

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

January 20, 2026

- Call to Order:** The meeting was called to order by Chair Bob Koerschner at 1:31 p.m. CT. Mindy Meyers was welcomed as a new member and recognized as being extremely instrumental in the passing of the recent Iron Mountain campus millage renewal.
- Roll Call:** Laura Johnson took roll call.
- Members Present:** Jennifer Huotari, Paul Peterson, Jim Rice, Kevin Sullivan, Terri Mileski, Russ Kassin, Mindy Meyers, Bob Koerschner
- Members Absent:** Christie Borchardt, Andrew Brisson
- Bay College:** Nerita Hughes, President; Anthony Miller, Technical Support Specialist.
- Recorder:** Laura Johnson, Executive Administrative Assistant to the President
- Introduction:** Dr. Hughes introduced Anthony Miller, Technical Support Specialist at the IM campus. He joined Bay College on December 8 and brings valuable and varied experience to Bay's IT team with 10+ years of experience working in IT, including IT Manager and in various IT roles for Calhoun ISD (near Battle Creek) for seven years. Anthony holds certificates in Project Management, IT Security, System Administration and IT Infrastructure Services, and Computer Networking. He serves on the Dickinson Chamber Board and the Iron Mountain DDA and plans to continue to serve.
- Minutes:** The minutes from the September 16, 2025, meeting were presented for approval.
- It was motioned by Kevin Sullivan and seconded by Jim Rice to:
- “Approve the Minutes from the September 16, 2025, Iron Mountain Campus Advisory Board Meeting as presented.”**
No discussion. Motion carried unanimously.

Administrative Reports:

President's Report:

President Hughes shared her Institutional Change address presented to employees during winter in-service. Jim Rice initiated discussion about increased focus on promoting transferable skills to students while earning educational credentials to attain careers and prepare for career changes. Dr. Hughes emphasized the importance of advocating the value proposition of education and of having credentials to fall back on, including reskilling, upskilling, or obtaining a new skill for students.

Additionally, in response to Jim's question about the College's adoption of AI, an AI committee has been created to encourage and help employees use AI to enhance education.

Dr. Hughes responded to a question from Paul Peterson about post-graduation outcomes that Laurie Mold was recently hired as the Alumni and Conference Services Coordinator to get students' contact information as they graduate so they can be reached as alums and then identify tools to move the needle on post-graduate data. Alums have been identified as the best starting point to identify this information.

Bob Koerschner inquired about the retention and transfer of dual enrolled students. Dr. Hughes acknowledged that the College needs to better track how many dual enrolled students graduate and then transfer. We know that dual enrolled students return to Bay, but under approximately 5% return for a degree.

Jennifer Huotari added that being able to take core courses is huge for these students. Early college students take core classes to start their associate degree in high school.

Dr. Hughes stated that other courses are being considered to embed in early college offerings as well as offering additional programs. The College now offers the Delta County tuition rate for dual enrolled students in Dickinson County. The enrollment for winter semester is still being finalized as Dickinson Iron Intermediate School District (DIISD) concurrent enrollment students will still enroll, which will positively impact the numbers for the semester.

Exec. Director Report:

Dr. Hughes reported for Jason Sullivan:

- On Friday, 1/23, we will be at Niagara High School's annual Career Day to promote the career paths that students can pursue by starting at Bay.
- We will attend Woodland Elementary's annual STEM Night on 1 /28, which is also well attended and a great opportunity for Bay to be given exposure and to give back.
- Participated again this year in the Lights at Lake Antoine light displays with the theme, *"Unwrap Your Future at Bay College."*
- Campus led multiple give-back initiatives to support local organizations and residents. The annual employee holiday donation drive benefited the Almost Home Animal Shelter in Quinnesec, resulting in a generous collection of donated items delivered to the shelter.
- The student nurses of the Iron Mountain campus also worked with faculty member Jennifer Farnsworth to have a Giving Tree on campus that would benefit veterans at the Iron Mountain Oscar G. Johnson VA Hospital.
- The campus hosted a Holiday Card Station in the Lower Commons. Completed cards were delivered to Freeman Nursing & Rehab Facility in Kingsford for distribution to residents.
- A fleet van (Toyota Sienna) was purchased for use by the IM campus employees. This will allow for easier travel to Escanaba campus for employees, while also allowing for more student-event options to transport students for cultural and educational events on the Escanaba campus, along with the option to visit transfer colleges with students.
- Employees had the opportunity to participate in two trainings on campus in November, which included a Stop the Bleed/NARCAN training, along with a QPR training (Great Lakes Recovery) – Question, Persuade, and Refer for suicide prevention.

Dr. Hughes confirmed with Kevin Sullivan that the speed of the PN program approval is in the hands of the State Board of Nursing. A reviewer will be on site at the Escanaba campus tomorrow and their report will be reviewed by the Board of

Nursing in March for approval of the Escanaba Practical Nursing (PN) program. The same process will be followed for the Iron Mountain campus after approval is granted for the Escanaba campus.

Mindy Meyers asked if transportation is an issue with Bay students because she has heard that it is an issue for all students, including high school students. Dr. Hughes shared that Bay is offering free Data Bus service in Escanaba for students to go to Walmart once a week and it has been well received. Transportation is a common challenge among rural communities due to the lack of public transportation options.

Unfinished Business: None

New Business: None

Other Business: The next meeting is March 17. Chair Bob Koerschner will be absent, and Vice Chair Jennifer Huotari will chair the meeting.

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

“Adjourn the meeting.” No discussion. Motion carried unanimously. The meeting adjourned at 2:20 p.m. CT.

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.

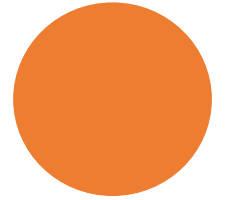
The result - Some leave before completing a credential, and others graduate only to find limited job opportunities.

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...
<p>Expands workforce-aligned programs and integrates high-value (high growth, in-demand) job connections into advising.</p>	<p>Be more likely to choose and persist in programs aligned with regional labor market demand.</p>	<p>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.</p>

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.

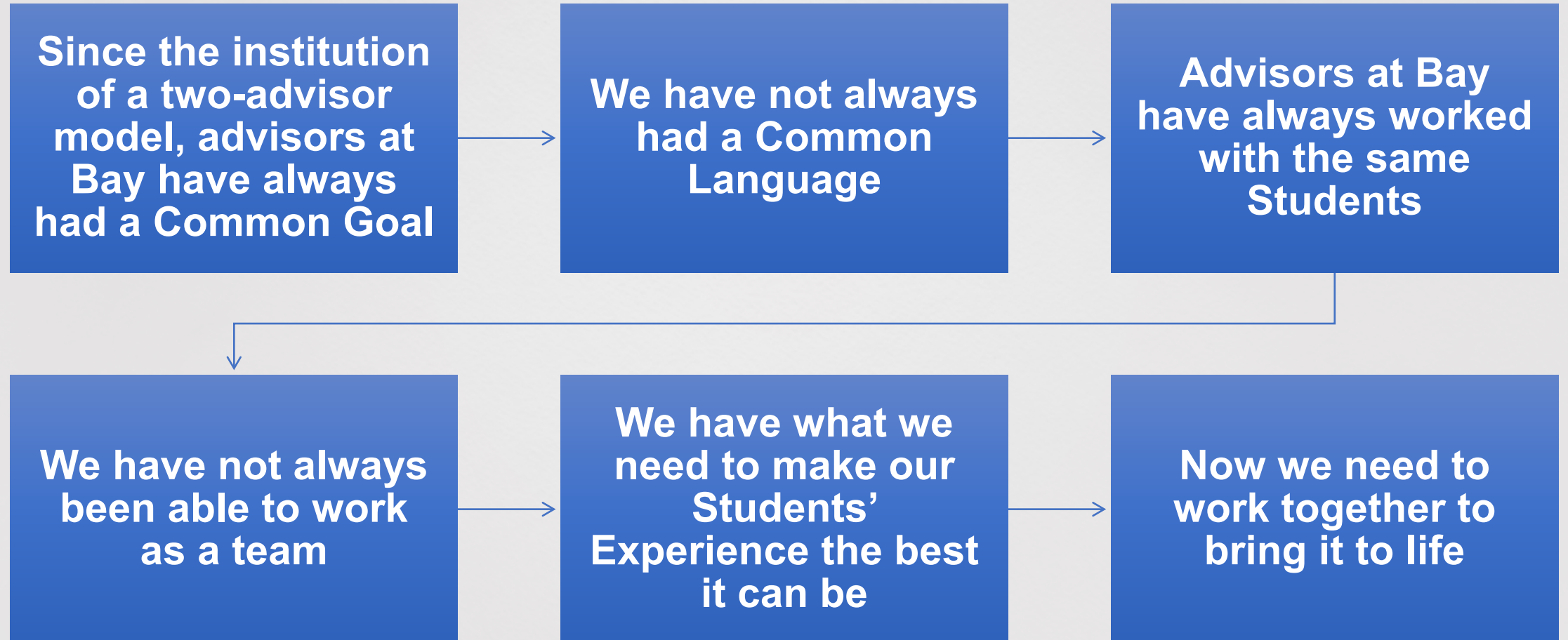
Creating Clear Guided Pathways

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 M. 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



**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

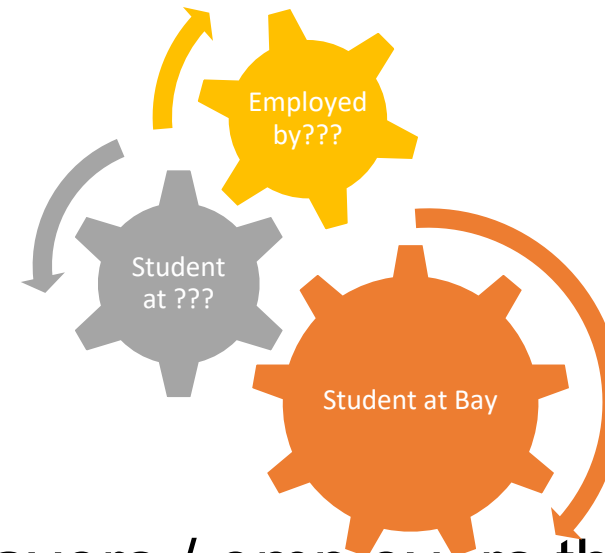
We will follow our students' journey after they leave Bay – into jobs, transfers, and careers. By doing so, we can measure what is working, adapt quickly, and ensure our programs keep pace with workforce needs.



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

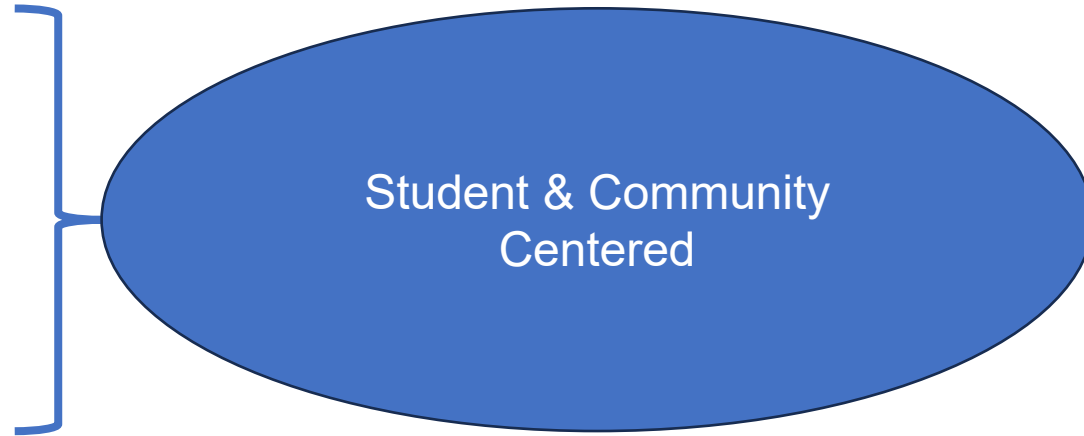


What's Changing in Data

- 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.

bay
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?

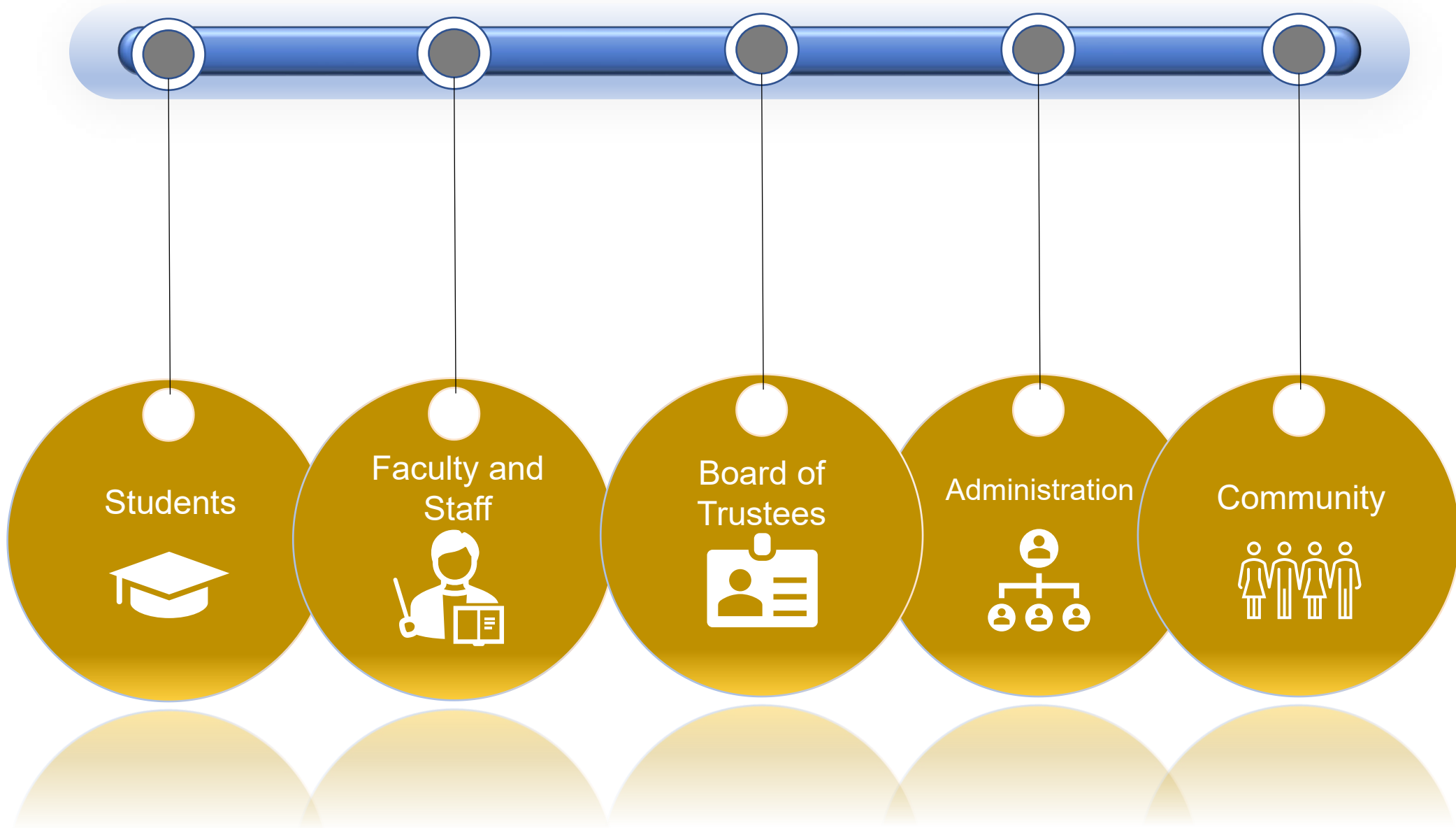
Alignment and Accountability

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

