Estimated:	\$20,000
Bay College Invitational Entry Fee:	\$4,850
Royalties Estimated:	\$1,000
Additional Students Estimated Tuition & Fees Estimated:	\$167,002
Student Life Fee Estimated:	\$77,424
2025-26 Miscellaneous Total:	\$553,566
 Estimated Total Revenues:	 \$1,158,908
Estimated Total Direct Expenses:	\$986,331
Estimated Revenue in Excess of Direct Expenses:	\$172,577

* Does not include indirect expenses.



Additional College Benefits

- Additional Media Coverage
 - 70+ Games broadcast on RRN Sports and Maverick 106.3fm.
 - Print articles on RRNSports.com and The Daily Press.
 - TV coverage by TV6, TV19, ABC10.
- Bay Norse Apparel sold in local stores, Meijer, and Wal-Mart.
- Additional College recruiting.
 - Youth Camps.
 - High School Camps.
 - Local youth teams, high school teams, pep bands, and dance groups at Bay home games.



Recent Additions

- Family Weekend
 - 2024 was the 1st year of doing this.
- Parent Orientation
 - 2024 was the 1st year of doing this.
- Change in Study Table Model
 - Fall of 2025 moved to all athlete study tables.
- Bay College High School Cross Country Invite.
- Hosted 2025 UP Sports Hall of Fame Basketball Games.
- Education Day @ Home basketball game.
 - Fall of 2025 will hopefully be the 1st year of this.
- Service Learning
 - Norse Reading Buddies
 - Each team will be doing minimum of 1 team activity each year.



Challenges

- Part-time Coaches
 - Volleyball & Cross Country Head Coaches.
 - Small stipend positions for Assistant Coaches.
- Limited Scholarships
 - Bay competes against many programs that offer the NJCAA maximum scholarships.
- Housing
 - More Housing needed for current student-athletes as well as to expand sport offerings.



Questions?



Thank You!



Bridging Insight and Impact: A New Lens on Our Work

Presented by: Dr. Nerita Hughes



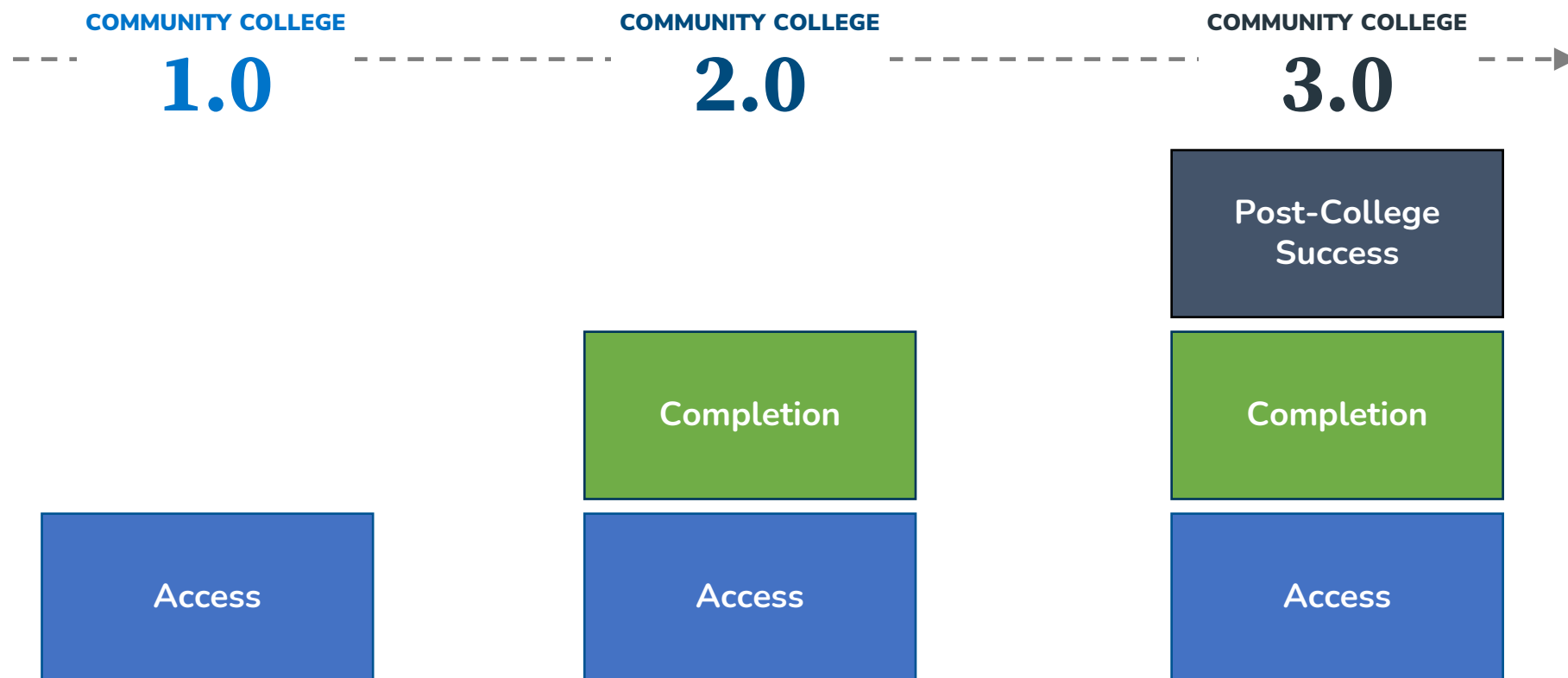
2025-26
Focus Word
ELEVATE





**How can
community
colleges
deliver value
and thrive?**

Community Colleges



Student Outcome Framework

Our Six Domains in Action

Success in community college.

- Students learn
- Students complete

Success after community college.

- Students get good jobs
- Students transfer and attain bachelor's degrees

Access and success for all.

- Enrollment reflects service area
- All students have access to programs of value
- Strong learning, completion, transfer, and workforce outcomes as a whole and when data is disaggregated



Why We Must Act Now

Our Case for Change

Every year, students come to Bay with hopes of building a better future.

Too many roadblocks: confusing program choices, unclear career connections, and pathways that do not always lead to family-sustaining wages.

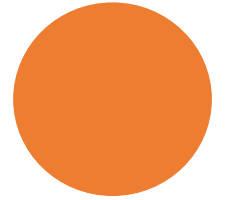
The result - Some leave before completing a credential, and others graduate only to find limited job opportunities.

We cannot allow our students – or our region – to fall behind.



Growth Mindset

- **Think IPA**
 - Be Intentional
 - Be Purposeful
 - Be Authentic
- **Time to ELEVATE**
 - Aligning programs with the workforce
 - Creating clear guided pathways
 - Tracking success beyond graduation





What will change?

Aligning Programs with the Workforce

We are expanding programs in high-demand areas and ensuring advising connects students to real jobs in our region. This means when a student chooses Bay, they are choosing a pathway directly linked to opportunity and higher earnings.



Creating Clear Guided Pathways

We are redesigning the student experience, so every program is mapped step-by-step. Students will always know what course comes next, when to expect career milestones, and how to stay on track. This reduces confusion, wasted time, and debt while improving retention and graduation.



Tracking Success Beyond Graduation

We will follow our students' journey after they leave Bay – into jobs, transfers, and careers. By doing so, we can measure what is working, adapt quickly, and ensure our programs keep pace with workforce needs.



The Difference It Will Make

For students: More will persist, complete, and enter careers that pay a sustainable living wage.

For Families: Education will lead to stability, opportunity, and long-term financial security.

For our Region: Employers will have a reliable pipeline of skilled talent, fueling economic growth in Delta and Dickinson Counties.





The Bottom Line

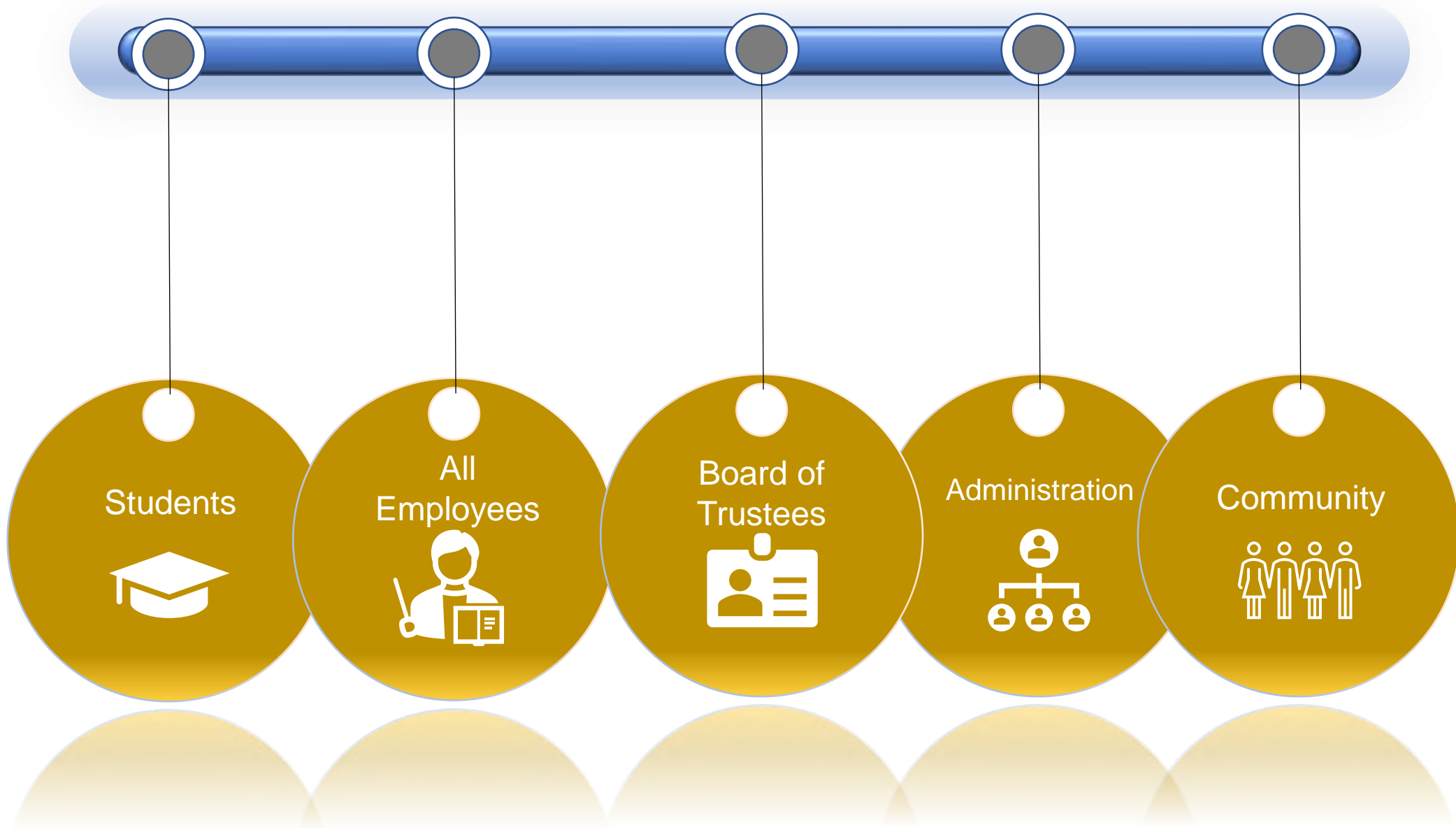
This is more than reform – it is **transformation**.

By making these changes, Bay College will deliver on its promise:

- To be a place where **every** student finds a clear path
- Every **credential** has real value
- Every **graduate** helps build a stronger community.



It is a collective to have an impact to make this happen



**Together, we will ensure
Bay College is not just a
college of choice, but a
college of impact.**

Thank you

