



REPORT OF MINUTES

BOARD OF TRUSTEES REGULAR MEETING

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

May 20, 2026

- I **CALL TO ORDER:** The meeting was called to order at 5:34 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: Katie VanEnkevort, Cory Kuchenberg, Terri Mileski, Wendy Middaugh
- Member absent: Nick Chenier, Joy Hopkins, Steve Soderman
- Administration: Beth Berube, Travis Blume, Cindy Gallagher, Nerita Hughes, Jessica LaMarch, Lynn Martinson, Amy Reddinger, Jason Sullivan
- Faculty: Molly Campbell
- Guests: Amanda Morgan, the Radiology Instructor and EPiC (Educational Programs in Collaboration) Consortium Radiography Program Director (remote attendance) Dr. Justin Kunkle, Academic Affairs & Recruitment Coordinator at MSU Institute of Agricultural Technology
- Recorder: Laura Johnson, Assistant Board Secretary

**IV CITIZEN
INTRODUCTIONS
AND COMMENTS:**

Dr. Amy Reddinger introduced Dr. Justin Kunkle, Academic Affairs & Recruitment Coordinator at MSU Institute of Agricultural Technology, who shared background information about the Michigan State University Institute of Agricultural Technology program and his role with the program at Bay College. Dr. Kunkle left the meeting.

Dr. Amy Reddinger introduced Amanda Morgan, Radiology Instructor and EPiC (Educational Programs in Collaboration) Consortium Radiography Program Director, who would present information to the Board later in the meeting.

**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 Personnel Committee Meeting and Regular Meeting on April 8, 2026, Special Meeting on April 27, 2026, and Special Meeting on May 1, 2026, were approved by unanimous consent.

VIII PRESENTATIONS:

**A Trustee Service
Recognition:**

Chair Middaugh recognized Katie VanEnkevort for one year of service on the Board of Trustees.

**B Pre-Radiology &
Radiology Program
Update:**

Amanda Morgan, Radiology Instructor and EPiC Consortium Radiography Program Director, provided an update on the Pre-Radiology and Radiology programs which was the last of the top ten academic programs presented to the trustees. The slide deck is attached.

The radiology programs are offered through EPiC, a Michigan-based initiative designed to expand access to specialized healthcare education through a collaborative model among the state's community colleges. EPiC is supported by the Michigan Workforce Training and Education Collaborative (MWTEC).

Amanda met with seven of the ten Bay College radiology graduates at Commencement on May 9. All U.P. students who graduated in the last two years are employed with U.P. healthcare employers.

Amanda responded to Trustee Cory Kuchenberg's question that although students from other schools participate in the consortium, Bay College receives 5% of the tuition collected by the EPiC Consortium for being a host college and to cover administrative costs. Bay College is considered the host school and degree granting institution for students in the program who register through Bay College. Course credits are transferred to Bay from the Michigan Colleges Online (MCO), and the radiography courses are taught by Amanda through Bay. All students in the consortium pay the same fee, \$210 per credit hour, which is a different structure than Bay College's tuition.

Amanda confirmed for Trustee Terri Mileski that the students registered through Bay are included in the College's retention and completion numbers as Bay College graduates. Also, 95% of the fees collected go to the consortium program costs and the remaining 5% is returned to Bay College for administrative costs. The consortium pays the accreditation and instructional costs. Adjunct instruction from Bay is also part of the program. The Michigan Workforce Training and Education Collaborative (MWTEC) also receives a percentage through the consortium contract. If there are funds remaining, they are refunded to participating partners.

Dr. Amy Reddinger added that Bay College could not sustain this specialized program without the consortium because of the student enrollment numbers.

Trustees thanked Amanda for her work and the presentation. Amanda left the meeting.

**C Dual Enrollment/
Early College Update:**

Jessica LaMarch, the Director of Dual Enrollment & Early College provided an update on the Dual Enrollment & Early College high school programs. The slide deck is attached.

Chair Wendy Middaugh extended appreciation to Jessica for her work.

Jessica responded to Trustee Katie VanEnkevort with an explanation of how the courses offered at each school are determined and that high schools can structure course requirements and sequence based on their schools' needs. Bay College welcomes students in any class offered but it may not be approved by their high school for dual enrollment or the early college program.

Trustee Terri Mileski added that from a budgetary standpoint, these programs can create financial strain on high schools. When students enroll for college courses, their teachers have fewer students, while schools also rely on the college courses to fill gaps in areas where they lack staff.

Dr. Hughes stated that the Michigan Community College Association (MCCA) has dual enrollment as a legislative priority to advocate for a new funding stream outside the K-12 foundation allowance to prevent districts from being unintentionally penalized for participating in dual enrollment and early college. Although there is bipartisan support it will take time for legislation to pass.

IX PRESIDENT'S REPORT:

President Hughes reported:

The College continues to move towards future-focused work while navigating enrollment pressures, demographic shifts, and the impact on budgetary areas. We continue to lean into different legislative aspects and priorities. Dr. Travis Blume, with the help of Dr. Merrill Irving, is putting together a Strategic Enrollment Management (SEM) plan that will allow us to look at predictive analytics and other trends to enhance enrollment efforts.

Key areas of progress:

- Advancement of Rural Guided Pathways work
- Ongoing conversations surrounding meta-majors redesign and pathway clarity by providing a student-centered schedule with flexible access (i.e., hybrid, online, in-person, time of day offered).
- Strengthening intrusive advising by enacting a framework to advise by meta-majors or pathways so that one person is not dedicated to single programs and improving navigation of the student experience by providing holistic advising and a support network that considers students' mind, body, and soul basic needs. There is a need to have a full-time mental health

counselor.

- Continued sustainability of our employee retention goal of 90%. The current retention rate is 91%.
- Amplifying Senior Leadership Team efforts to grow skillsets and capabilities
- Ongoing discussions surrounding fiscal health and accountability

X **ADMINISTRATIVE
REPORTS:**

Dr. Amy Reddinger, Vice President of Academics & Educational Equity reported:

- The Michigan State University Institute of Agricultural Technology program, in partnership with Bay College, is hiring a new Program Coordinator due to the departure of Tyler Sisson. The Program Coordinator is an employee of MSU and recruits students into Bay's agriculture and forestry programs. Bay College shares the salary expense with MSU. Dr. Kunkle, Academic Affairs & Recruitment Coordinator at MSU Institute of Agricultural Technology, was on campus interviewing program coordinator candidates.
- Patti (Henning) Brindel began as the Interim Associate Dean of Nursing on May 18. She is working alongside Dr. Reinhard until his retirement on May 28. Patti was a Dean of Nursing and Vice President of Academics at Bay and holds a lot of institutional knowledge. She will work through the ACEN accreditation warning and response to the Higher Learning Commission.
- The Escanaba PN program began on Monday, May 18 with 16 students.

Cindy Gallagher, Vice President of Workforce Innovation and Strategic Partnerships reported:

- Career Services and Workforce Development Director, Amy Gibbs continues to work on the foundation for workplace learning by arranging co-ops, internships, and externships.
- Renovations are underway for the multi-use Career and Workforce Center on the Bay College Iron Mountain campus funded and in partnership with M.J. Electric. The dedicated space on the campus will support student career services.
- The Marketing and Enrollment Teams are working on a full-year strategic marketing plan that will scale up use of analytics

and best practices to support the College's recruitment efforts. More information will be included in the presentation for the Board at the next board meeting.

Dr. Travis Blume, Vice President of Student Affairs reported:

- The Strategic Enrollment Management (SEM) plan will identify and align enrollment goals and the work all departments across campus will be doing to achieve retention to completion goals.
- Bay College was awarded grant funds through the Michigan Community College Association to participate in the OH-MI Pathways Together: Advancing Student Success Through Basic Needs Grant to fund holistic student support. Bay was one of 12 schools selected for the three-year project. The funds will assist the food pantry and support in and out of the classroom.

Jason Sullivan, Executive Director of Iron Mountain Campus reported:

- Renovations of an underutilized room on campus will take place this summer to house the MEERA (Manufacturing and Engineering Education Reimagined for All) Regional Training Center. Federal funds are funneled to the State to support the Center that will train middle school teachers to help students build high-tech skills and prepare for STEM careers. Twelve schools from across the U.P. will participate beginning the week of July 27 with instructors on campus for training to prepare for the next school year. This partnership is a great way to serve the community outside of traditional academic offerings.
- Events on campus: Norway and Iron Mountain High Schools were on campus in April for a mock interview event; Lunchtime Live will be held on the IM campus on June 30, July 28, and September 1.
- Concerted efforts are ongoing to advise and register new students.

Beth Berube, Director of Human Resources reported:

- Human Resources and Payroll began the transition to Colleague SaaS by setting up benefit codes. They are looking forward to their Go Live on January 1, 2027.

- Negotiations with the Part-time Faculty Association are underway with meetings held twice a month. A proposed contract is expected for board approval before the start of the fall semester.
- The College invested in Crucial Learning professional development programming. Michelle Chaillier, Manager of People & Organization Effectiveness, will become a certified trainer in Crucial Conversations to coach our employees with these communication skills to continue Cultivating a Culture of Care and Well-Being.

XI FINANCIAL REPORTS: Lynn Martinson, Vice President of Finance & Operations reported:

- The new Financial Reserve Policy is presented for first reading under Board Action on the meeting agenda.
- Procedural changes were made to the Board Travel policy and the amounts to obtain bids or quotes were increased in the Purchasing policy to align with federal grant procurement guidelines. There were no questions from trustees.

Financial Analysis Review as of April 30, 2026:

- Total Assets of \$46 million and Total Current Assets of \$13.8 million.
- Total Liabilities and Net Assets were \$46 with Total Current Liabilities of \$3.2 million.
 - Current Ratio of 4.34
 - Days Cash on Hand is 166
- Total Operating Revenue of \$11.4 million which is \$280,000 more than recognized April 2025 due to an increase in federal grants – Go Big Grant and ADN to BSN Grant - and contracts partially offset by a 5% decrease in Net Tuition, 25% decrease in Noncredit Tuition and Contracts and a \$22,000 decrease in state and local grants.
- Total Operating Expenses were \$21.5 million, a 6% increase over last year.
 - Salaries and Wages are up 4% or \$384,000 while benefit costs are down 1% or \$42,000 compared to last year.
 - Travel, Professional Development and Other costs are up 25% or \$474,000 due to increases of \$244,000 in software licenses and \$158,000 in indirect administrative costs associated with grants. The EMS Workforce grants to students and Nursing Assessment

- fees also contributed to increases in this category.
- o Advertising and Professional Services increased \$363,000 or 28% ahead of last year and are primarily attributed to contracted services for the ERP conversion.
- o Rents, Utilities, and Insurance costs are 9% ahead of last year.
- Non-operating Revenue (Expenses) is \$10.2 million compared to \$11.1 million last year resulting in a \$932,000 decrease due to the timing of the receipt of the Dickinson County property tax revenues. The College received \$1.127 million in May vs. April last year. Delta County property tax revenues increased 6%.
- State Appropriations Revenue is down 3% compared to last year at this time.
- The Increase in Net Assets year-to-date is \$217,000 compared to \$2.07 million the prior year, and \$1.8 million less than April 2025 due to the personal property tax revenues.
- Looking ahead to May and June, preliminary tuition revenue for the summer is currently \$800,000. We also expect to recognize additional state appropriations of \$2.4 million, including accruals, by the end of the fiscal year, and staying within budget.

Trustees expressed appreciation to Lynn for her work.

XII BOARD COMMITTEE & REQUIRED ACTION:

A report from the Board Governance & Policy Committee was in the board report on the policies and procedures they reviewed. Those requiring board approval were presented under Board Action on the agenda.

XIII BOARD ACTION:
A SIG Contract:

The Proposal for Services with Strata Information Group (SIG) was presented for board approval to assist with project management and overall implementation support of Colleague SaaS.

It was moved by Terri Mileski and seconded by Katie VanEnkevort to:

“Approve the proposal with Strata Information Group (SIG) as presented for a fee of \$192,075.00 to assist with project management and overall implementation support of Colleague SaaS and authorize Dr. Hughes to sign the contract forthcoming.” No discussion.

It was moved by Katie VanEnkevort and seconded by Cory Kuchenberg to:

“Approve first reading of these policies as presented:

- **New Policy - 2026 Financial Reserve**
- **Policy Revisions to:**
 - **1005 Board of Trustees Conflict of Interest**
 - **1011 Civic & Testimonial Functions**
 - **1013 Community Service**
 - **1014 Public Information Marketing.”**

No discussion. Motion carried unanimously.

E Retirement Resolutions of Appreciation:

Resolutions of Appreciation were presented for approval to honor the retirements of Greg Cutler, Psychology Instructor; Marc Labeau, Life Science Instructor; and Sue Sundstrom-Young, Criminal Justice Instructor. Trustees expressed appreciation for their service and wished them the best of luck.

It was moved by Katie VanEnkevort and seconded by Terri Mileski to:

“Approve the Resolutions of Appreciation as presented to honor the retirements of Greg Cuter, Psychology Instructor; Marc Labeau, Life Science Instructor; and Sue Sundstrom-Young, Criminal Justice Instructor.” No further discussion. Motion carried unanimously.

XIV UNFINISHED BUSINESS:

None

XV NEW BUSINESS:
Memorial:

Dr. Hughes requested board approval to honor Dwight Romagnoli with a tree dedicated in memory of his contributions as an advocate for Bay College’s Iron Mountain campus. Trustee Terri Mileski supported the recommendation as Dwight was a great supporter of Bay College Iron Mountain.

It was moved by Cory Kuchenberg and seconded by Katie VanEnkevort that:

“Dwight Romagnoli be honored for his contributions as an advocate for Bay College’s Iron Mountain Campus with a tree planted at the Iron Mountain Campus in his memory.” The

dedication will take place on September 17 during the Business After Hours event. No further discussion. Motion carried unanimously.

XVI MCCA UPDATE:

Dr. Hughes reminded the trustees that the MCCA (Michigan Community College Association) was selected to participate in the Aspen Presidents and Trustees Collaborative. Bay College along with a few other MCCA colleges will participate in the first cohort which requires participation of the President, Board Chair and one other Trustee (Joy Hopkins).

Since the program ends in March 2027 and the board officers turn over in January, she asked the Board to consider allowing the Board Chair (Wendy Middaugh) to continue serving for an additional year. Discussion was held and trustees were agreeable to extending the existing slate of officers for 2027 for approval at the organizational meeting in January 2027.

Dr. Hughes will attend the Mackinac Policy Conference next week and participate as a panelist with MCCA President Brandy Johnson, the State Superintendent, Dr. Glenn Maleyko and the Chief Education and Talent Officer from the Detroit Regional Chamber, Greg Handel. The session will explore how Michigan can build common ground to expand career-connected pathways that deliver tangible results.

XVII STRATEGIC DISCUSSION:

None

XVIII OTHER:

Chair Wendy Middaugh confirmed that all incumbents are running in the General Election to continue serving on the Board of Trustees. The ads and news release will begin running on May 28.

XIX ADJOURNMENT:

Without further business, it was moved by Cory Kuchenberg and seconded by Katie VanEnkevort to:

“Adjourn the meeting.” No discussion. Motion carried unanimously. The meeting adjourned at 7:17 p.m. ET.

Laura L. Johnson Assistant Board Secretary	Completion Date	Approval Date
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Wendy B. Middaugh Chair		Approval Date
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Radiography at Bay College/EPiC Consortium

Providing students the best opportunities to achieve the education, knowledge, and skills to attain their career goals in a crucial and demanding field.

Amanda Morgan, MA, RT(R)(MR)
Program Director

EPiC Consortium



<https://www.epicconsortium.org/>

- EPiC Consortium is in 16th year of operation.
- Started with MRI and the first primary pathway MRI Program in the state and country.
- Expanded into many healthcare programs including:
 - MRI
 - Radiography
 - CT
 - EEG
 - Surgical Technology
 - Medical Assisting
 - LPN
- Bay has hosted Rad since start of the program in 2023



EPiC Consortium



<https://www.epicconsortium.org/>

OUR MEMBERS



Total Radiography Enrollment 2023-2026



Radiography Retention 2023-2026

—●— Percentage of students retained each year.



Total Radiography Completion 2023-2026

—● Total number of graduates each year.



Workforce Needs: Radiography

Michigan, USA

Search new location



Overview



7,348

Currently Employed



\$68,617

Average Salary



1,492

Job Postings

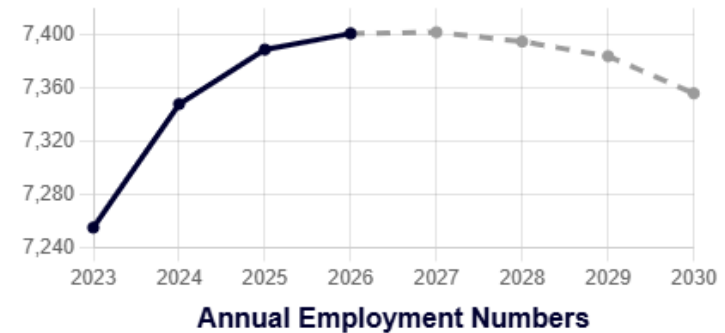
Employment Trends

2%

Past Growth
2023-2026

-0.6%

Projected Growth
2026-2030



Top Occupations by Income

► Radiologic Technologists and Technicians

\$68,617

[About this data](#)

Challenges

- **Clinical Site Capacity Limitations**
 - Cap enrollment growth
 - Creates competition among colleges for sites
 - Limits workforce pipelines in rural areas
 - Places strain on existing clinical partners
- **Structural Challenges**
 - Curriculum policies
 - Representation internally for EPiC programming
 - Loss of Allied Health Advisor
- **Student Preparedness and Retention**
 - Students in our program are balancing employment, family obligations, financial pressures, and academic readiness.
 - This may cause need for tutoring/remediation, increased advising demands, possible attrition concerns.
- **Rural Healthcare Workforce Challenges**
 - Many rural hospitals struggle to recruit and retain imaging technologists which may lead to the lack of staffing resources to train students effectively.
 - Travel Barriers
 - Uneven access to imaging education



Opportunities

- **High Workforce Demands**
 - Supports regional workforce shortages
 - Only one other Radiography Program in the Upper Peninsula
- **Expansion into Advanced Imaging Pathways**
 - Radiography is the foundation for multiple advance modalities
 - Could offer stackable credential pathways with enrollment into advanced modality programs
- **Employer Partnerships and Apprenticeships**
 - Healthcare employers/partners want to sponsor students and/or create apprenticeship pathways.
 - This could strengthen enrollment stability and reduce financial barriers
- **Rural and Distance Education Models**
 - Consortium partnership can expand access to the program and help the underserved rural communities.
 - Online didactic model, virtual reality positioning lab, in person learning at local hospitals.
 - Growth and retention to your community



Thank You!

Amanda Morgan, MA, RT(R)(MR)(ARRT)

Radiography Program Director

amorgan@mwtec.org

269-719-6893





High School Enrollments

May 2026 Presentation

Jessica LaMarch

Director of Dual Enrollment and Early College

jessica.lamarch@baycollege.edu

Definitions

Dual Enrollment

- Public Schools required to offer opportunity starting in 9th grade
- Students are entitled to take up to 10 classes according to the law
- Not required to focus on a particular degree program
- Schools required to pay the cost outlined in specific formula

Early College

- Public Schools/ISDs must apply and be approved by the State
- Students must sign up no later than the Fall count day of their Junior Year (October)
- Students select a degree or certificate program to focus on
- Students are claimed for a 13th year by high school, but fully attend college classes
- Walk for graduation, but don't receive high school diploma until end of year 13

Dual Enrollment High Schools

40 Schools & 4 ISDs

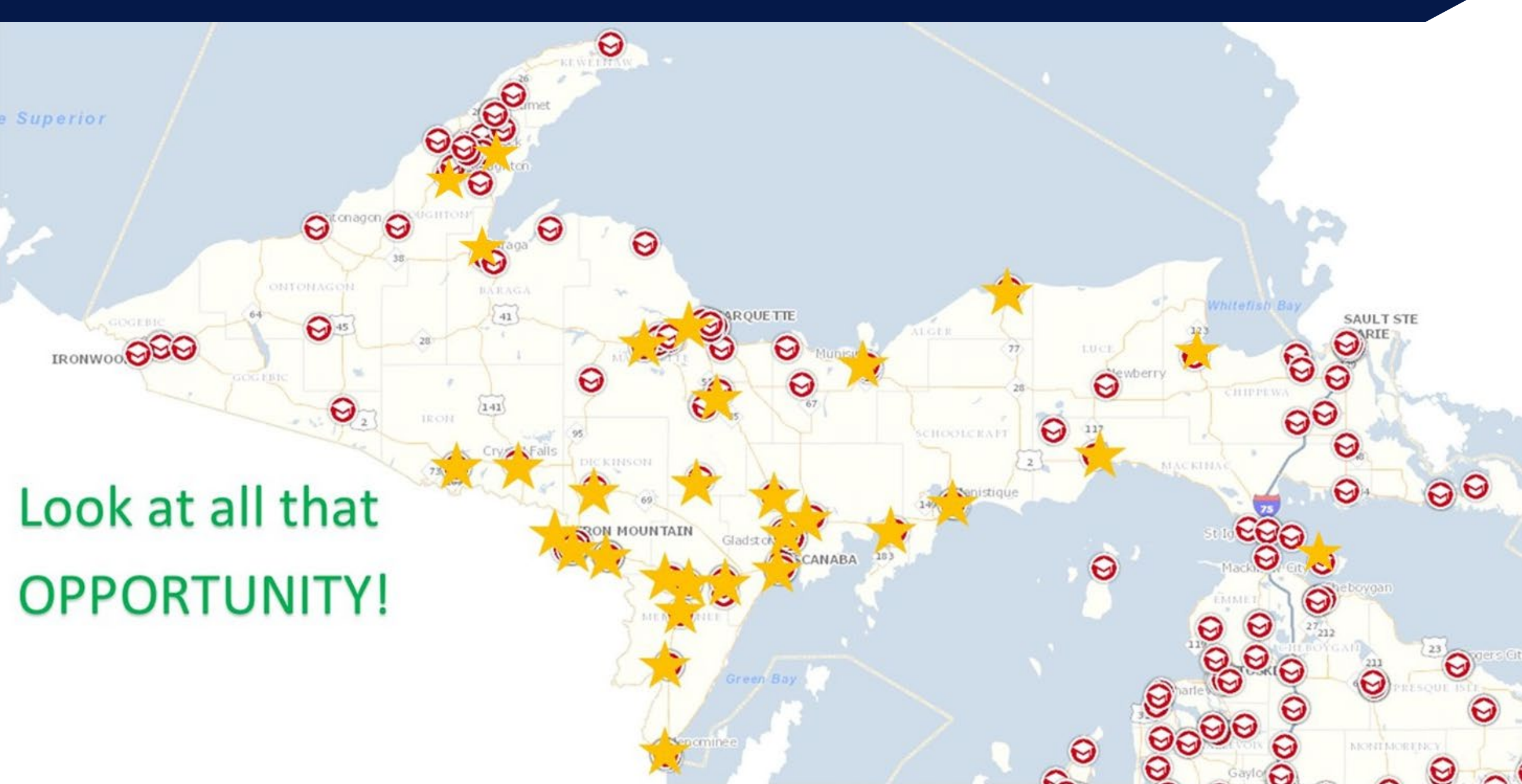
- Bark River-Harris High School
- Big Bay de Noc High School
- Burt Township High School
- Carney-Nadeau High School
- Delta-Schoolcraft ISD
- Dickinson-Iron ISD
- Engadine High School
- Escanaba Area High School
- Escanaba Student Success Center
- Florence Public Schools
- Forest Park High School
- Gladstone High School
- Gwinn High School
- Hannahville Indian School/Nah Tah Wahsh
- **Henry Ford II High School**
- **Holy Name**
- Home School
- **Houghton High School**
- **Ingham Intermediate School District**
- Iron Mountain High School
- **Jeffers High School**
- Kingsford High School
- **Lighthouse Connections Academy**
- **Link Learning**
- **Mackinac Island School**
- Manistique Area Schools
- Marquette-Alger RESA
- Menominee High School
- Michigan Virtual Charter Academy
- Mid-Peninsula High School
- Munising Baptist School
- Munising High School
- Negaunee High School
- Newberry High School
- Niagara High School
- North Central High School
- North Dickinson School Dist.
- Norway-Vulcan High School
- Rapid River High School
- Stephenson High School
- Superior Central High School
- UP Virtual Academy
- West Iron County High School
- Westwood High School

Early College Partners

10 School Programs & 4 ISDs

- Bark River-Harris High School
- Big Bay de Noc High School
- Carney-Nadeau High School
- Delta-Schoolcraft ISD
- Dickinson-Iron ISD
 - **major expansion coming**
- Escanaba Area High School/ESSC
- Gladstone High School
- **Ingham ISD**
- Marquette-Alger RESA
- Menominee High School
- Mid-Peninsula High School
- North Central High School
- Rapid River High School
- Stephenson High School

Look at all that
OPPORTUNITY!

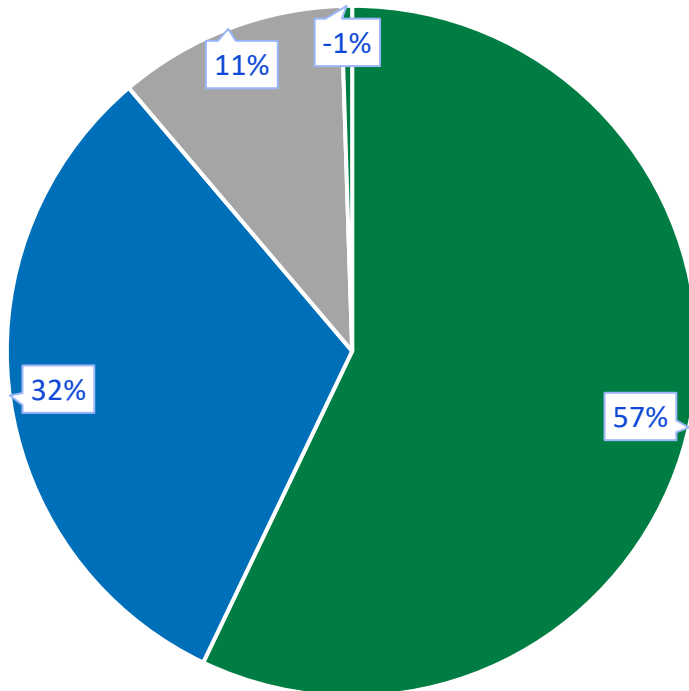


Fall 2025

Enrollment by Student Type

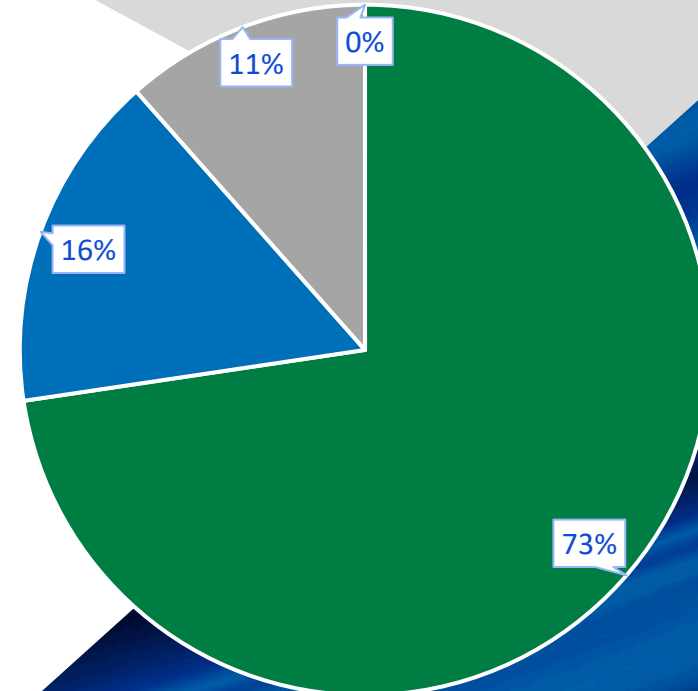
Enrollment by Student Type

■ Degree Seeking ■ Dual Enrolled ■ Early College ■ Non-Degree (other)



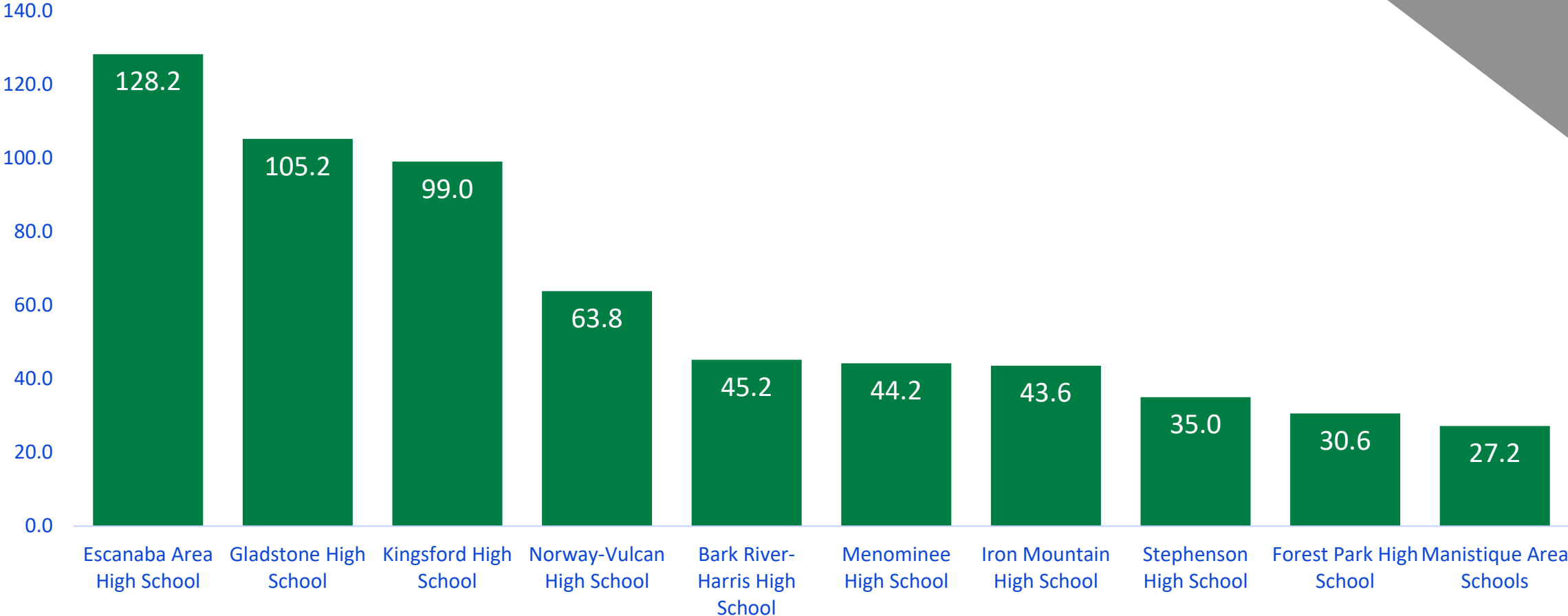
Contacts by Student Type

■ Degree Seeking ■ Dual Enrolled ■ Early College ■ Non-Degree (other)



Top 10 Schools for DE/EC by 5-year Average

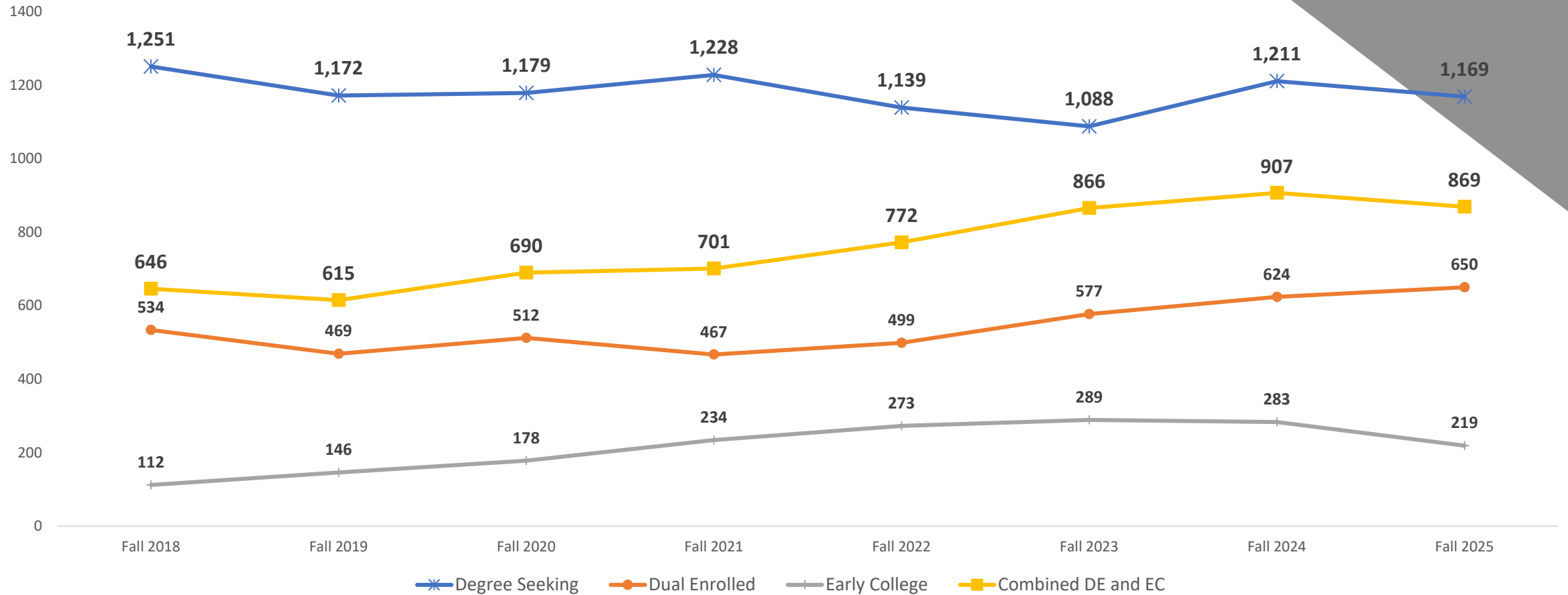
Numbers Represent Headcount
(Fall Semesters)



Enrollments by Student Type

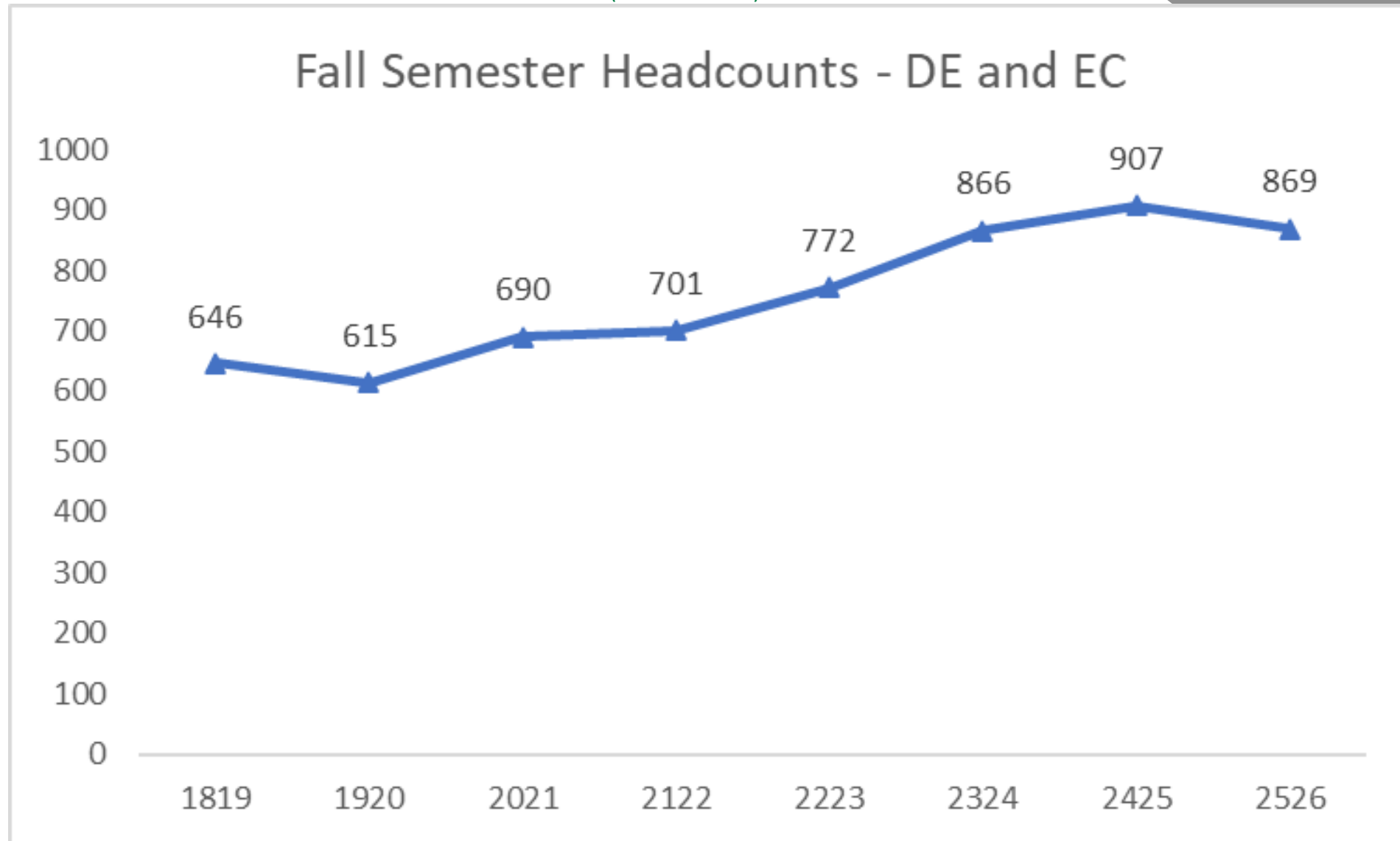
(Fall Semesters)

Enrollments by Student Type



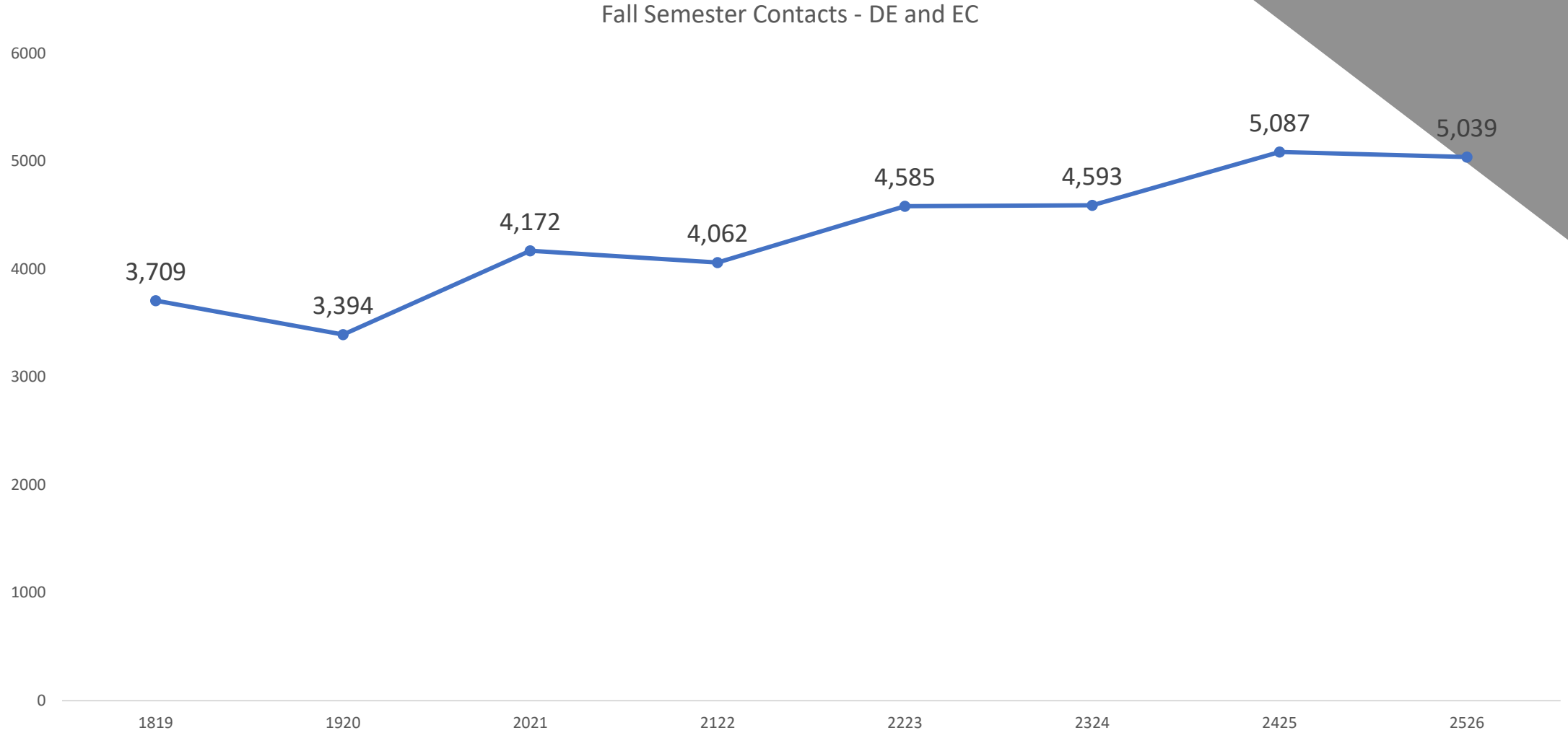
Dual Enrolled & Early College Student Headcount

(Fall Semesters)



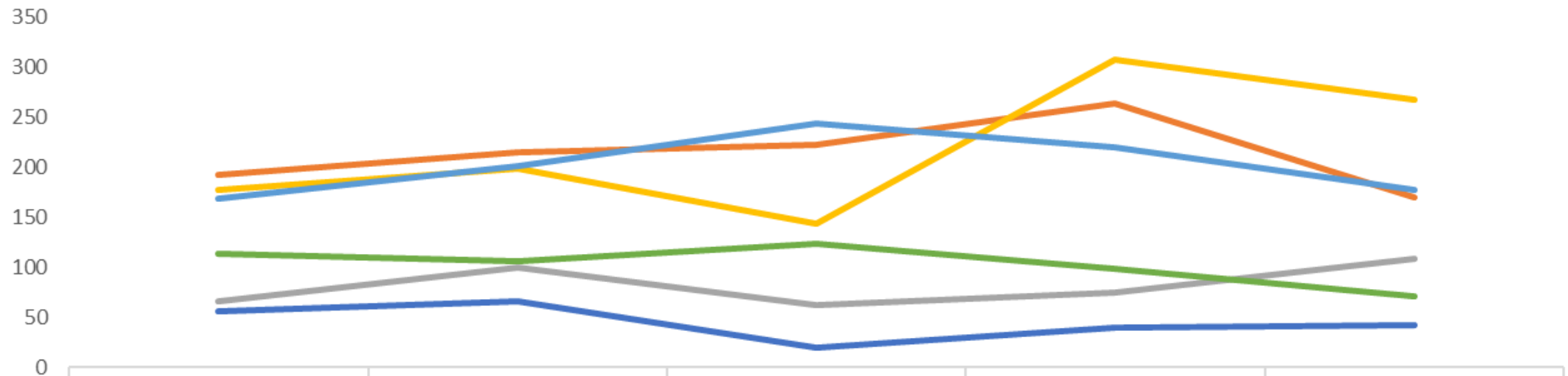
Dual Enrolled & Early College Contact Hours

(Fall Semesters)



Enrollments by Student Type by Division

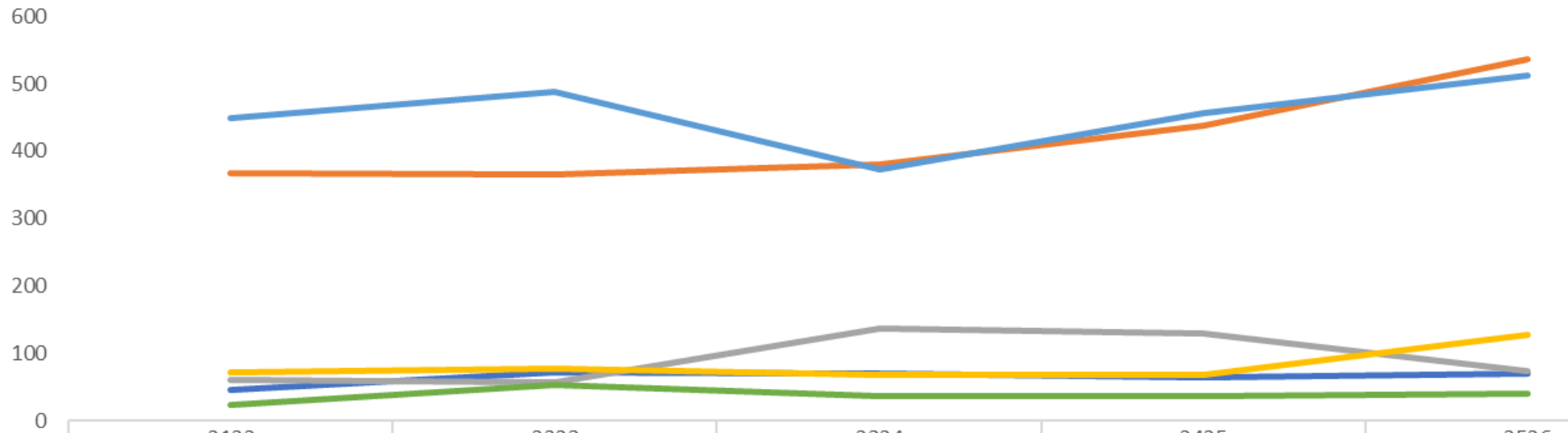
EARLY COLLEGE - Number of class registrations by division
(Fall Semesters)



	2122	2223	2324	2425	2526
Allied Health	56	66	20	39	42
Arts & Letters	193	215	222	264	170
Business	66	100	62	75	109
Math /Science	178	199	144	308	268
Soc & Beh Science	169	201	244	220	177
Technology	113	106	123	99	71

Enrollments by Student Type by Division

DUAL ENROLLMENT - Number of class registrations by division
(Fall Semesters)



	2122	2223	2324	2425	2526
Allied Health	47	72	71	64	71
Arts & Letters	368	365	380	437	537
Business	61	57	137	129	74
Math /Science	72	77	69	69	128
Soc & Beh Science	449	488	372	456	513
Technology	24	53	37	37	40

Additional Dual Enrolled Data

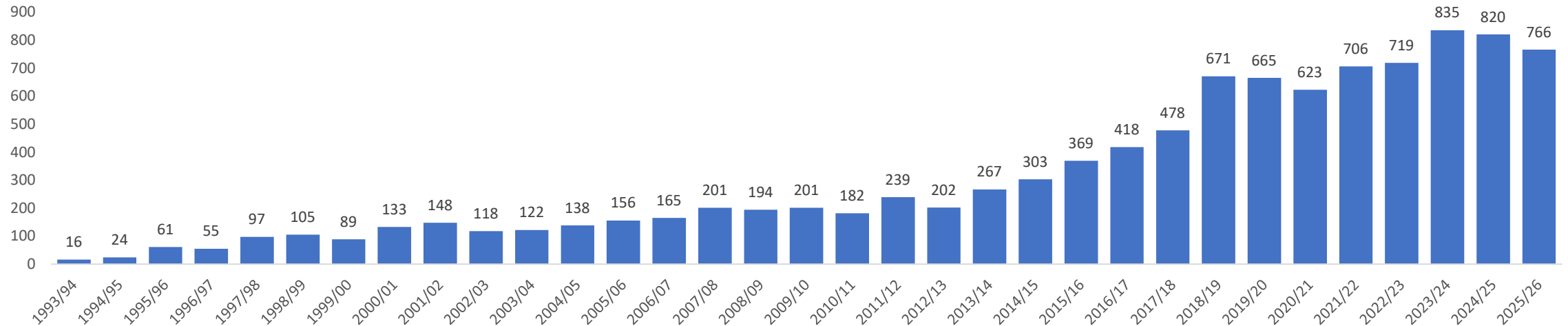
Some quick facts about our dual enrolled students.

7,522 – number of unique dual enrolled students served as of Winter 2026 semester

71 – number of schools that have sent us dual enrolled students

Fall 1993 – first semester with dual enrolled students tracked in J1 ERP

Dual Enrollment Annual Unduplicated Student Counts



Additional Early College Data

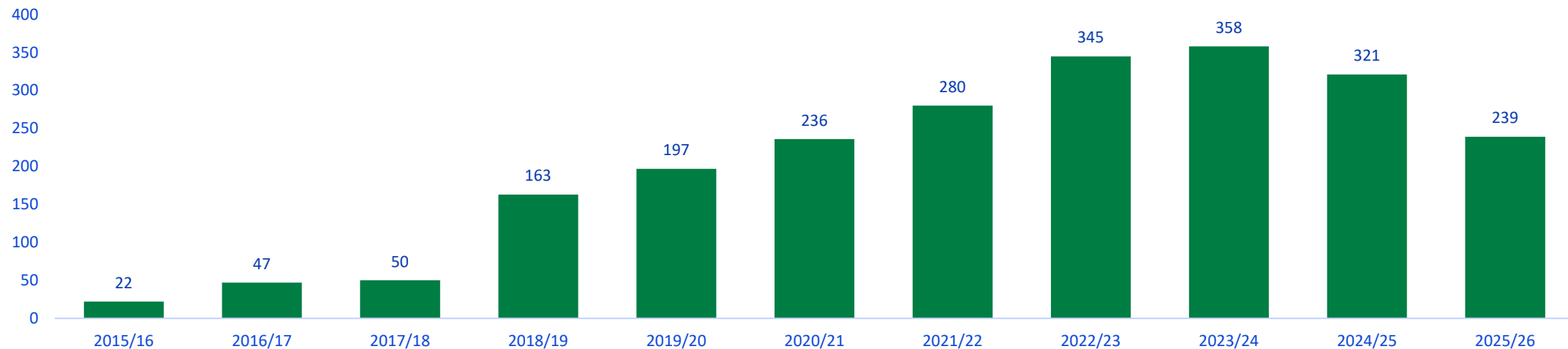
Some quick facts about our early college students.

1,275 – number of unique early college students served as of Winter 2026 semester

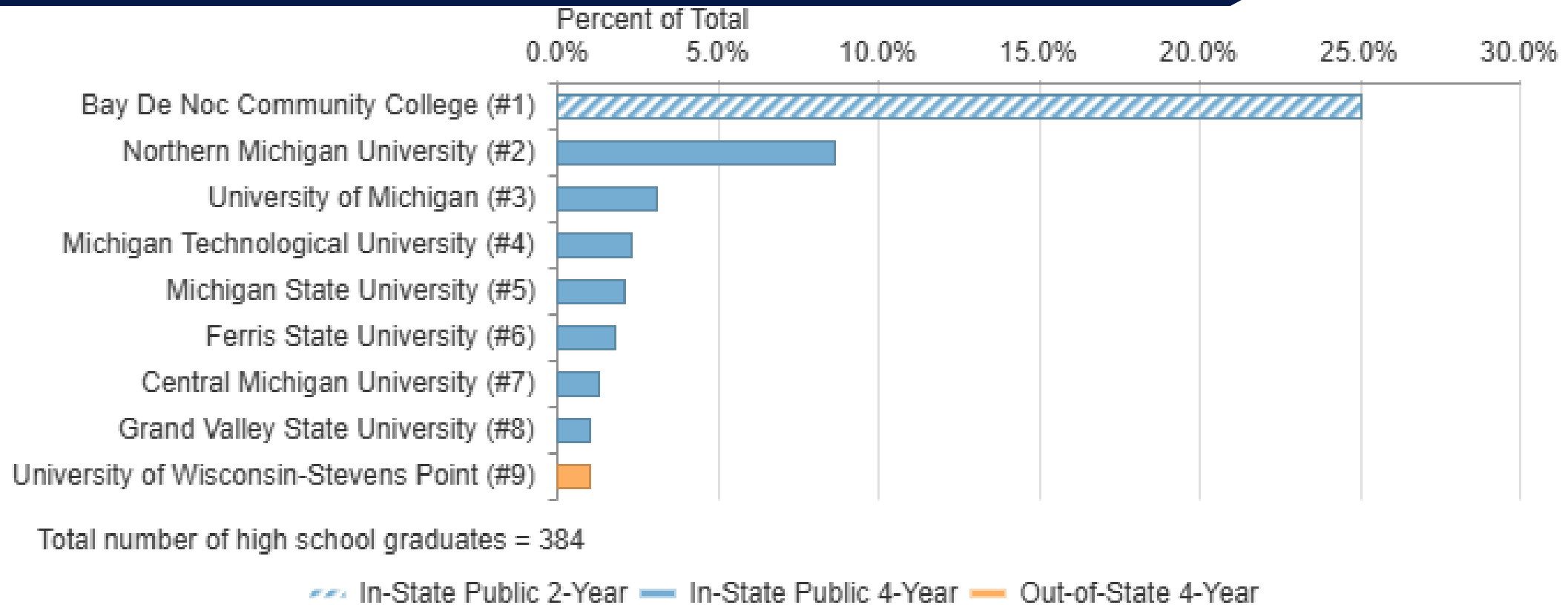
30 – number of schools that have sent us early college students

Fall 2015 – first semester with early college students tracked in J1 ERP

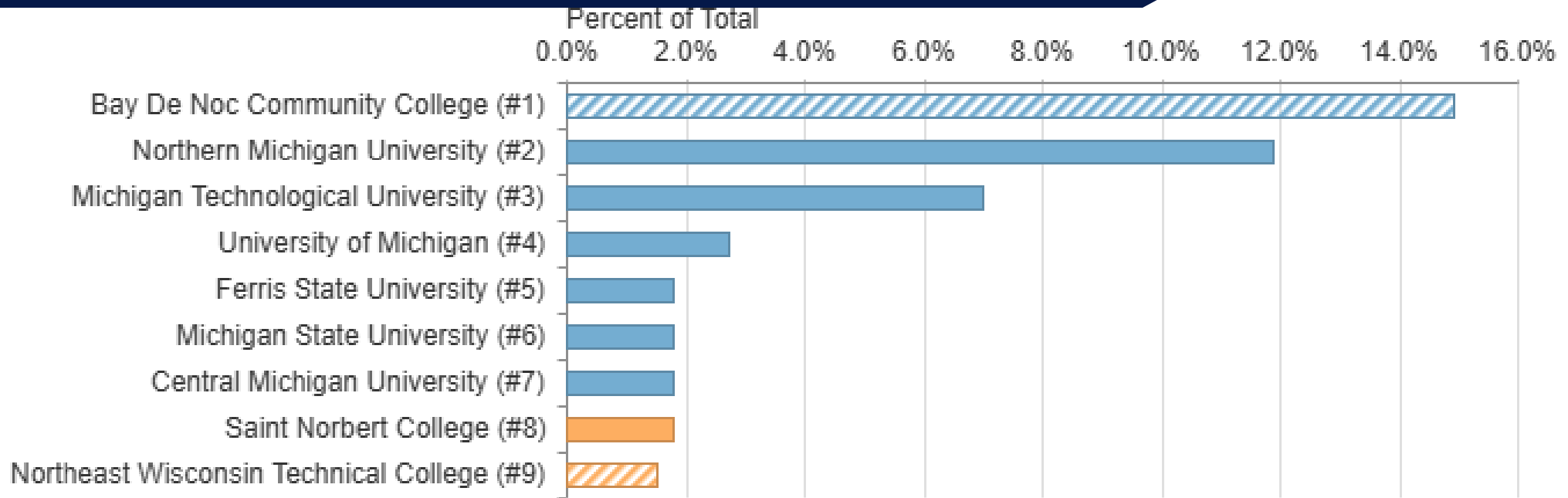
Early College Annual Unduplicated Student Counts



Delta-Schoolcraft ISD College Destinations (2023/2024)



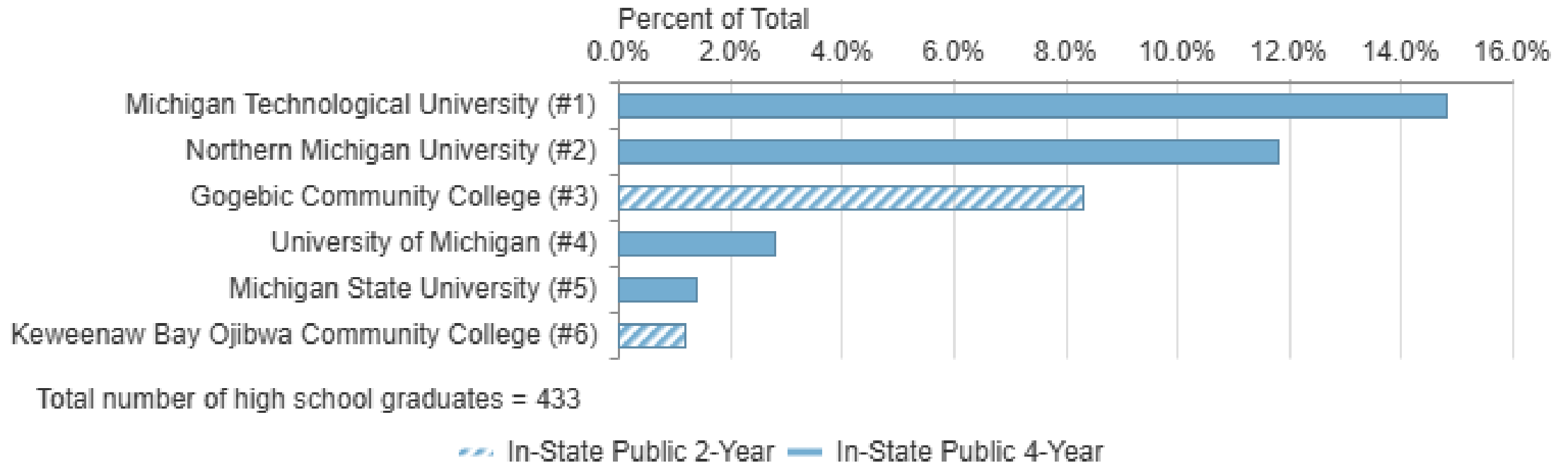
Dickinson-Iron ISD College Destinations (2023/2024)



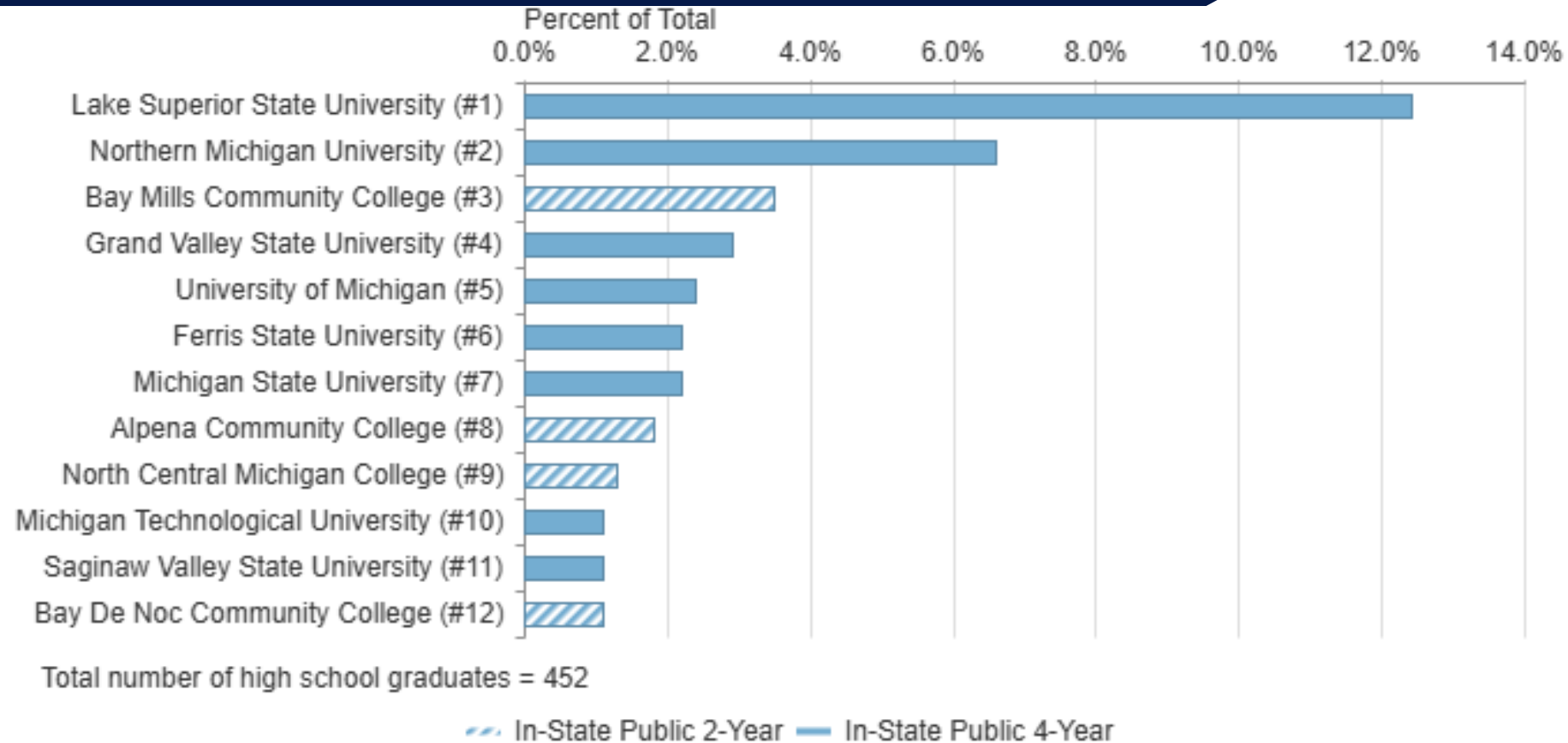
Total number of high school graduates = 328

▨ In-State Public 2-Year ■ In-State Public 4-Year ▨ Out-of-State 2-Year ■ Out-of-State 4-Year

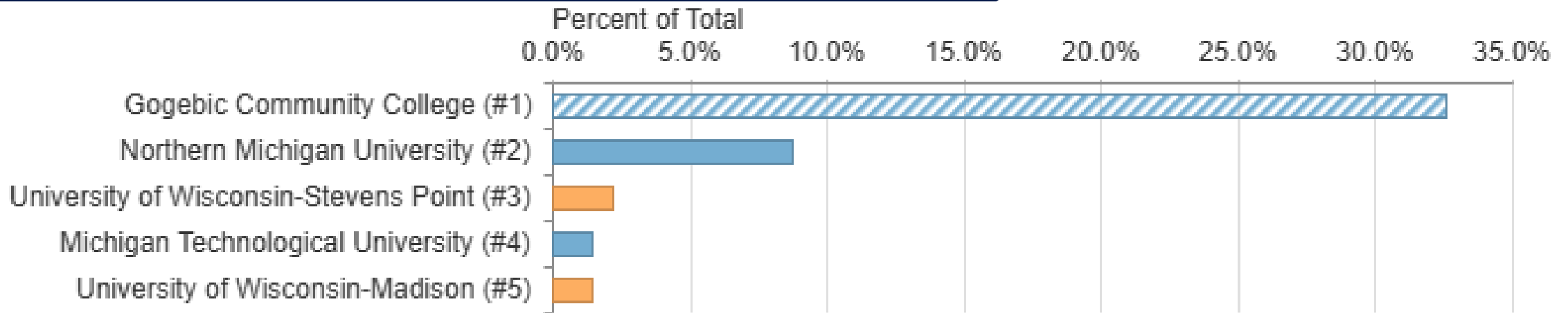
Copper Country ISD College Destinations (2023/2024)



Eastern UP ISD College Destinations (2023/2024)



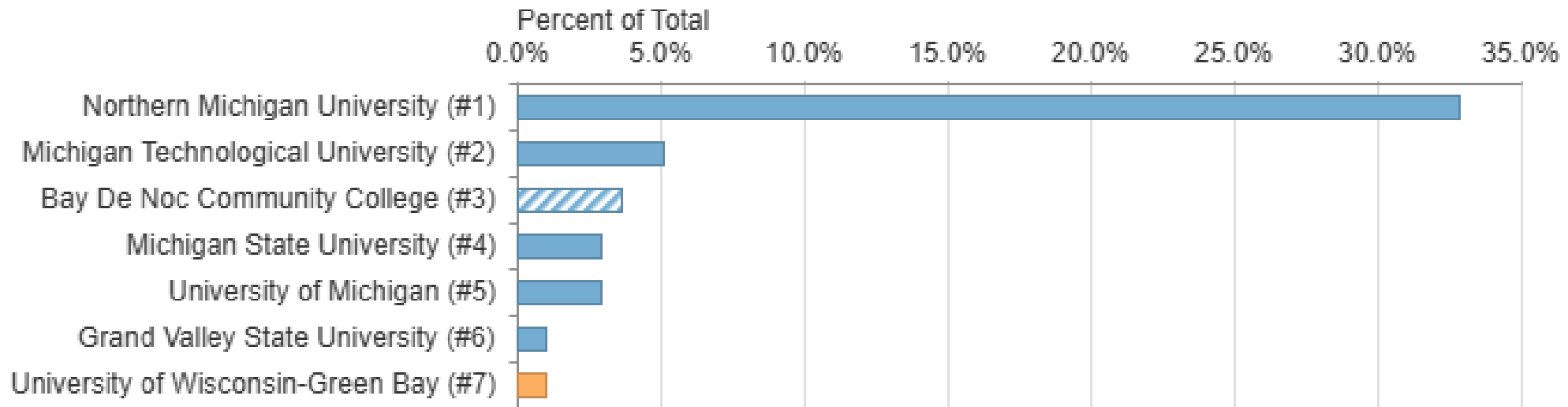
Gogebic-Ontonagon ISD College Destinations (2023/2024)



Total number of high school graduates = 138

▨ In-State Public 2-Year ■ In-State Public 4-Year ■ Out-of-State 4-Year

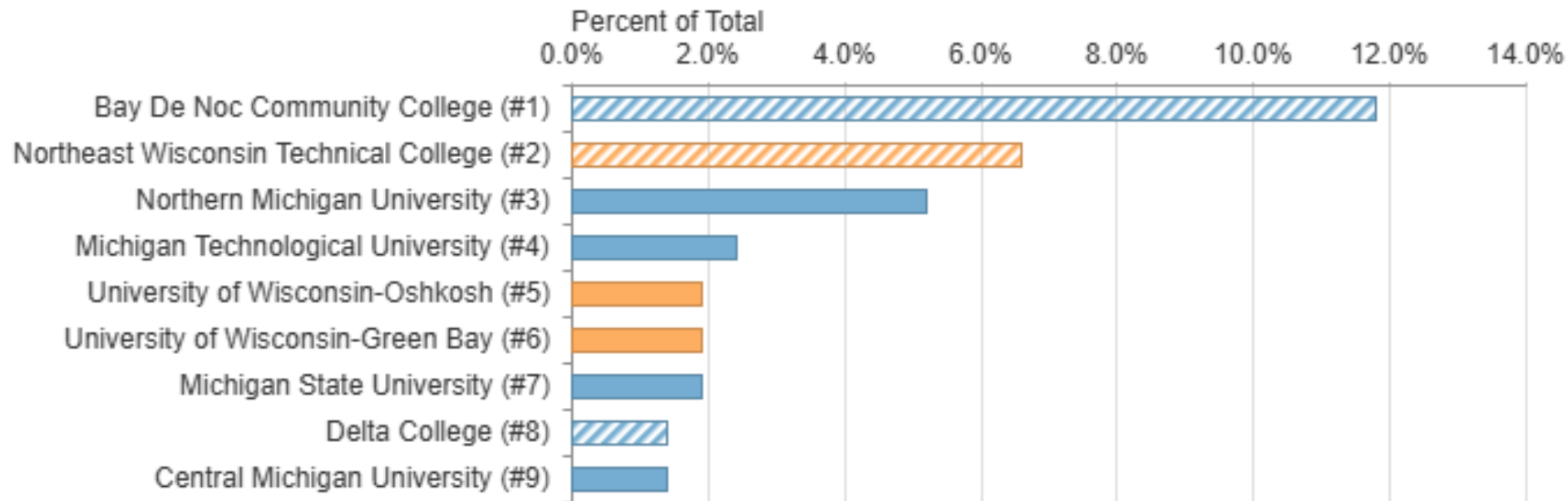
Marquette-Alger RESA College Destinations (2023/2024)



Total number of high school graduates = 583

▨ In-State Public 2-Year ■ In-State Public 4-Year ■ Out-of-State 4-Year

Menominee ISD College Destinations (2023/2024)



Total number of high school graduates = 211

/// In-State Public 2-Year — In-State Public 4-Year // Out-of-State 2-Year — Out-of-State 4-Year

Success Statistics

- **Graduating Class of 2025**

- 1566 total graduating students from Service Area Schools
- 42% (657 students had Bay credit before leaving high school)
 - 29% (448 students) had credits while Dual Enrolled
 - 13% (209 students) had credits while coded as Early College
- 12% (186 students) enrolled at Bay College after High School
- 4% (23 students) earned degree by high school completion
- 35% (228 students) transferred to University after high school completion
- 4% (28 students) transferred to Community College after high school completion

- **Average Fall 2025 Term GPA**

- Dual Enrolled/Early College: 3.3
- Degree Seeking (non-EC): 2.8



News & Opportunities

Major Moves

- **Tuition structure change**
 - All high schools billed Delta County rate regardless of geographical location
 - Fees (except course-specific fees) are waived
- **First-Time in College Cohort**
 - Typical first-time classes designated for this cohort
 - Focus on college knowledge and shepherding through the experience
 - Goal to improve retention, performance, and likelihood of future higher ed attainment
- **Transparent Cost Communication**
 - Publishing all costs beyond typical tuition and fees
 - Indicating up front what resources and materials will be required for the class
- **High School Access to Student Information System**
 - Ellucian Colleague will provide access to high school counselors who want it
- **Element 451**
 - Communication and retention game changer
- **Rural Guided Pathways for Dual Enrollment**
 - Initiative at Bay started in 2025; Dual Enrollment-specific started March 2026 alongside K-12 administrators
- **Director Serves on MEMCA Leadership Board**
 - Michigan Early Middle College Association

Opportunities

- **Expanding Served High Schools**
 - Capacity issues
 - Personal visits important
- **Advising Structure**
 - Working toward more holistic support
- **Credentialing Qualified High School Teachers**
 - Being discussed by Academics/Faculty
- **Understanding Competition**
 - Every college and university is fighting for DE students
 - Reducing cost to match or undercut Bay
 - Waiving prerequisites
- **Adding Math in First-Time College Classes Cohort**
 - MATH 105 would be helpful for STEM students



Questions/Comments



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