

**BAY de NOC COMMUNITY COLLEGE  
IRON MOUNTAIN CAMPUS  
ADVISORY BOARD MEETING**

**REPORT OF MINUTES**

**January 21, 2025**

**Call to Order:** The meeting was called to order by Vice-Chair Bruce Ortenburger at 1:32 p.m. CT.

**Roll Call:** Laura Johnson took the roll call.

**Members Present:** Bob Koerschner, Russ Kassin, Christie Borchardt, Jennifer Huotari, Paul Peterson, Jim Rice, Kevin Sullivan, Bruce Ortenburger

**Members Absent:** Andrew Brisson, Terri Mileski

**Administration & Staff:** Nerita Hughes, President; Jason Sullivan, Executive Director of Iron Mountain Campus; Cindy Gallagher, VP of Workforce Innovation & Strategic Partnerships

**Recorder:** Laura Johnson, Executive Administrative Assistant to the President

**Introductions:** Kevin Sullivan, new advisory board member appointed to represent the Dickinson County Board of Commissioners and approved by the Board of Trustees, was introduced, and welcomed.

Christina Reed was hired as a full-time nursing instructor at the Iron Mountain campus after teaching as a part-time instructor. Her introduction will be rescheduled to the March 18, 2025, meeting due to the campus closure today.

**Minutes:** The minutes from the September 17, 2024, meeting were presented for approval.

It was moved by Russ Kassin and seconded by Paul Peterson to:

**“Approve the Minutes from the September 17, 2024, Iron Mountain Campus Advisory Board Meeting as presented.”**  
No discussion. Motion carried unanimously.

**Administrative Reports:**

**President's Report:**

President Hughes delivered a presentation on the alignment of the College's initiatives and their alignment with the strategic pillars.

**Exec. Director Report:**

Jason Sullivan reported:

*Enrollment:* The winter semester began on January 13 with enrollment up versus a year ago at this time in students, credit hours, contact hours (IM Campus and Online). The drop for non-payment and no-show will take place this week. Additional enrollments for concurrent enrollment from the DIISD will come in through the end of January and tend to increase the IM numbers to make up for the drops, along with increasing numbers further.

*Foundation Support:* Through funds given to Bay for the IM campus, we received new materials to assist with tutoring services on campus (new skeleton, eye, ear, heart), along with scientific calculators to be loaned out to students both in tutoring and in the classroom. In addition, a new iPad will be added to the food pantry to make it easier for students to check out needed items. These are all great additions to the campus, and we are grateful for the donation.

*English Instructor:* In the coming weeks, Bay will post for a full-time English instructor at the Iron Mountain campus. This position will allow for instruction both on campus and in a dual enrollment setting in a local high school environment.

*Manager of Continuing Education and Community Development:* The hiring of this position at the Iron Mountain campus has been paused to re-evaluate the desire expressed for focused attention on life-long learning and competing hiring priorities. [This position was vacated when Michele Campbell resigned as the Manager of Business Development & Community Engagement.]

*Health Careers Day:* A new event organized by the DAEDA (Dickinson Area Economic Development Alliance), will take place on the campus on February 21 and bring in healthcare providers from the community (eye care, dental, nursing, medical) and see up to 300 high school students on the campus. Bay will have representatives participating in the day, including from our EMT program. The DAEDA also hosts a Manufacturing Day on campus in the fall.

*College 101:* The College 101 event will be held on March 5 at the Iron Mountain campus. This annual event invites juniors from local high schools to learn about the process to attend college from representatives of multiple schools. Bay will be represented by our Admissions Director Jessica Beaver.

*STEAM Night:* In November, we took part in the Florence Elementary STEAM Night, which is always a well-received community interaction.

*STEM Night:* Next week, we will participate in the Woodland Elementary STEM Night. This is usually a large, well-attended event, which is a great opportunity for us to take part in.

Bruce Ortenburger commented that the recently announced articulation agreement with NMU for a degree in social work is great news. Jason Sullivan added that Allie Frorenza, NMU's U.P. Transfer Specialist is on campus several times each semester to work with students interested in transferring to NMU. Dr. Hughes and other key administrators collaborate with NMU regularly to expand our partnership and opportunities for students.

Heidi Rife, the LSSU Regional Director also meets with students on campus regularly.

Online options are available for bachelor's degrees with NMU and LSSU which is a great option for students who cannot leave the area.

**Unfinished Business:**

*Approved Millage*

*Language:*

The millage renewal language for the August 5, 2025, special election was approved by the Board of Commissioners and shared with the IM Campus Advisory Board.

It was moved by Bob Koerschner and seconded by Russ Kassin that:

**“The Bay College Iron Mountain Campus Advisory Board go on record as fully supporting the millage renewal request on August 5, 2025, for the Bay College Iron Mountain Campus.”** No discussion. Motion carried unanimously.

Bruce led discussion about forming a group to promote passage of the millage because the College cannot organize or support a “vote yes” committee. Bob Koerschner suggested

several members of the advisory board and representatives from the Dickinson Chamber and the DAEDA meet to discuss how they can promote the millage question and eventually open the group to others.

Dr. Hughes stated that the College will develop a general informational presentation with talking points and the advantages of passing the millage that can be shared.

The College is also hiring a Director of Marketing and Public Relations who will have a part in crafting the millage communication.

**New Business:**

*Nominations for Chair:*

Bruce Ortenburger was nominated by Bob Koerschner to replace John Degenaer as the IM Advisory Board Chair until the position is elected at the organizational meeting on June 17, 2025. Bruce accepted.

It was moved by Bob Koerschner and seconded by Russ Kassin to:

**“Elect Bruce Ortenburger as Chair of the Bay College Iron Mountain Advisory Board until the organizational meeting on June 17, 2025.”** No further discussion. Motion carried unanimously.

**Other Business:**

John Degenaer could not attend the meeting to say good-bye but asked that this message be shared: “I would like to thank you all for allowing me to be part of one of the most important educational facilities in our county. It’s been an honor for me to serve with all you great people. Thank you!”

**Adjournment:**

It was moved by Bob Koerschner and seconded by Jennifer Huotari to:

**“Adjourn the meeting.”** No discussion. Motion carried unanimously. The meeting adjourned at 2:34 p.m. CT.



# Alignment Matrix: College Initiatives

Strategic Initiatives and  
Future Endeavors

Dr. Nerita Hughes  
*President*  
[nerita.hughes@baycollege.edu](mailto:nerita.hughes@baycollege.edu)

# Alignment Matrix: College Initiatives

- Foundation of college's strategic vision: Diversity, Equity, Inclusion, and Belonging (DEIB)
- Aligns with changing demographics, student needs, and workforce demands
- Crosswalk to show alignment of initiatives with mission, strategic pillars, and outcomes

# MI School Data Enrollment Projections

## MI School Data (2023-2024 Projections)

Metric

Student Count

Grade Level

All

ISD Name

Multiple selections

School District

All

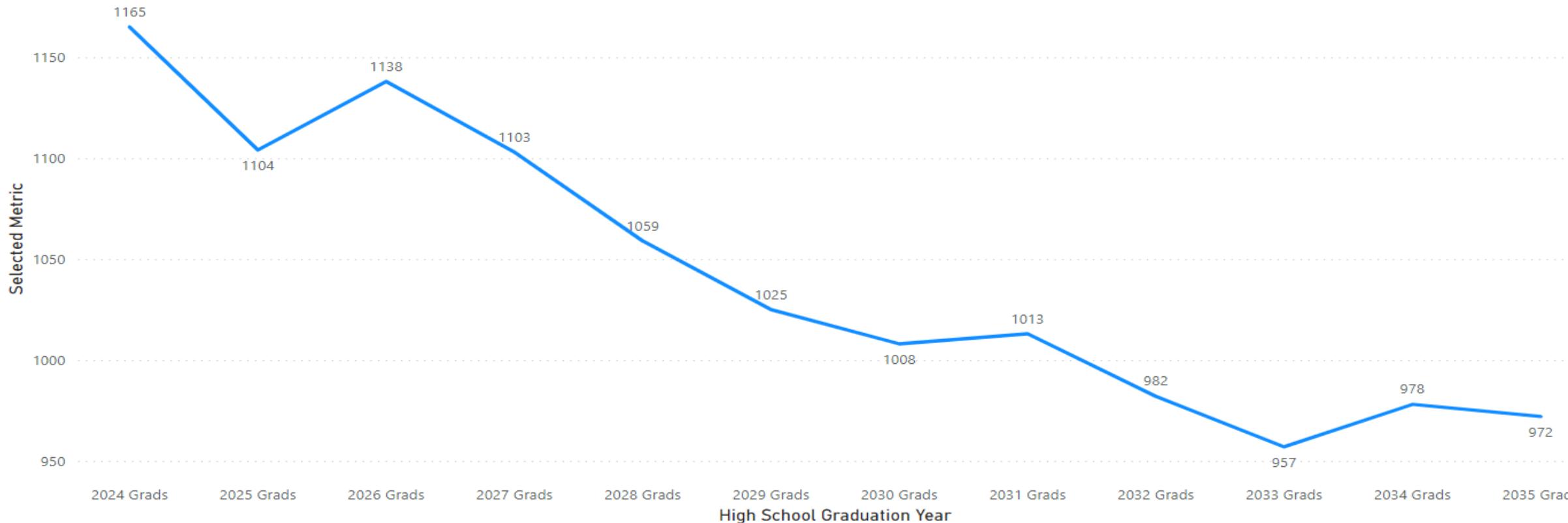


Reset All Filters

**Assumptions:** Most students enrolled at Bay are from Upper Peninsula of Michigan counties. All pages of this dashboard are filtered to the following ISDs: Delta, Dickinson, Marquette-Alger, and Menominee.

**Hint:** Make sure drill mode is on, and you can click any data point to see the school names!

MI School Data Projections for All Districts | ISD(s): Delta-Schoolcraft ISD, Dickinson-Iron ISD, Menominee ISD | School Level(s): 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12



# MI School Data Enrollment Projections

MI School Data  
(2023-2024 Projections)

Total Enrollment by Grade Level

12,504

Top County

Delta

Top County - Student Count

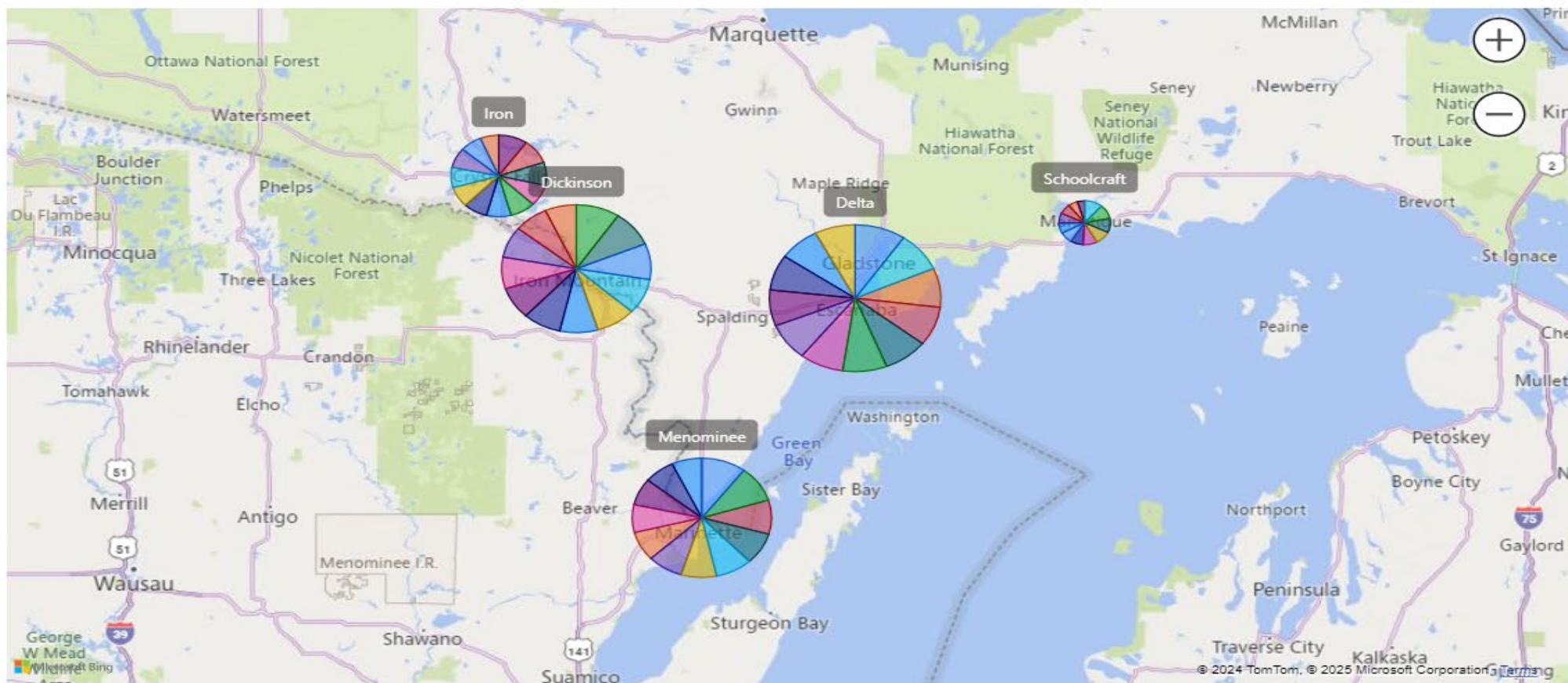
4609



Reset All Filters

Total Enrollment Data for Grade Level(s): 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 | ISD(s): Delta-Schoolcraft ISD, Dickinson-  
ISD | All Counties | All Districts

GradeLevel ● 1 ● 2 ● 3 ● 4 ● 5 ● 6 ● 7 ● 8 ● 9 ● 10 ● 11 ● 12



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Grade Level

All

ISD Name

Multiple selections

County Name

All

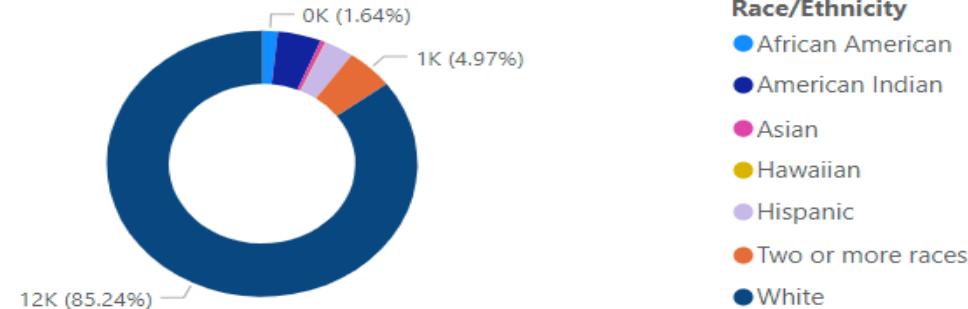
School District

All

# MI School Data Enrollment Projections

## MI School Data (2023-2024 Projections)

Total Enrollment Data for All School Levels | ISD(s): Delta-Schoolcraft ISD, Dickinson-Iron ISD, Menominee ISD | All Counties | All Districts



Total Enrollment by School Level

12,504



Reset All Filters

% Female by School Level

48.36

% White by School Level

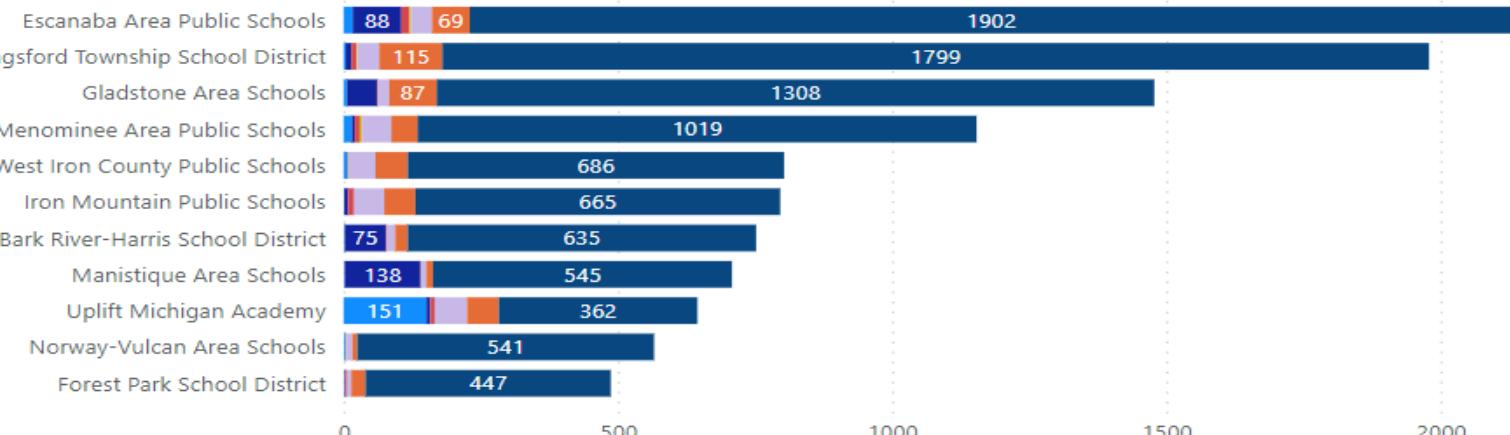
85.24

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School District



School Level

All

ISD Name

Multiple selections

County Name

All

School District

All

# MI School Data Enrollment Projections

## MI School Data (2023-2024 Projections)

Grade Level

All

ISD Name

Delta-Schoolcraft ISD

School District

Escanaba Area Public Sch...



Reset All Filters

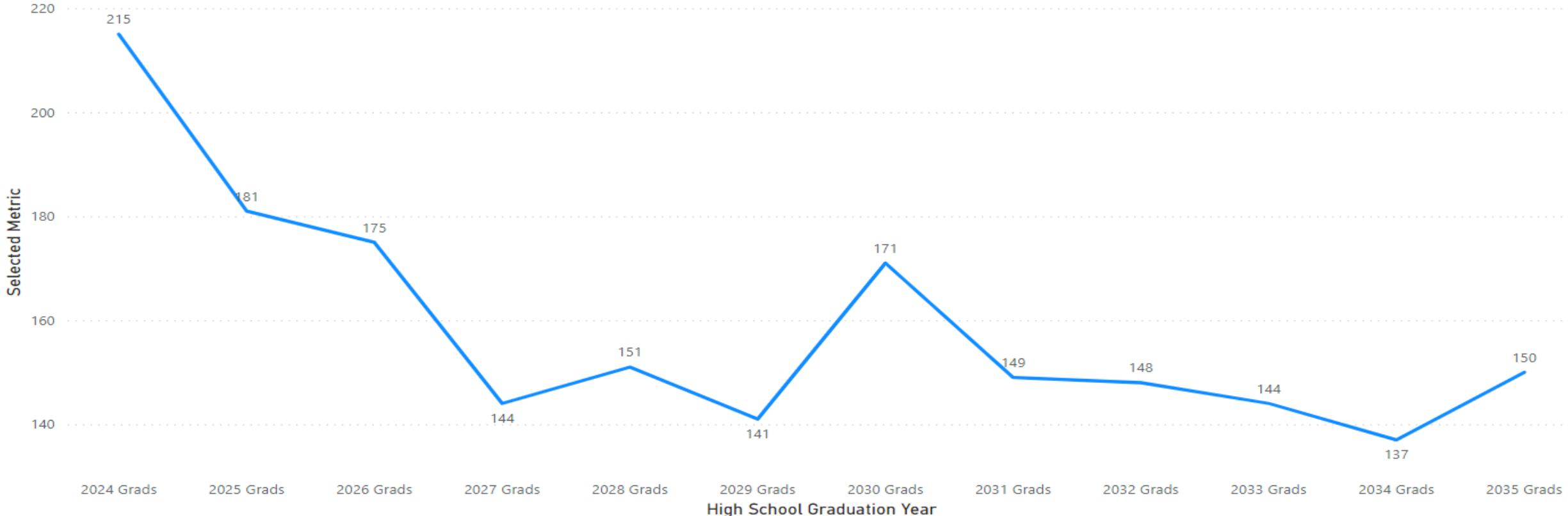
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Metric

Student Count

MI School Data Projections for District(s): Escanaba Area Public Schools | ISD(s): Delta-Schoolcraft ISD | School Level(s): 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12



# MI School Data Enrollment Projections

## MI School Data (2023-2024 Projections)

Grade Level

Multiple selections

ISD Name

Delta-Schoolcraft ISD

School District

Escanaba Area Public Sch...



Reset All Filters

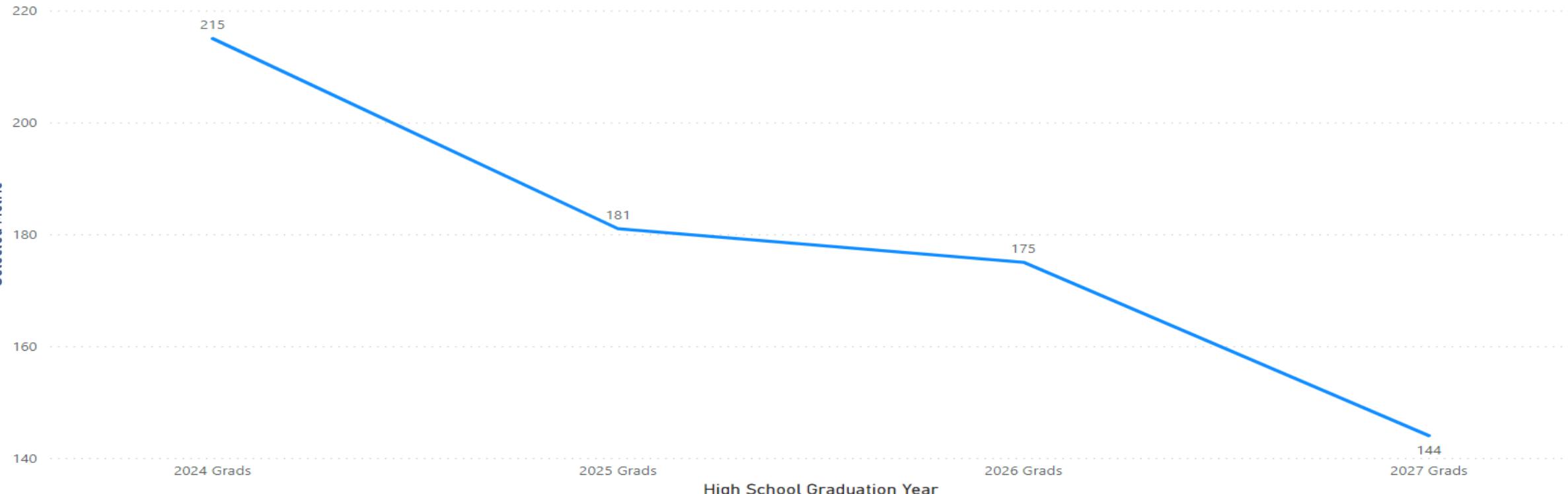
Metric

Student Count

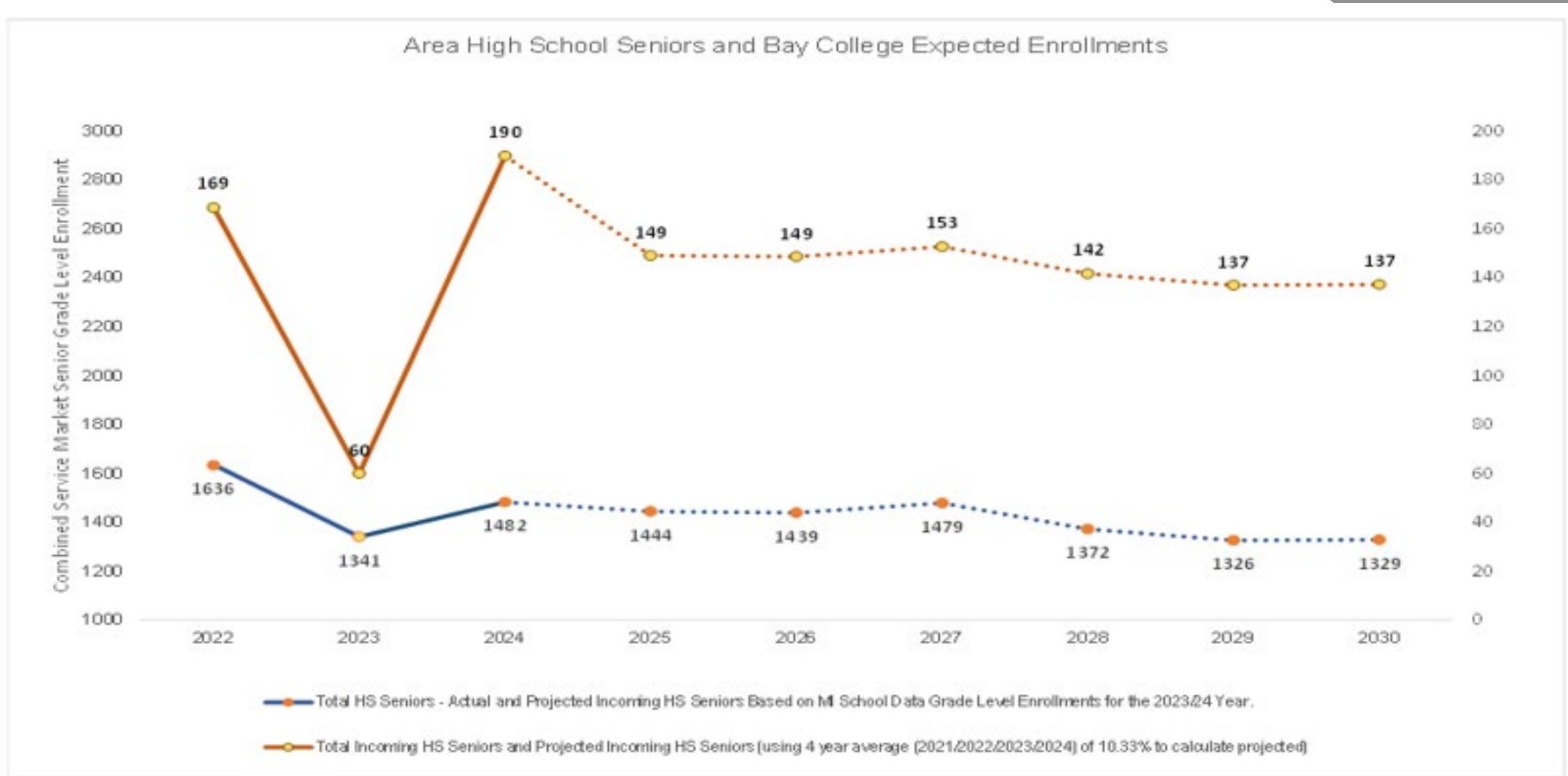
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MI School Data Projections for District(s): Escanaba Area Public Schools | ISD(s): Delta-Schoolcraft ISD | School Level(s): 9, 10, 11, 12



# High School Expected Future Enrollments



# Five Strategic Pillars

- Amplify Institutional Value & Brand Identity
- Design a Holistic Student Experience
- Cultivate a Culture of Care & Well-Being
- Build Industry-Responsive Partnerships
- Adopt Future-Ready Technology

# Amplify Institutional Value & Brand Identity

- **Program review – alignment of academic division and programs (FY25-26)**
  - Impact/Outcome: identifies strengths and gaps of programs and continuous improvement
- **Upgrade IM SIM Hardware (FY25)**
  - Impact/Outcome: improves simulation quality for healthcare training
- **Contracted Services – Ferrilli Strategic Enrollment Management (FY25, Concludes March 2025)**
  - Impact/Outcome: strengthens recruitment, retention, and data decisions for predicted enrollment outcomes
- **\*Campus Housing Growth (Ongoing)**
  - Impact/Outcome: expands residential options fostering community and growth
- **\*Contract Negotiations – Full-time Faculty (FY26)**
  - Impact/Outcome: builds trust, fosters employee satisfaction and retention

# Amplify Institutional Value & Brand Identity

- **\*Website Enhancement (FY25, Concludes January – February 2025)**
  - Impact/Outcome: enhances user experience and streamlines information
- **\*ATD – coaching consultation (FY25)**
  - Impact/Outcome: offers customized guidance for achieving institutional data collection goals
- **Contracted Services – Hanover Research (Ongoing)**
  - Impact/Outcome: supports evidence-based decision-making efforts for external research methodologies
- **\*Records and Retention Schedule (FY 25-26, Concludes January 1, 2026)**
  - Impact/Outcome: improves document management and regulatory items
- **\*College Application Redesign (FY25)**
  - Impact/Outcome: increases the application process to alleviate complex efforts
- **\*The Center for Youth Health & Wellness (Ongoing)**
  - Impact/Outcome: addresses youth and children wellness needs

# Design a Holistic Student Experience

- **Assessment Team - Mapping programs and courses to ILOs (FY24-27)**
  - Impact/Outcome: improves clarity in the institution's learning outcomes
- **Expanding Competency-based Education (CBE) (Ongoing)**
  - Impact/Outcome: accelerates student success through course design and delivery
- **\*National Center for Inquiry & Improvement (FY25-27)**
  - Impact/Outcome: simplifies pathways for rural communities and improves retention
- **\*MiLEAP College Success Go Big Grant (FY25-27)**
  - Impact/Outcome: expands access for skills-based learning for adult learners
- **ATD – Strengthening Advising (FY25)**
  - Impact/Outcome: increases retention through personalized and efficient advising services

# Design a Holistic Student Experience

- **\*Campus Housing Growth (Ongoing)**
  - Impact/Outcome: expands residential options fostering community and growth
- **\*College Application Redesign (FY25)**
  - Impact/Outcome: increases the application process to alleviate complex efforts

# Cultivate a Culture of Care & Well-Being

- **\*Contract Negotiations – Full-time Faculty (FY26)**
  - Impact/Outcome: builds trust, fosters employee satisfaction and retention
- **Replacing our ERP (FY26-28)**
  - Impact/Outcome: modernizes processes, improves data access, and functionality
- **Implement a Shared Governance Structure (FY25)**
  - Impact/Outcome: improves transparency and fosters shared responsibility between employees and administration
- **\*The Center for Youth Health & Wellness(Ongoing)**
  - Impact/Outcome: addresses youth and children wellness needs
- **MHICC Mental Health Project (FY2-26)**
  - Impact/Outcome: provides enhanced mental health resources and support our institution through a year-long study

# Build Industry-Responsive Partnerships

- **Achieving the Dream (ATD) – Accelerating and Diversifying nursing pathways at CC (FY25, Concludes May 2025)**
  - Impact/Outcome: enhances equity in nursing education and increases the workforce pipeline
- **\*National Center for Inquiry & Improvement (FY25-27)**
  - Impact/Outcome: simplifies pathways for rural communities and improves retention
- **\*MiLEAP College Success Go Big Grant (FY25-27)**
  - Impact/Outcome: expands access for skills-based learning for adult learners
- **State of Michigan grant – ADN to BSN (FY27, Concludes September 2026)**
  - Impact/Outcome: improves nursing continuity for students transferring to a four-year university
- **Environmental Protection Agency (EPA) Water Tech Partnership (FY25-27)**
  - Impact/Outcome: creates a skilled workforce in the water tech program
- **Michigan New Jobs Training Program (MNJTP) (Ongoing)**
  - Impact/Outcome: provides job-specific training programs for business & industry (local, regional, and state)

# Adopt Future-Ready Technology

- **Blackboard Ultra (FY26)**
  - Impact/Outcome: improves the learning management infrastructure and enhances learning access
- **Upgrade Network Infrastructure (FY25)**
  - Impact/Outcome: strengthens digital infrastructure and enables consistent connectivity
- **Upgrade Phone System (FY26)**
  - Impact/Outcome: facilitates effective communication across the institution
- **\*Website Enhancement (FY25, Concludes January –February 2025)**
  - Impact/Outcome: enhances user experience and streamlines information
- **EMS Upgrade (FY25)**
  - Impact/Outcome: streamlines event and facility management

# Adopt Future-Ready Technology

- **\*ATD – coaching consultation (FY25)**
  - Impact/Outcome: offers customized guidance for achieving data collection goals
- **\*Records and Retention Schedule (FY 25-26, Concludes January 1, 2026)**
  - Impact/Outcome: improves document management and regulatory items

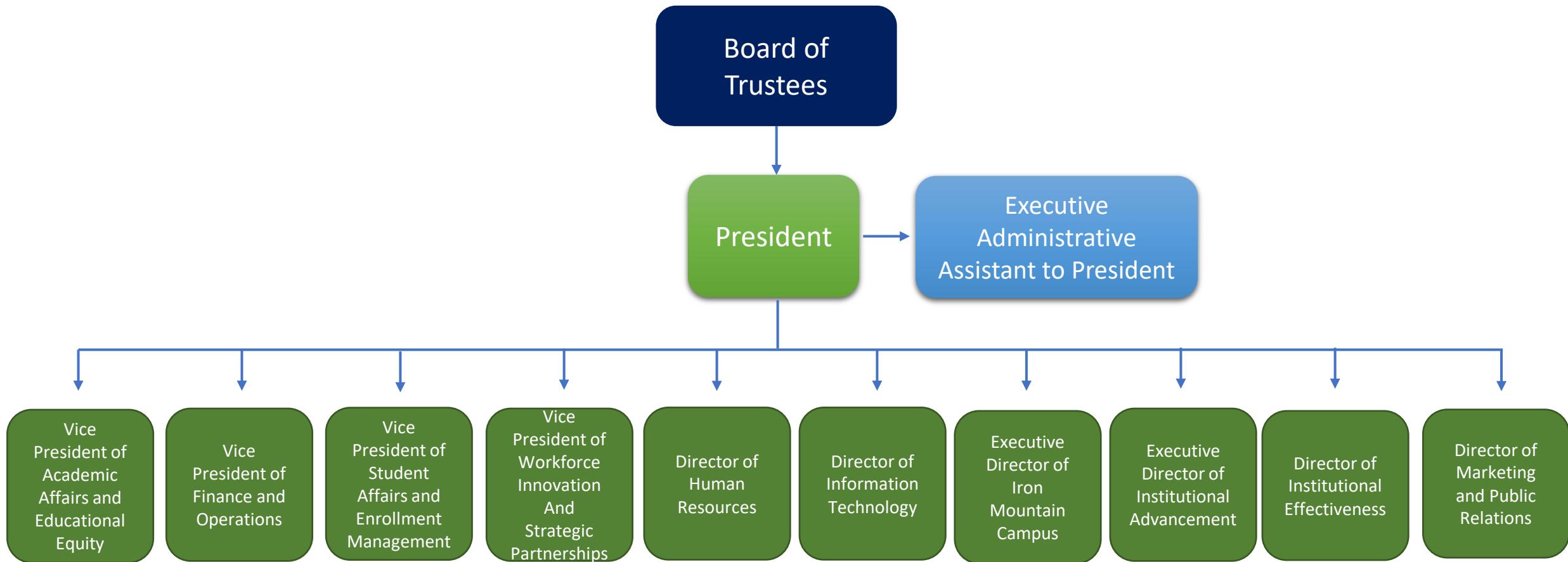
# Holistic Alignment (All Pillars)

- **Iron Mountain Millage (FY26)**
  - Impact/Outcome: provides institutional and community growth within Dickinson County
- **Implementation of the Five-Year Strategic Plan (FY25-30)**
  - Impact/Outcome: drives alignment with goals and ensures consistency for future growth endeavors
- **Organizational Restructure (FY25, Concludes January 2025)**
  - Impact/Outcome: enhances operational efficiencies and streamlines work processes
- **HLC Accreditation 2027-28 Site visit (FY 25-27)**
  - Impact/Outcome: enhances and sustains institutional credibility and compliance
- **HLC Committee (FY 25-27)**
  - Impact/Outcome: enhances institutional credibility and drives collaboration across the various college divisions

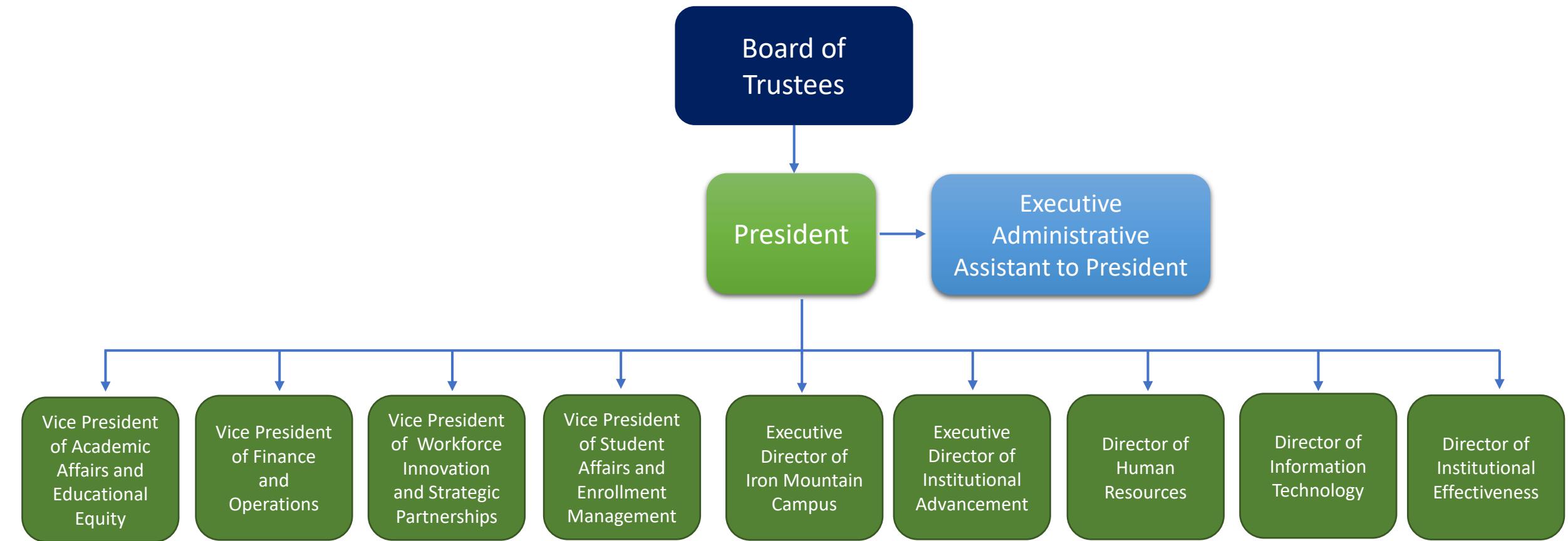
# Holistic Alignment – State/National (All Pillars)

- **Aspen Presidential Fellowship – College Involvement (FY25-26)**
  - Impact/Outcome: enhances leadership capacity along with optimizing the institution's focus on Community College 3.0
- **National Alliance for Community and Technical Colleges – NACTC (Ongoing)**
  - Impact/Outcome: addresses higher education trends and challenges (local, regional, and national)
- **Council to Advance Two Year Colleges – CATYC (Ongoing)**
  - Impact/Outcome: enhances two-year college practices on standards, policies, and accreditation
- **Alliance for Innovation & Transformation – AFIT (Ongoing)**
  - Impact/Outcome: fosters innovation and organizational shifts and change within higher education
- **American Association of Community Colleges – AACC (Ongoing)**
  - Impact/Outcome: strengthens policy advocacy, networking, and professional development opportunities
- **Michigan Community College Association – MCCA (Ongoing)**
  - Impact/Outcome: leverages shared resources, increases statewide advocacy and influence efforts

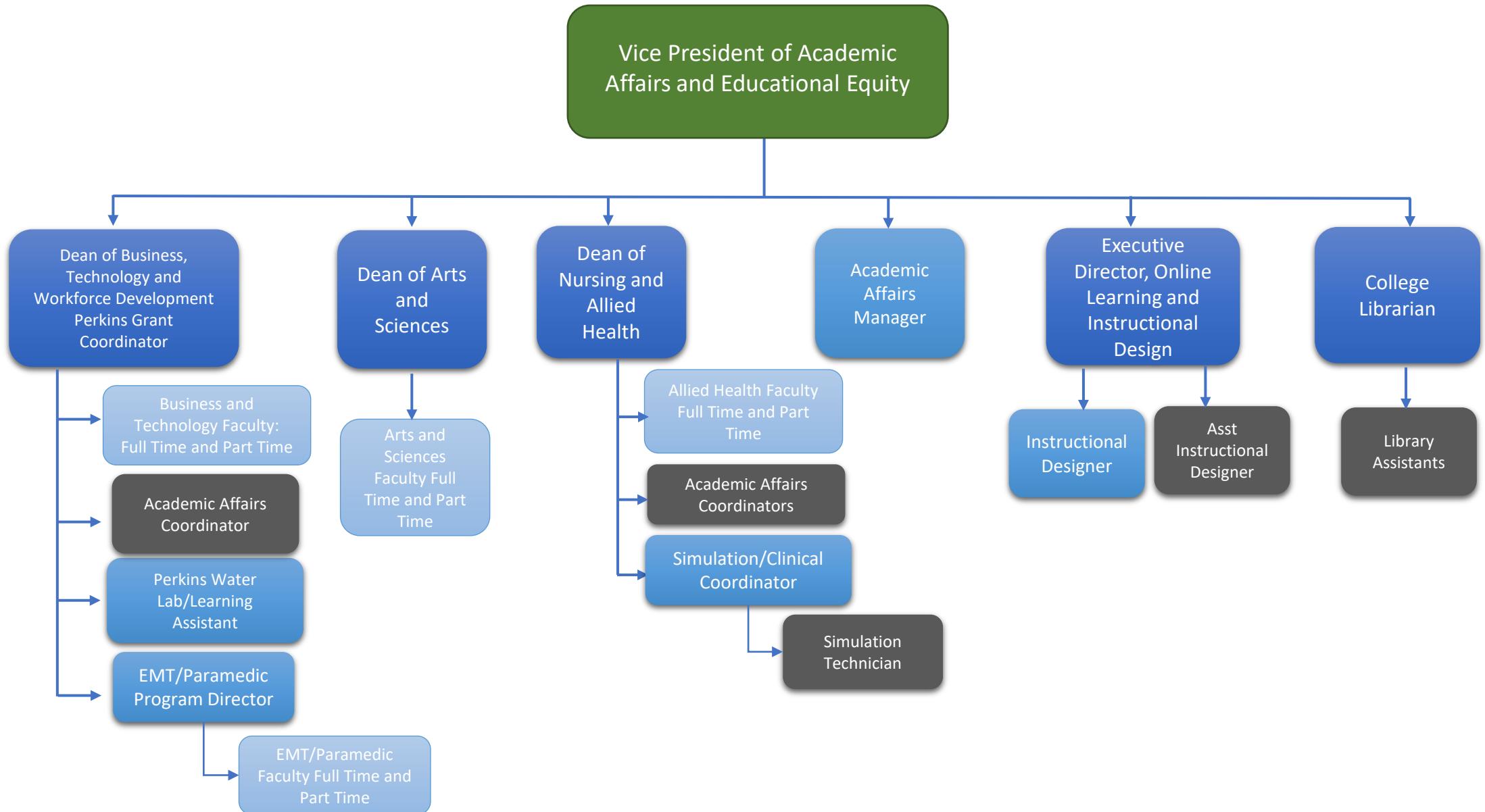
# BAY COLLEGE



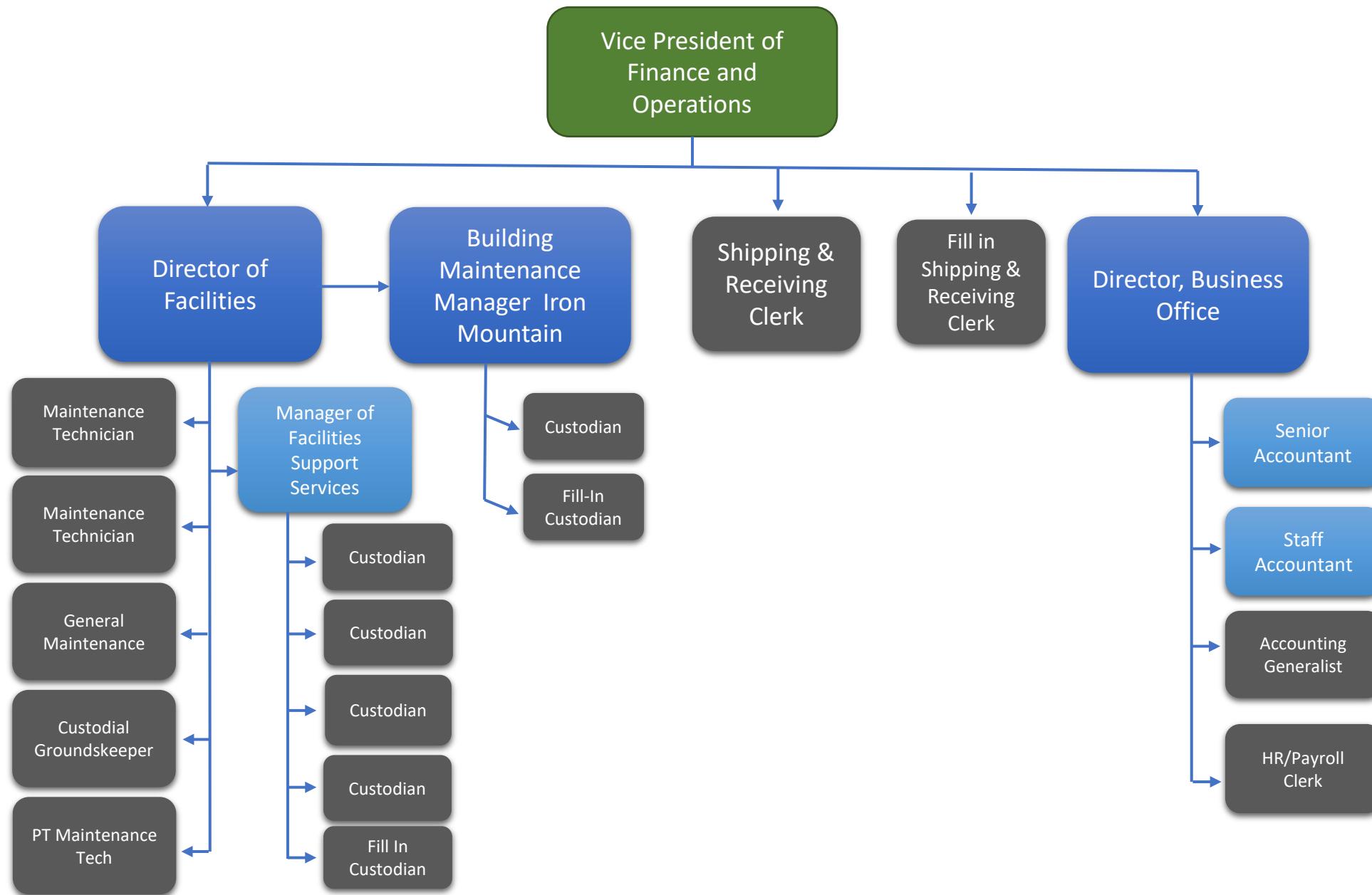
# BAY COLLEGE SENIOR LEADERSHIP TEAM



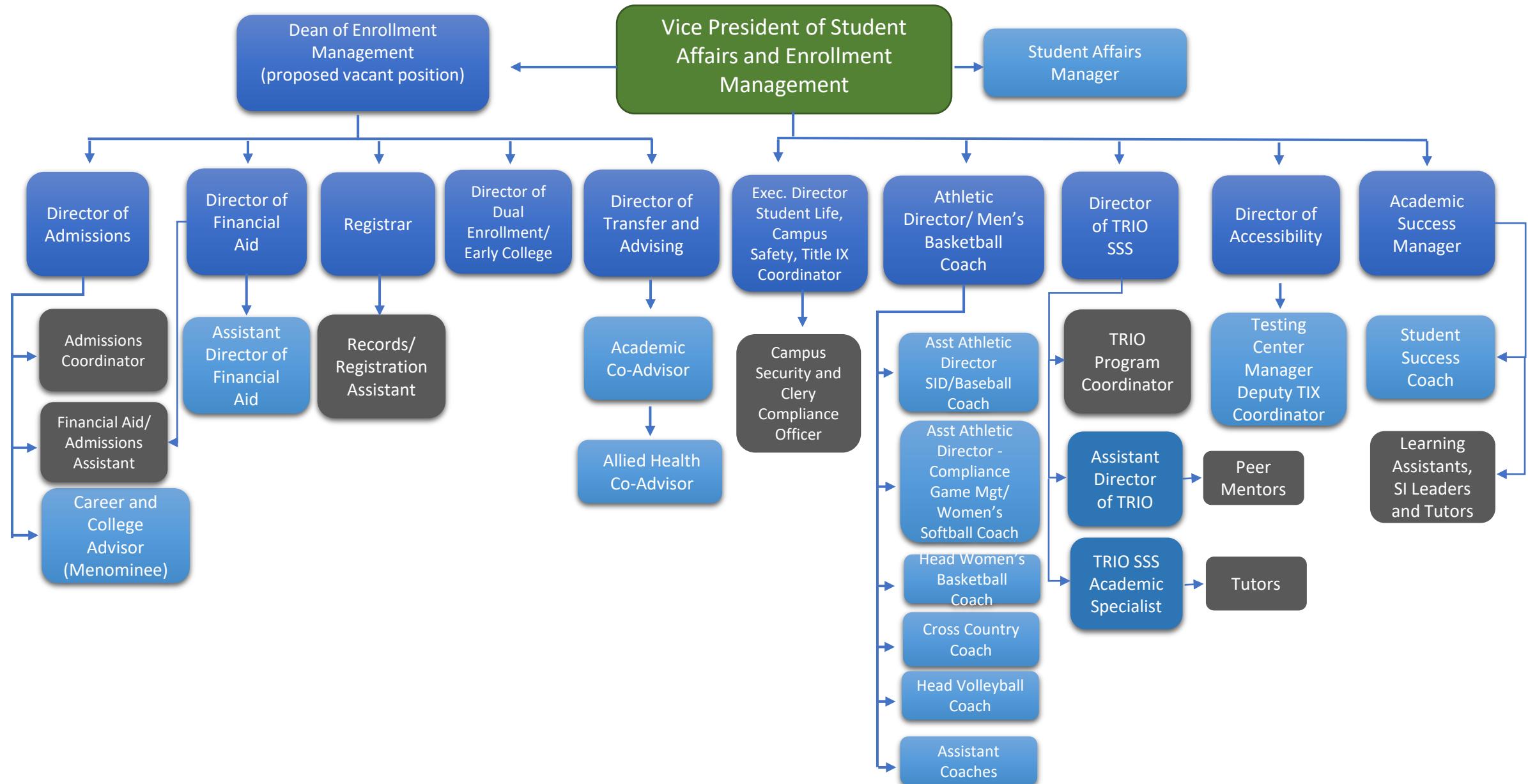
# ACADEMIC AFFAIRS



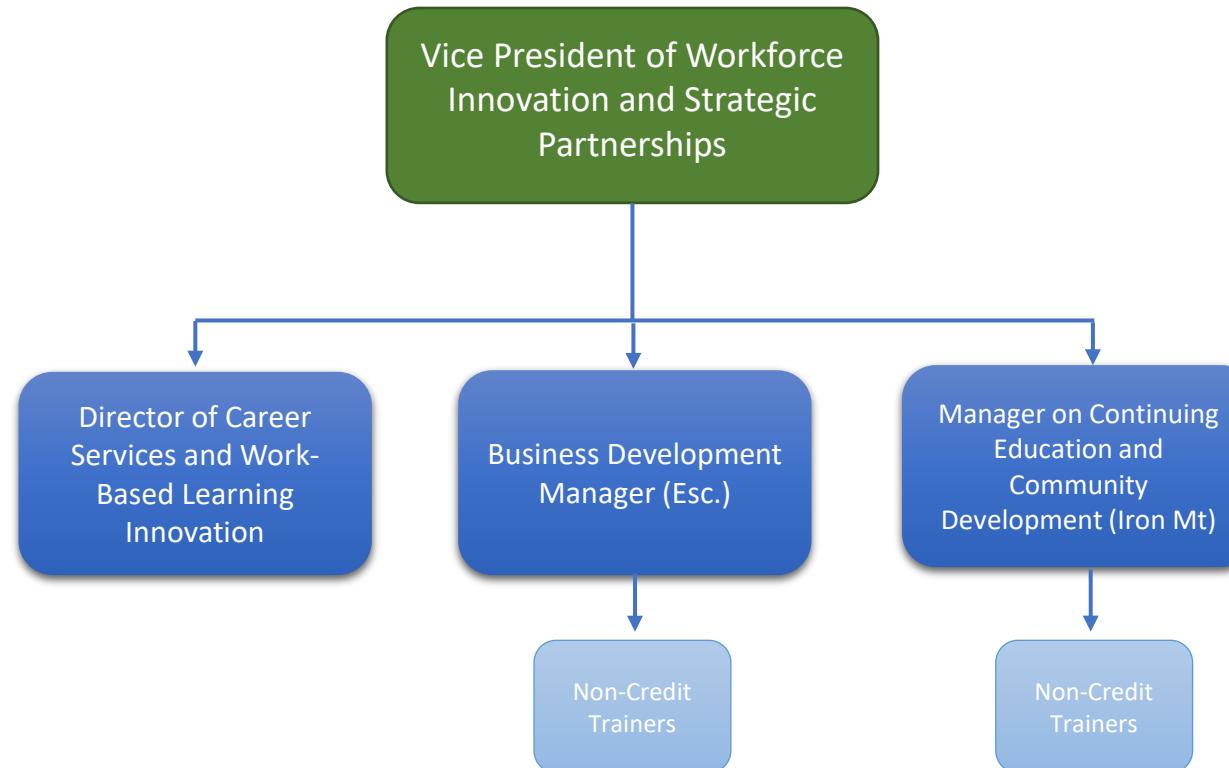
# FINANCE AND OPERATIONS



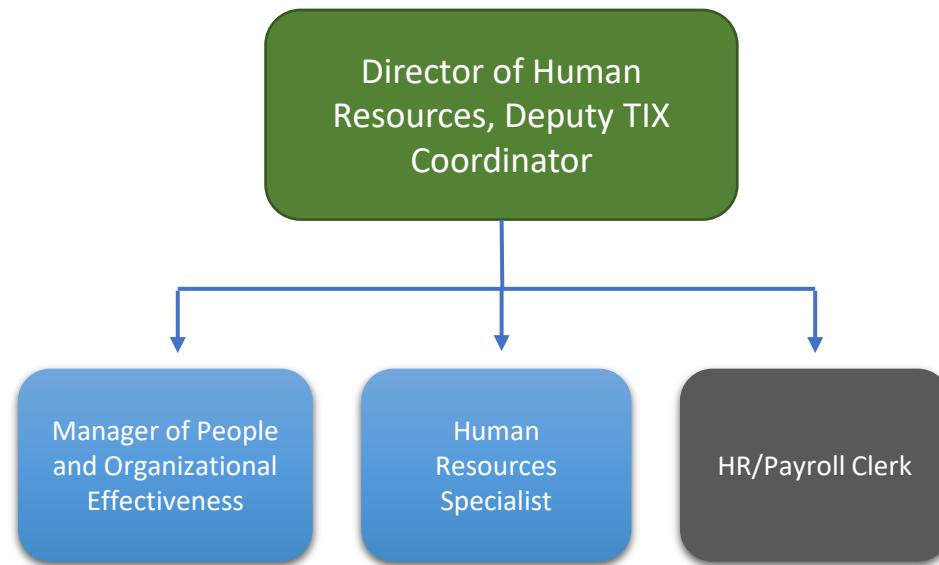
# STUDENT AFFAIRS



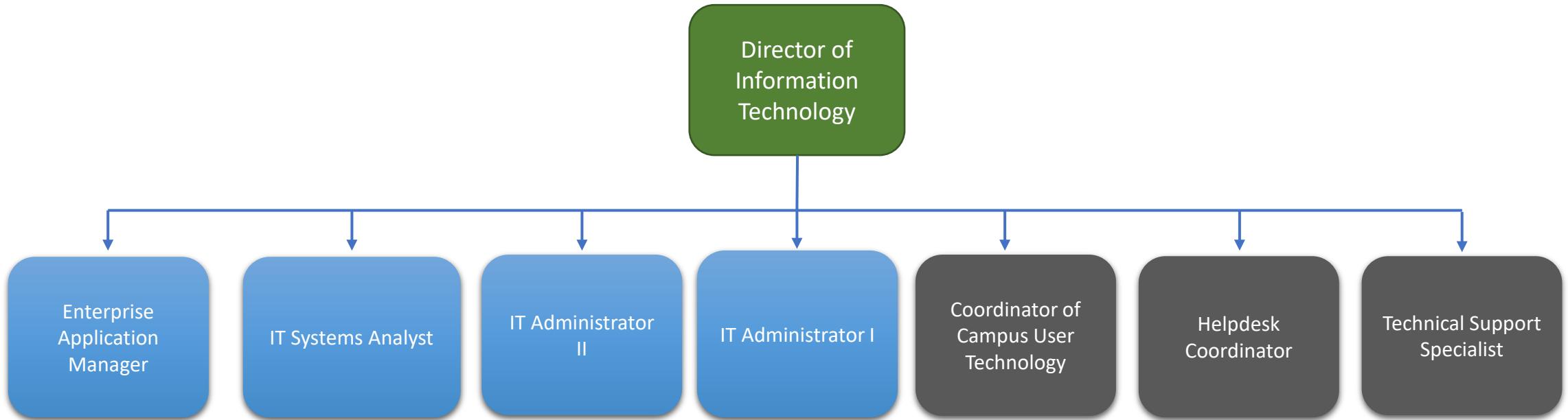
# WORKFORCE INNOVATION



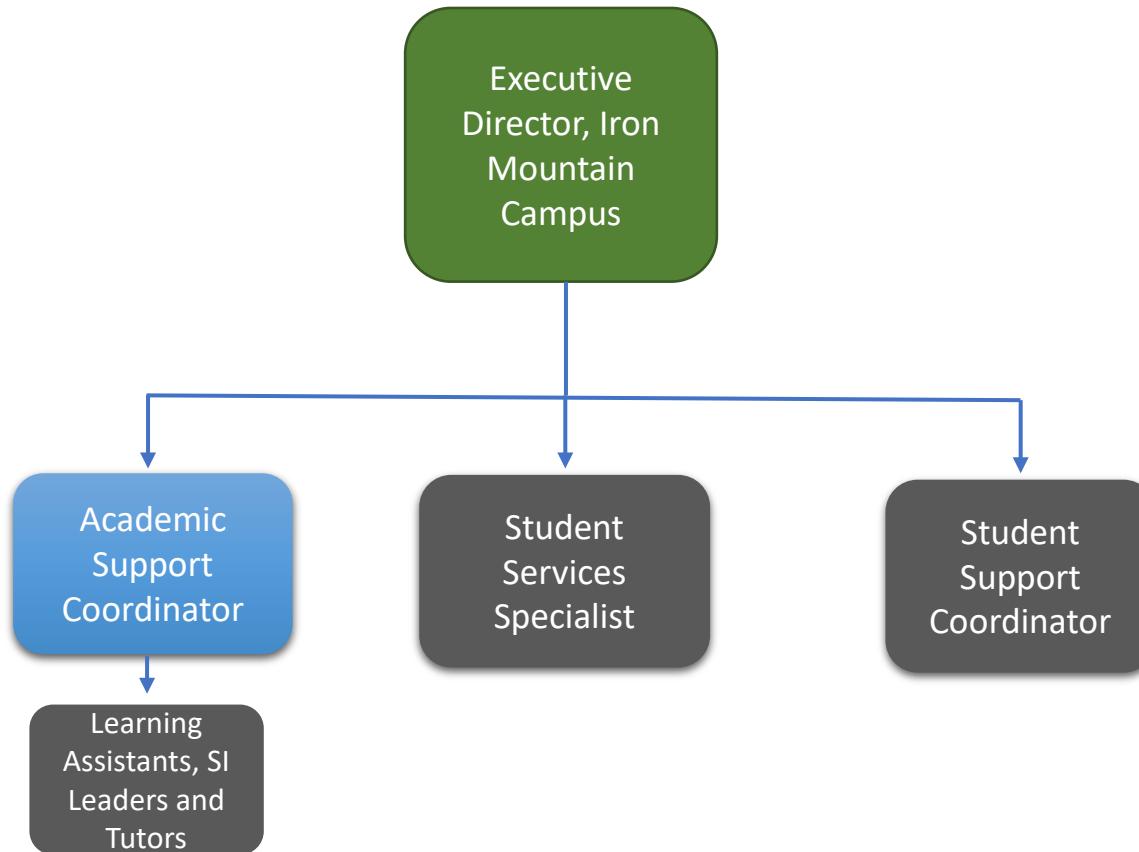
# HUMAN RESOURCES



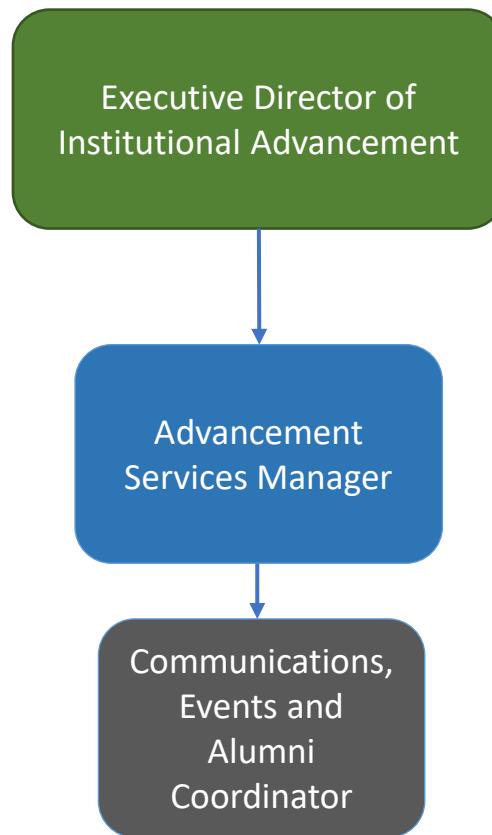
# INFORMATION TECHNOLOGY



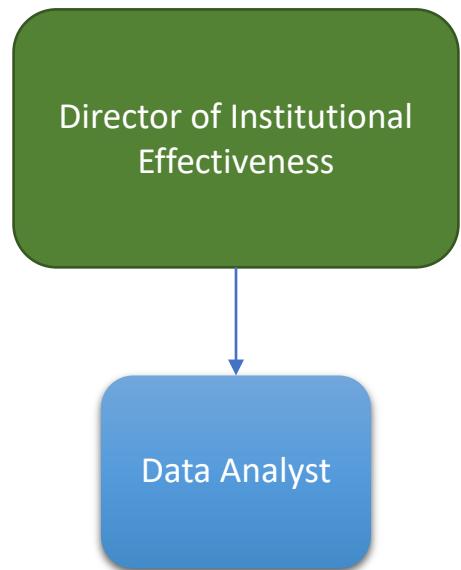
# IRON MOUNTAIN CAMPUS



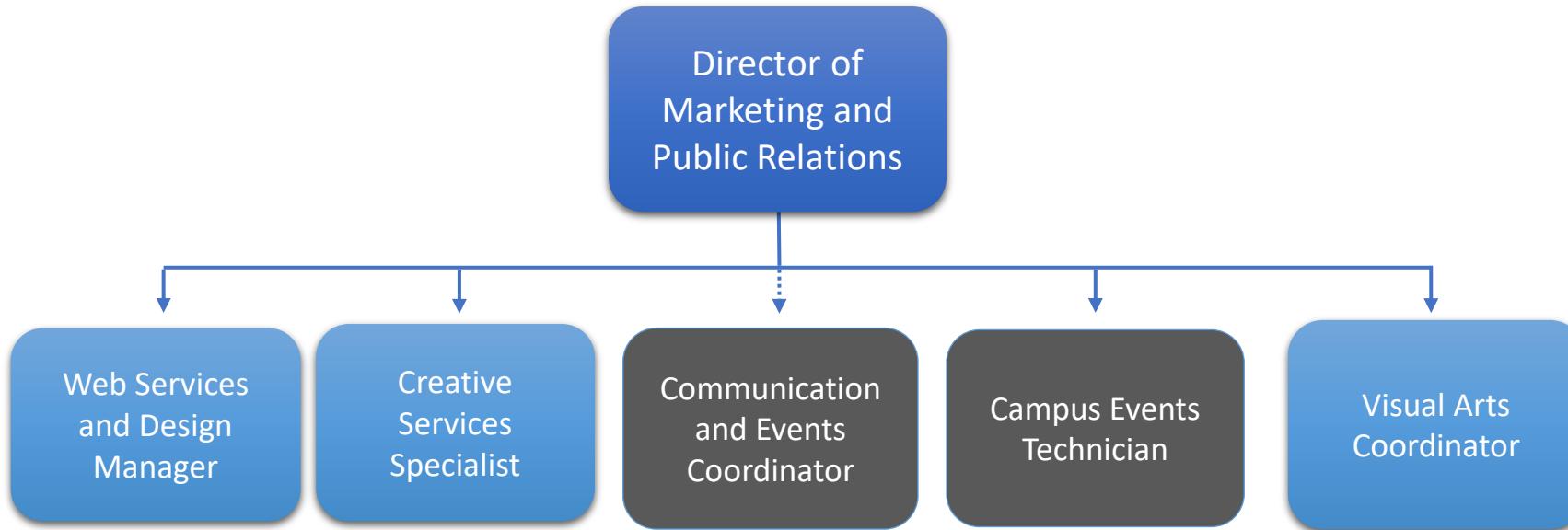
# INSTITUTIONAL ADVANCEMENT



# INSTITUTIONAL EFFECTIVENESS



# MARKETING AND PUBLIC RELATIONS



# What is Next? Next Steps...

- Share with all employees (In-service – January 2025)
- Develop a RACI chart for key stakeholders for large projects
- Develop key performance indicators for key areas
  - Enrollment goals (retention, persistence, and completion)
  - Master plans for each area
  - Workforce goals (post-graduate placement, apprenticeships, internships, etc..)
- Identify barriers that need to be removed
- Identify key champions/ambassadors on campus to aid in moving this work forward

# Closing Thoughts & Questions..



***“By changing nothing,  
nothing changes”***

***~Tony Robbins***