REPORT OF MINUTES

BOARD OF TRUSTEES
REGULAR MEETING

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

November 10, 2026

I **CALL TO ORDER:** The meeting was called to order at 5:01 p.m. ET by Chair Wendy Middaugh.

II **PLEDGE OF ALLEGIANCE:** The Pledge of Allegiance was recited.

III **ROLL CALL:** Laura Johnson, Assistant Board Secretary, took roll call.

Members present:	Nick Chenier, Steve Soderman, Katie VanEnkevort, Terri Mileski, Joy Hopkins, Wendy Middaugh
Member absent:	Cory Kuchenberg
Administration:	Dr. Travis Blume, Dr. Nerita Hughes (remote), Lynn Martinson, Penny Pavlat
Faculty:	Molly Campbell
Recorder:	Laura Johnson, Assistant Board Secretary

IV **CITIZEN INTRODUCTIONS AND COMMENTS:** None

V **APPROVAL OF AGENDA:** Chair Middaugh advised that the results of the board election were certified, and the topic should be added to the agenda for discussion.

It was moved by Nick Chenier and seconded by Joy Hopkins to:

"Amend the agenda by adding Board Election Results under New Business." No discussion. Motion carried unanimously.

VI DECLARATION OF INTEREST: None

VII CONSENT AGENDA: The consent agenda included the meeting minutes from the Regular meeting on October 14, 2026, and the Resolution of Appreciation for Deanna Robinette, Student Affairs Manager, in honor of her retirement on November 2.

It was moved by Joy Hopkins and seconded by Katie VanEnkevort to:

"Approve the Consent Agenda for the Board of Trustees Regular Meeting on November 10, 2026, as presented." No discussion. Motion carried unanimously.

VIII PRESENTATION:

A Trustee Service Recognition: Cory Kuchenberg was acknowledged for one year of service on the Board of Trustees, though he was unable to attend.

IX DIVISION SPOTLIGHT: Penny Pavlat, Director of Institutional Effectiveness, provided the Division Spotlight on Institutional Effectiveness and the Fall 2026 Enrollment Report. The presentation slides are attached.

Terri Mileski recognized the high workload and meticulous attention to detail demonstrated by a department with only two employees.

Penny responded to a question from Terri that the MSDS (Michigan Student Data System), a database used for state and federal student data reporting, includes college students because it is a P20 system and uses students' Unique Identification Code.

Wendy Middaugh expressed appreciation for Penny sharing credit for accomplishments with McKenzie Fox-Potter, Grant Project Navigator.

Joy Hopkins added that the data Penny presents is always very meaningful.

X PRESIDENT'S REPORT:

President Hughes reported:

- A data analytics tool (e.g., to create a heatmap or dashboard) to illustrate institutional progress of strategic priorities and other facets will be created when the Data Analyst position is hired.

- The HLC Steering Committee is heavily collecting data for the reaccreditation report. A mock visit on February 15 & 16, 2027, will be held to prepare for the reaccreditation visit in October 2027. Trustees will be scheduled to participate in the mock visit to prepare for their part in the reaccreditation visit.

- An updated draft concept of the capital outlay and student housing projects was shared from Education Vanguard. The final concept should be ready for the January board meeting. The capital outlay projects requested include renovations to create a new, clear campus main entrance into the HUB and renovations in the HUB to create a student centric one-stop shop. Other projects include renovations to Catherine Bonifas Administration Services and bathrooms, and Bay Café.

- A Data Summit is being planned for employees to learn how data from student enrollment to beyond Bay is used overall and how each division utilizes it. Our Achieving the Dream coaches will help facilitate the Summit. Dr. Hughes encouraged trustees to attend the Summit to learn how they can look at data from a governance lens as trustees. The date is yet to be determined.

- The Manufacturing Innovation Center (MIC) project received construction authorization and Lynn Martinson (Vice President of Finance & Operations) is working with the DTMB (Dept. of Transportation, Management & Budget) on next steps.

- The implementation of the new ERP (Enterprise Resource Planning), Ellucian Colleague, has not been an easy lift. Additional technical assistance is being provided in several areas after Dr. Hughes had a conversation with Ellucian's CEO. Financial Aid assistance will begin tomorrow.

Dr. Hughes responded to Steve Soderman that the project is nearing completion. Financial Aid was the first to go live late last year and Human Resources/Payroll is the last to go live on January 1, 2027. A decision must be made by December 1 by the

Workforce division whether they will implement Ellucian Journey for non-credit students. Discussion about what services Journey would provide was held.

XI FINANCIAL REPORTS: Lynn Martinson thanked trustees for their patience as the financial statements are challenging to produce due to the ERP migration. The Business Office went live on July 1, 2026, in Colleague. A balance sheet is not available yet because not all the transactional data is available in the new system and the chart of accounts is completely different between the two systems. There were no questions about the reports provided in the board report.

XII BOARD COMMITTEE & REQUIRED ACTION: None

XIII BOARD ACTION: None

XIV UNFINISHED BUSINESS: Chair Middaugh presented the AACC (American Association of Community Colleges) discussion questions that were tabled from the board training held on October 26, "*Have we created the conditions for our president to flourish?*"

Joy Hopkins responded that from her viewpoint, the Board can always do better. Collectively, trustees invited Dr. Hughes to continue communicating needs or concerns.

An additional statement was also discussed, "*Budget for your own development the way I hope you budget for your president's. Run the stress test before you need it. And engage with both ACCT and AACC in your professional learning."*

Wendy Middaugh stated the importance of remembering that trustees especially should be lifetime learners and that the Board's diverse membership supports the direction of the College's strategic priorities. Trustees agreed.

XV NEW BUSINESS:

A Board Election Results: Laura Johnson reported that the Delta County Board of Canvassers certified the board election today. The partial term ending in 2028 was filled by Daniel Young of Escanaba. The three seats for full terms ending in 2032 were filled by Cory Kuchenberg, Nick Chenier, and Katie VanEnkevort. Wendy Middaugh's term will

expire on December 31, 2026. Those elected will begin their terms January 1, 2027.

Katie VanEnkevort informed the Board that after thoughtful consideration she would resign to allow Wendy Middaugh to continue serving.

The process for accepting office, resignation, and appointment was discussed.

No action was taken and a Special Meeting will be scheduled in December to approve the appropriate course of action when that is known.

XVI MCCA UPDATE: Joy Hopkins and Wendy Middaugh are attending the Aspen and Presidents Collaborative this week at Schoolcraft College in Livonia, MI.

Dr. Hughes submitted our top legislative priorities for 2027 to the MCCA Legislative Committee. Our priority choices were in relation to funding, dual enrollment, and parity in capital outlay funding with the universities. The 2027 MCCA priorities will be shared when they are available.

XVII OTHER: Belated birthday greetings were extended to Lynn Martinson.

XVIII ADJOURNMENT: It was moved by Nick Chenier and seconded by Joy Hopkins to:

"Adjourn the meeting." No discussion. Motion carried unanimously. The meeting adjourned at 6:05 p.m. ET.

Laura L. Johnson Assistant Board Secretary	Completion Date	Approval Date
Wendy B. Middaugh Chair		Approval Date



Fall Enrollment and Institutional Effectiveness

November 2026

Board Meeting

Penny Pavlat

Director of Institutional Effectiveness

pavlatp@baycollege.edu

AGENDA

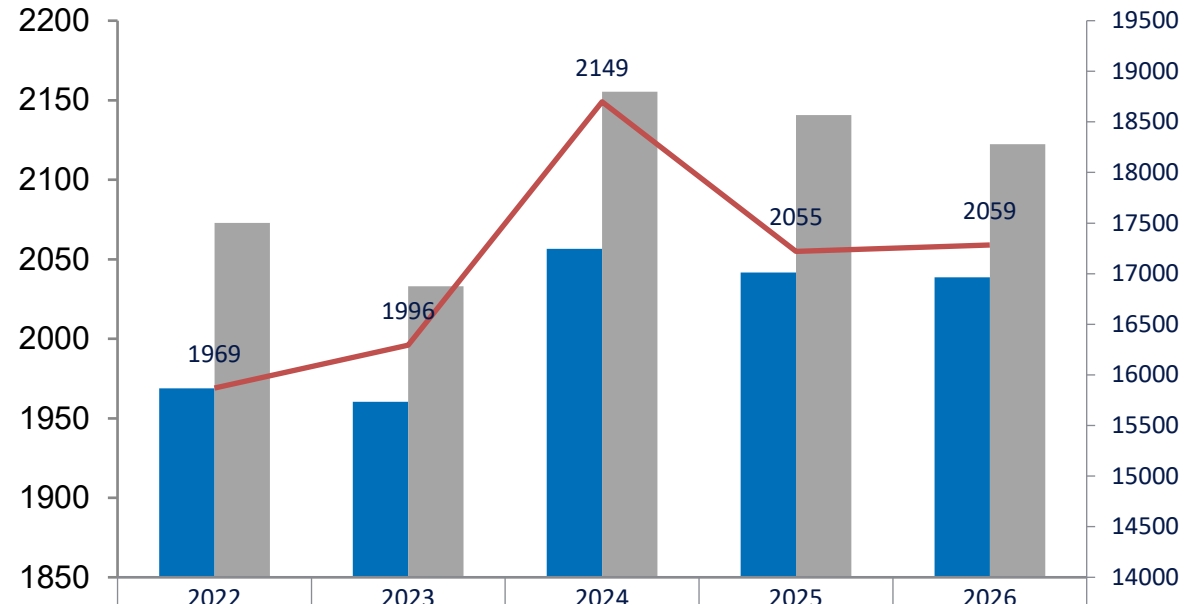
- Fall Enrollment Overview
- Institutional Effectiveness Overview
  - The TEAM
  - The Tasks
  - The Asks
  - What’s Ahead

Fall 2026 Enrollment

Fall 2026 Enrollment Overview

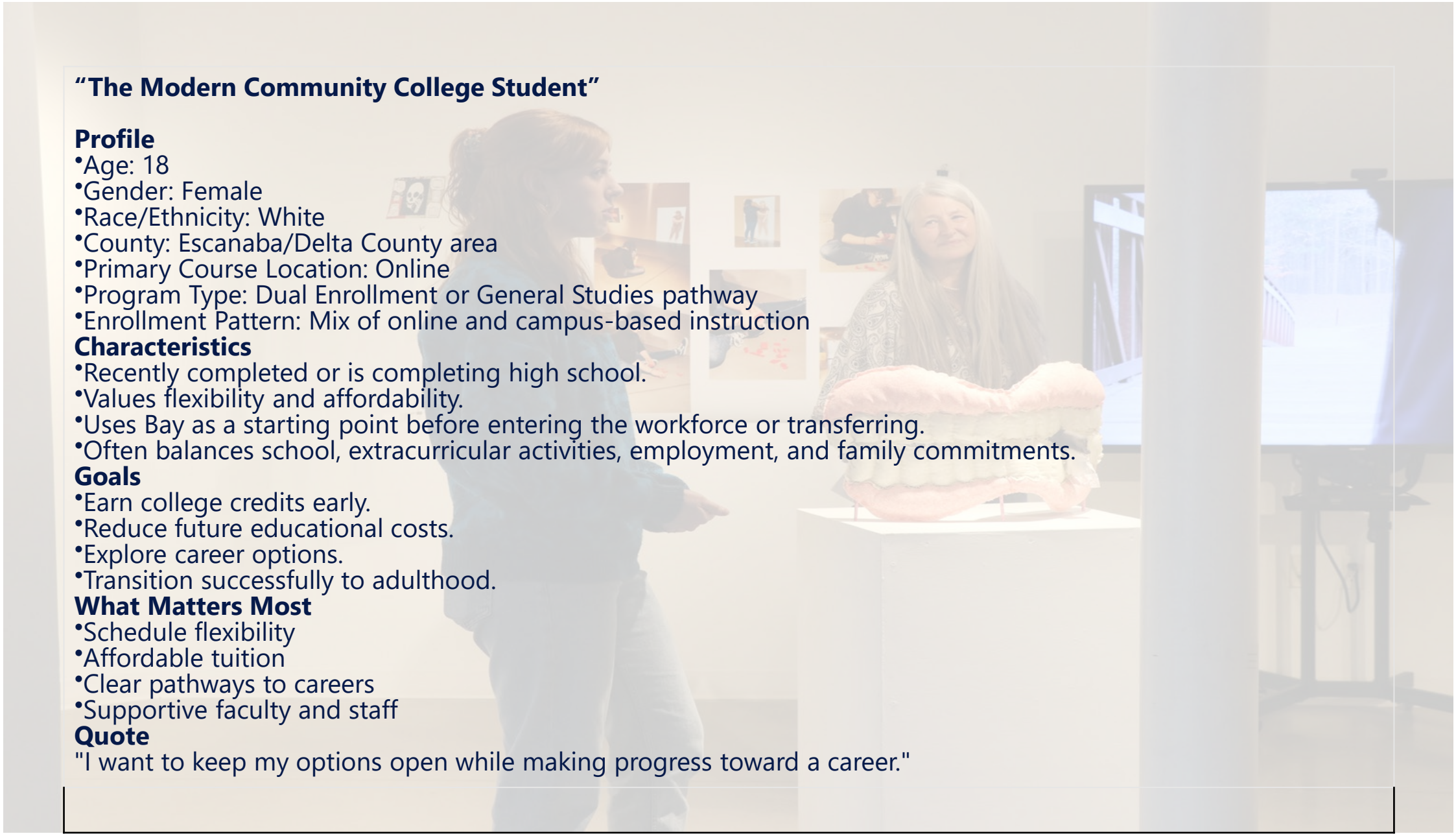
2,059 Students

16,965 Credit Hours
18,279 Billing Credit Hours
Enrollment stable and slightly above Fall 2025



	2022	2023	2024	2025	2026
Credits	15867	15734	17246	17011	16965
Billing Credits	17502	16876	18797	18569	18279
Enrollment	1969	1996	2149	2055	2059

Second-highest enrollment in five years by headcount, third for both credits and billing credits.



“The Modern Community College Student”

Profile
- Age: 18
- Gender: Female
- Race/Ethnicity: White
- County: Escanaba/Delta County area
- Primary Course Location: Online
- Program Type: Dual Enrollment or General Studies pathway
- Enrollment Pattern: Mix of online and campus-based instruction

Characteristics
- Recently completed or is completing high school.
- Values flexibility and affordability.
- Uses Bay as a starting point before entering the workforce or transferring.
- Often balances school, extracurricular activities, employment, and family commitments.

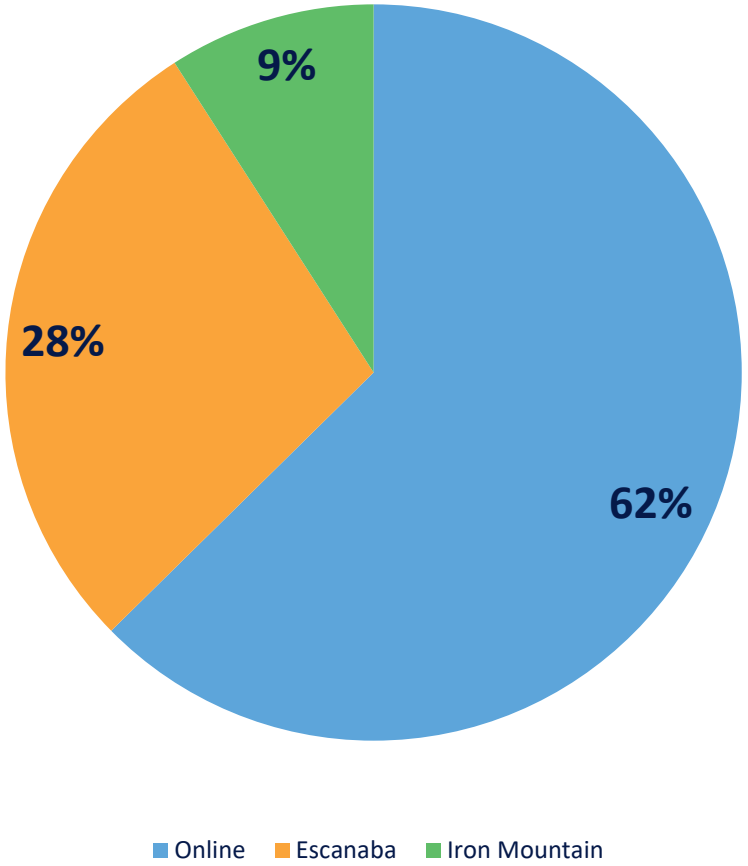
Goals
- Earn college credits early.
- Reduce future educational costs.
- Explore career options.
- Transition successfully to adulthood.

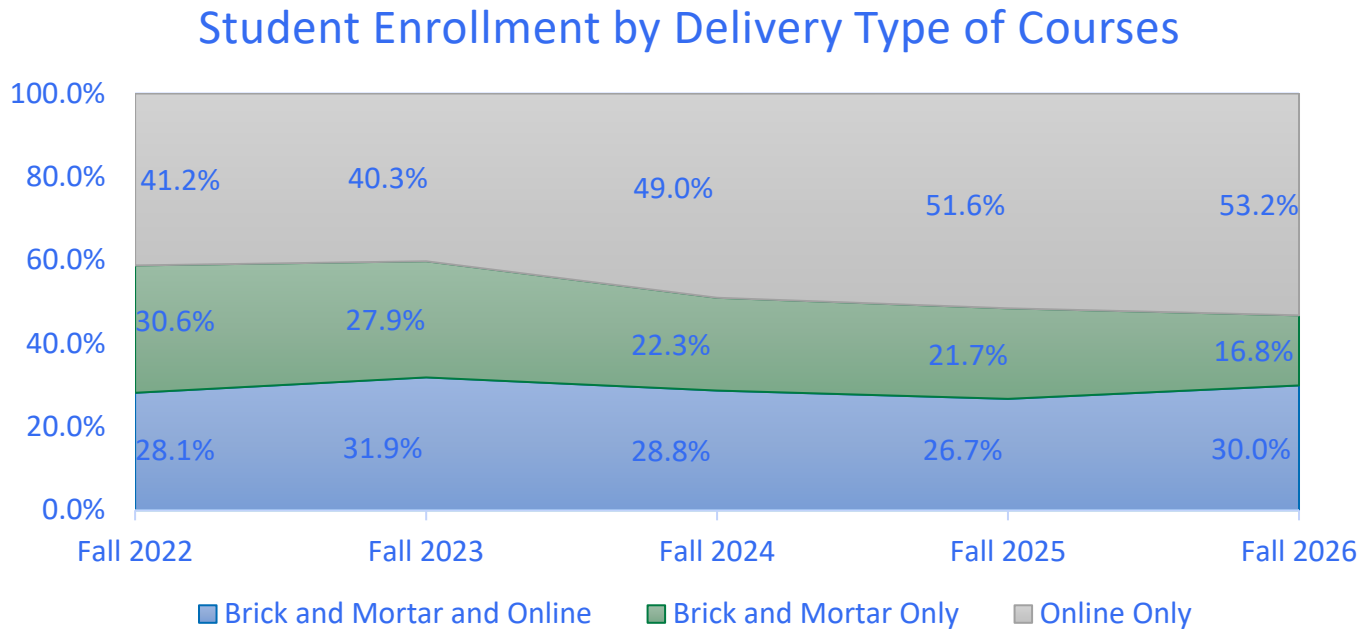
What Matters Most
- Schedule flexibility
- Affordable tuition
- Clear pathways to careers
- Supportive faculty and staff

Quote
"I want to keep my options open while making progress toward a career."

Growth in Online Learning

Online courses represent 62% of all course enrollments, demonstrating continued demand for flexible learning options.





New Degree-Seeking Students

325 New Degree-Seeking Students

71% Full-Time
69% Age 18-21
60% Female
44% Outside District

"Career Changer Seeking New Opportunities“
ProfileAge: 19
Gender: Female
Race/Ethnicity: White
County: Delta County
Primary Course Location: Online
Program: Associate in Arts (exploring health or transfer pathways)

Characteristics
Balances coursework with employment and family responsibilities.
Selected Bay because of affordability and proximity.
Takes most classes online for flexibility.
First semester students often need help navigating college systems and support services.
Goals: Earn an associate degree. Transfer to a four-year institution.
Build a sustainable career with upward mobility.
Support: Needs Academic advising, First-year experience, Online student engagement, Financial aid guidance, Career exploration

Quote "I'm looking for a college that fits my life while helping me build a better future."

Student Demographics

Gender
62% Female | 37% Male

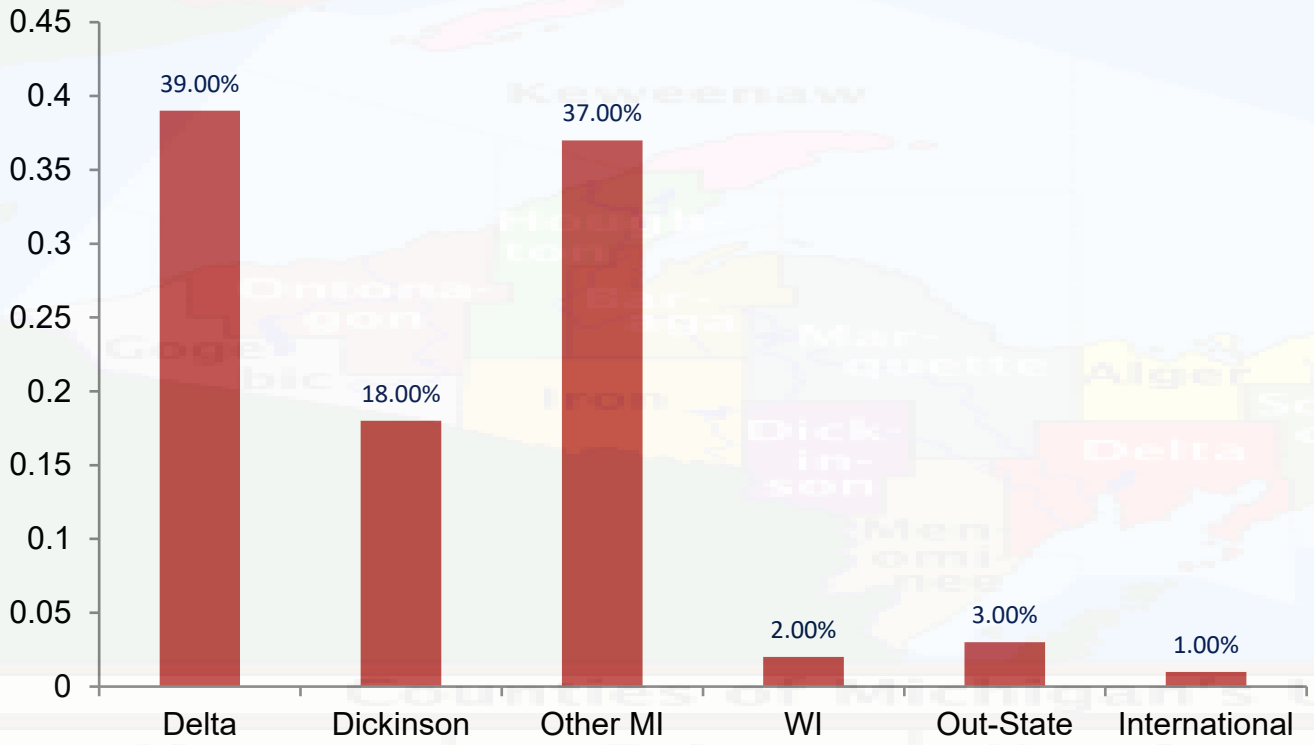
Attendance
32% Full-Time | 68% Part-Time

Age
36% Under 18
36% Age 18-21
28% Age 22+

14.5% BIPOC Enrollment

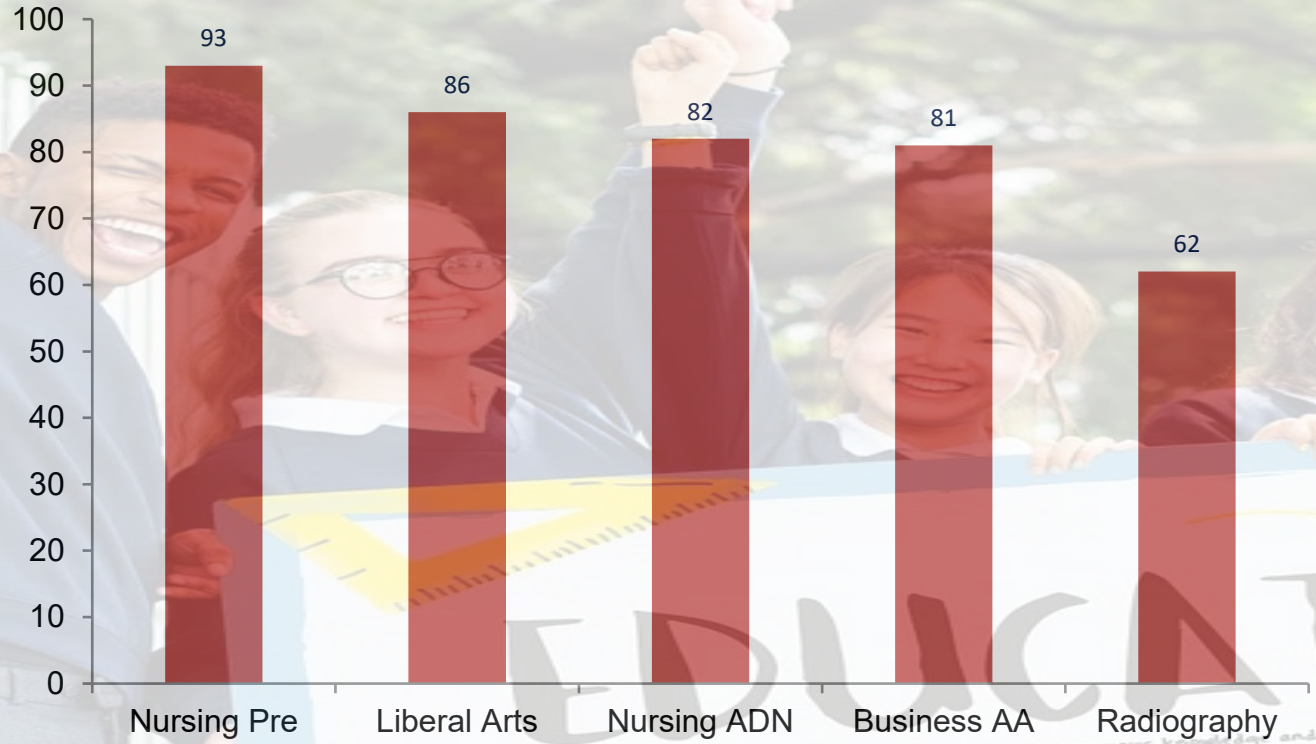
Students range from 14 to 73. Dual Enrolled to Associate Degree Seeking.
Youngest and Oldest both from Dickinson County.
Supports range from college readiness guidance and connection with other students to technology support and need for flexible scheduling and clear navigation of online systems.

Regional Reach



Nearly half of students come from outside Delta and Dickinson counties.

Academic Program Demand



Healthcare programs continue to drive enrollment and workforce development.

Strategic Takeaways

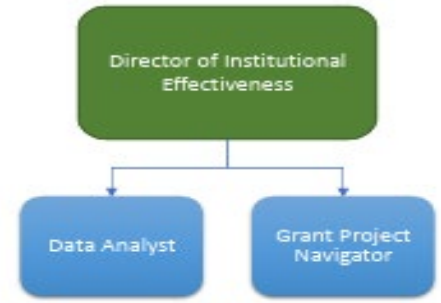
- Enrollment remains stable above 2,000
- Online learning continues to expand
- High school partnerships remain strong
- Healthcare programs drive demand
- Regional footprint continues to grow
- Strong positioning for workforce and student success

Institutional Effectiveness

What is Institutional Effectiveness

- Institutional Effectiveness (IE) ensures Bay College is measuring what matters, assessing progress, and using evidence to improve student outcomes, institutional performance, and community impact.
- IE serves as Bay College's hub for data-informed decision-making, strategic planning, assessment, and accountability. The department evaluates institutional performance, monitors progress toward strategic goals, and provides evidence that supports continuous improvement, student success, accreditation, and informed governance.

Institutional Effectiveness





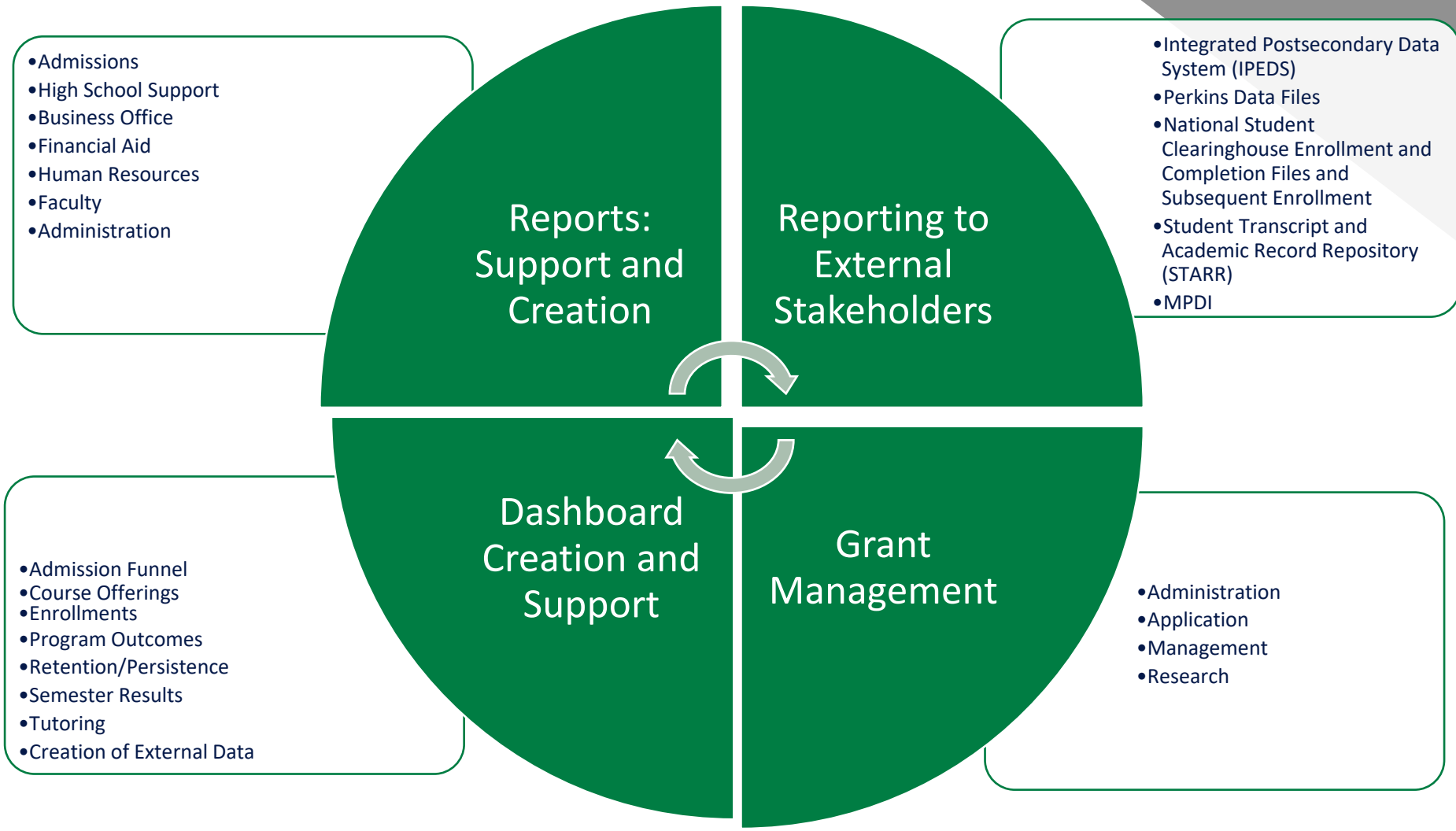
Penny Pavlat
Director of Institutional Effectiveness



McKenzie Fox-Potter
Grant Project Navigator

Currently Unfilled
Data Analyst

Institutional Effectiveness Tasks



Grant Project Navigator

A New Role to Bay College- May 2025

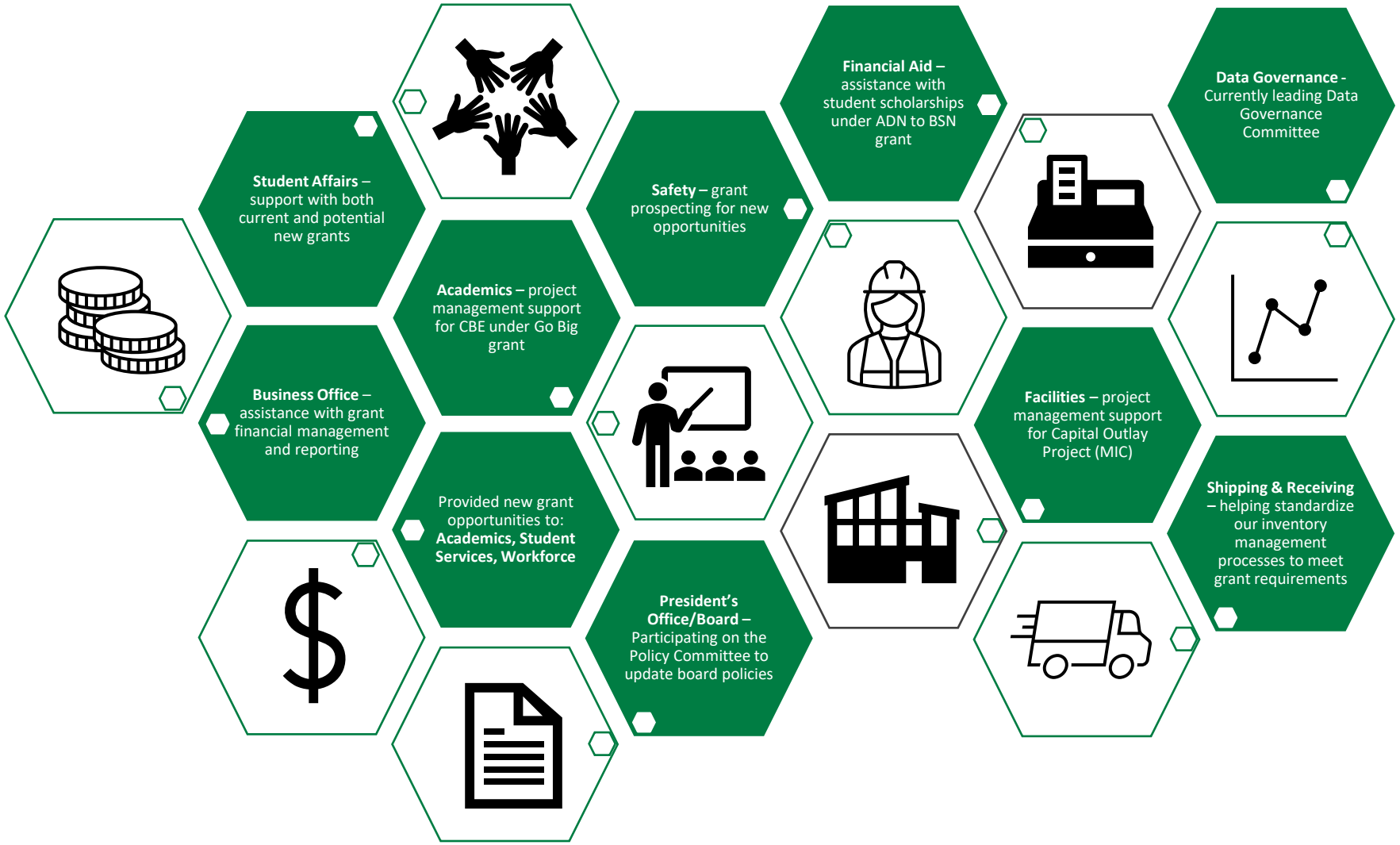
Go Big Grant

- Oversee implementation of project and initiatives
- Lead Go Big Steering Committee
- Responsible for compliance and reporting
- Work with Business Office on financial management and reporting
- Project management for CBE Initiative
- Serve as main contact with MiLEAP regarding grant oversight

College-Wide Grant Support

- Research and lead application of new grant opportunities
- Assist with grant reporting and compliance
- Assist with project management for grants and special funding
- Establish grant processes and policies to ensure compliance
  - New Grant Handbook – *Arrival is Imminent*

Providing Cross-Department Support



Bay College Grants Overview

Looking at the next year

- ADN-to-BSN: ended 9/30/2026
- EMS Grant: ended 9/30/2026

Bay College Major Grants	Sept 26	Oct 26	Nov 26	Dec 26	Jan 27	Feb 27	Mar 27	Apr 27	May 27	June 27	July 27	Aug 27	Sept 27	Oct 27	Nov 27	Dec 27
Barrier Removal - Direct to Students																
Go Big																
MIOSHA Training Grant (CET)*																
Perkins																
Trio SSS																

*Have received the CET grant many years, so we assume it will be renewed another year, but this year's grant goes through 9/30/27

- Special Funding – Capital Outlay project for Manufacturing Innovation Center
  - Construction authorization obtained in fall 2026, construction anticipated 2027-2028

Accomplishments

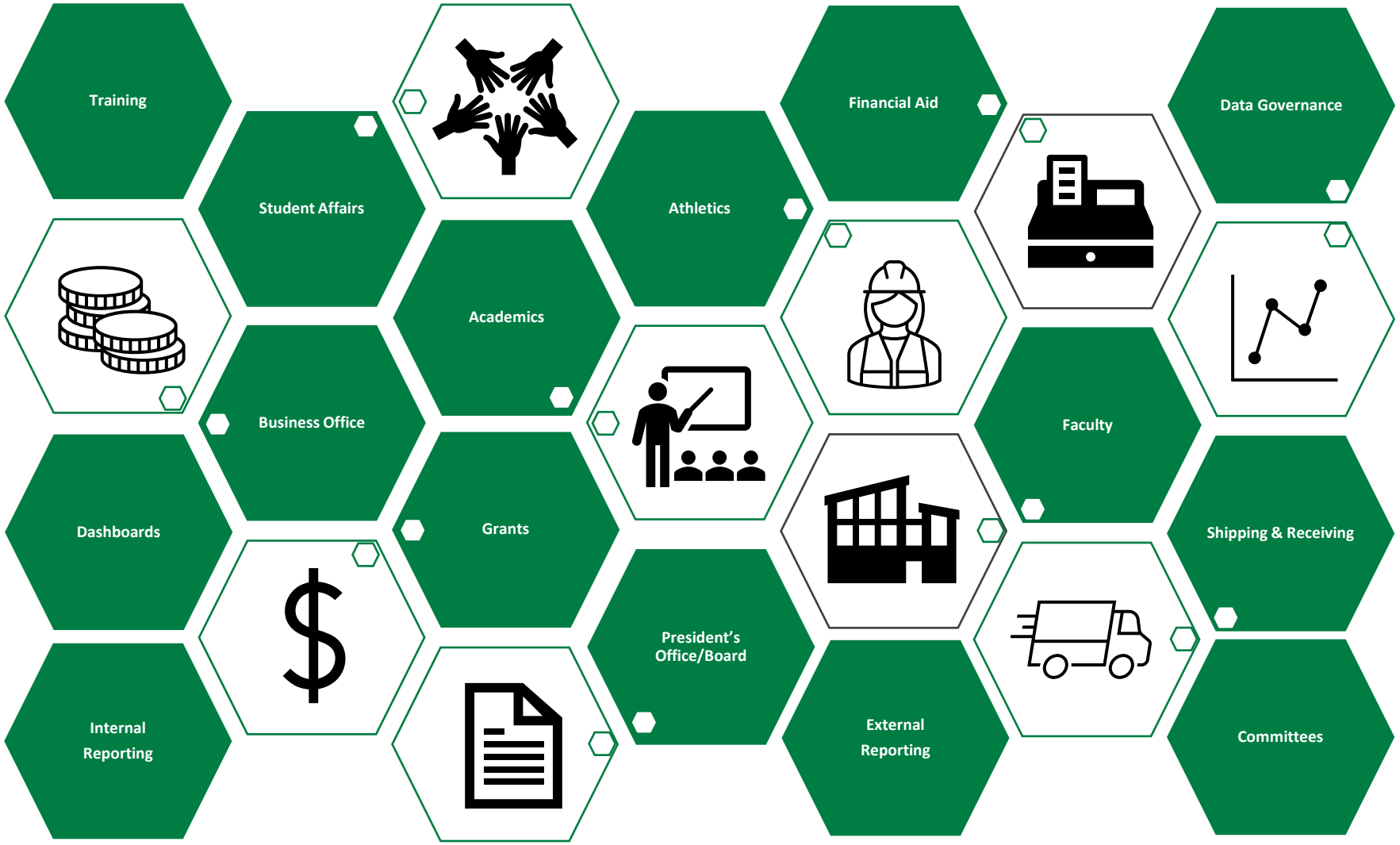
- Supporting the Capital Outlay MIC project through project management
- Identified opportunity to more fully charge indirect costs leading to an additional $250,000+ recovered
- Led grant budget amendment activities in collaboration with Cindy, resulting in the successful completion of a lengthy and complex revision process for Go Big
- Providing efficient project management support to CBE work
- Grant prospecting – researching for new grants for all areas of the college. Have identified 30+ new opportunities. Assisted with applying to five.
- Providing structure to grants – standardizing the way we manage grants to more easily and strategically remain compliant
  - We are already starting to see the effects of increased compliance measures coming from the Federal government. MiLEAP is now requiring an extensive review of the College's policies/procedures to apply to new grants

Grant Landscape

What does the grant landscape look like right now?

- Anticipate less funding available at the federal level. Funding being flowed through the States – anticipate greater state grant opportunities (with federal grant requirements).
- Increased scrutiny and compliance expectations – greater expectation at federal level for grantees to have stronger internal controls and better documentation.
  - Potential revision to 2 CFR 200 (federal grant regulations)
  - Increased emphasis on subrecipient monitoring requirements (Bay College does not have any subrecipients, but we *are* subrecipients on several grants)
- Hearing from private funders that AI is drastically increasing the number of applications they are receiving – some private funders are moving to invitation only applications, meaning relationship building with private funders is becoming more important.
- Focus Areas shifting – seeing a trend in grant opportunities for AI, workforce/short-term programs, adult learners (among others)

Institutional Effectiveness Providing Campus Wide Support



Federal Reporting

- IPEDS (Integrated Post-Secondary Data System)
- Fall Surveys
  - Registration
  - Institutional Characteristics
  - Cost I
  - Completions
  - 12-month Enrollment
- Winter Surveys
  - Student Financial Aid
  - Cost II
  - Graduation Rate
  - 200% Graduation Rate
  - Outcome Measures
- Spring Surveys
  - Fall Enrollment
  - Finance
  - Human Resources
- Additional Federal Reports or Supports:
  - TRiO Annual Performance Report (APR)
  - Net Price Calculator
  - Equity in Athletics Disclosure Act (EADA)
  - Gainful Employment (GE) – becoming Student Tuition and Transparency System (STATS)

State Reporting

- Perkins Grant Reporting Requirements
  - Retention or Transfer and Placement (1P1)
  - Postsecondary Credential (2P1)
  - CTE Concentrators (3P1)
  - *Program Inventory*
  - Special Populations by Gender
  - Year End Participants
  - Year End Program Enrollments
- MITalent.org
  - Update of program costs and enrollment/completions annually
- CEPI
  - MSDS IHE Request for UIC – 10-digit state Unique Identification Code
  - MSDS: STARR – Annual Upload of enrolled student complete academic record
  - MPDI – Business Office, Financial Aid, Human Resources, Enrollments
  - Additional Requirements (6 Reports/Items)
- Annual Reconnect Report (MiLEAP)

Other Reporting

- Achieving the Dream
  - Annual Reflection
  - Leader College Application
- Higher Learning Commission
  - Institutional Update
  - Assessment Academy
  - Steering Committee
- National Student Clearinghouse
  - Monthly Enrollment Files
  - Semester Completion File
  - Subsequent Enrollment Files
- Surveys
  - Students
  - Employees
  - Other



Ellucian Colleague



- Data Migration
  - Still to migrate:
    - Awards
    - Non-Active Student Transcripts Records
- Data Governance
  - Had been meeting weekly
  - Rolled back to monthly with the ERP Steering Committee currently running weekly
  - Support all areas of the college
- Insights – Analytics and Reporting
  - Training with Ellucian is complete
  - Support from SIG has started and will continue for a bit
  - Dashboard and reports have been created
    - Ellucian modified permission structure
    - Modify Our Permission Structure – Create Additional Reports and Dashboards

SCOT

Strengths

- Staff
- Dedication
- Knowledge Base
- Willingness to Engage
- Skills Learned
- Expertise in Areas

Challenges

- Open Position (prolonged vacancy)
- New Systems
- New Structures
- Clear Communications
- Grant Climate
- Training Challenges
- Time

SCOT

Opportunities

- Strategic Enrollment Management Plan
- Fully Staffed
- ERP functionality
- Integration of processes
- Integration of Data from outside sources into Dashboards inside of Colleague

Threats

- Time to Proficiency in New Systems
- Willingness to Engage
- ERP and state reporting functionality
- Continued Expansion of Required Reporting
- Reactive vs Proactive status quo
- Emphasis on Grant Compliance

Questions?

Penny Pavlat

Director of Institutional Effectiveness

pavlatp@baycollege.edu

mckenzie.foxpotter@baycollege.edu

irhelp@baycollege.edu

906-217-4099