



**REPORT OF MINUTES**

**BOARD OF TRUSTEES  
REGULAR MEETING**

**BAY de NOC COMMUNITY COLLEGE  
Student Center Room 525  
Escanaba, MI**

**March 18, 2026**

- I CALL TO ORDER:** The meeting was called to order at 5 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, Cory Kuchenberg, Steve Soderman, Terri Mileski, Katie VanEnkevort, Joy Hopkins, Wendy Middaugh
- Members absent: None
- Administration: Travis Blume, Jim Cousino (remote), Nerita Hughes, Penny Pavlat, Amy Reddinger, Jessica Van Slooten
- Faculty: Brent Madalinski
- Recorder: Laura Johnson, Assistant Board Secretary
- IV CITIZEN INTRODUCTIONS AND COMMENTS:** Citizen Jake Nyquist addressed the Board to share concerns about delayed response time from several departments and the impact on serving students. He provided his phone number to be contacted by trustees for further conversation. Dr. Hughes and trustees responded they would contact him to work on a resolution.
- V APPROVAL OF AGENDA:** The agenda was approved by unanimous consent.

**VI DECLARATION OF INTEREST:**

None

**VII APPROVAL OF MEETING MINUTES:**

The minutes from the Regular Meeting on January 21, 2026, were approved by unanimous consent.

**VIII PRESENTATIONS:**

**A Business/Business Administration Program Update:**

Instructor Brent Madalinski provided an update on the Business & Business Administration programs with support from Dean of Business, Technology, & Workforce Development Jim Cousino. The presentation slides are attached.

Joy Hopkins acknowledged that there are 14 students who initially qualified for the BPA national competition. Trustees congratulated Brent Madalinski, who is also the BPA Advisor, and the students.

**B Early Childhood Program Update:**

Dean of Arts & Sciences Dr. Jessica Van Slooten provided an update on the Early Childhood Education program. Instructor Tammra Houseman could not present due to travel issues. The presentation slides are attached.

It was noted that the 0% measurement on the retention, persistence, and completion slides should have been removed because the students in 25-26 are currently enrolled students so their retention, persistence, and retention numbers would be calculated at this point in time in the data.

Jessica Van Slooten responded to questions from Steve Soderman by explaining that Bongo, a video and AI platform used for onsite learning and assessment at the early childhood sites, is used by students to upload video of their practicum from their cell phones to Bongo where their instructor reviews and leaves them feedback.

She also responded that it is easy to find partnerships for the practicums because a lot of the students are already working in the field. That is also the reason there is 100% job placement in this program.

Terri Mileski suggested as a University Coordinator for CMU, that

people in the early childhood field may be willing to observe in the classroom to provide in-person interaction between the student and educator. The immediate feedback that in-person observation provides is valuable and it would relieve some of the Instructor's (Tammra) workload. Dean Van Slooten affirmed activating a support network that would further support students. Terri will share CMU's classroom observation evaluation tool.

Jessica Van Slooten responded to Katie VanEnkevort that the curriculum includes a class focused on working with students who have special needs. Katie recommended that observing classrooms at the ISD Learning Center could provide valuable learning opportunities for students, especially if we are not already partnering with the Center.

**C Nursing Program Update:**

Vice President of Academics & Educational Equity Dr. Amy Reddinger reported that the Practical Nursing (PN) program received approval from the State Board of Nursing. Classes will begin on the Escanaba campus in May 2026.

Over the coming months, the College will submit the paperwork to the Board of Nursing to reinstate the PN program at the Iron Mountain campus. Approval for the Iron Mountain campus is anticipated for fall 2026.

Full-time nursing instructor Jennifer Farnsworth has been appointed as the new Director of Nursing of the Iron Mountain campus to fulfill this requirement from the 2020 promulgation letter for all nursing programs deploying both theory and practice.

Senator Ed McBroom was instrumental in the reinstatement process through his support and advocacy with the Michigan State Board of Nursing. His collaboration with community partners, healthcare leaders, faculty, and supporters helped make this achievement possible.

Amy Reddinger also shared current RN program enrollment numbers, opportunities/goals, and job outlook for nurses in Michigan. The presentation slides are attached.

Amy Reddinger responded to Steve Soderman's question that the 141 students in the pre-nursing program is not necessarily a backlog of students waiting to get into the PN program. Recent

conversations with peer Rural Guided Pathways indicated that pre-nursing is one of the main majors at all community colleges. Because not all these students will proceed to a nursing program, our program capacity should not be a problem. We have 24 seats in the anticipated PN cohort for May and expect to fill all those seats with a waiting list. The PN program is a shorter program and has less educational requirements than the RN program. Because of this, some regions do not utilize practical nurses, but our community depends on them at nursing homes and the Veterans Affairs Medical Facility in Iron Mountain. The capacity of our nursing programs still has room to grow, and our goal is to have a waiting list.

Trustees encouraged considering ways to stabilize the program for a successful future.

**IX PRESIDENT'S REPORT:**

President Hughes stated that the top ten academic programs were featured as board presentations two years ago and the presentations shared today and at upcoming meetings will focus on how those existing programs have grown and/or changed along with featuring a new program that was not a top ten two years ago.

Sharing the program opportunities and challenges aligns with the National Center for Inquiry & Improvement (NCII) Rural Guided Pathways (RGP) Project. We invested and applied for phase 2 of the project to make sure students have a structured guided pathway and a road map for their programs. The team that attended Institute #2 from March 11-13 included K12 partners. Good conversations were held about what we need to do to assist students in acclimating from being high school students to college students as dual enrolled students.

The RGP project and academic program presentations align with our strategic pillar Design a Holistic Student Experience. Examining academic programs identifies needed changes. The new enterprise resource planning (ERP) system will improve the student experience because communication between students, advisors, and faculty will be documented. The current system is not designed that way.

College leadership continues to build sustainable momentum, strengthening alignment across campus among faculty, staff, and administration as we advance institutional changes, including

program development and the creation of clear, guided pathways to graduate students into jobs with sustainable living wages.

The winter 2026 final enrollment report was in the board report. Headcount was down 4% and down 3% compared to budget which equates to 74 students. We know that the loss of the PN program resulted in lower enrollment, but the loss of trust and confidence in the institution related to nursing has really hurt us and carried into the whole institution. How we are fulfilling our mission and showing up for students and the community is an important focus.

Going forward, leadership is exploring developing new programs (HVAC is brought up often). We know the number of high school students are declining and it is important to address workforce needs: upskilling, reskilling, and new skills for adult students.

President Hughes responded to Steve Soderman that in addition to surveying post-graduates, dual enrolled students are surveyed but possibly not from a service perspective. DSISD Superintendent Dr. Hansen and Gladstone/Rapid River Superintendent Dr. Kulbertis attended Rural Guided Pathways with the Bay team where ideas were exchanged about how we make sure early on that dual enrolled students know who they are supposed to contact for services and advising at Bay and at their high school. Steve encouraged getting feedback from dual enrolled students.

Dr. Hughes stated that five community college presidents submitted a letter to Senate Majority Leader Winnie Brinks and Speaker of the House Matt Hall to highlight the pending status of the state capital outlay construction and the critical need for this funding to be approved if there is a supplemental budget. Bay's capital outlay project is the Manufacturing Innovation Center (MIC).

Jim Cousino and Welding Instructor Nick DuPont will be asked to update the Board on the plans for the MIC which would reduce the footprint of the Shipping & Receiving building and provide flexible space for advanced manufacturing training.

**X**    **ADMINISTRATIVE  
REPORTS:**

No additional information was shared from the administrative reports.

Dr. Hughes recognized Penny Pavlat, Director of Institutional Effectiveness, for her instrumental work in the ERP migration.

Financial Aid is live, and Registration is slated to go live next week. Colleague will be an exciting new system for students. Dr. Hughes is awaiting a proposal from Strata Information Group (SIG) to provide part-time engagement management support for third-party assistance during the ERP conversion.

**XI BUSINESS OFFICE REPORTS:**

Lynn Martinson, VP of Finance & Operations delivered the financial analysis as of February 28, 2026. The report is attached.

**XII BOARD COMMITTEE & REQUIRED ACTION:**

None

**XIII BOARD ACTION:**

**A Special Liquor License Approvals:**

Approval for Special Liquor Licenses to serve alcohol during the Business After Hours events on June 10, 2026, at the Escanaba campus and September 17, 2026, at the Iron Mountain campus was requested. Dr. Hughes granted permission to serve alcohol at these events in compliance with board policy 1018 Alcoholic Beverages. The Board was asked to approve the Resolution provided by the MI Liquor Control Commission to apply for the Special Liquor Licenses.

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

**“Authorize applications for Special Liquor Licenses to serve alcohol on June 10, 2026, at Bay de Noc Community College, 2001 N Lincoln Rd, Escanaba, MI for the Business After Hours event and on September 17, 2026, at Bay de Noc Community College, 2801 North Highway US 2, Iron Mountain, MI for the Business After Hours event as stated in the Resolution presented in the board report.”** No discussion.

**Roll Call:**

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

**B IM Advisory Board Appts:**

Four seats on the Bay College Iron Mountain Campus Advisory Board representing Dickinson County business and industry are

subject to re-appointment for two-year terms that will expire on June 30, 2028.

Andrew Brisson, Vice President, Loadmaster Corporation; Mindy Meyers, Executive Director of the Dickinson Area Economic Development Alliance; Jim Rice, retired Director of Oscar G. Johnson VA Medical Center; and Paul Peterson, Training & Development Lead, Systems Control have expressed interest in continuing to serve the College in this capacity.

Terri Mileski stated all are great community members and supporters of Bay College and helped support passing of the Iron Mountain renewal millage.

It was moved by Terri Mileski and seconded by Nick Chenier to:

**“Approve the recommendation to reappoint Andrew Brisson, Mindy Meyers, Jim Rice, and Paul Peterson to two-year terms expiring on June 30, 2028, to the Bay College Iron Mountain Campus Advisory Board, effective July 1, 2026.”** No further discussion. Motion carried unanimously.

#### XIV UNFINISHED

##### BUSINESS:

##### A Board Bylaws Second Reading:

The Board Bylaws were presented for second reading and included revisions from discussion about changes to the board committees at the January 21 meeting.

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

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

#### XV NEW BUSINESS:

##### A Personnel Committee Appointments:

Chair Wendy Middaugh encouraged discussion about changing the president’s evaluation tool and appointing a personnel committee. Trustees agreed the current evaluation tool is not effective and that a Personnel Committee should be appointed to explore a new tool. Terri Mileski and Nick Chenier agreed to serve on the committee with Wendy and will meet on April 8 at 4 p.m. before the regular meeting.

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

**“Authorize the appointment of Wendy Middaugh, Terri Mileski, and Nick Chenier to the Personnel Committee to develop and recommend a new evaluation tool for the President’s annual performance assessment.”** No further discussion. Motion carried unanimously.

**XVI MCCA UPDATE:**

Joy Hopkins reported that the MCCA organized a workgroup to propose changes to the Open Meetings Act and the Community College Act that would allow community college presidential searches to maintain confidentiality of candidates throughout its entire process to avoid losing good candidates.

Dr. Hughes invited trustees to attend the MCCA Capitol Day on the Hill on April 16.

**XVII STRATEGIC DISCUSSION:**

Dr. Hughes advised strategic discussion topics will be discussed at the spring board retreat.

**XVIII OTHER:**

**A Board Election:**

Board seats held by Nick Chenier, Cory Kuchenberg, Katie VanEnkevort and Wendy Middaugh are up for election this year. Trustees were encouraged to file their paperwork before the July 21 deadline.

**Conferences:**

Trustees were reminded that registration is open for the MCCA Summer Conference in July and the ACCT Leadership Congress in Chicago from October 21-24.

**XIX ADJOURNMENT:**

With no further business, it was moved by Nick Chenier and seconded by Katie VanEnkevort to:

**“Adjourn the meeting.”** No discussion. Motion carried unanimously. The meeting adjourned at 6:54 p.m. ET.

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Laura L. Johnson Assistant Board Secretary	Completion Date	Approval Date
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Wendy B. Middaugh Chair		Approval Date
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# Business at Bay College

Teaching students how to bring value to their desired future states

Brent Madalinski

March 18, 2026

# Business Defined

- AA Business Administration
- AAS Business
- AAS Marketing
- Entrepreneurship Small Business Certificate

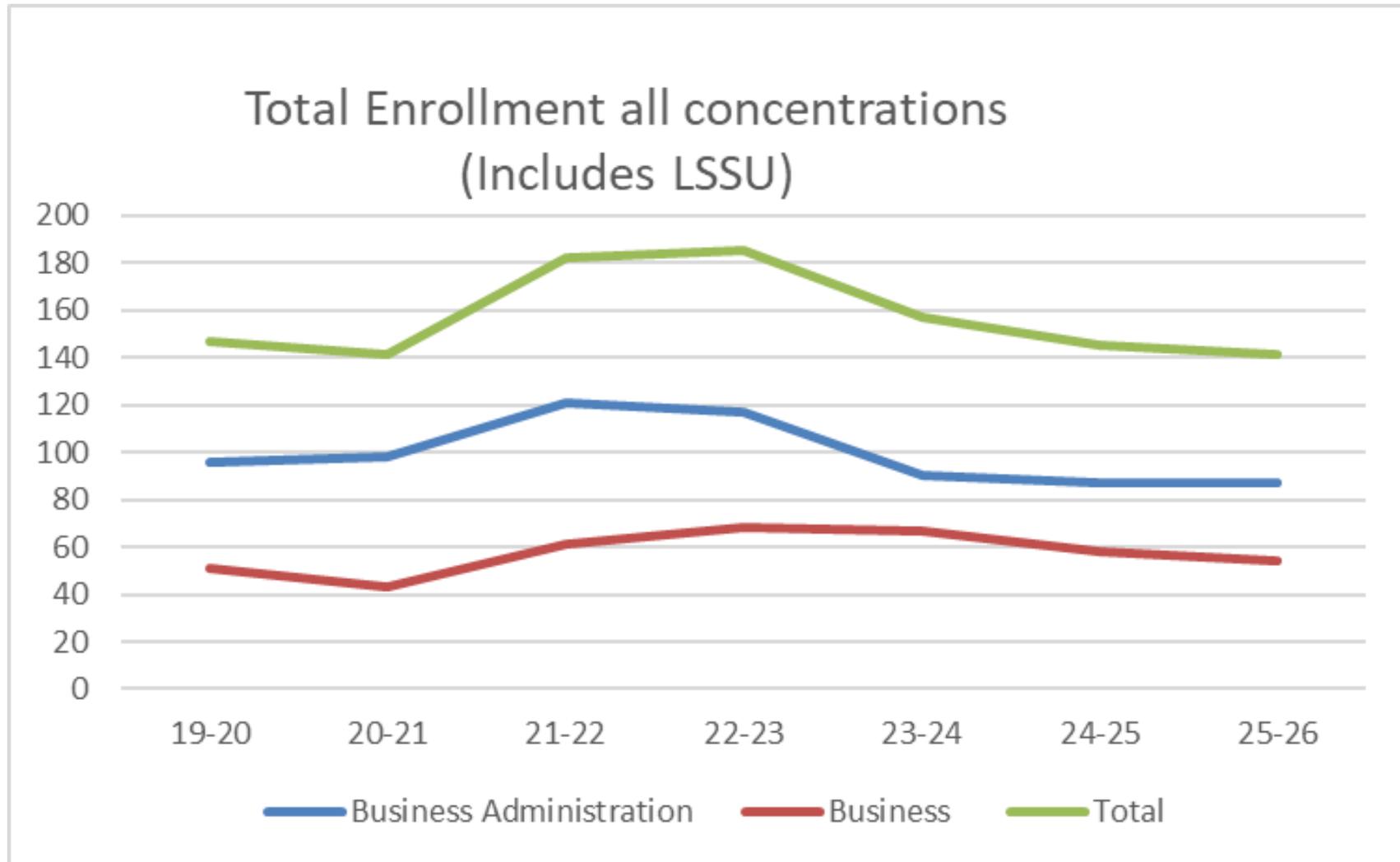


# AA Business Administration beyond Bay College

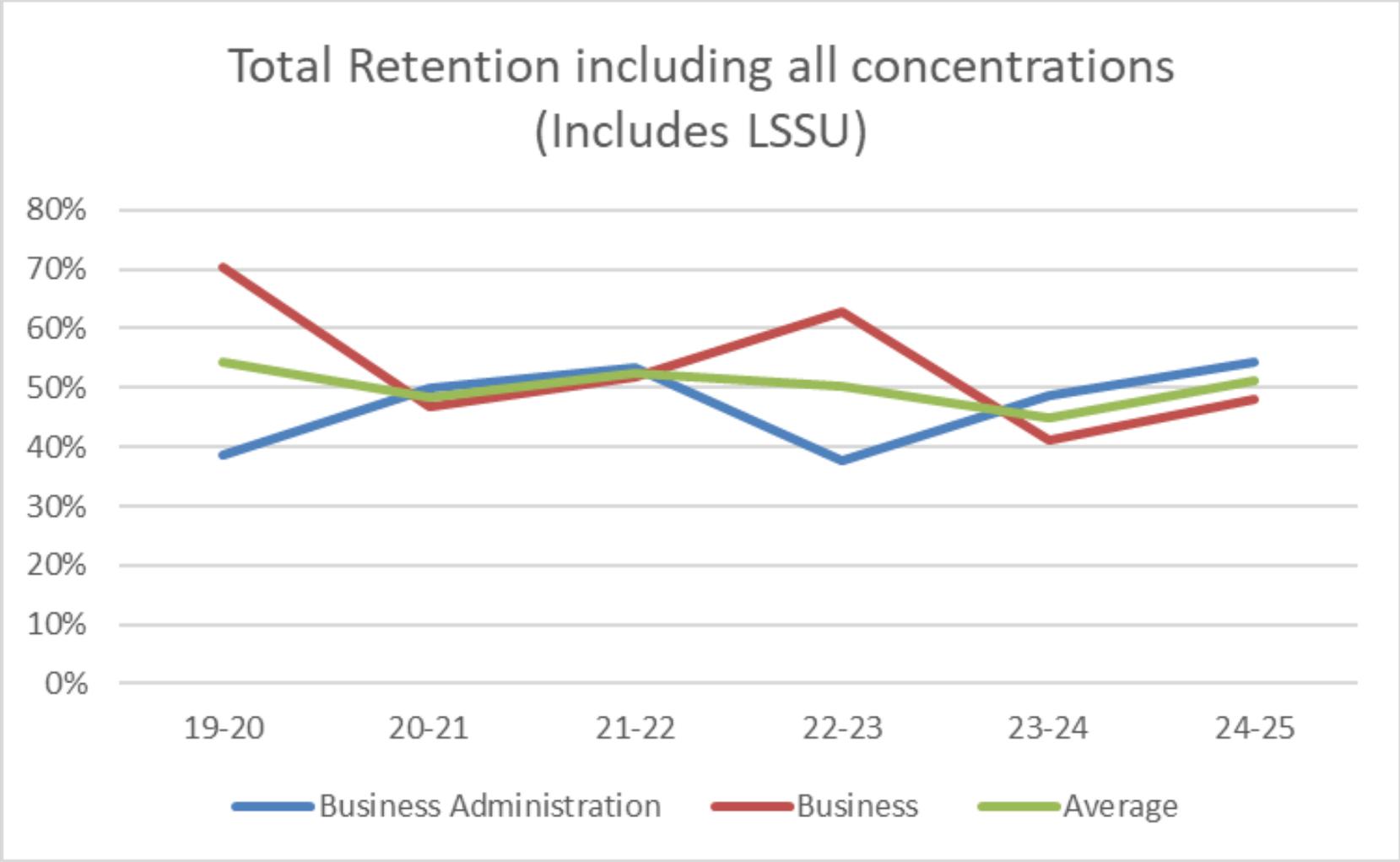
- Accounting
- Business Administration
- Economics
- Entrepreneurship
- Finance
- International Business
- Management
- Marketing
- Supply Chain Management



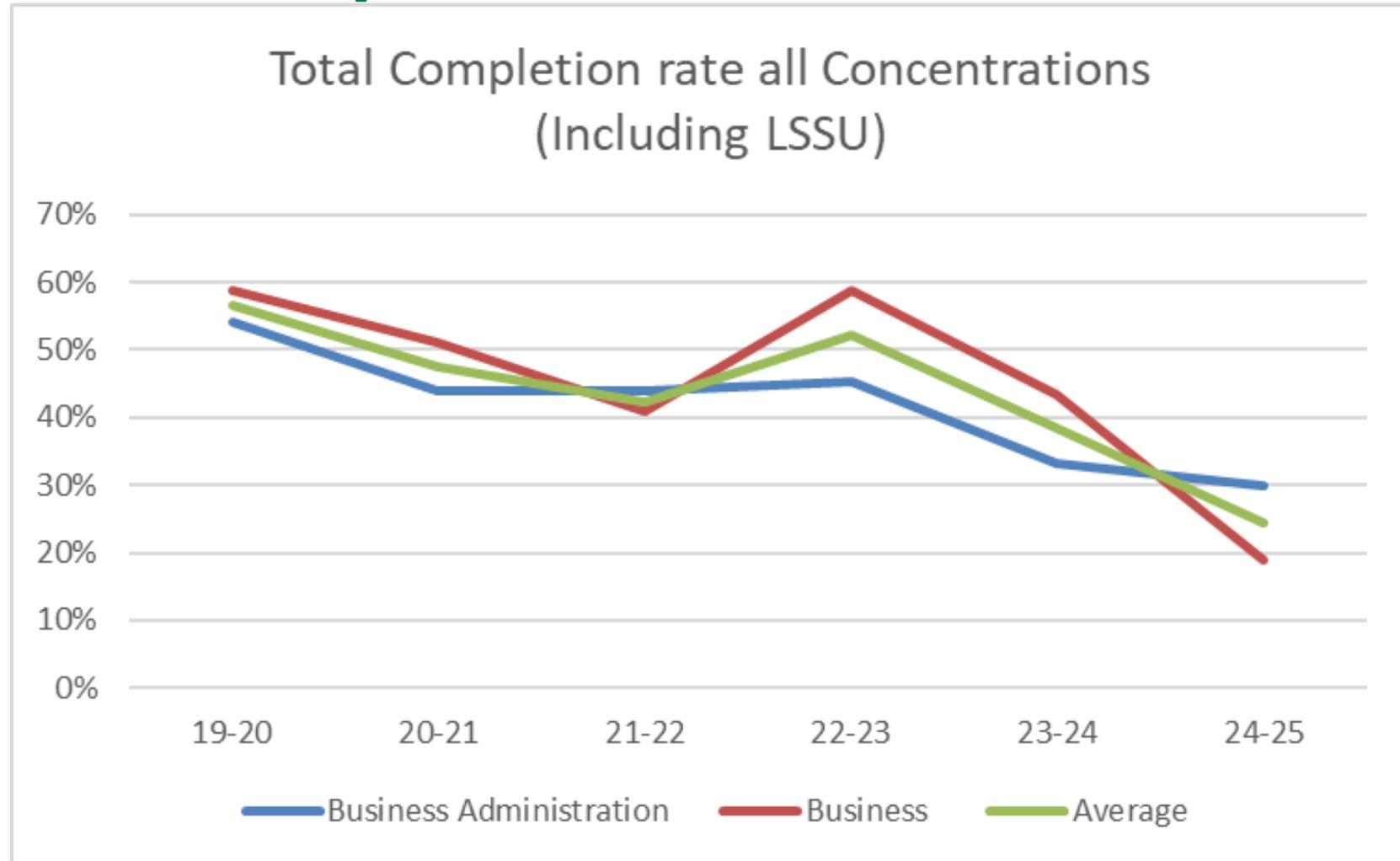
# Business and Business Administration Enrollment 2019-2026



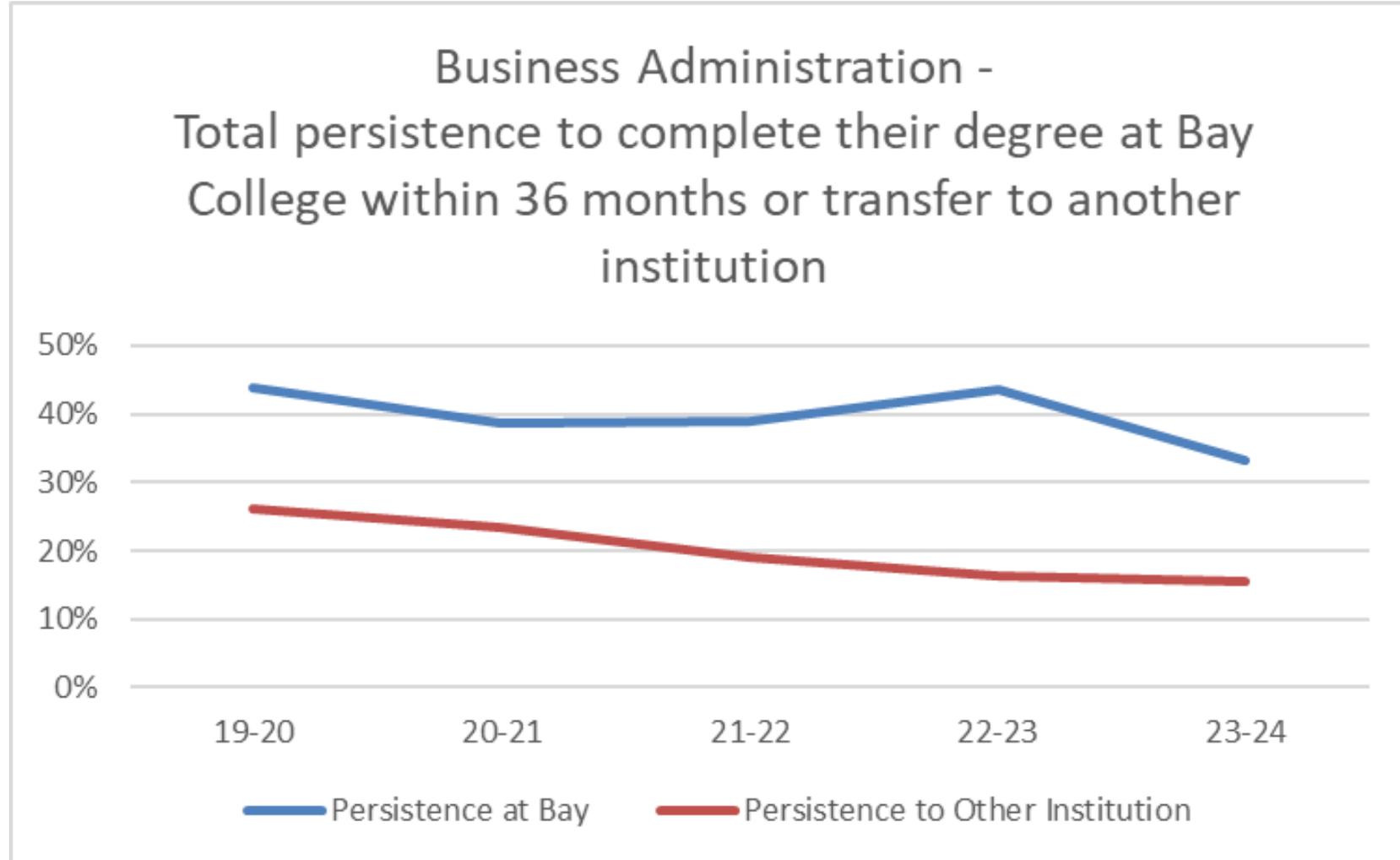
# Business and Business Administration Retention 2019-2025



# Business and Business Administration Completion 2019-2025

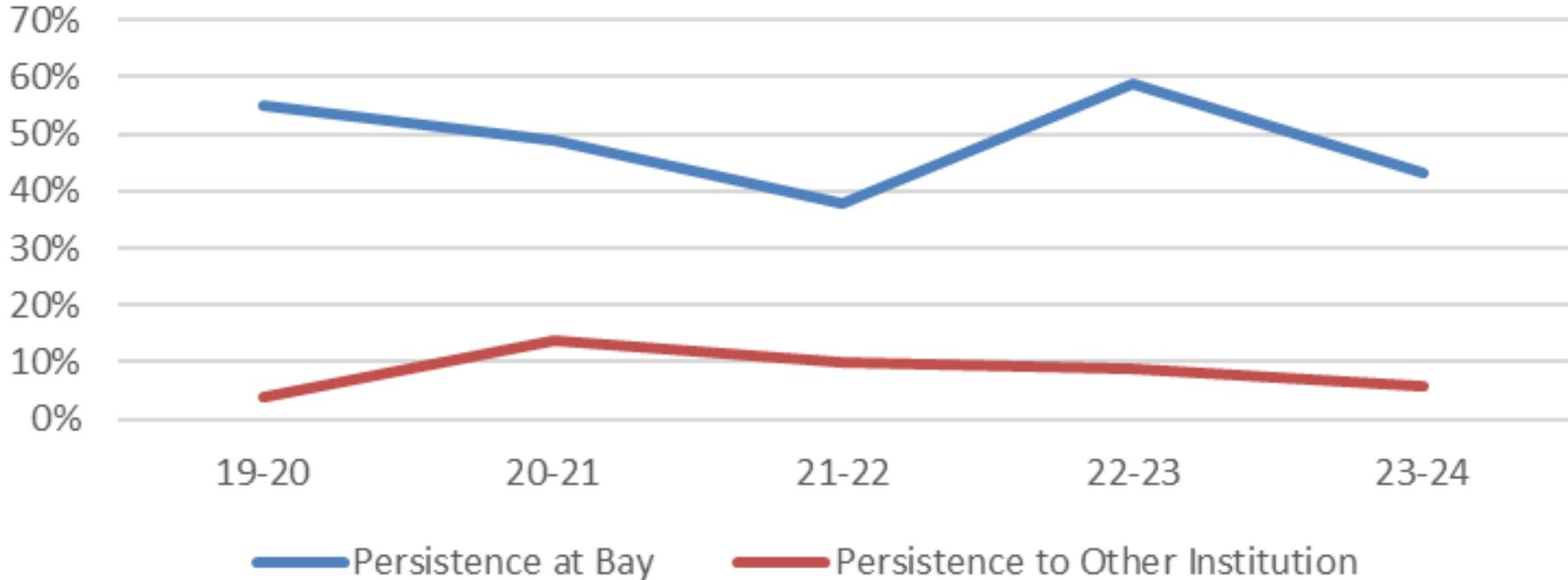


# Business Administration Persistence 2019-2024



# Business Persistence 2019-2024

Business -  
Total Persistence to complete their degree at Bay College within 36 months or transfer to another institution



# MICHIGAN'S HOT 50 JOB OUTLOOK THROUGH 2030

OJT = On-the-Job Training

## Workforce Needs:

MICHIGAN'S HIGH-DEMAND, HIGH-WAGE CAREERS	PROJECTED ANNUAL JOB OPENINGS	HOURLY WAGE RANGE	GROWTH 2020-2030	TYPICAL EDUCATION AND TRAINING BEYOND HIGH SCHOOL
Accountants & Auditors	3,735	\$29-\$44	9.4%	Bachelor's Degree, License
Administrative Services & Facilities Managers	785	\$36-\$59	8.9%	Bachelor's Degree, Work Experience
Computer & Information Systems Managers	925	\$49-\$78	7.6%	Bachelor's Degree, Work Experience
Construction Managers	750	\$37-\$61	9.4%	Bachelor's Degree, Moderate-term OJT
Financial Managers	1,485	\$47-\$78	17.6%	Bachelor's Degree, Work Experience
General & Operations Managers	6,545	\$29-\$72	11.9%	Bachelor's Degree, Work Experience
Human Resources Specialists	1,925	\$23-\$37	10.7%	Bachelor's Degree
Industrial Production Managers	930	\$39-\$63	10.1%	Bachelor's Degree, Work Experience
Management Analysts	1,960	\$30-\$50	11.0%	Bachelor's Degree, Work Experience
Market Research Analysts & Marketing Specialists	2,465	\$23-\$39	23.9%	Bachelor's Degree
Marketing Managers	500	\$44-\$78	9.8%	Bachelor's Degree, Work Experience
Medical & Health Services Managers	1,505	\$37-\$61	31.5%	Bachelor's Degree, Work Experience
Project Management & Business Oper. Specialists	3,770	\$29-\$48	8.1%	Bachelor's Degree
Sales Managers	885	\$40-\$79	6.9%	Bachelor's Degree, Work Experience
Sales Reps, Services and Non-Technical Goods	8,240	\$21-\$40	9.6%	Moderate-term OJT
Sales Reps., Goods, Technical or Scientific	635	\$32-\$63	8.1%	Bachelor's Degree, Moderate-term OJT
Social & Community Service Managers	500	\$29-\$40	13.0%	Bachelor's Degree, Work Experience
Software Developers & Quality Assurance Analysts	3,965	\$37-\$58	22.8%	Bachelor's Degree
Training & Development Specialists	825	\$19-\$37	11.6%	Bachelor's Degree, Work Experience

# Challenges

- Student awareness
  - Confusion about business degrees
  - Confusion about educational requirements for career path
- Proper academic advising
  - Transfer Coordinator needed
  - Students taking the correct courses for transfer
  - Advising students into correct degree path



# Opportunities

- Re-Establish transfer degree relationships with Universities
- Evaluate concentration declaration process
  - Review process from admission to transfer
  - Review role of faculty and co-advisor conversations with students - transfer/non-transfer
  - Help students determine career path/degree path



# Thank You!

- Brent Madalinski, Business Faculty Division Chair
- James Cousino, Dean of Business and Technology
- Adjunct Business Faculty (BUSN):  
Janice Barker (Esc), Heidi Rife (Esc), Sandy Sturdy (Esc), Konnie Kustron (Ann Arbor, MI), Bari Courts (Ohio)



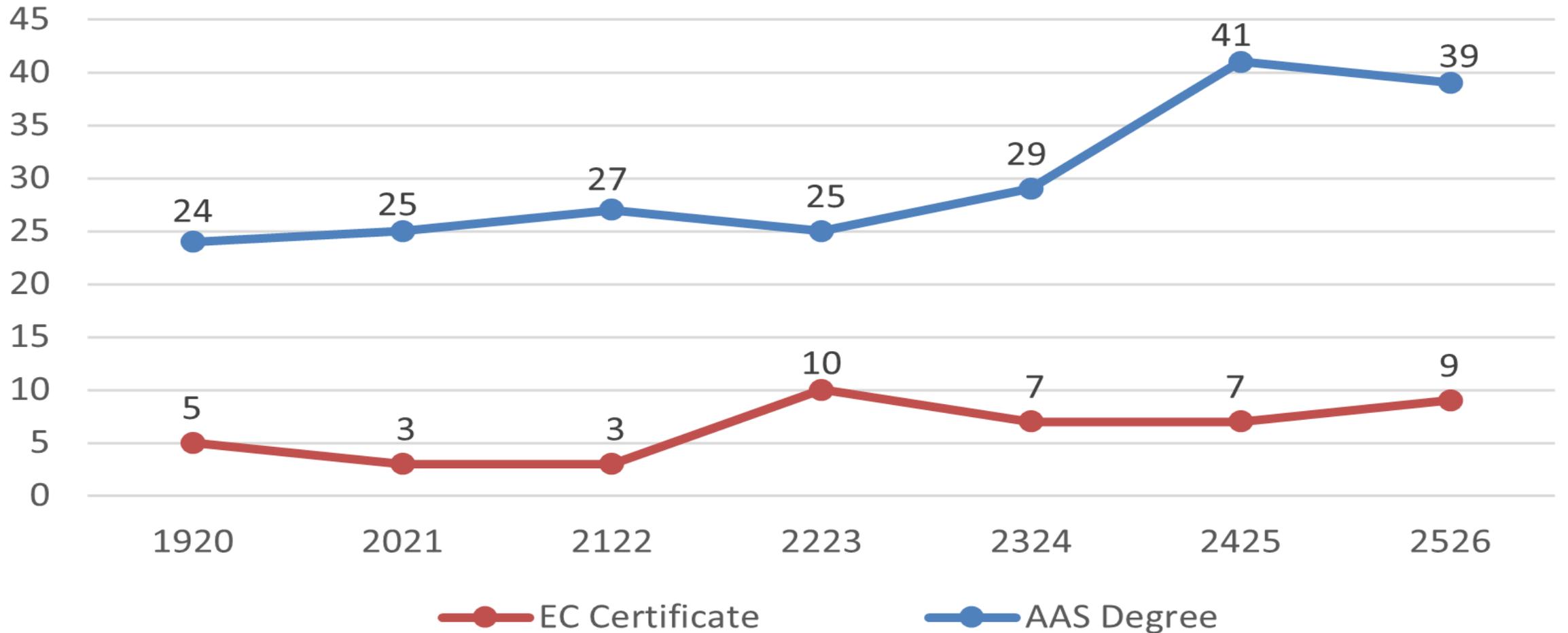


# Early Childhood Education

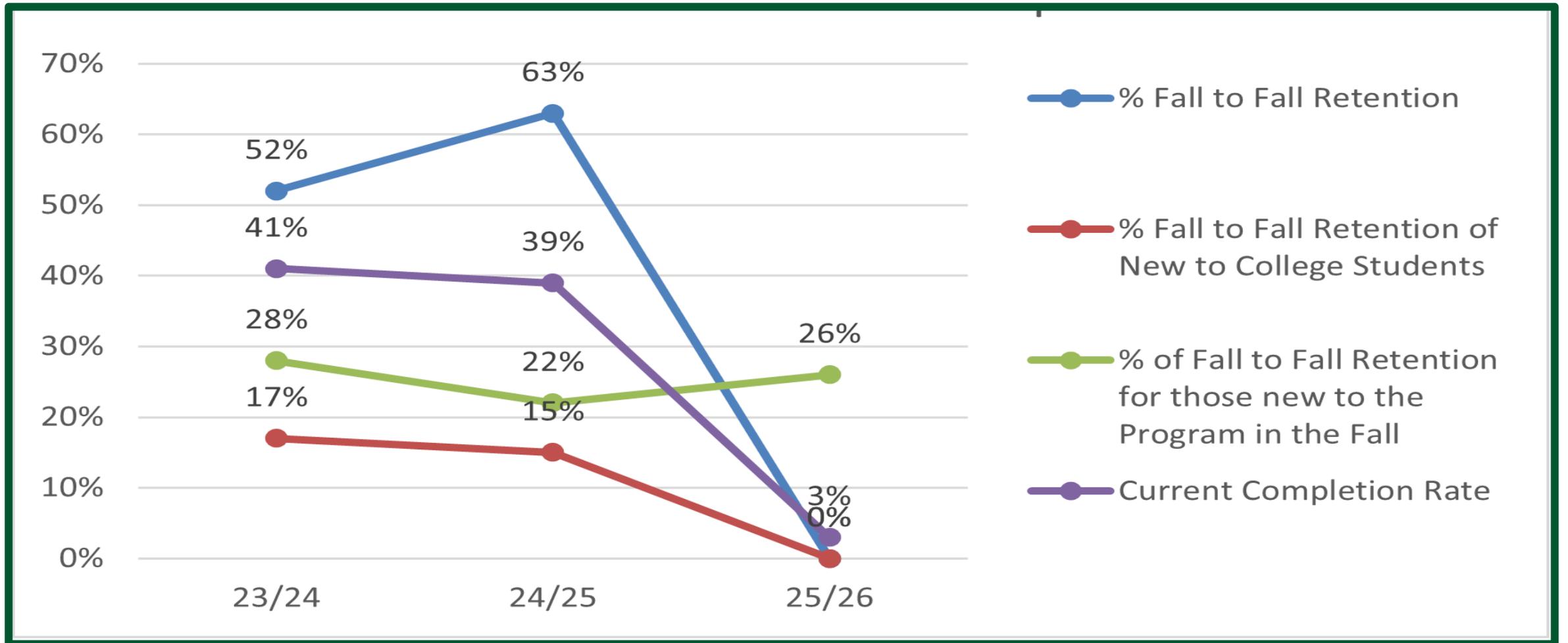
**Michigan's Only Competency-  
Based Education Program for  
Birth to Kindergarten Teacher  
Preparation**

**Tammra L Houseman, M. Ed.  
Dr. Jessica Van Slooten**

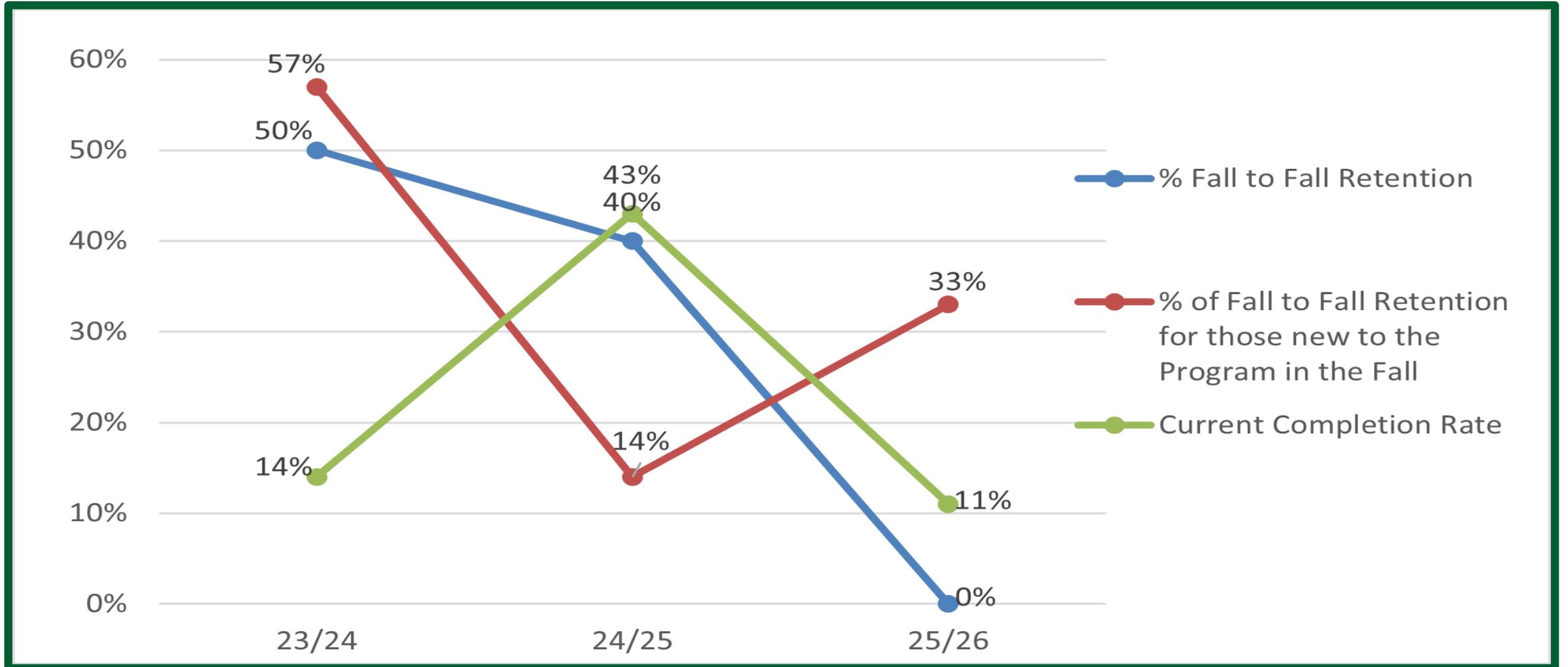
# Early Childhood Education Certificate & AAS Enrollment 2019-2026



# Early Childhood Education AAS Retention, Persistence, and Completion 2023-2026



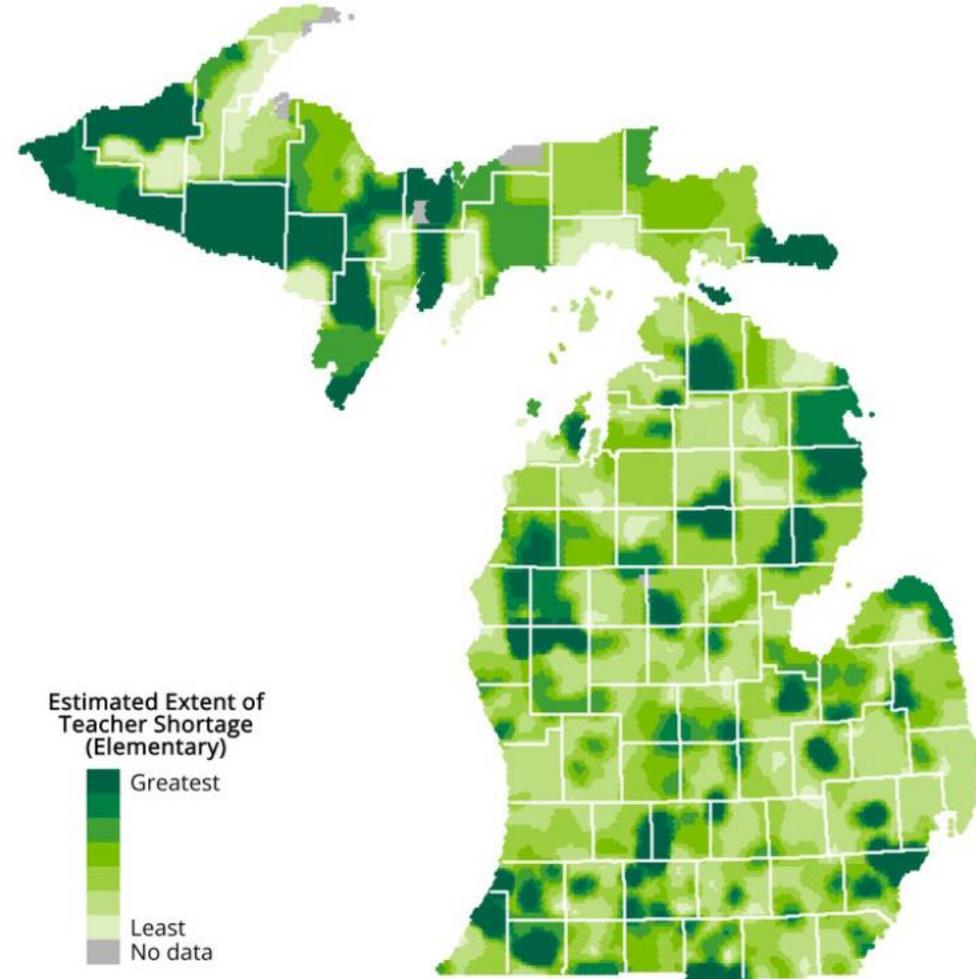
# Early Childhood Care & Education Certificate Retention, Persistence, and Completion 2023-2026



# Michigan's Teacher Shortage

- Michigan's Child Care Deserts
- PreK for all challenges
  - Lack of a qualified workforce
  - A shortage of high-quality early learning settings.
- Elementary education needs

Figure 6.2. Estimated Extent of Elementary Teacher Shortages



*Note: The elementary teacher shortage composite measure is based on rates of attrition from districts and the teaching profession altogether, and the shares of teaching FTEs and core courses assigned to teachers with temporary credentials and teachers assigned out-of-field (Cronbach's alpha=0.87).*

## Workforce Needs

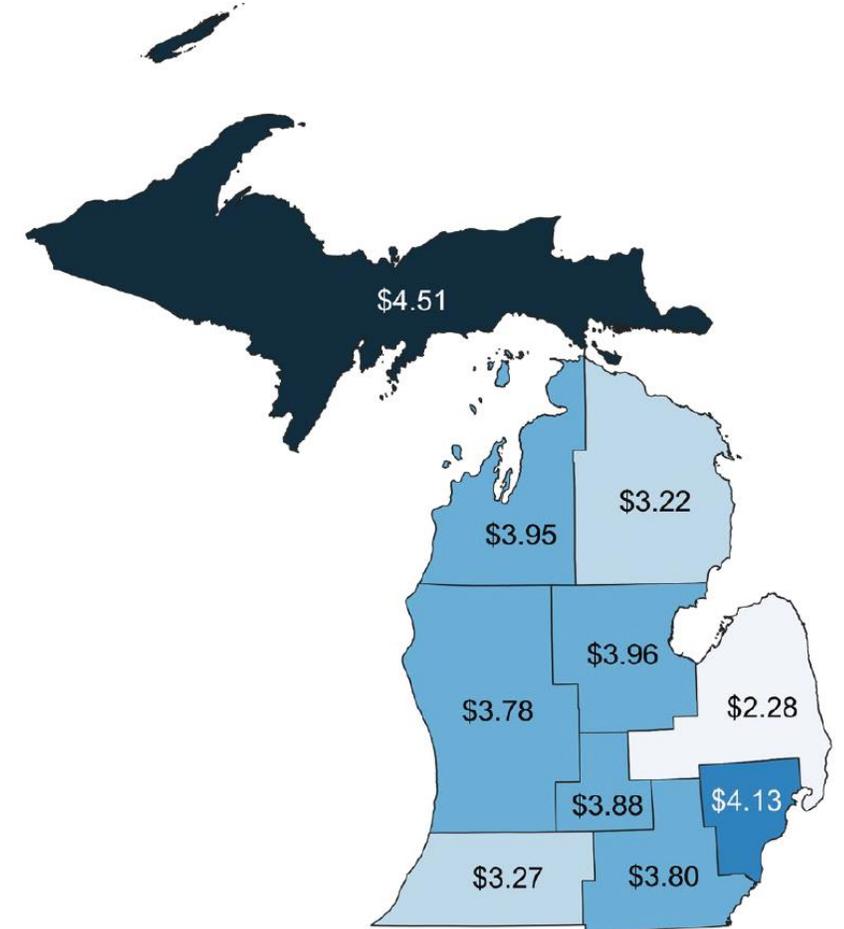
# Challenges

## Michigan's Early Educators Wages

- Experience a **high variance** in pay depending on the employer's funding source; Federal-Head Start, State-GSRP, or private center-based pre-K
- Experience a **wage disparity**, traditionally earning significantly less than their Kindergarten colleagues

**Preschool teachers earn more than Childcare workers in every region of the state.**

Difference in Median Hourly Earnings for *Preschool Teachers* and *Childcare Workers* by Michigan Prosperity Region



GSRP Lead Teacher Salary by Provider Type versus K-12 Teacher Salary in 2021-22, by ISD

Agency	CBO Provider <sup>1</sup> of GSRP		School-Based <sup>2</sup> Provider of GSRP		K-12 Teachers <sup>3</sup>
	Median FTE <sup>4</sup> Salary	# LTs <sup>5</sup>	Median FTE Salary	# LTs	Average FTE Salary
<b>Michigan</b>	<b>\$35,765</b>	<b>860</b>	<b>\$43,000</b>	<b>1,475</b>	<b>\$58,597</b>
Allegan Area ESA	\$33,484	6	\$34,750	12	\$60,299
AMA ESD	\$41,504	11	Not available	< 5	\$44,357
Bay-Arenac ISD	\$36,725	12	\$34,232	21	\$56,562
Berrien RESA	\$27,000	12	\$40,000	13	\$57,819
Branch ISD	No teachers	0	\$36,900	7	\$58,270
C.O.O.R. ISD	\$39,750	10	\$52,831	8	\$49,768
Calhoun ISD	\$36,245	38	\$48,976	10	\$55,542
Charlevoix-Emmet ISD	\$35,200	5	\$44,939	18	\$58,977
Cheb-Ots-Presque Isle ESD	\$33,200	11	Not available	< 5	\$62,330
Clare-Gladwin RESD	\$28,083	9	\$75,056	7	\$56,005
Clinton County RESA	\$35,825	6	\$40,958	6	\$58,841
Copper Country ISD	\$34,664	8	Not available	< 5	\$48,693
Delta-Schoolcraft ISD	\$23,604	6	\$26,755	6	\$57,441
Dickinson-Iron ISD	Not available	< 5	\$41,123	< 5	\$57,402

Source: [2021-22 GSRP vs K-12 Teacher Salary, EREC, MSU](#)

Source: 2023 Occupational Employment and Wage Statistics, Michigan Center for Data and Analytics

# Opportunities

## **BayFlex: Competency-Based Education (CBE)**

- Virtually Accessible via Zoom Seminars
- Flex-Pacing
- Video-based Assessment w/Reflective Feedback Looping
- Mastery Tracking, Professional Advocacy, and Collaborative Partnerships
- Beginning work w/C-BEN Consultant via Go Big Grant
- CBE Committee developed and working on processes & policies

## **Transfer and Credit for Prior Learning/Experience**

- Increase in students transferring from other community colleges
- Increase in international student advising & transcript analysis
- CPL Committee developed and working on processes & policies

## **Articulation Agreements with 4-year Partners~**

### **Michigan's Birth to Kindergarten Teaching Degree**

- LSSU
- NMU, 3+1 (to be announced SOON)
- U of M Dearborn (to be announced SOON)
- CMU-on deck



# Thank You!

- Tammra Houseman,  
Early Childhood Education  
Program Lead
- Dr. Jessica Van Slooten,  
Dean of Arts and Sciences





# Nursing at Bay College

Dr. Amy Reddinger

Vice President of Academic Affairs & Educational  
Equity

## Key Updates:

PN Program approved by BON to begin in Escanaba Campus, May 2026

PN Program anticipated Iron Mountain Campus, Fall 2026

Awaiting final ACEN report for RN Program

Faculty member Jennifer Farnsworth hired as Director of Nursing,  
Iron Mountain Campus

# Current RN Program Enrollments

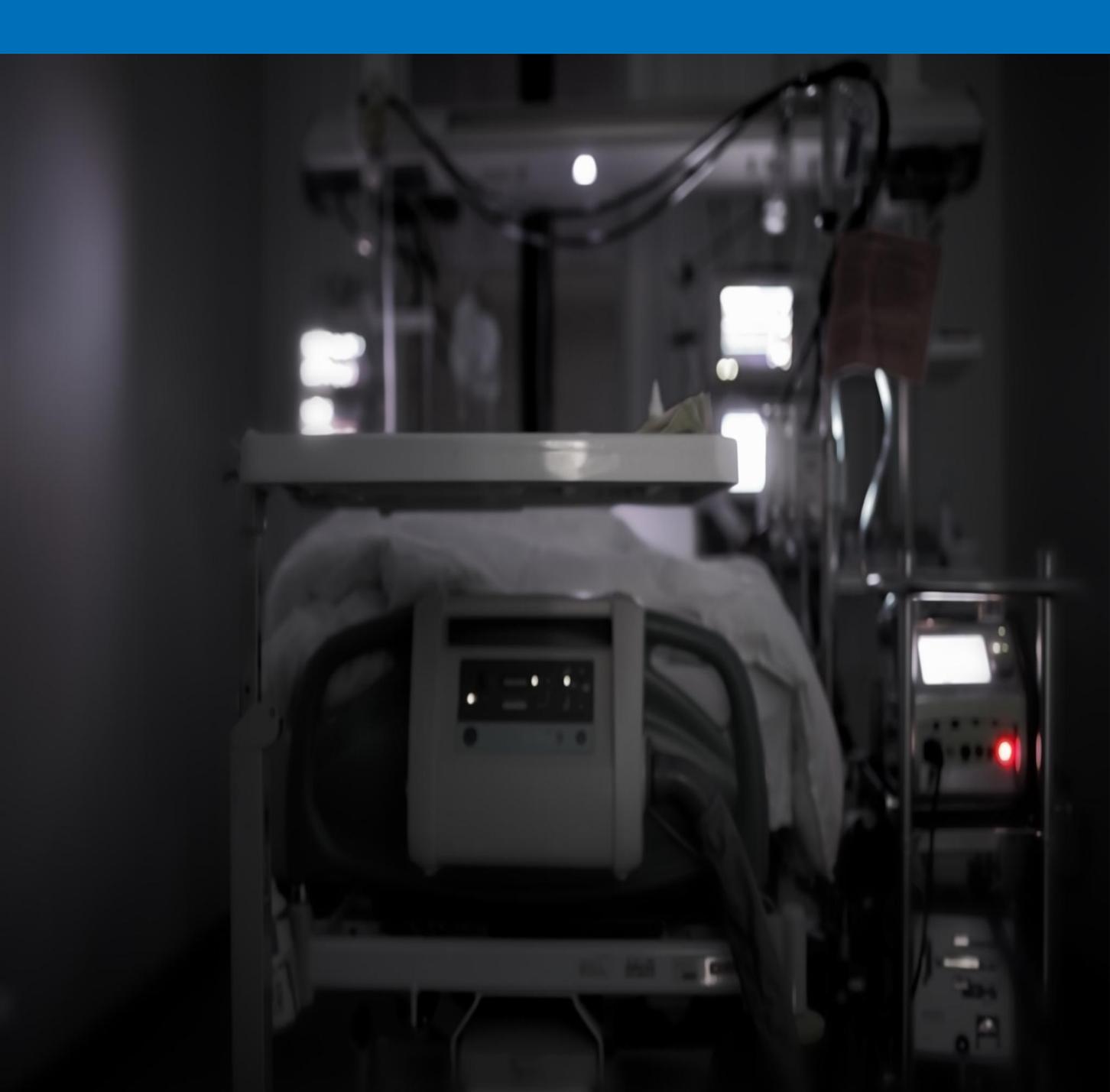
RN Program – 73

Anticipated PN Cohort for May – 24

Pre-nursing – 141

# Opportunities/Goals

- Secure BON approval for Iron Mountain Campus
- Re-open PN Program on both campuses
- Address ACEN concerns about RN program
- Begin ACEN accreditation for PN program
- Increase RN Program student retention rate to 65%
- 200 students enrolled in nursing by 2027-2028



# Michigan Nursing Shortage Overview

## **Scale of the Gap**

Projections indicate a 19% nursing shortage in Michigan by 2037 as demand rises and supply lags.

## **Burnout and Attrition**

~39% of Michigan nurses report plans to leave their positions.

## **Operational and Pipeline Pressure**

Vacancies strain staffing ratios, delay care, and increase reliance on travel nurses; education financing limits may weaken the new-graduate pipeline.

# Workforce Turnover & Burnout Trends

## What the data signals

Nearly 4 in 10 Michigan nurses report intent to leave their current job, underscoring widespread dissatisfaction and fatigue.

## Core burnout drivers

High patient-to-nurse ratios, mandatory overtime, rotating shifts, and emotional strain—compounded by limited recovery after COVID-19.

## System impacts and response

Since 2022, ~140,000 nurses have left nationally, increasing costs, disrupting care continuity, and hitting rural Michigan hardest; travel nurses help short-term but raise costs and can strain morale—retention requires supportive environments, mental health resources, leadership development, and well-being-first staffing models.





**Thank you!**

Dr. Amy Reddinger

Vice President of Academic Affairs & Educational  
Equity

**Financial Analysis**  
**Lynn Martinson**  
**Fiscal Year-to-Date February 28, 2026**

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**Assets** - Bay College had Total Assets of \$48,539,444 at February 28, 2026, with Total Current Assets of \$15,825,210.

**Liabilities and Net Assets** – Total Liabilities and Net Assets were \$48,539,944 at February 28, 2026, with Total Current Liabilities of \$3,058,449.

- Bay College had a Current ratio of 5.17 at the end of February.
- Days Cash on Hand is 198. A day's cash equates to approximately \$63,251.

**Statement of Revenues, Expenses and Changes in Net Position**

**Operating Revenues** – Bay College had total operating revenues of \$10.966 million for the eight months ended February 2026, which is \$112 thousand more than recognized February 2025.

The increase is primarily due to \$214 thousand or 24% increase in Federal Grants and Contracts from the College Success Go Big Grant.

Increases are partially offset by \$51 thousand decrease in State and Local Grants and Noncredit Tuition and Contracts behind \$48 thousand compared to last year at this time.

**Operating Expenses** – Total operating expenses were \$16.963 million for the eight months ended February 2026, compared to \$16.108 million the prior year resulting in a \$855 thousand or 5% increase.

Salaries are up 4% or \$294 thousand, while Benefit costs are down 3% or \$92 thousand compared to last year.

Advertising and Professional Services are \$328 thousand ahead of last year for a 34% increase. This is primarily attributed to a \$221 thousand increase in *contracted services*, including: \$267 thousand with Ellucian for the ERP conversion and a \$50 thousand increase in contracted services to the MWTEC (Michigan Workforce and Training Education Consortium), due to increased enrollment in the Radiography consortium program. These increases were offset by a decrease in contracted services by Student Services and a decrease in Captioning Services to-date. *Advertising & Promotion* expenses are also ahead \$80 thousand, of which \$55 thousand is attributable to the Dickinson County Millage.

Travel, Professional Development and Other costs are up \$372 thousand or 24%. The “Other” portion of this category is a larger umbrella that encompasses software licenses, sponsorships, dues and memberships, transportation, etc. Indirect administrative costs associated with grants are ahead \$154 thousand, Software licenses are up \$102 thousand over last year at this time, EMS Workforce grants to students account for \$94 thousand of these increased costs, and Nursing Assessment fees are also \$89 thousand ahead of last year.

Increases are partially offset by a \$52 thousand decrease in men’s and women’s basketball transportation costs to date.

Supplies and Materials costs are behind \$49 thousand compared to last year for a 12% decrease.

**Non-operating Revenue (Expenses)** – Bay College had total net non-operating revenue of \$7.609 million for the eight months ended February 2026 compared to \$7.409 million the prior year resulting in a \$200 thousand increase to-date.

State Appropriations revenue is down \$270 thousand or 7% compared to last year at this time. We received a MPERS Cost Offset last year that we have not this year.

Delta County Property tax revenues are \$458 thousand or 13% ahead last year at this time.

Private Gifts are \$17 thousand or 10% behind last year at this time.

Interest on Long-Term Debt is \$21 thousand or 10% down from last year.

**Increase (Decrease) in Net Assets** - The year-to-date result is an increase in Net Assets of \$1.611 million compared to \$2.155 million the prior year, \$543 thousand less than February 2025.