

REPORT OF MINUTES
BOARD OF TRUSTEES
REGULAR MEETING

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

January 21, 2026

I CALL TO ORDER: The meeting was called to order at 5 p.m. ET by Chair Nick Chenier.

II ROLL CALL: Roll call was taken by Laura Johnson, Assistant Board Secretary.

Members present: Wendy Middaugh, Cory Kuchenberg, Steve Soderman, Terri Mileski, Joy Hopkins, Nick Chenier

Member absent: Katie VanEnkevort

Administration: Beth Berube, Travis Blume, Vicki DeGrand, Cindy Gallagher, Nerita Hughes, Jonathan Lane, Lynn Martinson, Penny Pavlat, Amy Reddinger, Jillena Rose, Ruth Bradway, Erica Mead

Faculty: Amber Kinonen, Nanci Love

Recorder: Laura Johnson, Assistant Board Secretary

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 2026 Regular Board Meeting Schedule and the meeting minutes from the Special and Regular meetings on November 12, 2025; the open and closed session minutes from the Personnel Committee meeting on November 20, 2025; and the Personnel Committee meeting on December 8, 2025.

It was moved by Joy Hopkins and seconded by Cory Kuchenberg to:

“Approve the Consent Agenda for the Board of Trustees Regular Meeting on January 21, 2026, as presented.”
No discussion. Motion carried unanimously.

VII PRESENTATIONS:

A Trustee Service Recognition:

Chair Nick Chenier recognized Steve Soderman for one year of service on the Board of Trustees.

B Advising Reform Update:

Jillena Rose, Director of Transfer & Advising; Ruth Bradway, Co-Advisor; and Erica Mead, Assistant Director of TRIO provided an update on Advising Reform. The slide deck is attached.

Jillena Rose recognized English Instructor Nanci Love as the past Co-chair of the Advising Committee and for providing pivotal guidance throughout the advising reform process.

Nick Chenier asked if AI is being used to assist in advising tasks. Erica Mead explained that although an AI committee has been formed, they remain in the exploratory phase of determining best practices for using AI at Bay College. AI should eventually serve as a helpful tool for formatting and other support functions.

Erica Mead also responded to Steve Soderman that every student is assigned both a faculty advisor and a co-advisor; however, regular meetings are not required except for specific populations such as athletes and TRIO students, who must meet with advisors at least once each semester. Students most often seek assistance with course selection and managing financial pressures—particularly those balancing fulltime work, supporting families, or navigating general living expenses. Although childcare needs have decreased somewhat over time, they remain a consideration, along with transportation challenges, which have been partially alleviated by the free weekly Data Bus service to Walmart. The campus food pantry is also a valuable resource for students.

Nanci Love added that students typically approach faculty for academic matters such as course content, scheduling, and transfer

questions, while co-advisors usually handle holistic, life navigation issues. Co-advisors are also generally more accessible to students because faculty have limited office and student contact hours for meetings.

Jillena Rose responded to Wendy Middaugh that managing advising caseloads is an ongoing challenge. Co-advisors oversee around 200 advisees each. Efforts are underway to rebalance advising loads across faculty and co-advisors through tools available in the new Ellucian Colleague ERP. Advising capacity is also a national concern and Bay College's advisor load is similar to the national average.

VIII PRESIDENT'S REPORT:

President Hughes shared her Institutional Change address presented to employees during winter in-service with contributions from Cindy Gallagher on the Go Big Grant, Dr. Amy Reddinger on Rural Guided Pathways, Beth Berube on work of the Cultivate a Culture of Care & Wellbeing strategic pillar team, and Penny Pavlat on tracking success beyond graduation. The slide deck is attached.

A Special Tribute signed by Gov. Whitmer, Lt. Gov. Gilchrist and legislators commending Bay College as the recipient of the Michigan College Access Network (MCAN) Endurance Award was displayed. Trustees extended congratulations. Dr. Hughes accepted the Endurance Award during the MCAN Annual Conference in Lansing on November 4 along with Jillena Rose, Director of Transfer & Advising; Kyle Schaeffer, Academic Success Manager; and Matt Hayen, part-time Biology & Chemistry Instructor.

IX ADMINISTRATIVE REPORTS:

No questions or comments.

X BUSINESS OFFICE REPORTS:

Lynn Martinson, VP of Finance & Operations reviewed the financial analysis ending December 31, 2025.

Winter tuition revenue is not recognized until after the last day to drop classes on 1/23/26 which impacts the financial statements at this time of the fiscal year. The College's revenue includes the three primary funding sources: state appropriations, property taxes,

and tuition revenue, which has not yet been recognized for winter semester. Tuition revenue including anticipated summer revenue based on last year, current enrollment reports, and anticipated dual enrollment, is anticipated to be flat.

Reserve funds of \$886,000 are earmarked for the ERP conversion this fiscal year.

The financial analysis clarified the “Other” portion of the Travel, Professional Development and Other category. This category will be split out in the new chart of accounts in the new ERP (Colleague) and the financial statements will look very different.

Dr. Hughes added that an additional contract for project management assistance for the ERP conversion is now being considered for the back end of the conversion. The Data Governance Committee has added discussion of outstanding ERP conversion assignments during their weekly meetings and that is working well. There is \$250,000 allocated for supplemental support over the two-year ERP conversion and about \$80,000 has been spent to-date.

Dr. Hughes extended a huge shoutout to the 25 employees who participated and contributed their expertise during the Ellucian Live Sim work this week. Ellucian consultants Sarah Shuff and Daniel Ezeka were on campus while Amy Barnhart assisted Financial Aid remotely, for three full days to work through the student registration experience with employees to ensure a successful transition to Colleague SaaS.

XI BOARD COMMITTEE & REQUIRED ACTION:

Joy Hopkins, Board of Trustees Personnel Committee Chair, reported that the Personnel Committee met with representatives of the Full-Time Faculty Association and Administration on November 20 to listen and collect information on the grievances presented to the Board. The Personnel Committee appointed her to oversee a coordinated response delivered on December 8.

Trustees thanked the Personnel Committee – Joy Hopkins, Steve Soderman, Terri Mileski, and Nick Chenier for their work.

Dr. Hughes added that the State Board of Nursing site visit for the Practical Nurse (PN) program took place today and the reviewer provided positive remarks. The report will be reviewed at the State

Board of Nursing meeting in March which will determine reinstatement for the PN program at Escanaba.

XII BOARD ACTION:

A Board Officers 2026:

The slate of board officers for 2026 was presented according to the practice of rotating offices.

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

“Approve the Board Officers for 2026 as presented:

Wendy B. Middaugh.....	Chair
Terri T. Mileski.....	Vice-Chair
Joy E. Hopkins	Treasurer
Steven D. Soderman.....	Secretary
Katherine VanEnkevort	Member
Cory Kuchenberg.....	Member
Nicholas M. Chenier.....	Member

Assistant Officers

Laura Johnson **Assistant Board Secretary**
Lynn Martinson **Assistant Board Treasurer”**
No discussion. Motion carried unanimously.

**B Board Bylaws
Revisions:**

The Board Bylaws were updated by Laura Johnson and Thrun Law to reflect changes to the regular meeting schedule, board committees, and sections that must reflect current Open Meetings Act language. The revisions were presented for first reading approval.

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

“Approve first reading of the revisions to the Board of Trustees Bylaws as presented.” No discussion. Motion carried unanimously.

C Element451 Service Order:

Dr. Hughes addressed the proposed Service Order with Element451 for a customer relationship management (CRM) tool and student communication product with an annual cost, post-implementation of \$86,6908.26. Initially, the plan was to purchase Ellucian Recruit as part of the Ellucian contract, but Element451 includes modules and AI technology that are not included in the

Ellucian Colleague product. This would help other areas of the college track and communicate with students more efficiently and could also save on additional software costs. CRM Recruit only worked for admissions. The difference in cost is \$8,698 annually as of April 1. Travis Blume added that peer schools use Element451 and it is highly recommended.

Jonathan Lane shared that he personally used CRM Recruit and the College would experience greater benefits with Element451 because it is more of a marketing tool and categorizes information whereas CRM Recruit would not provide the same services.

Ellucian has agreed to remove CRM Recruit from the contract and other Michigan schools with Ellucian are using Element451.

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

“Approve the Service Order with Element451 for their customer relationship management (CRM) tool and student communication product as outlined in the Service Order presented.” No further discussion.

Roll Call:

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

XIII UNFINISHED BUSINESS:

None

XIV NEW BUSINESS:

Dr. Hughes led discussion regarding ideas how the Board could utilize their standing committees. Trustees agreed to appoint committee members to the standing committees when the need arises, eliminate alternate member appointments, and remove the duty of the Chair to be an ex-officio member of all standing committees.

The regular board meetings will soon include time at the end of the meetings for strategic discussion or work group topics with potential work assigned to a committee. Trustees expressed preference not to schedule additional meetings and to include all trustees unless work by a committee would be more effective.

Laura Johnson advocated for a new standing committee, “Governance and Policy” to annually review the board policies specific to the Board of Trustees. This is an accreditation requirement and could be removed from the annual fall board retreat agenda. Joy Hopkins and Terri Mileski volunteered, and Katie VanEnkevort was nominated to serve on the committee.

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

“Establish the Board of Trustees Governance and Policy Standing Committee and appoint Joy Hopkins, Terri Mileski, and Katie VanEnkevort to serve as committee members.” No further discussion. Motion carried unanimously.

Laura Johnson will update the Board Bylaws to reflect the changes discussed which will be presented during their second reading at the February 18 regular meeting.

XV MCCA UPDATE:

Dr. Hughes reported that the MCCA is collaborating more with the Ohio Association of Community Colleges and are offering a virtual convening designed specifically for community college executive leadership and a new initiative that schools can apply to participate in focused on strengthening basic needs structures of support.

Joy Hopkins added that the MCCA Legislative Committee is convening a dedicated work group to explore support for allowing community college presidential searches to be conducted privately to attract top candidates and ensure parity with Michigan’s universities. The work group will determine whether and how to advance the issue within the state legislature this cycle or in future years.

XVI OTHER:

None

XVII ADJOURNMENT:

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

“Adjourn the meeting.” No discussion. Motion carried unanimously. The meeting adjourned at 6:30 p.m. ET.

Laura L. Johnson Assistant Board Secretary	Completion Date	Approval Date
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Nicholas M. Chenier Chair	Approval Date
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Strengthening Advising at Bay College

Ruth Bradway, Erica Mead, and Jillena Rose
Professional Advising Team, Bay College

Presentation Objectives

By the end of this presentation, the Board of Trustees will understand:



The recent history of advising at Bay College and how we became involved in the Achieving the Dream Strengthening Advising Seminar



The impact of this work on the college-wide advising model



The path forward for advising at Bay College



How We Got Here: *The ATD Strengthening Advising Opportunity*

Launching the work: Opportunity,
Rationale, and Scope

Some History

- Origins of the Holistic Co-advising Model
 - Result of an intense three-day workshop recommended by Accrediting Body Fall 2017
 - College Leadership, success staff, a couple of faculty who studied student success
- Early Top-Down Implementation (2018-2019)
 - Winter 2018 Full-time staff were assigned cohorts with limited training
 - Faculty were made aware of the new structure
 - First full time Co-advisor hired May, 2019
 - Initial discoveries: multiple systems, fragmented information
 - No single shared view of students
- Disruption and Reset (2020-2022)
 - Covid Impacts for Faculty and Staff
 - Loss of primary proponents through retirement and new opportunities
- Leadership Transition and Renewed Focus (2023)
 - "An excellent idea that should have been executed more carefully", Dr. Hughes

Strengthening Advising Seminar with Achieving the Dream (ATD) - An Unexpected Opportunity



- Discovered the Strengthening Advising Seminar Series while working under the Achieving the Dream Nursing Pathways Grant
- Seminar closely aligned with the college's strategic vision and commitment to student success
- Formed a cross-campus team, submitted a proposal and were selected to participate

Overview

- Seminar Timeline (October 2024 to April 2025)
- Participants
 - Faculty (Division leads)
 - 8 Co-Advisors
 - Admissions, Registration, & Leadership representation
- 7 Modules, one a month
- Format
 - Virtual live or recorded videos
 - Home-Work and assignments for the team to work on and think about
- Personal Coaches and individual sessions / Our Coach (Laurie Fladd)
- Networking – 4 Other participating institutions

Goals based on the Strategic Pillar Design a Holistic Student Experience

- Strengthen student-centered advising
- Advance equity in student success
- Use data to inform Advising interventions
- Strengthen clear academic and career pathways
- Foster cross-campus collaboration
- Build sustainable institutional capacity
- Create an Advising Definition that was clear for our students



Strengthening Advising at Bay College: *Establishing a Shared Advising Framework*

What the ATD work clarified and
why it matters.

Primary Focus of Bay College Advising Committee during ATD Process

- Clarify the purpose of advising at Bay College
 - *What is advising at Bay College?*
 - *What should students experience?*
 - *How do our current structure support or limit those outcomes?*
- Create shared language and expectations
- Map advising work to student outcomes
- Identify gaps and areas of inconsistency

Why an Advising Definition Was Needed

- Advising meant different things across campus
- Different interpretations led to different student experiences
- A shared definition creates alignment and consistency

Bay College Advising Definition:

The Student Advising team at Bay College empowers students to succeed academically by providing personalized support, fostering a sense of belonging, encouraging self-advocacy, and connecting them to resources to reach their goals.

From Definition to Practice

- 5 key subcategories
 - Personalized support
 - Self-advocacy
 - Fostering belonging
 - Resources/Referral Connection
 - Goal-setting
- Definition broken into an "inventory" of clear, observable actions related to each subcategory.
 - Example:
 - *Self-advocacy --> Action: Visible Materials and Signage posted/available in office that promote OOA*
- Starts process of clarifying advising roles and responsibilities between faculty advisors and success advisors while maintaining commitment to students at the center.

Logic Model: Connecting Work to Outcomes and Why it Matters

- Advising work is complex and relational
- Good intentions do not always lead to outcomes
- What are we doing, why, and what outcome do we expect?
- The logic model helps check alignment

Logic Model Snapshot

Logic Model				
Problem, Need, Rationale of Evaluation	Resources	Actions	Student Behavior	Outcomes
<p>Personalized Support</p> 	<p>Technology to make referrals more automated and easier to track (future state)</p> <p>Place for faculty advisors and co-advisors to share notes</p> <p>Shared academic plans accessible to faculty, advisors, and students</p>	<p>Updating Individual Action Plans long term goal Updating individual action plans short term needs</p> <p>Communicating course expectations and major/career path, transfer expectations using preferred method of communication</p> <p>Assessment of student need, connection to referrals and capturing notes, and responding to early alerts</p> <p>Ask students preferred method of communication and correct contact info</p> <p>Proactive outreach of reminders</p> <p>Proactive engagement</p>	<p>Register for classes on plan Update concentration Complete outstanding documentation</p> <p>Understand difference between modalities of classes, synchronous vs. Asynch, timeline to completion, have detailed academic plan term by term, students are confident in their program choice</p> <p>Students follow up with their referrals/resources, students have materials required for course success, and for transfer or job seeking</p> <p>Students follow up on communications</p> <p>Students complete ask in the reminder</p> <p>Students have materials required for transfer or job seeking</p>	<p>Short term – Intermediate – Long Term</p> <p>Retained to next semester, completion, transfer, transition to workforce</p> <p>Fewer W's and incompletes, retention to next semester, more self-registering on plan, on-time completion, connecting to transfer school advisors and engaging in campus visits.</p> <p>Case resolved in EA system, follow up in Maxient, Updated advising notes (J1),</p> <p>Higher click through rates, reading messages</p> <p>Registration, graduation applications, etc</p> <p>More students have work-based learning opportunities, success in job seeking, and transfer</p>

Measuring What Matters: Data-Driven Decision-Making

- Quantitative outcomes (e.g. persistence, completion)
- Qualitative outcomes (e.g. connection, confidence)
- Moves conversations from opinion to impact
- Build shared understanding across roles
- Helps decide what to start, stop or continue as we
 1. align faculty advisors' and co-advisors' roles and responsibilities
 2. implement Ellucian/Colleague

Logic Model Example:

Personalized Support

Rationale	Resources	Action	Intended Student Behavior	Intended Outcome	Results (hypothetical)	Recommendation:
Personalized Support	Email; advising lists	Personalized welcome emails from advisors to new advisees	<ul style="list-style-type: none"> • Register on time • Complete required pre-semester tasks • Set-up recommended support network (e.g. OOA, TRIO, Tutoring) • Schedule regular meetings with co-advisor 	<ul style="list-style-type: none"> • Fewer Ws • Retention to next semester • Progress toward completion/transfer • More advising contacts <p><i>More targeted:</i></p> <ul style="list-style-type: none"> • 60% of students who received personalized email will schedule at least 1 advising appt w/ an advisor 	<ul style="list-style-type: none"> • Students who received personalized welcome emails from advisors were 10% more likely to persist from semester to semester. • Students who received personalized welcome email from assigned advisors were 20% more likely to have at least 1 meeting with an advisor 	<p>All advisors will send personalized welcome letters to advisees starting in Fall 2026.</p>

What We Learned Through the ATD Logic Model Process

- Advising experiences vary across students and contexts
- Roles and responsibilities vary across advising contexts
- Consistent documentation, training, and communication are essential
- Clear, measurable goals must be established and revisited
- Shared evidence supports collaboration

From Framework to Practice

- Shared advising definition
- Logic model to guide decisions
- Foundation for consistent, data-informed improvement and collaboration
 - follow-up necessary



Strengthening Advising at Bay College: *From Development to Practice—What Comes Next*

From Framework to
Implementation

The Implementation of Ellucian:

- Represents a Fresh Start for Everyone—The Value of the Beginners Mind will serve us well.
- Colleague Self-Service makes it possible for Students, Faculty and Professional Advisors to see, plan, and respond to the same student information.
- All training will be contextualized within the ATD framework created in collaboration with both faculty and Coadvisors.
- All advisors and staff members will be encouraged to engage in ongoing conversations about how to we can align our advising practices to meet student needs in the new system and beyond.
- As we form these practices, we can determine appropriate indicators for measuring advising success.

Question & Answer

Thank You for your time!

Same North Star, Sharper Focus

Presented by:

**Dr. Nerita Hughes and
Bay College Employees**

State of the College

- Increase in Student Support Services
- Change remains constant
- Value of education is being challenged
- Arts and Sciences is still the foundation of Community Colleges
- Enrollment is down (-5% headcount/-3% contacts)
- Funding Models are challenging
- Embarking upon new Meta-Majors and Pathways
- ERP Conversion (in full implementation progress)
- Focus on Workforce Development and Microcredentials
- Dual Enrollment continues to increase

Focus Word for 2026

Transformation

- **Student Experience**
 - Clearer Pathways & Holistic Advising
- **Culture**
 - Trust, transparency & Belonging and well-being
- **Systems**
 - Data- informed decisions & Future-ready Technology
- **Community Impact**
 - Industry – responsive partnerships & Regional economic vitality



Reminder

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.



Change of Mindset

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



Cross Connection



Amplify Institutional Value & Brand Identity



Design a Holistic Student Experience



Cultivate a Culture of Care & Wellbeing



Build Industry-Responsive Partnerships



Adopt Future-Ready Technology

Three – tiered Engagement Model

Inform – Ensure everyone knows what is changing and why

Involve – engage people in discussions and feedback loops

Empower – let employees own part of their implementation





Institutional Change Alignment

Institutional Change Unpacked

If the college...	Students will...	Which will result in...
Expands workforce-aligned programs and integrates high-value (high growth, in-demand) job connections into advising.	Be more likely to choose and persist in programs aligned with regional labor market demand.	Increased average employment earnings from \$32,289.92 to \$43,000 in high-wage, high-demand sectors within the region within a year after students leave our institution.

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.



MILEAP – GO BIG GRANT

Presenter: Cindy Gallagher

- *Awarded in December 2024*
- *\$1 million to transform the student experience with enhanced student support, credit for prior learning opportunities, flexible programming, strengthened career services and scaled employer partnerships to improve career pathways, retention and graduation rates for students.*
- *Grant Lifecycle*
 - *January 1, 2025 – November 30, 2027*



Guided by Steering Committee, Chairs and Co-Chairs

- Grant Project Navigator – **McKenzie Fox-Potter**
 - Reporting, oversight, and grant compliance
 - Building framework and standards to support all grants
- Adult Student Success Coach – **Sam Frizzell**
 - Adult Supports, Rural Guided Pathways, Completion Focus
- Credit for Prior Learning (CPL) – **Jen McCann and Sam Frizzell**
 - CAEL Consulting – Aligning Learning and Workforce, PD opportunities
 - Faculty/Staff and Student Surveys with incentives to respond
- Competency Based Education (CBE) – **Nick Fox and Jim Cousino**
 - CBEN Consulting – Understanding CBE and Establishing Standards of Practice
- Career Services – **Amy Gibbs and Connie Nault**
 - Focus 2 Career, Employer Connections, Career Assessments, Work-Based Learning, Post-Completion 3.0



Build Industry Responsive Partnerships

Presenter(s): Renee Lundberg and Taylor Barron

Current Projects:

- Increasing opportunities to connect students with employers
- Connecting Business, Industry, and Education through strategic events
- Collaboration with faculty and Advisory Boards
- Aligning education with workforce through articulation agreements
- Apprenticeship initiatives
- Monitoring Workforce Pell (July 2026) and alignment with academic programs
- Internal partnership collaborations
 - Credit for Prior Learning
 - Go Big Grant
 - Rural Guided Pathways

Forward Momentum:

- Expand employer engagement events
- Increase student access to career tools
- Continue to build strong faculty-industry collaboration through Advisory Boards

- **Why this matters:**
 - Job-ready graduates
 - Stronger local economy
 - Increased employer satisfaction
 - Enhanced student success

Amplify Institutional Value & Brand Identity

Presenter: Caroline Carlson

Identified Needs

Unwavering consistency in representing the Bay College brand look, feel, voice, personality, **values** and brand **promise**.

Faculty and staff must share a vision of who Bay College is as a brand and how we want our brand to be perceived.

Each of the audiences we serve must **believe** we understand their needs and are here to support their success.

Where We Are Going

BRAND CONSISTENCY: Faculty and Staff use of the **Bay College brand identity style guide**, located on [Marketing Department's intranet page](#).

JOURNEY MAPPING: Clarify the student journey for Bay College programs, whether accredited student or workforce learner — across all channels, print, and digital. This will involve cross-pillar collaboration.

STORYTELLING: Share success stories of Bay College alumni and workforce learners, and the positive community impact Bay College has achieved. To gain traction in the marketplace, we are building a strong video presence to add to our existing website, social, audio, and print marketing. This is not just a marketing initiative; this is all of us. **We are Bay College.**

Institutional Change Unpacked

If the college...	Students will...	Which will result in...
Implements fully mapped, structured guided pathways with embedded academic and career milestones.	Experience reduced confusion, stay on path and complete credentials more efficiently.	Increased retention rates from 51.8% to 65% which will ensure more students remain continuously enrolled and progress through their programs, ultimately leading to improved graduation, transfer, and workforce outcomes.

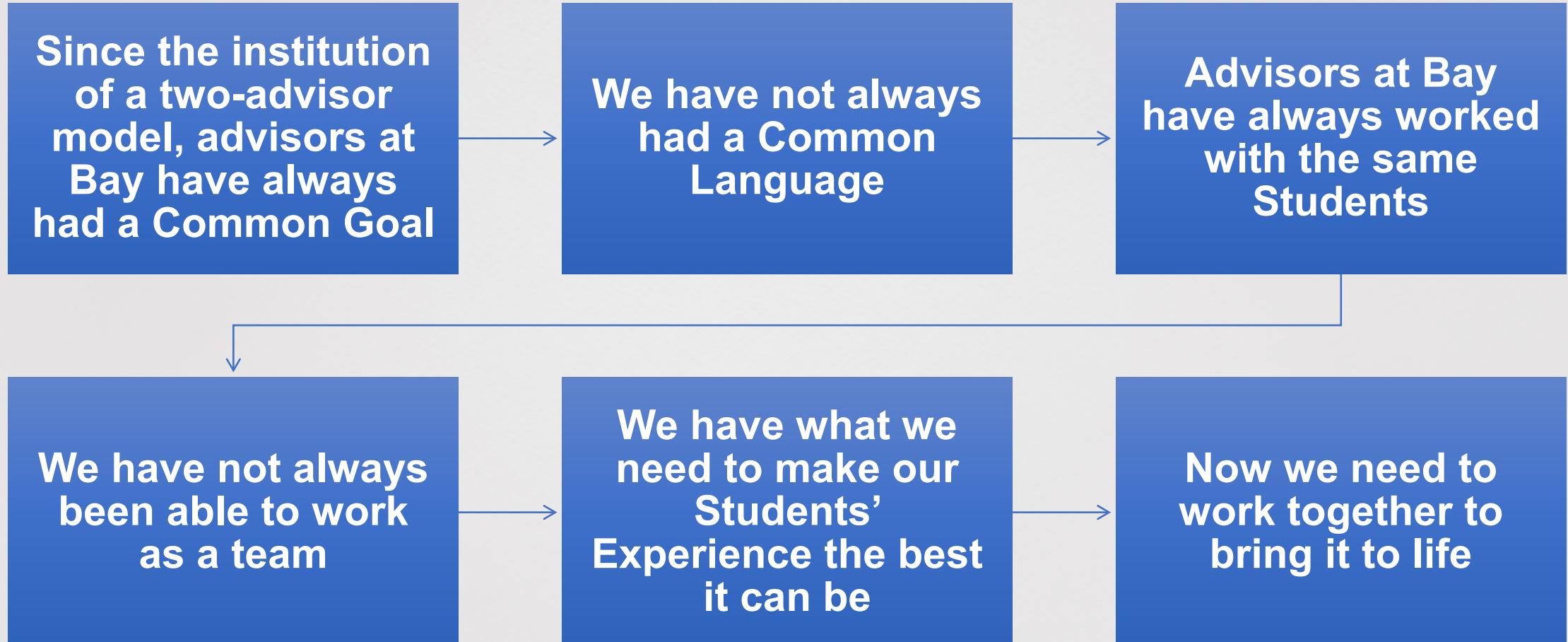
Creating Clear Guided Pathways

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.



Advising Framework

Presenter: Jillena Rose



Rural Guided Pathways

Presenter(s): Dr. Amy Reddinger and Sam Frizzell

Guided Pathways at Bay de Noc Community College is a student-centered, rural-focused approach to designing and delivering clear, supported educational pathways. Well-designed pathways will lead to:

- Higher rates of student retention
- Credential completion
- Transfer without excess credits
- Entry into living-wage careers
- Increased economic mobility across the region



Guided Pathways at Bay College



Guided Pathways is not a program or marketing effort — it is the **college-wide framework** that organizes programs, advising, instruction, and support around the student journey.

From Guided Pathways to “More Essential Than Ever”

The Five Frontiers

These frontiers show **where our initiatives live** and how Bay College moves from pathway design to pathway results.

Align Programs to Good Jobs & Transfer

Active & Experiential Learning

Career & College Program Exploration

On-Time & Affordable Completion

Strong On-Ramps from High School

MORE ESSENTIAL THAN EVER

COMMUNITY COLLEGE PATHWAYS
TO EDUCATIONAL AND
CAREER SUCCESS

DAVIS JENKINS
HANA LAHR
JOHN FINK
SERENA C. KLEMPIN
MAGGIE P. FAY

FOREWORD BY
Kay H. McClenney



Design a Holistic Student Experience

Presenter: Matt Stewart



What Are We Focused On

Student experience, start to finish
Where students get stuck or frustrated
Making sure issues reach the right teams
Supporting and aligning existing work



Where We Are At

New Co-Chair- Sam Frizzell
Scope Clarified



What's Next

Define key issues
Research best practices
Share recommendations

flexibility
entrepreneurial
recognition
professionalism
dynamic Team
growth
involvement
young
disorganized
balance
trust
can-do
work/life
romanian
ethusiasm
people
client-oriented
creativity
adaptability
open-minded
diversity
people-oriented
ownership
team-spirit
challenge
decentralized
authenticity
transparency

**Cultivate a Culture
of Care & Wellbeing**
Presenter(s):
Michelle Chaillier and
Christina Reed

- Survey completed in November 2025 (24 Faculty, 37 Staff completed)
- What stood out overall
- Shared Survey Themes
- Next steps

Institutional Change Unpacked

If the college...	Students will...	Which will result in...
Strengthens post-completion data tracking systems	Better understand career outcomes and areas of improvement.	Evidence-based program decisions and improved workforce alignment.

Tracking Success Beyond Graduation

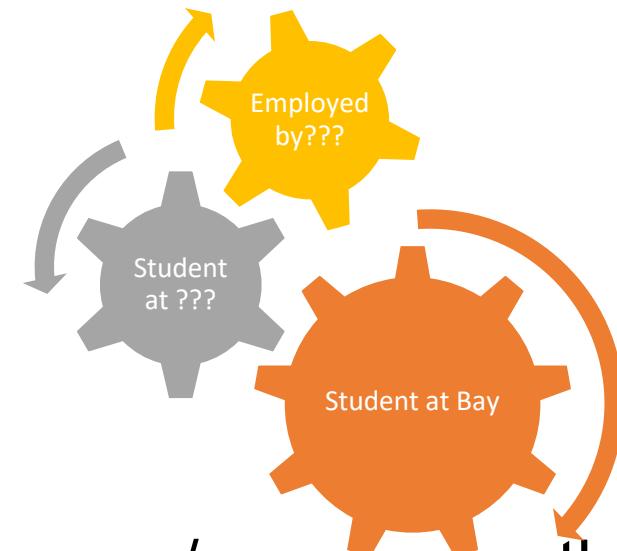
We will follow our students' journey after they leave Bay – into jobs, transfers, and careers. By doing so, we can measure what is working, adapt quickly, and ensure our programs keep pace with workforce needs.



Tracking Success Beyond Graduation

Presenter: Penny Pavlat

- Colleague will allow us to track multiple data points and sources in our dashboards:
 - Transfer out Information
 - By Student and by Program
 - Where did they go?
 - What did they Study?
 - Did they earn a Degree?
- Graduate Follow-up Data
 - By Student and by Program
 - Are they employed?
 - Did their education meet their job needs?
 - Real-time Feedback
- Outreach to students / graduates / leavers / employers that connects to our programs and our students and their unique experiences and results

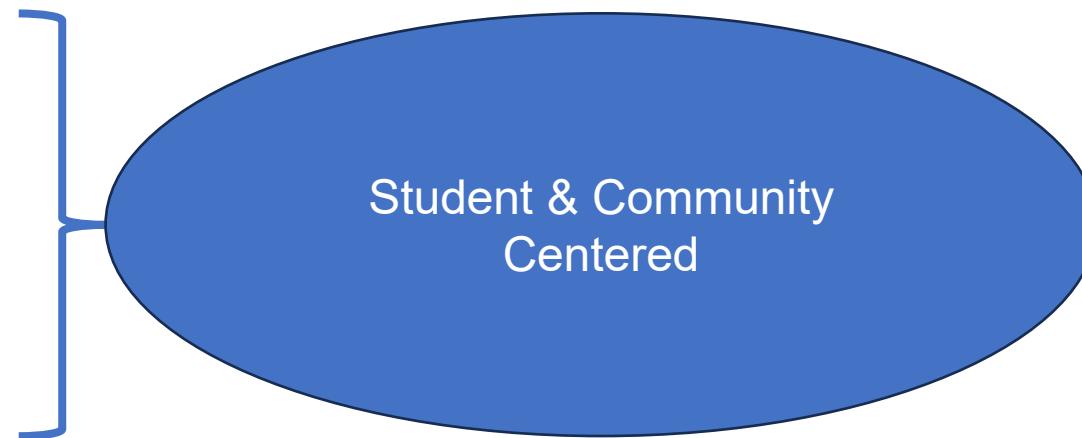


What's Changing in Data

- Colleague will require us to rethink data and metrics and measures.
 - Current student information will continue to be available through J1 and MSReporting Services
 - Continue to create new data in J1 through Summer of 2026
 - Fall 2026 student data and academic records start in Colleague
 - Fall 2026 registration in Colleague – in March
 - Data Migration to Colleague is happening now
 - Continues through next year
 - Currently moving current students and employees
 - Future moving historical student, employee and financial data
 - MS Reporting Services will remain even after Colleague goes live
 - “Our data” remains our data
 - Colleague will offer additional functionality for reports
 - Massive undertaking to create new reports
 - Some created by functional areas, others to Institutional Effectiveness

More of What's Changing in Data

- Achieving the Dream: Then and Now – Today at 2:30 PM EST in JHUC 903
- ICAT Survey
 - Institutional Capacity Framework and Assessment Tool
 - Survey Administration – February 13th to 27th, 2026
 - Seven Essential Capacities:
 - Community Connectedness
 - Leadership Commitment
 - Data Empowerment
 - Educational Excellence
 - Organizational Agility
 - Digital Transformation
 - Disciplined Implementation
- Weaves together research, experience and best thinking
- Looking for honest, open and informative responses about our current state of data



Adopt Future Ready Technology

Presenter: Jared Paquette

What are we working on?

- Ellucian
- AI Governance

Why has so much changed?

- The student experience!
- Better work Management!
- Improved processes!



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.

pay
is the
way!

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.



Barriers and Obstacles Removal

Institutional Barriers

Where do you feel the college unintentionally creates roadblocks for innovation or progress?

Culture, Communication, and Collaboration

Are there communication gaps that limit clarity or alignment across departments?

Systems, Structures, and Processes

Which institutional processes (i.e. approval workflows, reporting, data access) slow down your ability to act?

Capacity and Workload

Where could we
eliminate redundancy or
inefficiency to free up
capacity?

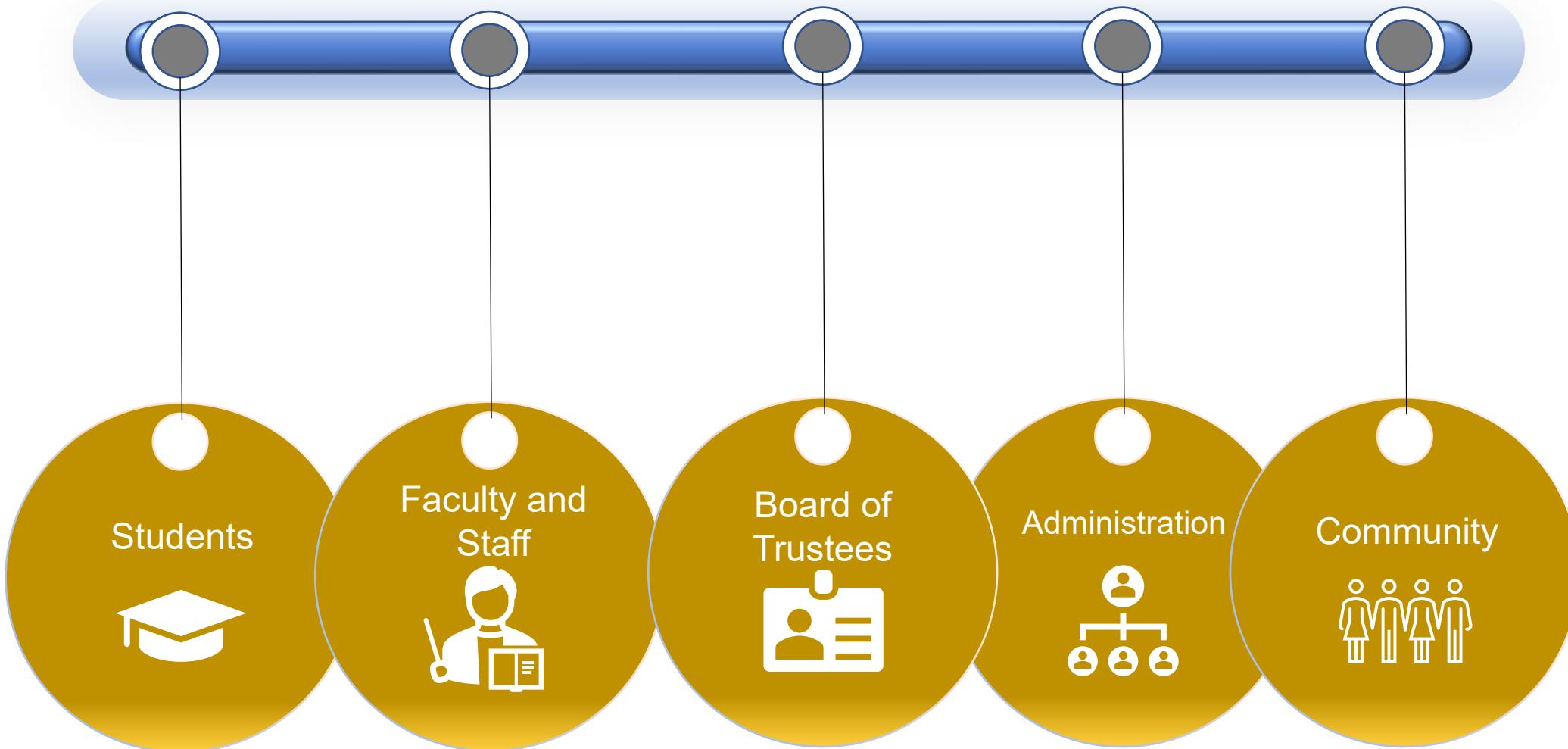
Alignment and Accountability

How can we shift from
compliance to
commitment – where
accountability feels
empowering rather than
punitive?

Future- Focused: Solutions and Momentum

What does “success without barriers” look like to you?

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



**“For things to change, you
have to change.”**

~Jim Rohn

Thank you

