



REPORT OF MINUTES

**BOARD OF TRUSTEES
REGULAR MEETING**

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

April 8, 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: Steve Soderman, Terri Mileski, Katie VanEnkevort, Joy Hopkins, Nick Chenier, Cory Kuchenberg, Wendy Middaugh
- Members absent: None
- Administration: Beth Berube, Travis Blume, Vicki DeGrand, Cindy Gallagher, Nerita Hughes, Jonathan Lane, Lynn Martinson, Jason Sullivan, Jessica Van Slooten
- Faculty: Brian Black, Chris Gravatt, Matt Hayan, Crystal Hendrick (remote), Matt Krynicki, Jennifer McCann (remote) Amber Kinonen, Trisha McEvers, Spencer Slade, Sue Sundstrom-Young
- Recorder: Laura Johnson, Assistant Board Secretary
- IV CITIZEN INTRODUCTIONS AND COMMENTS:** None

V APPROVAL OF AGENDA:

The Personnel Committee met before the Regular Meeting and requested time on the agenda under Board Committee & Required Action to report their business.

It was moved by Nick Chenier and seconded by Cory Kuchenberg to:

“Amend the Regular Meeting agenda for April 8, 2026, to include a report from the Personnel Committee under Board Committee & Required Action.” No discussion. Motion carried unanimously.

VI DECLARATION OF INTEREST:

None

VII APPROVAL OF MEETING MINUTES:

The minutes from the Regular Meeting on March 18, 2026, and the Governance & Policy Committee Meeting on March 25, 2026, were approved by unanimous consent.

VIII PRESENTATIONS:

A Criminal Justice Program Update:

Instructor Sue Sundstrom-Young and Dean of Arts & Sciences Dr. Jessica Van Slooten provided an update on the Criminal Justice program. The presentation slides are attached.

Trustees congratulated Sue on her upcoming retirement and for her dedication and hard work through the years.

B Social Work Program Update:

Instructor Trisha McEvers and Dean of Arts & Sciences Dr. Jessica Van Slooten provided an update on the Social Work program. The presentation slides are attached.

C Associate of Arts Degree Update:

Instructors Dr. Brian Black, Dr. Crystal Hendrick, Jennifer McCann, and Dean of Arts & Sciences Dr. Jessica Van Slooten provided an update on the Associate of Arts degree. The presentation slides are attached.

D Pre-engineering Program Update:

Instructors Dr. Brian Black, Dr. Chris Gravatt, Dr. Matt Krynicki, Spencer Slade, and Dean of Arts & Sciences Dr. Jessica Van

Slouten provided an update on the Pre-engineering program. The presentation slides are attached.

IX PRESIDENT'S REPORT:

President Hughes stated that the board reports this month demonstrate the strong alignment of the College's strategic pillars and student-centered transformation efforts with the American Association of Community College's *Resilient by Design* framework that calls for community colleges to shift from reactive operations to intentional, future-focused institutional design. It emphasizes that colleges must evolve structurally, culturally, and operationally to remain relevant amid demographic, economic, technological, and societal disruption based on seven core themes:

1. Resilience as a Strategic Capability
2. Changing Student Demographics and Expectations
3. Workforce and Economic Alignment
4. Financial and Enrollment Pressures
5. Technology and AI Transformation
6. Accountability and Demonstrating Value
7. Community Impact at Scale

X ADMINISTRATIVE REPORTS:

Workforce & Strategic Partnerships: Vice President Cindy Gallagher shared that the Workforce team uses the *Resilient by Design Campus Discussion Guide* to consider how they can scale up to meet workforce needs. Workplace learning is threaded throughout the Discussion Guide and has inspired ideas to make sure students are connecting with employers earlier.

Student Affairs: Vice President Dr. Travis Blume reported that Student Affairs has aligned with *Resilient by Design* to proactively diversify enrollment strategies through (SEM) Strategic Enrollment Management that support the many kinds of students who attend Bay.

Foundation & Alumni Relations: Executive Director Vicki DeGrand stated that the Foundation is developing strategies with the Financial Aid staff to identify specific student needs that will help them graduate that can be relayed to donors. Examples of needs to be addressed are food insecurity, emergencies, tuition, books & supplies, first year experience course funding, promotion of tutoring services and how to complete the Free Application for Federal Student Aid (FAFSA).

Information Technology: Director Jonathan Lane connected utilizing emerging technologies with *Resilient by Design* and the significant conversations that have taken place throughout the transition to Ellucian Colleague forcing the College to use relevant technology. Scalable solutions were not available with 30-year-old integrations under the current system.

Iron Mountain Campus: Executive Director Jason Sullivan said the Iron Mountain campus as a smaller campus, is strategically getting the word out about how they have supported students and expanded opportunities. The Lake Superior State University Regional Coordinator visit on campus was coordinated with dates high school students would be on campus and the education table at the Kiwanis Financial Reality Tour for over 100 Kingsford High School juniors was staffed by Bay College employees, Amy Gibbs, Director of Career and Workforce Development and Jessica Beaver, Director of Admissions.

Human Resources: Director Beth Berube shared that the College has taken deliberate, strategy-driven actions that closely align with the principles outlined in *Resilient by Design* and demonstrate an intentional shift away from maintaining historical structures to position for the future. Actions such as bringing back Career Services, re-organizing Student Affairs, and adding a Grant Project Navigator and Adult Student Success Coach under the Go Big Grant were identified.

Finance: Vice President Lynn Martinson reviewed the College's financial ratios as indicators of overall fiscal health. The College concluded fiscal year 2025 in a strong financial position, with a Composite Financial Index (CFI) of 4.25 - well within the Higher Learning Commission recommended range for higher education institutions. Three out of four core areas had modest increases compared to last year. The Return on Net Assets Ratio increase was due primarily to higher-than-normal contributions of \$3.6 million received last year by the College's Foundation. Contributions are at \$1.3 million this year.

The *Resilient by Design* report resonates with Finance & Operations as similar challenges with declining enrollment and the shift from full-time to part-time enrollment; strengthening long-term financial health with alternate revenue sources (i.e., through business and technical workforce training, additional SIM trainings for area partners); and property taxes and appropriations as

unpredictable funding sources are recognized.

Academics: President Hughes reported that Dr. Reddinger is leading the Rural Guided Pathways Project which is reidentifying meta majors (this means to group broadscale programs) and rethink business operations.

Institutional Effectiveness: President Hughes reported that Director Penny Pavlat will soon share Achieving the Dream's (ATD) Institutional Capacity Assessment Tool (ICAT) results with the Senior Leadership Team. ATD Coaches will be on campus the end of April to further discuss the results. As an institution, we are moving towards stronger data informed discussions and decisions.

XI BOARD COMMITTEE & REQUIRED ACTION:

A Governance & Policy Committee:

Joy Hopkins reported that the Board Governance & Policy Committee met on March 25 and reviewed the board policies referenced in the meeting minutes. Two of the policies are being revised by the applicable departments before being presented for board approval.

Joy added that an internal policy committee will be established in the fall to regularly review policies and streamline the approval process.

B Personnel Committee:

Wendy Middaugh reported that the Board Personnel Committee met before the Regular Meeting to consider a new presidential evaluation tool and process. The recommendations will be shared with the Board for approval at the Board Retreat on April 27.

XII BOARD ACTION:

A Curriculum Activity:

Curriculum activity from March 26, 2025, through April 8, 2026, was presented for board approval.

Joy Hopkins acknowledged the impressive amount of work done to accomplish the curriculum improvements in the Practical Nursing program.

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

“Approve the curriculum activity from March 26, 2025, through April 8, 2026, as presented: new program proposals Paramedic Certificate, Transfer Pathway Certificate, Welding Technology AAS; revised program proposals Agricultural Operations AAS, Early Childhood Education Certificate, Forest Technology AAS, Paramedic AAS, Practical Nurse Certificate, Radiography AAS, Social Work AA; new course proposals CHLD 105: Child Growth & Development, NURS 1101: Fundamentals of Nursing Theory, NURS 1102: Fundamentals Skills Lab, NURS 1103: Fundamentals Nursing Clinical, NURS 1104: Practical Nursing Pharmacology, NURS 1105: Intro to Pathophysiology, NURS 1201: Medical-Surgical I Theory, NURS 1202: Medical Surgical I Skills Lab, NURS 1203: Medical Surgical I Clinical, NURS 1204: Leadership & Behavioral Health Theory, NURS 1301: Medical Surgical II Theory, NURS 1302: Medical Surgical II Skills Lab, NURS 1303: Medical Surgical II Clinical, NURS 1304: Maternal Child Nursing Theory, NURS 1305: Maternal Child Skills Lab, NURS 1306: Maternal Child Clinical, SWRK 207: Intro to Addiction, WELD 111: Computer Aided Welding Graphics, WELD 215: Weld Quality Testing & Code Compliance, WELD 230: Intro to Welding Automation, WELD 270: Welding Fabrication (Capstone); revised course proposals AT 100: Career Development in Agricultural Technology, BUSN 251: Business Law II, COMM 225: Intro to Film-History & Interpretation, CSCI 120: Principles of Programming, ENGL 101C: Rhetoric & Composition with Support, FOR 222: Forestry Field Methods; retired course proposals HLTH 115: Intro to Pharmacology, NURS 102: Nursing Fundamentals Lab, NURS 103: Fundamentals for Practical Nursing, NURS 105: Fundamentals of Practical Nursing Lab, NURS 107: Nursing Fundamental Clinics, NURS 114: PN Pharmacology I, NURS 117: Pharmacology II, NURS 118: Nursing Informatics, NURS 128: PN Adult Health Nursing Clinic, NURS 130: Foundations of Nursing, NURS 136: Leadership in Nursing, NURS 267: RN Capstone.” No further discussion. Motion approved unanimously.

**B English, Math
Reading Prereq
Curriculum
Designations:**

Proposed curriculum revisions to remove the English, Math, and Reading designations as prerequisites for select courses and replace them with specific course prerequisites that more accurately reflect required knowledge and skills were presented for approval.

It was moved by Nick Chenier and seconded by Katie VanEnkevort to:

“Approve the new prerequisite course(s) as presented.” No discussion. Motion carried unanimously.

XIII UNFINISHED BUSINESS:

None

XIV NEW BUSINESS:

None

XV MCCA UPDATE:

Dr. Hughes, Cindy Gallagher, and Travis Blume will attend the Michigan Community College Association Capitol Day on the Hill on April 16, to advocate around MCCA legislative priorities.

XVI OTHER:

None

XVII ADJOURNMENT:

With no further business, it was moved by Nick Chenier and seconded by Joy Hopkins to:

“Adjourn the meeting.” No discussion. Motion carried unanimously. The meeting adjourned at 7:01 p.m. ET.

Laura L. Johnson Assistant Board Secretary	Completion Date	Approval Date
-----------------------------------------------	--------------------	---------------

Wendy B. Middaugh Chair		Approval Date
----------------------------	--	---------------

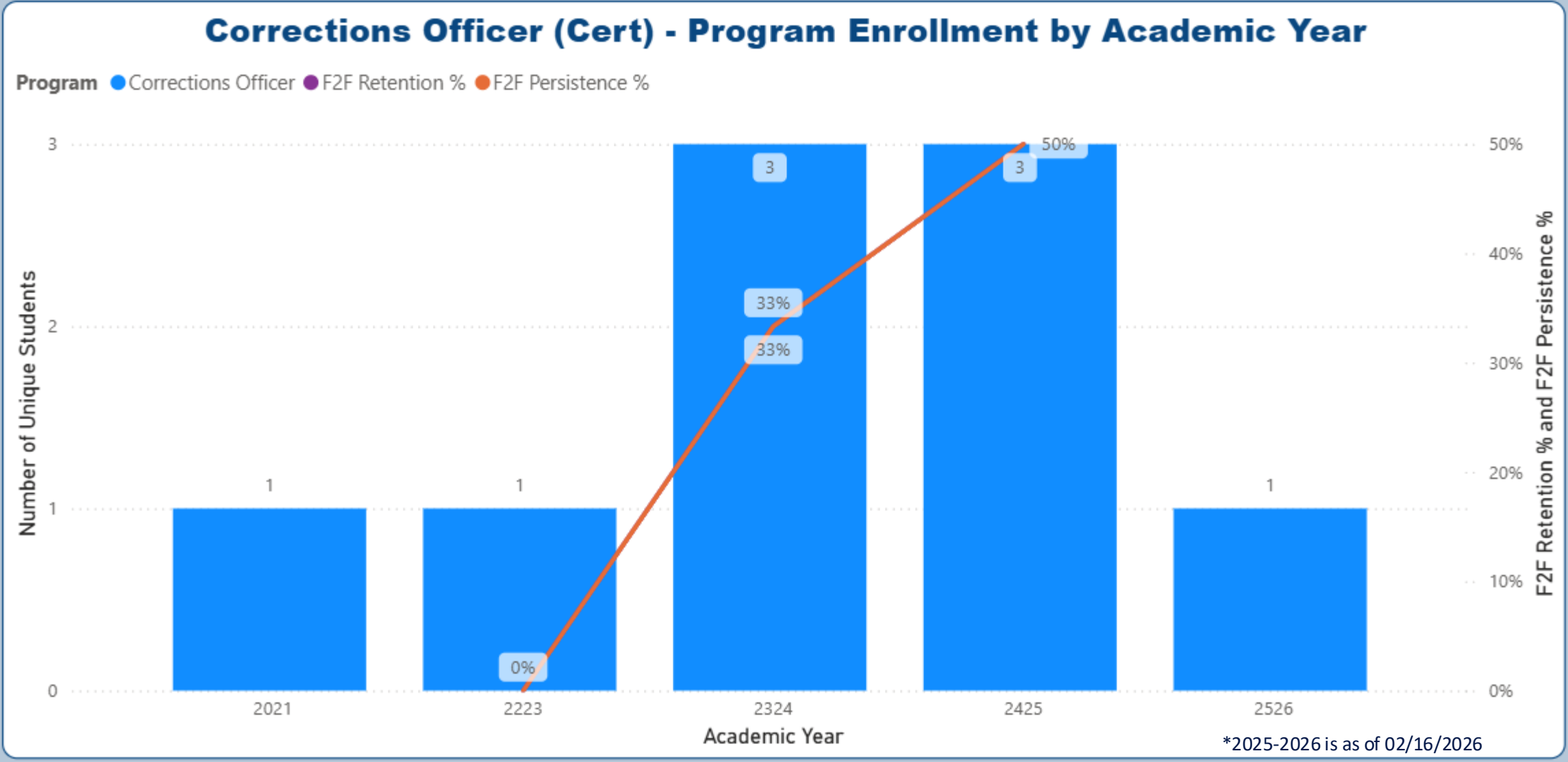


Criminal Justice

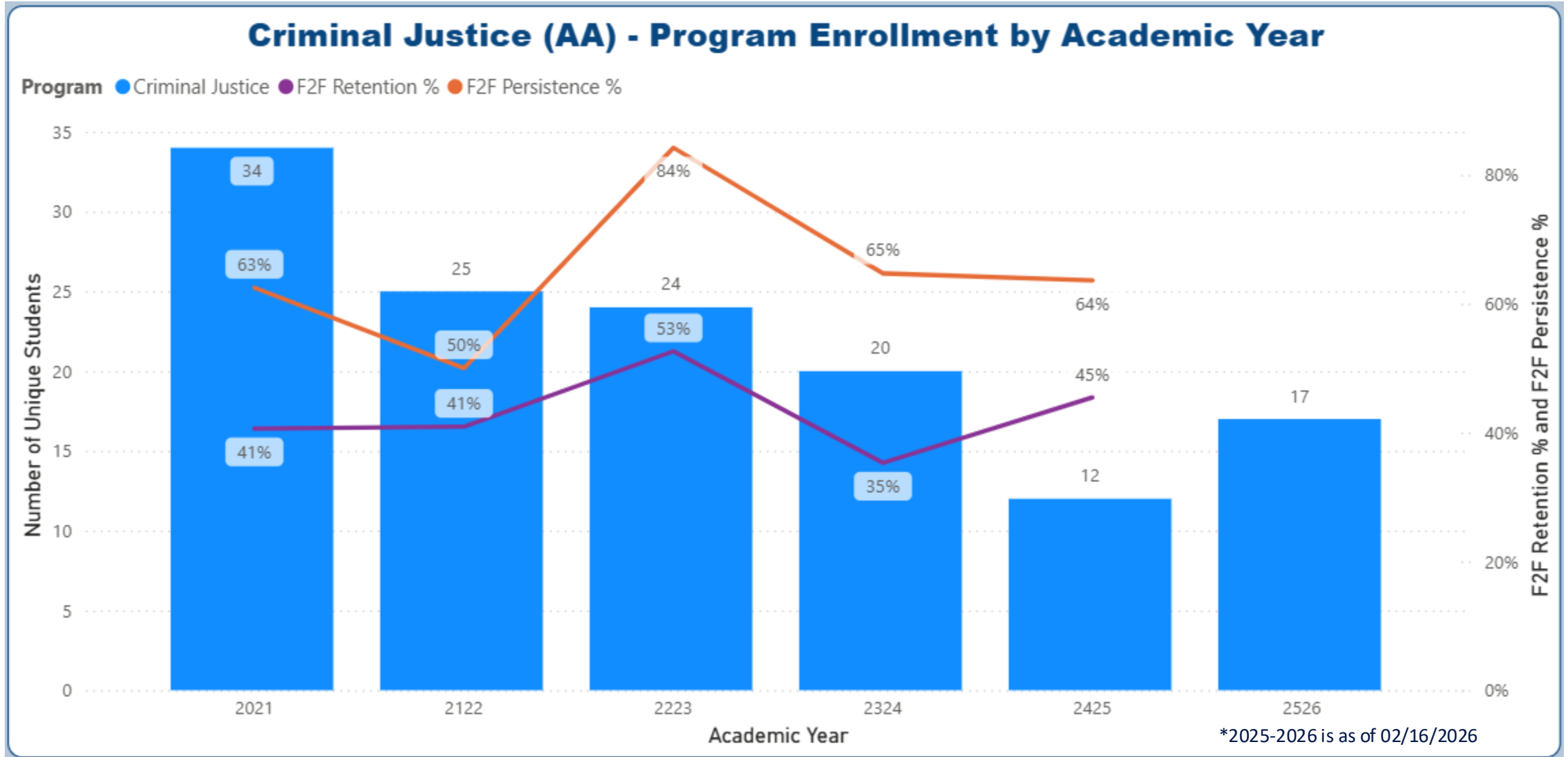
Providing students the best opportunities to achieve the education, knowledge, and skills to attain their career goals in a crucial and demanding field.

Susan Sundstrom-Young, Dr. Jessica Van Slooten

Corrections Officer (Certificate)



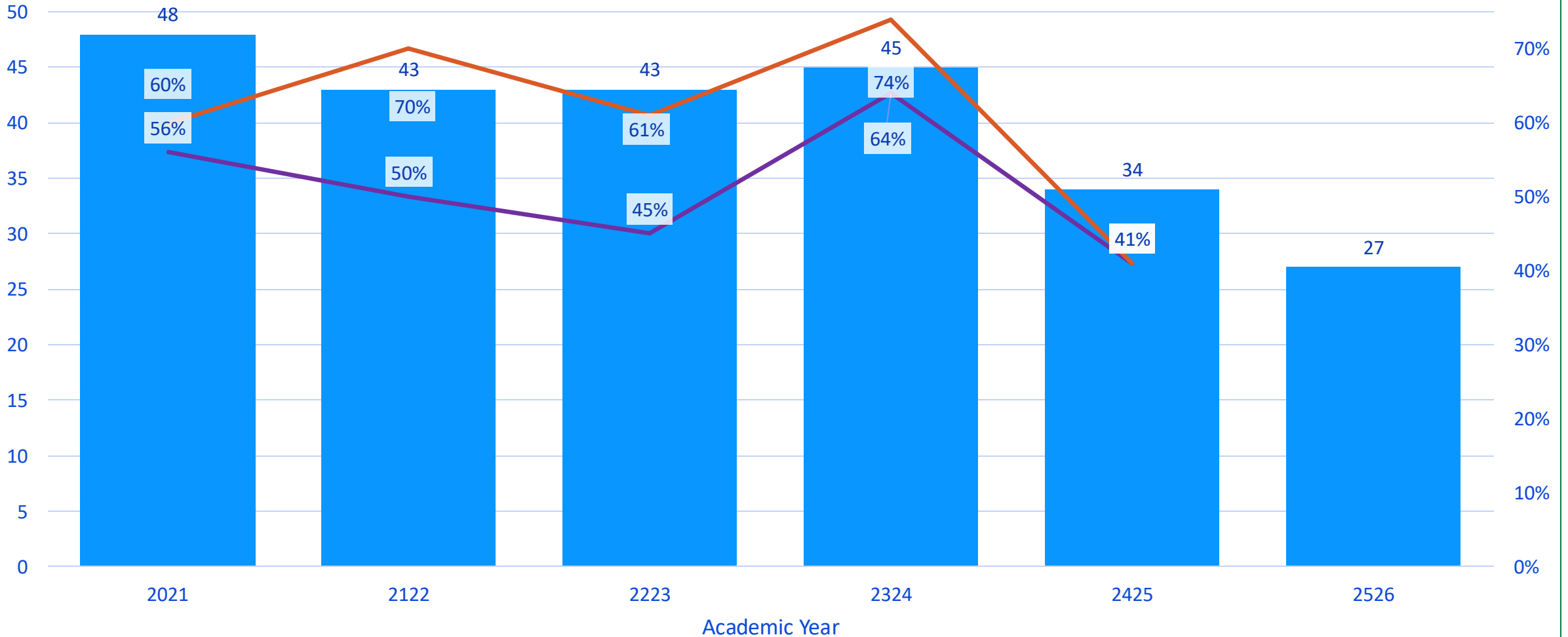
Criminal Justice (AA)



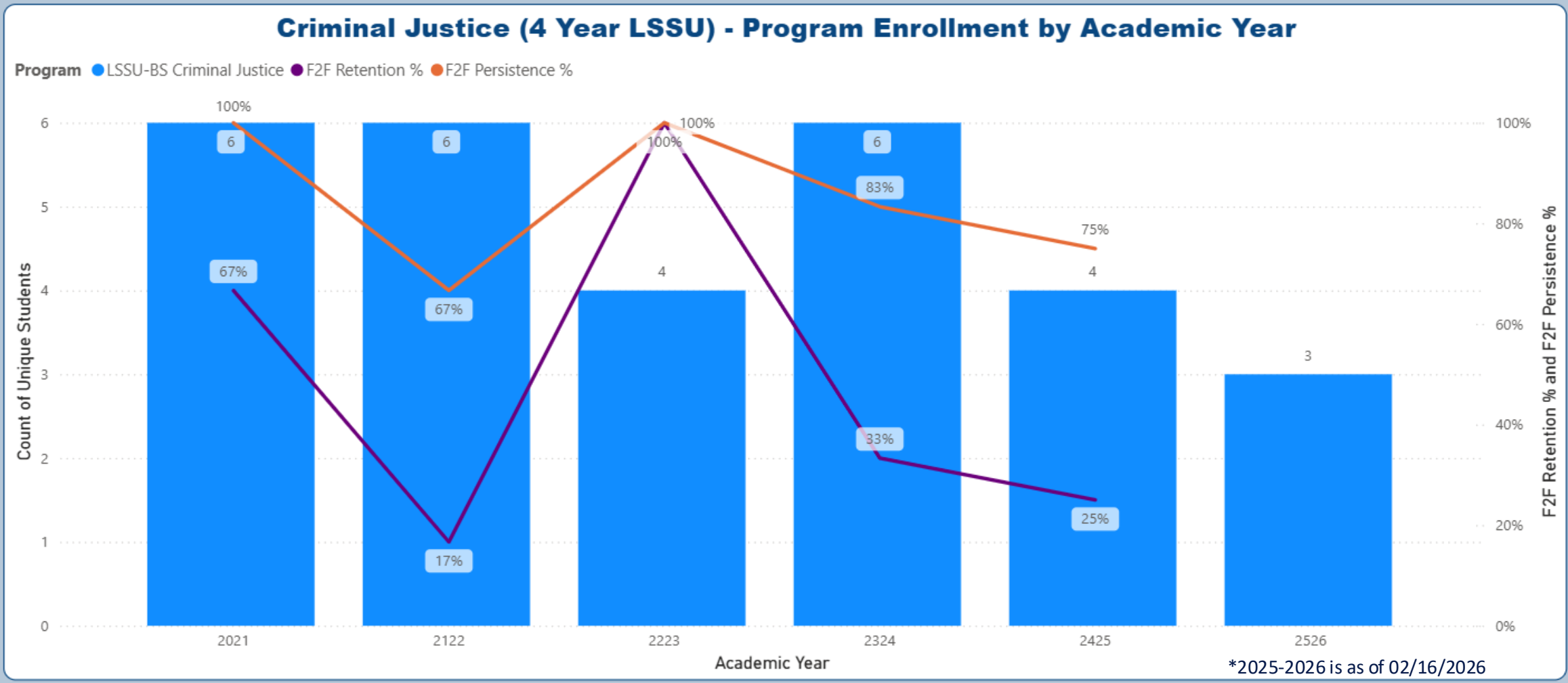
Criminal Justice (AAS)

Criminal Justice (AAS) – Program Enrollment by Academic Year

■ Criminal Justice — F2F Retention % — F2F Persistence %

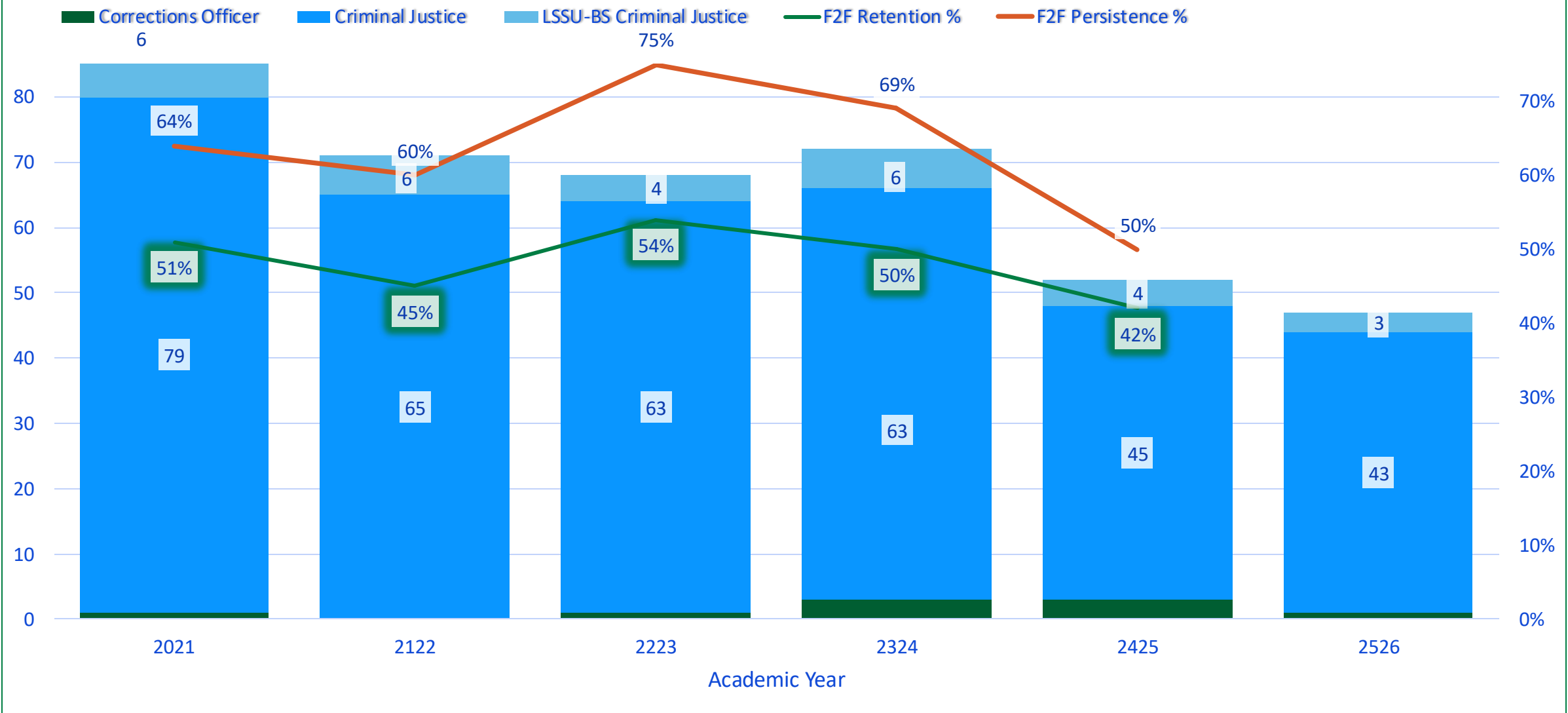


Criminal Justice (4 Year LSSU Program)



Criminal Justice (All Programs)

Criminal Justice (All Programs) – Program Enrollment by Academic Year



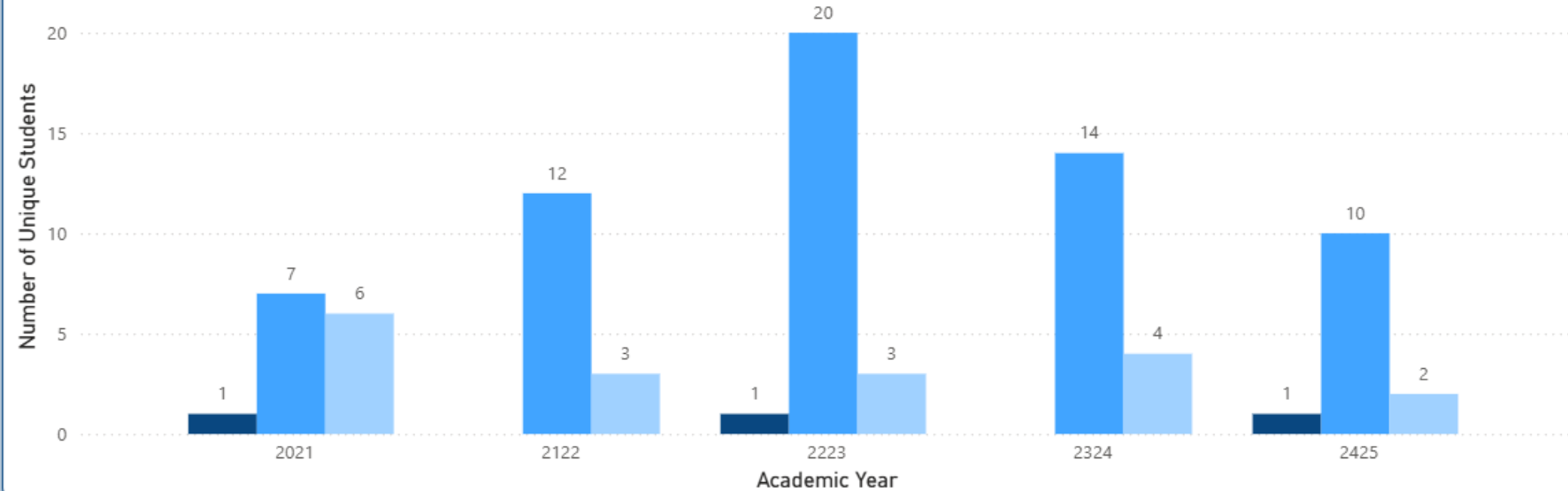
Criminal Justice

**Highest Degree Level Earned (BS, AA, AAS, Cert)*

***Unduplicated*

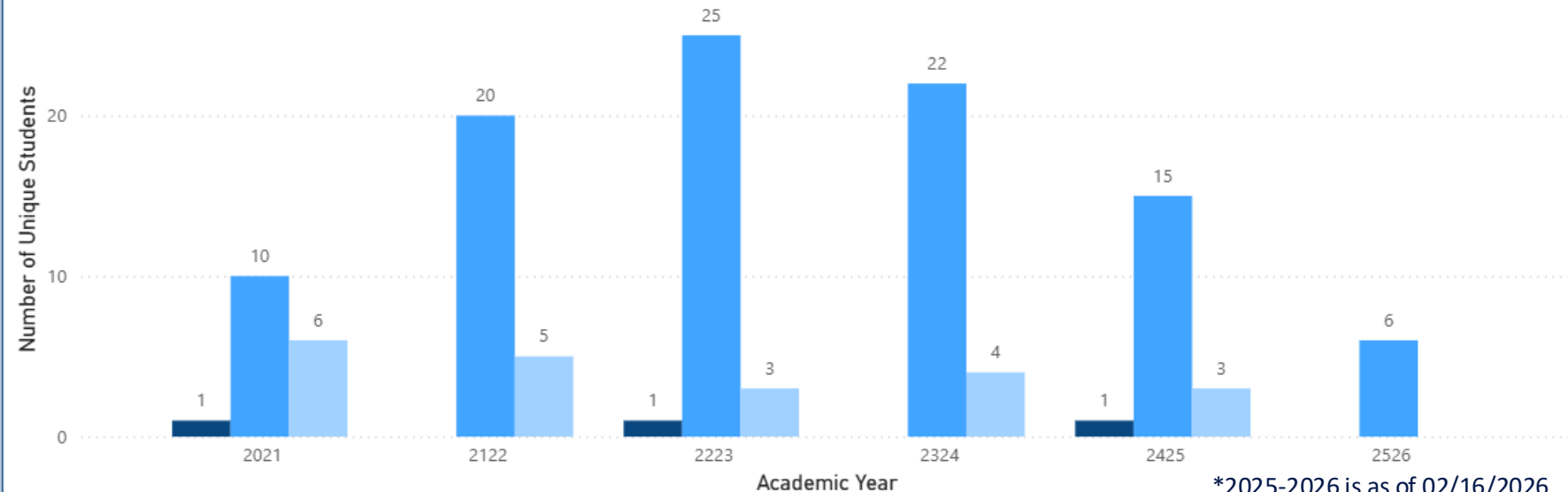
Highest Criminal Justice Degree Level Earned - Unduplicated by Academic Year

Program ● Corrections Officer ● Criminal Justice ● LSSU-BS Criminal Justice



Criminal Justice or Awarded Other Major - Unduplicated by Academic Year

Program ● Corrections Officer ● Criminal Justice ● LSSU-BS Criminal Justice



*2025-2026 is as of 02/16/2026

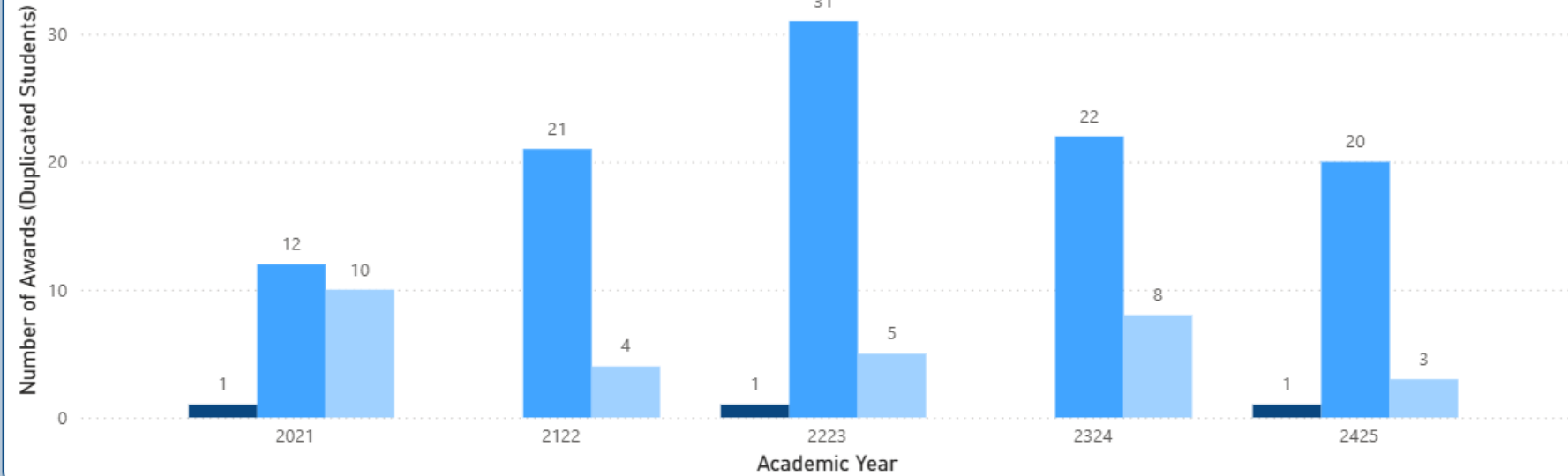
Criminal Justice

**Any Degree Level Earned*

***Duplicated*

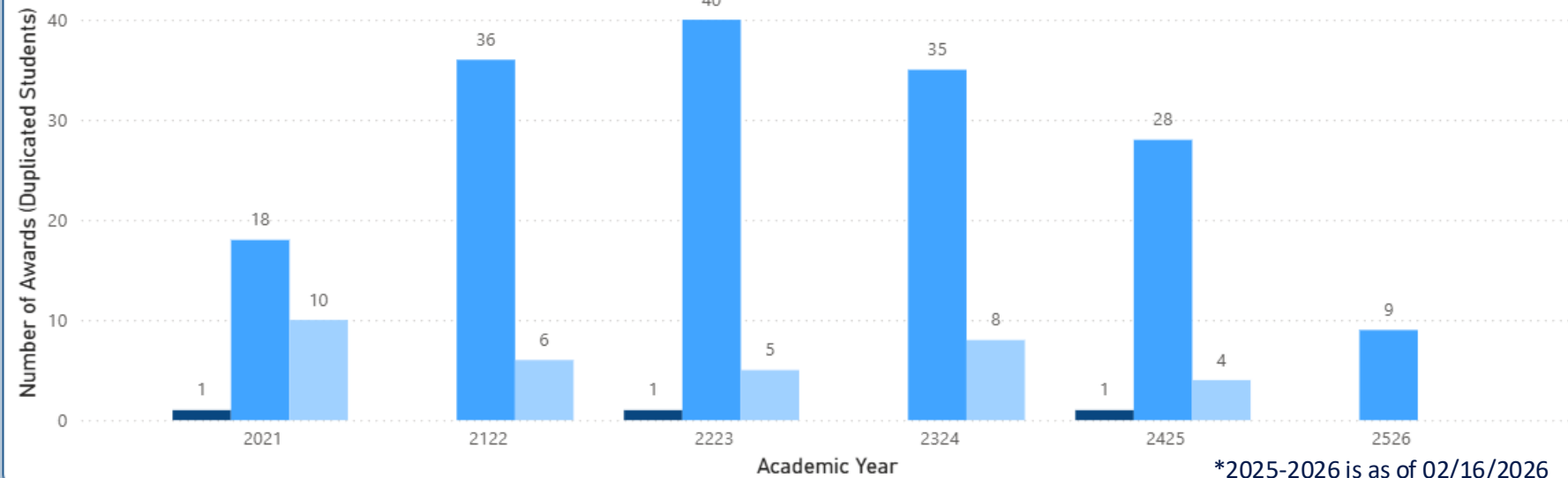
Any Criminal Justice Degree Level Earned - Duplicated by Academic Year

Program ● Corrections Officer ● Criminal Justice ● LSSU-BS Criminal Justice



Criminal Justice or Awarded Other Major - Duplicated by Academic Year

Program ● Corrections Officer ● Criminal Justice ● LSSU-BS Criminal Justice



*2025-2026 is as of 02/16/2026

Workforce Needs: Criminal Justice

Area	Period	Occupation Code & Title	Base Year Employment	Projected Employment	Numeric Change	% Change	Annual Openings Due to Change	Annual Openings Due to Labor Force Exits	Annual Openings Due to Occupation Transfer	Total Annual Openings
Michigan	2022-2032 Projections	194092 - Forensic Science Technicians	550	590	40	7.27%	5	15	55	75
Michigan	2022-2032 Projections	211092 - Probation Officers and Correctional Treatment Specialists	2,270	2,230	-40	-1.76%	-5	70	100	165
Michigan	2022-2032 Projections	230000 - Legal Occupations	30,430	31,430	1,000	3.29%	100	890	955	1,945
Michigan	2022-2032 Projections	333012 - Correctional Officers and Jailers	7,800	6,890	-910	-11.67%	-90	255	380	545
Michigan	2022-2032 Projections	333051 - Police and Sheriff's Patrol Officers	17,650	17,280	-370	-2.10%	-35	510	815	1,290
Michigan	2022-2032 Projections	339032 - Security Guards	22,480	21,380	-1,100	-4.89%	-110	1,270	1,630	2,785

Data from [Michigan Labor Market Information | Occupation Projection 2022-2032](#)

Challenges

- Changing education requirements for jobs
- Course modalities
- Transition to new full-time faculty/program lead
- Advising load



Opportunities

- Expand program presence and course offerings at the Iron Mountain campus
- Increased partnership with local and state law enforcement agencies for enhanced internship and cadet programs
- Integrate the local corrections academy (offered now in workforce development) into the AAS in Criminal Justice
- Enhance partnerships with transfer institutions
- Transition to new program lead



Thank You!

- Sue Sundstrom-Young, Program Lead
- Dr. Jessica Van Slooten, Dean of Arts and Sciences





Associate of Arts in Social Work

Trisha McEvers, MSW, LMSW
Social Work Faculty

Dr. Jessica Van Slooten, Dean of
Arts and Sciences

Social Work Program Overview

- Launched in 2020
- 60 credits/63 contacts
- Full-time Social Work Faculty Member - added January 2025
- Social Work Faculty now able to offer field specific advising to students
- Articulation Agreements Established with BSW programs
 - Northern Michigan University (complete & updated)
 - University of Olivet (complete)
 - University of Wisconsin – Green Bay (In Discussions)
- Three program specific courses (fourth course has been created/proposed)
 - Introduction to Social Work
 - Ethics in Social Work
 - Interviewing Strategies
 - *Newly Proposed Course – Introduction to Addiction*
- Program can be completed online
- Prepares students for transfer to BSW programs



Who Employs Social Workers?

- *According to the National Association of Social Workers...*
 - **Professional social workers are found in every facet of community life**
- *According to the Substance Abuse and Mental Health Services Administration (SAMHSA)...*
 - **Professional social workers are the nation's largest group of mental health services providers.**
- *According to National Institute on Health...*
 - **Social workers are primary providers in substance abuse treatment**

Social Work - Workforce Needs:

- **As of December 2, 2025, 40% (137 million) of the U.S. population lives in a Mental Health Professional Shortage Area (Mental Health HPSA).**
- **Rural counties are more likely than urban counties to lack behavioral health providers.**
- **The Upper Peninsula projected growth in Substance abuse, behavioral, & mental health positions is estimated to be at 16% by 2032.**

Social Work: Community Needs Close to Home

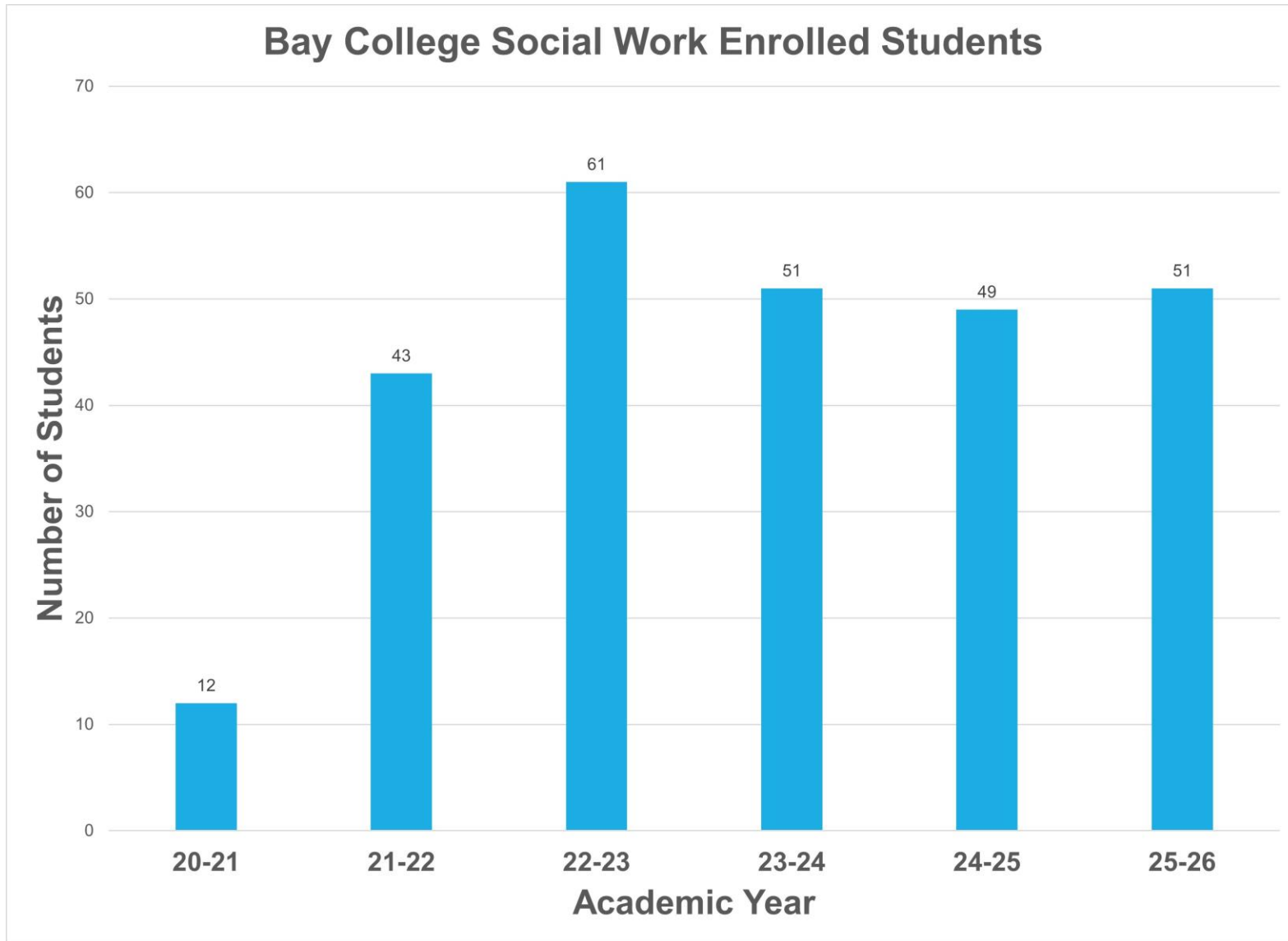
Table 4-1 Ratio of Population to Providers, 2022

	Primary Care Physicians	Dentists	Mental Health Providers
Michigan	1280:1	1250:1	300:1
Alger	1260:1	2200:1	1260:1
Baraga	1370:1	1380:1	640:1
Chippewa	1420:1	1650:1	230:1
Delta	1230:1	1530:1	600:1
Dickinson	1360:1	920:1	270:1
Gogebic	1200:1	2050:1	460:1
Houghton	1440:1	1370:1	450:1
Iron	1450:1	2910:1	890:1
Keweenaw	x	2180:0	2180:1
Luce	760:1	1780:1	530:1
Mackinac	1560:1	1220:1	500:1
Marquette	870:1	1110:1	220:1
Menominee	2910:1	1940:1	710:1
Ontonagon	2930:1	1950:1	2930:1
Schoolcraft	1340:1	1360:1	360:1

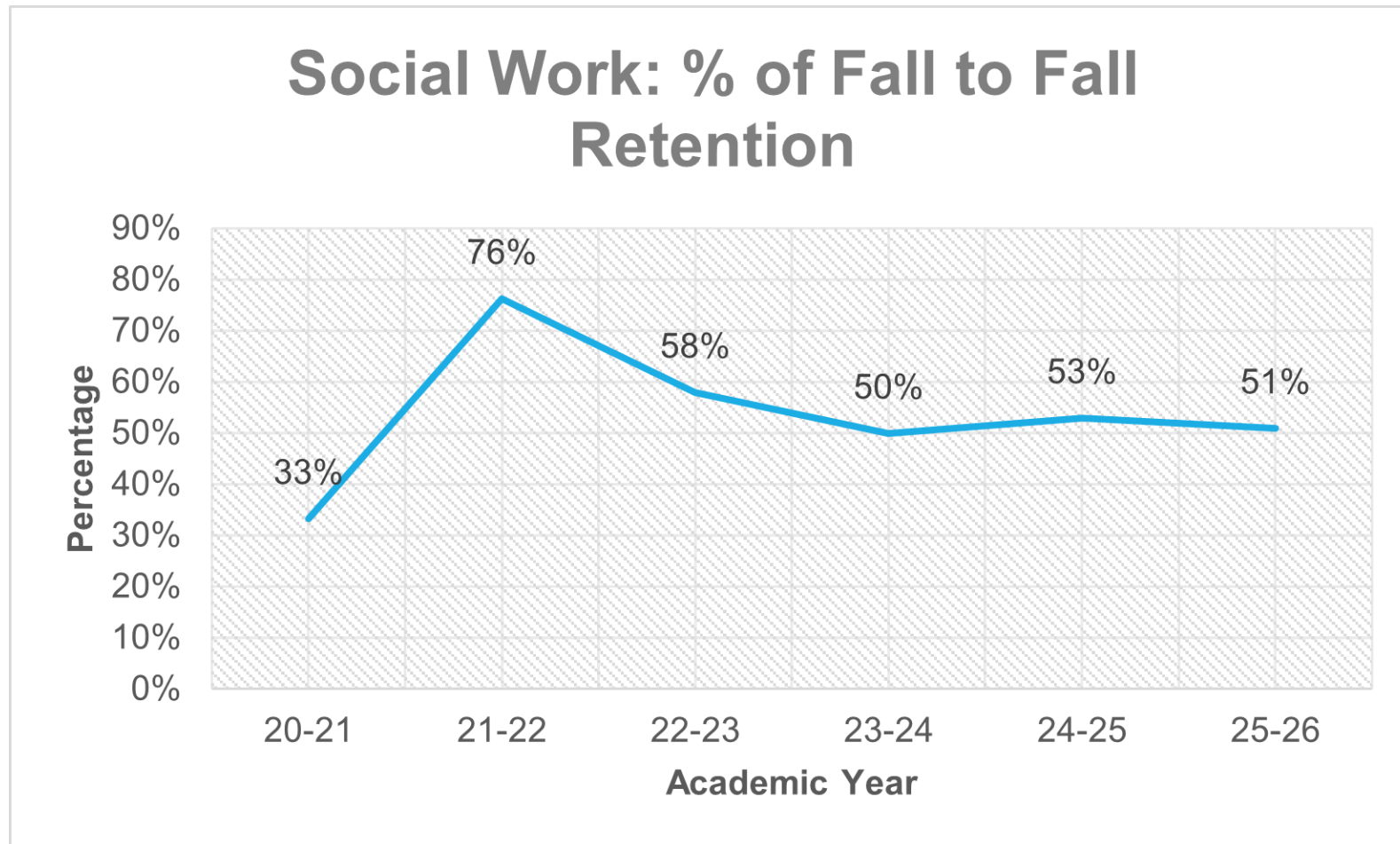
Michigan as a whole must add an estimated 41,000 social workers by 2032 to meet projected needs. (Bridge, 2023)

- **Regional Shortage: Rural communities disproportionately affected by "severe" workforce gaps across all sectors, including social work.**
- **Impact on Services: A lack of therapists and case managers has created barriers to access mental health care - overwhelmed, understaffed systems" lead to burnout and turnover in the field.**

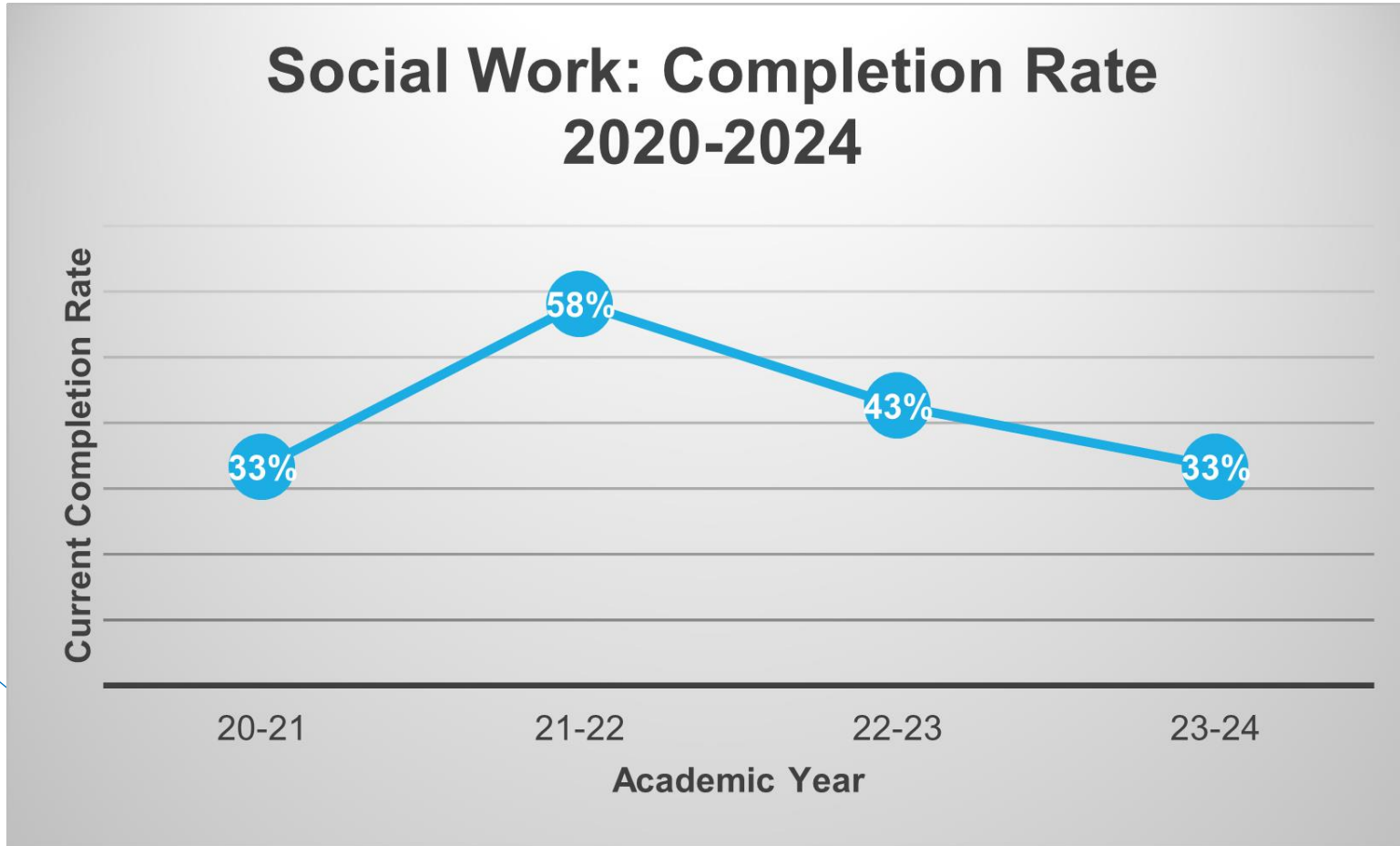
Social Work Enrollment 2020-2026



Social Work Retention 2020-2026

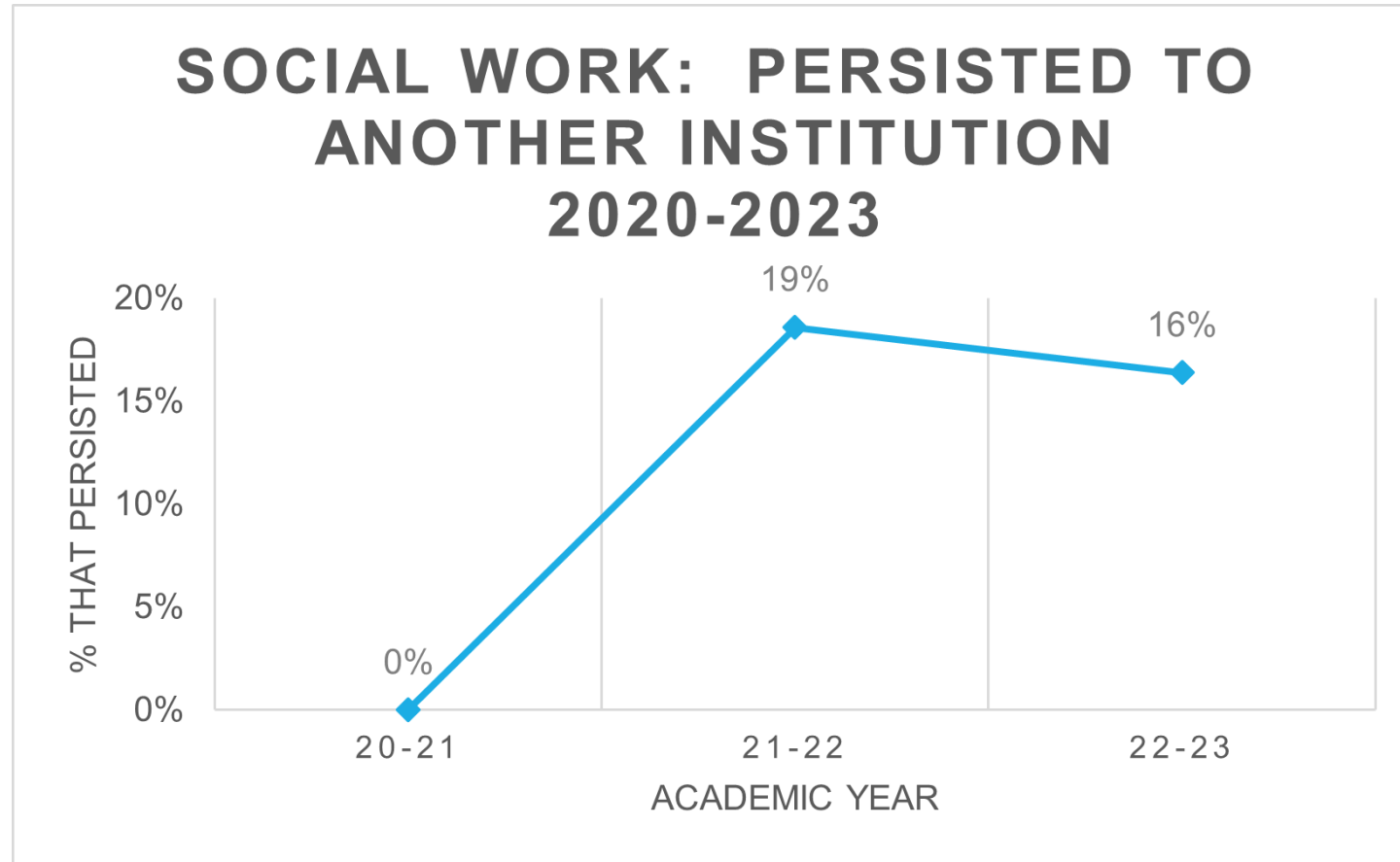


Social Work Completion 2020-2024



**Data unavailable for '24-26*

Social Work Persistence 2020-2023



**Data unavailable for '24-26*

Challenges

- **Challenges with student retention, completion, and persistence**
 - Full time social work enrollment has decreased nationally over the past 10 years, while part time enrollment has increased.
 - Cost of education/high debt vs. low starting social work salaries may deter students
 - 2022-23 research indicated that 57% of BSW students nationally were ages 22 to over 65.
- **Challenges and barriers common to adult learners:**
 - Family/work obligations
 - Limited financial resources
 - Lack of time
 - Lack of clarity on academic and career goal setting
 - Lack of confidence in academic ability

Opportunities

- Establish evidence-based & proactive advising
- Student-centered strategies for reducing barriers for adult learners.
- Coursework specific to building substance abuse knowledge in the local area
- Expand transfer pathways
- Establish community workforce partnerships
- Advocate for fair wages and workloads for social workers in the workforce



Thank You!

Trisha McEvers, MSW, LMSW,
Social Work Faculty

Dr. Jessica Van Slooten, Dean of
Arts and Sciences

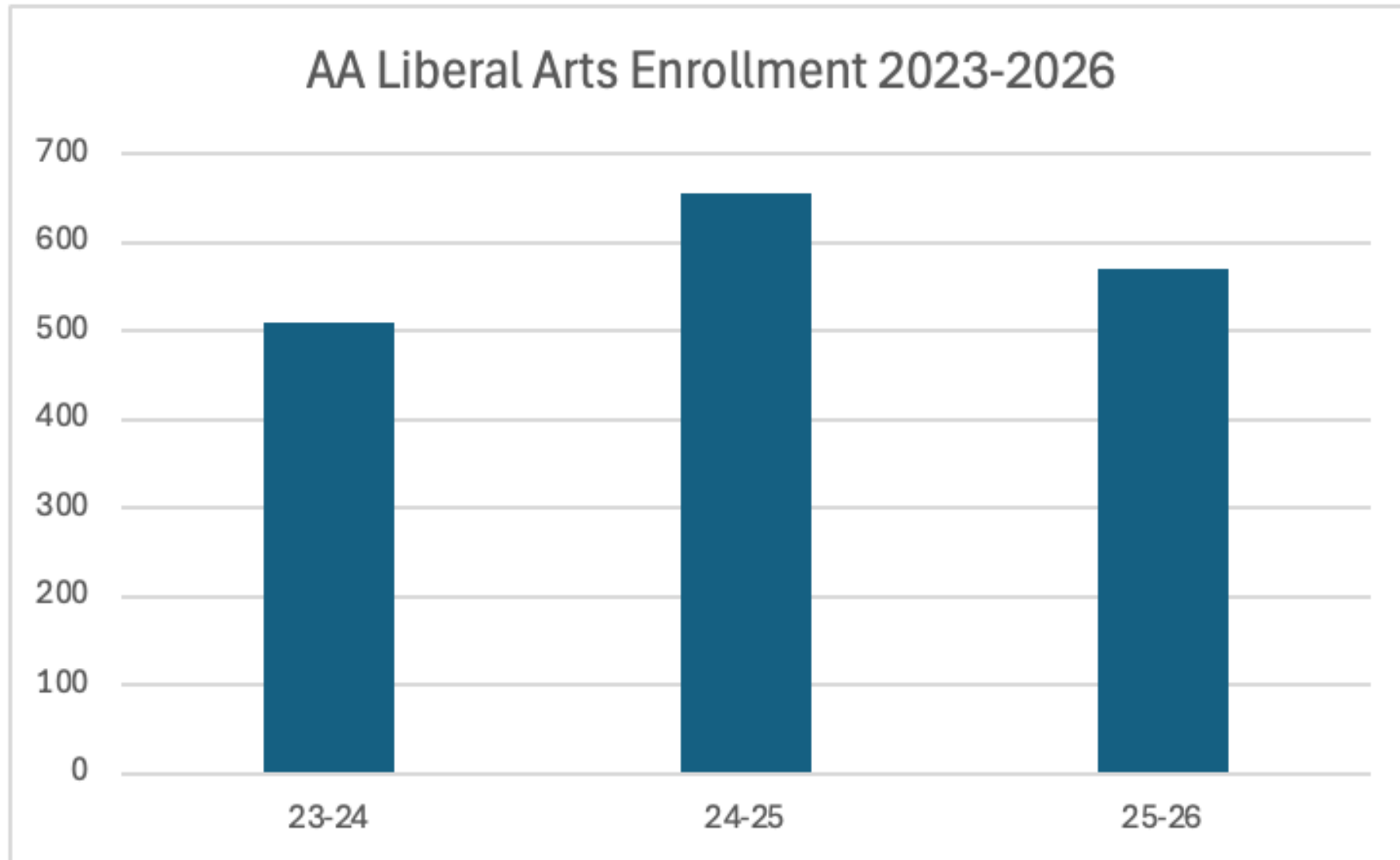


Associate of Arts Degree

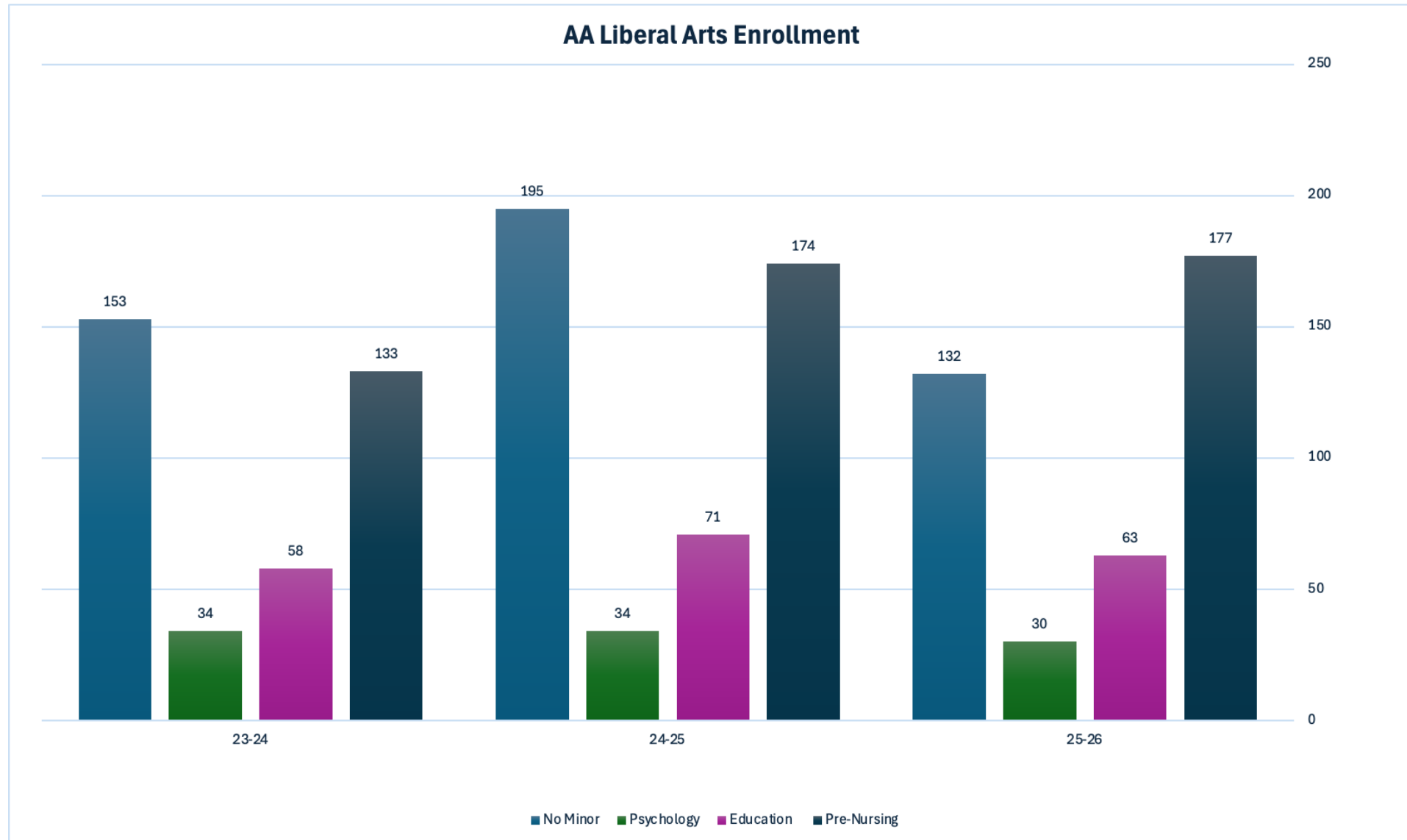
Transfer and Career Readiness

- Jennifer McCann, Arts and Letters Division Chair
- Dr. Crystal Hendrick, Social and Behavioral Sciences Division Chair
- Dr. Brian Black, Math and Science Division Chair
- Dr. Jessica Van Slooten, Dean of Arts and Sciences

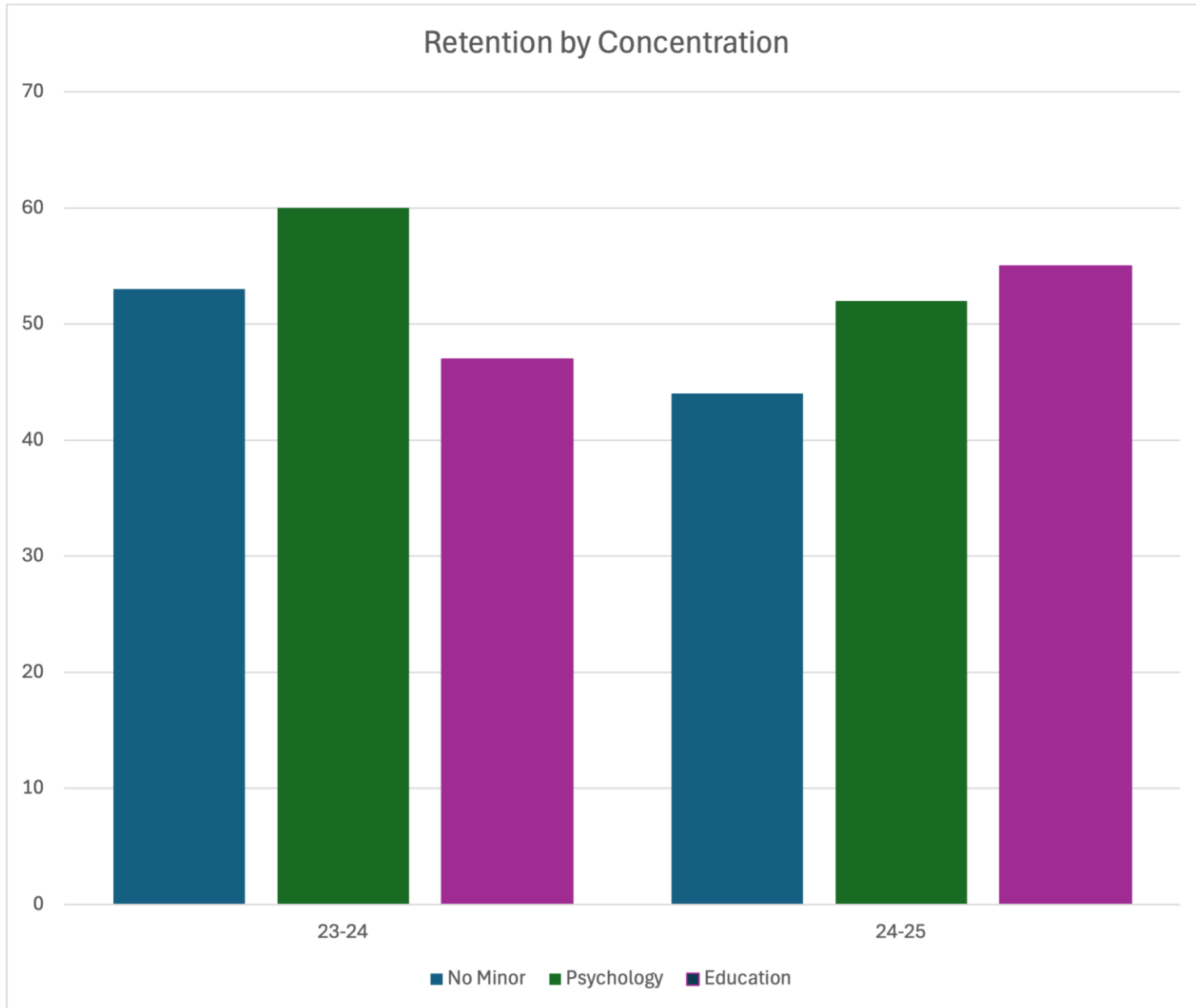
Total Associate of Arts Enrollment 2023-2026



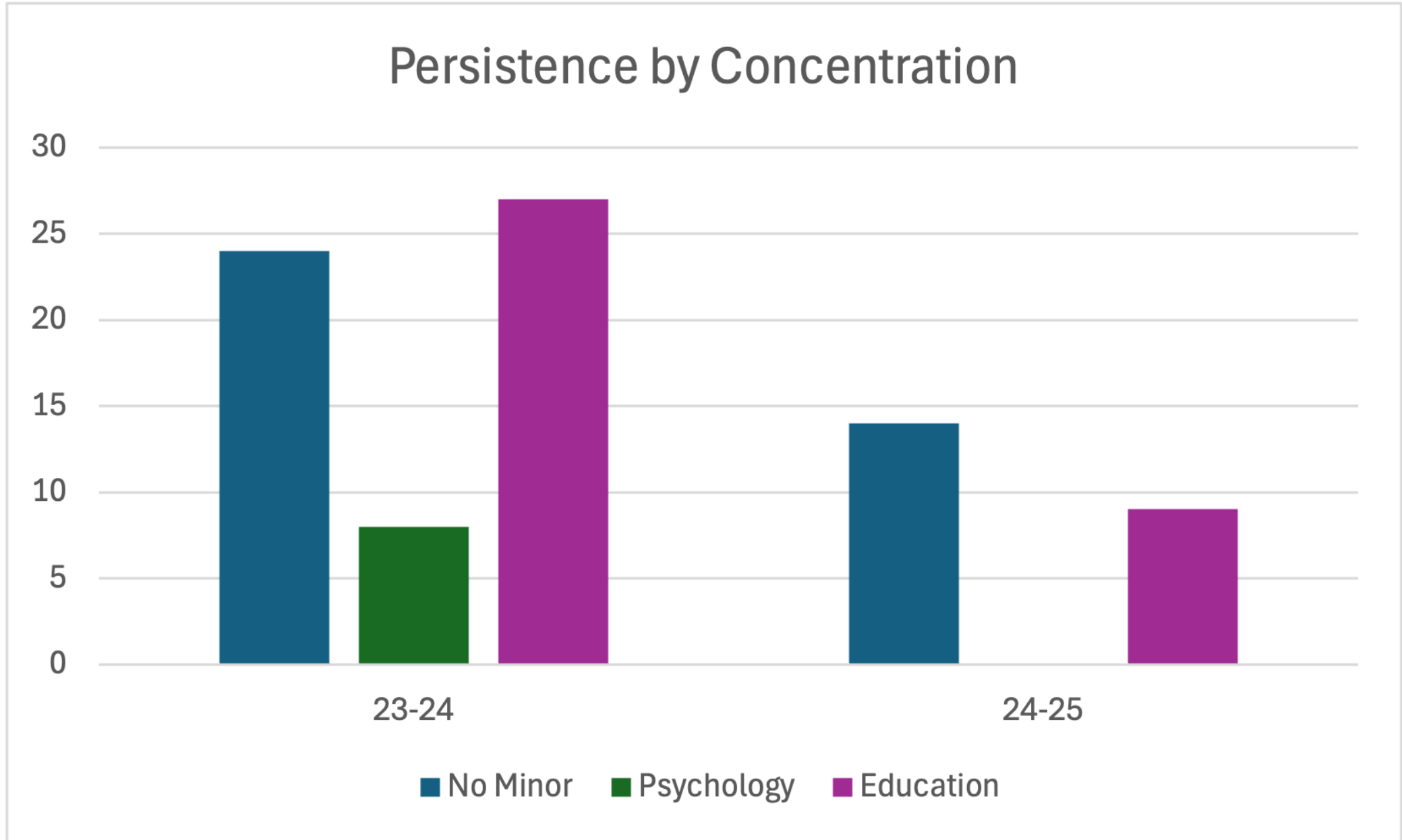
Select AA Concentrations Enrollment 2023-2026



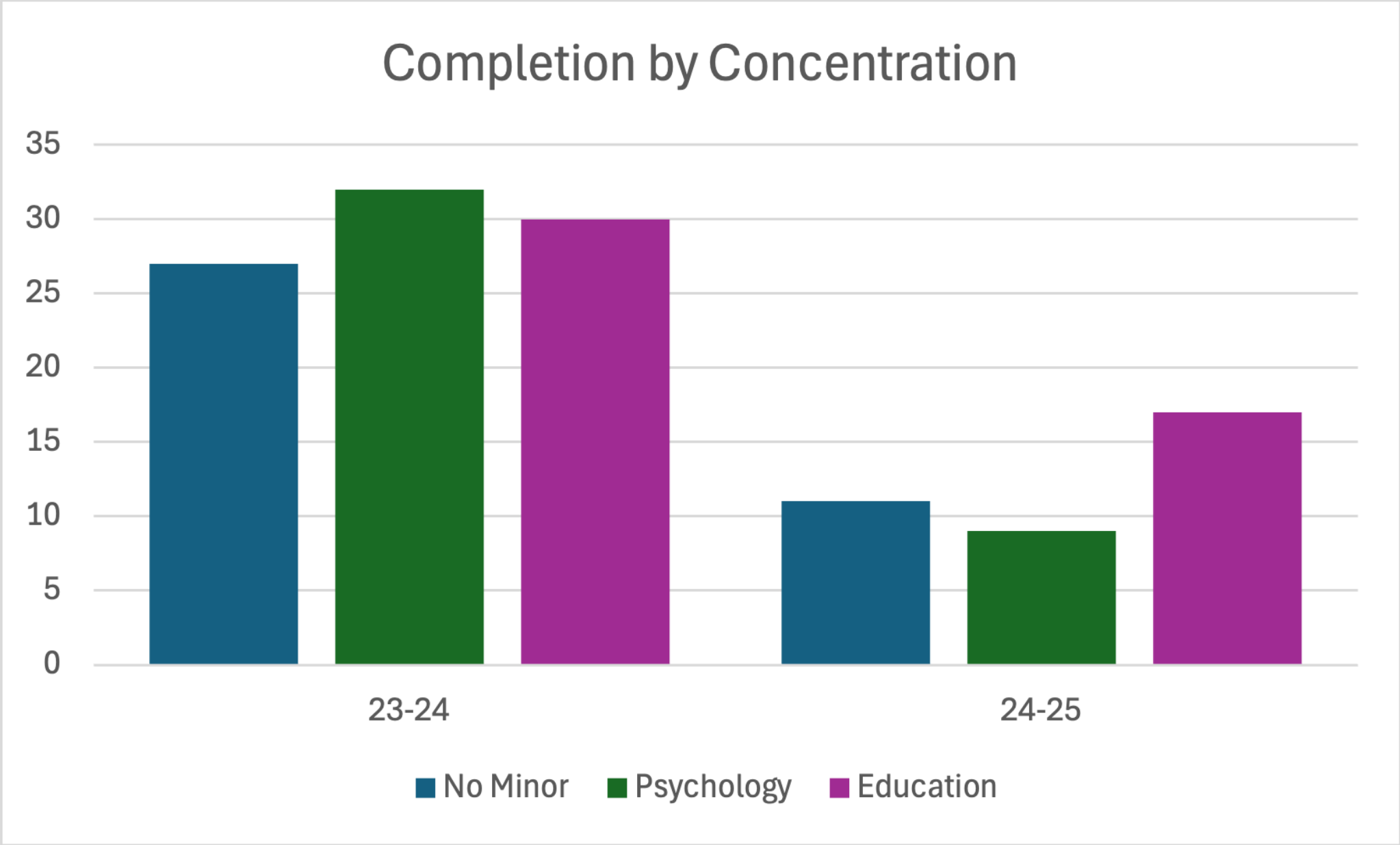
Select AA Concentrations Retention 2023-2025



Select AA Concentrations Persistence 2023-2025



Select AA Concentrations Completion 2023-2025



Workforce Needs: Education

Figure 6.1. Estimated Extent of Overall Teacher Shortages

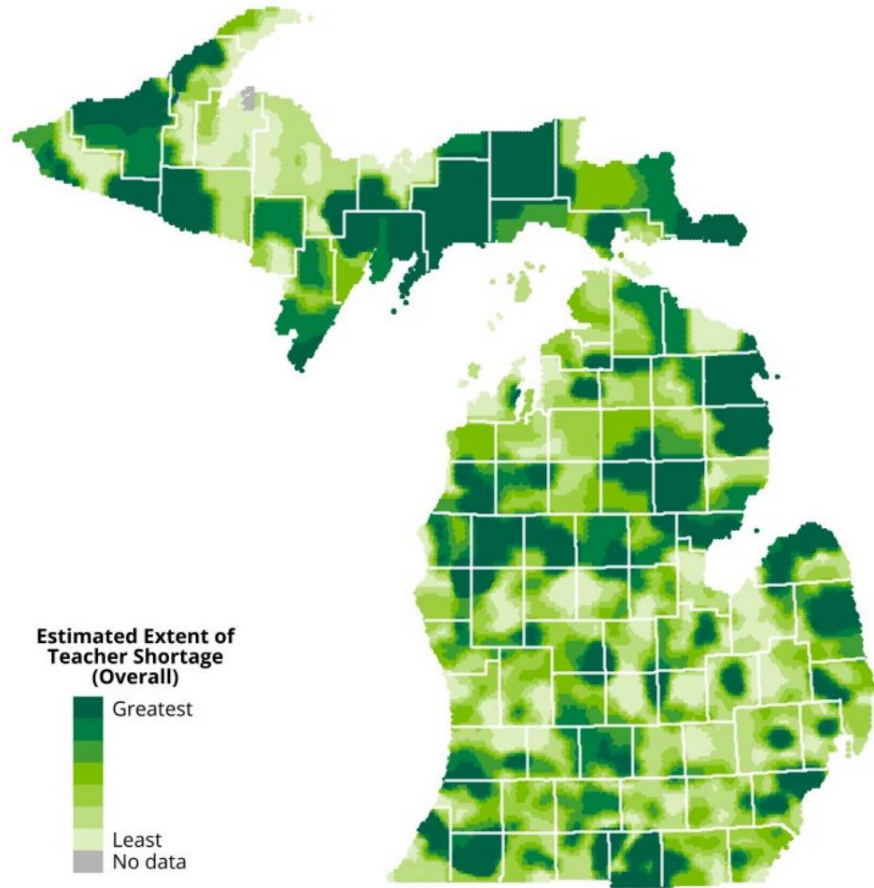
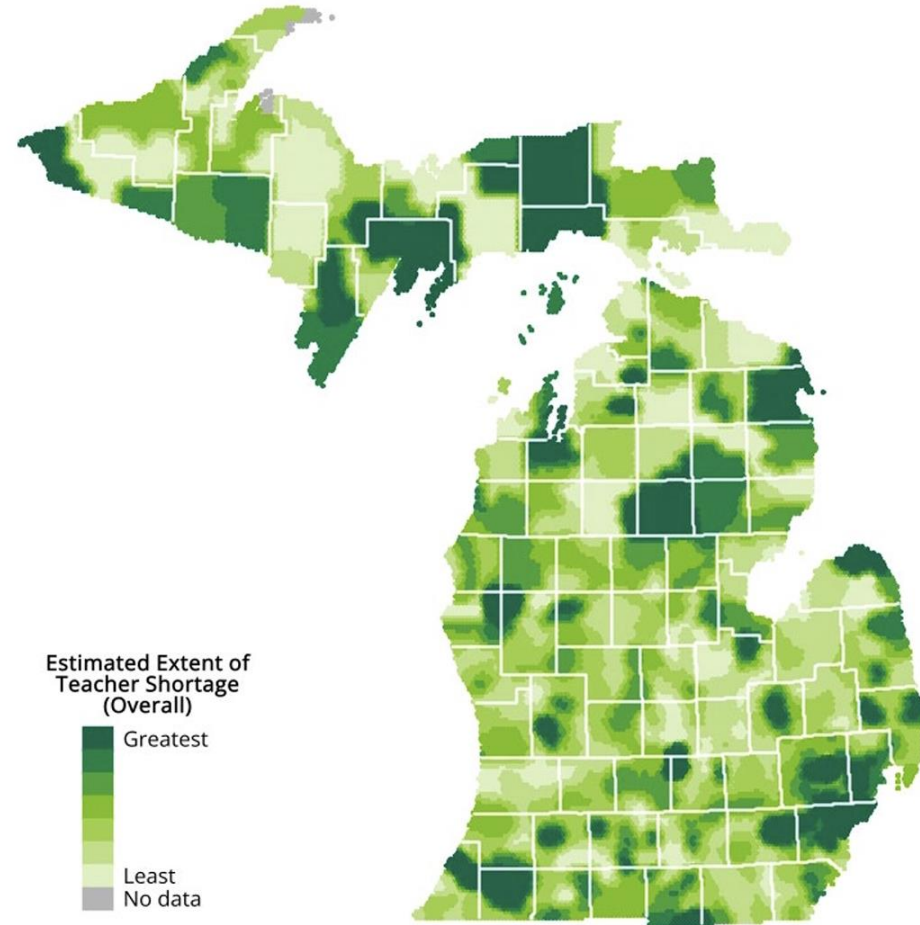


Figure 6.1. Estimated Extent of Overall Teacher Shortages



Challenges

- Large number of undecided students
 - Many concentrations/few specialized courses
 - Limited subject experts to teach and advise
- Potential for stakeholder confusion about degree and course availability
- Inconsistent usage of Liberal Arts language
- Lack of consistent program reviews for planning, marketing, recruitment initiatives



Opportunities

- Transfer Pathway Certificate
- Dedicated education advisor
- Evaluate concentration offerings and declaration process so that there are fewer undecided students
 - Meta Majors
- Establish more transfer pathways in popular concentrations
- Marketing campaign



Thank You!

- Jennifer McCann, Arts and Letters Division Chair
- Dr. Crystal Hendrick, Social and Behavioral Sciences Division Chair
- Dr. Brian Black, Math and Science Division Chair
- Dr. Jessica Van Slooten, Dean of Arts and Sciences





Pre-Engineering Associate of Science Degree

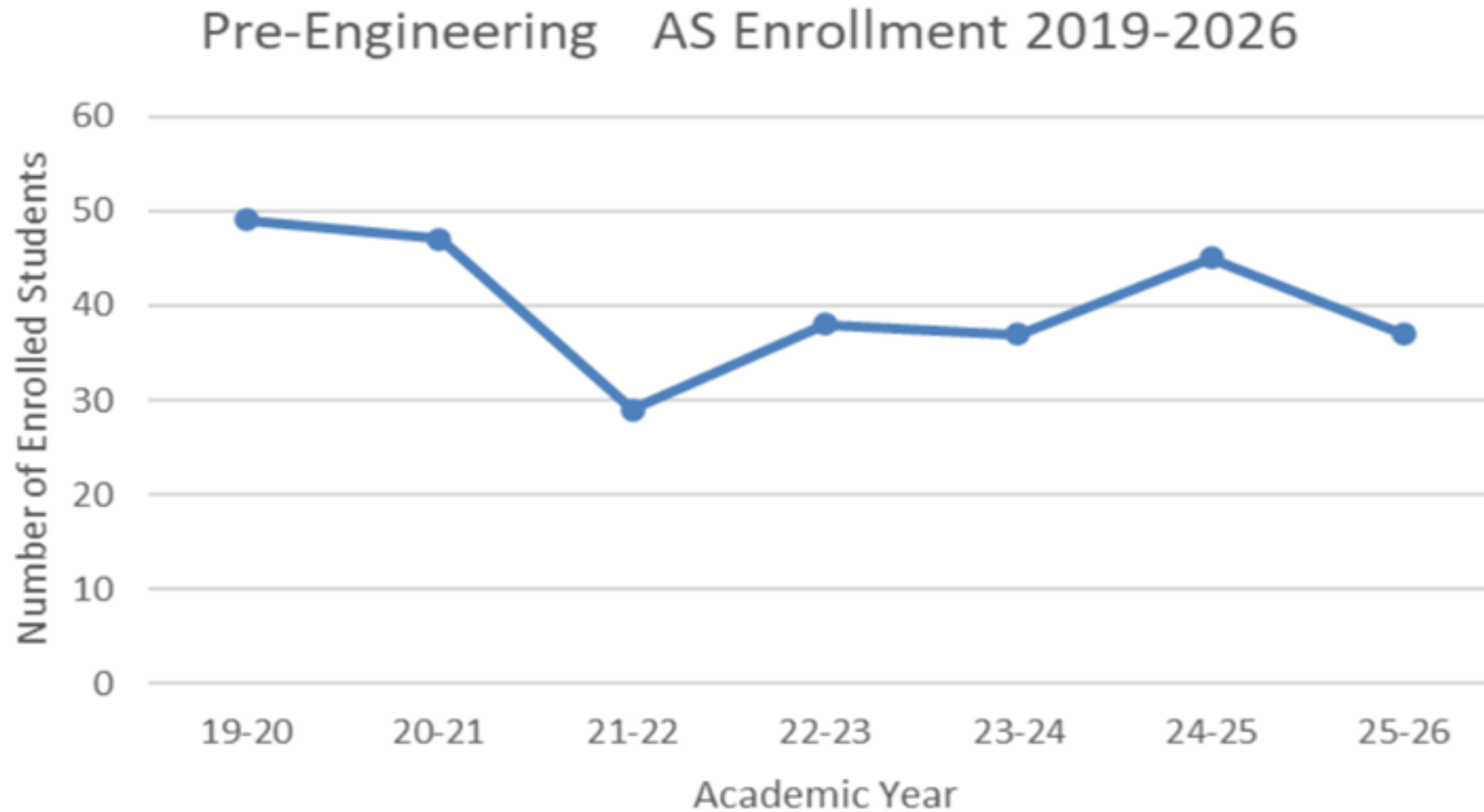
Math and Science Division Faculty:

Spencer Slade, Dr. Matt
Krynicky, Dr. Chris Gravatt, & Dr.
Brian Black

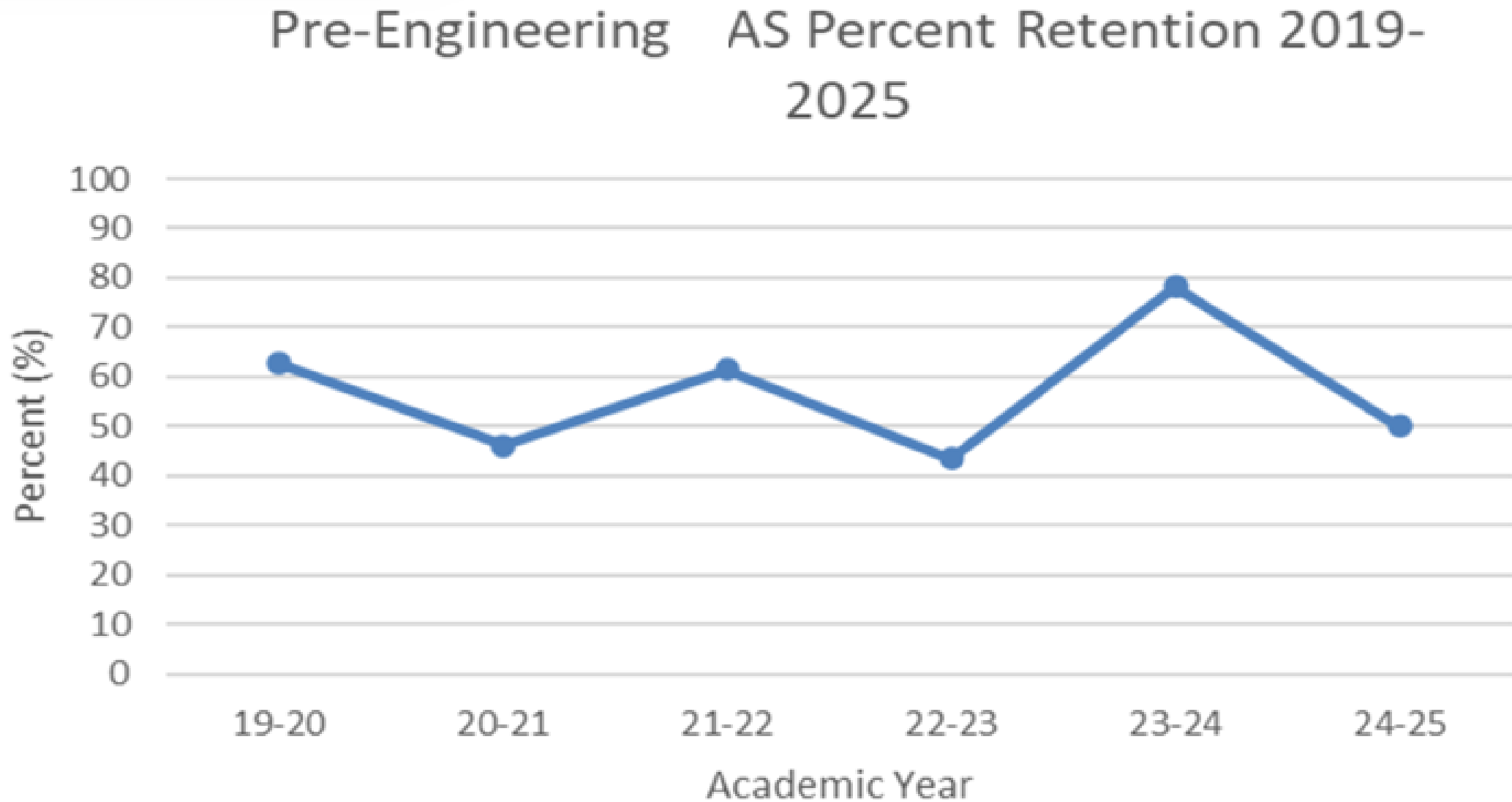
Dean of Arts and Sciences:

Dr. Jessica Van Slooten

Enrollment 2019-2026

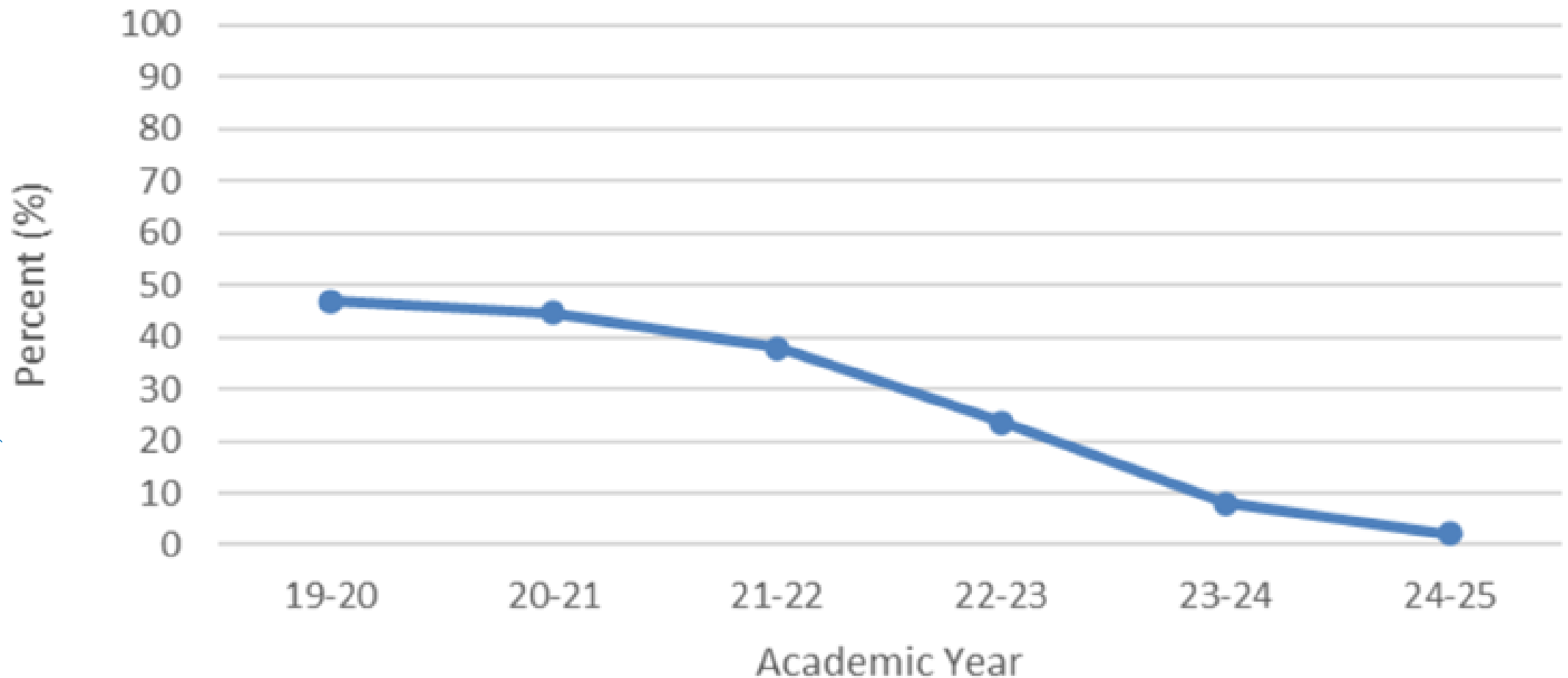


Retention 2019-2025



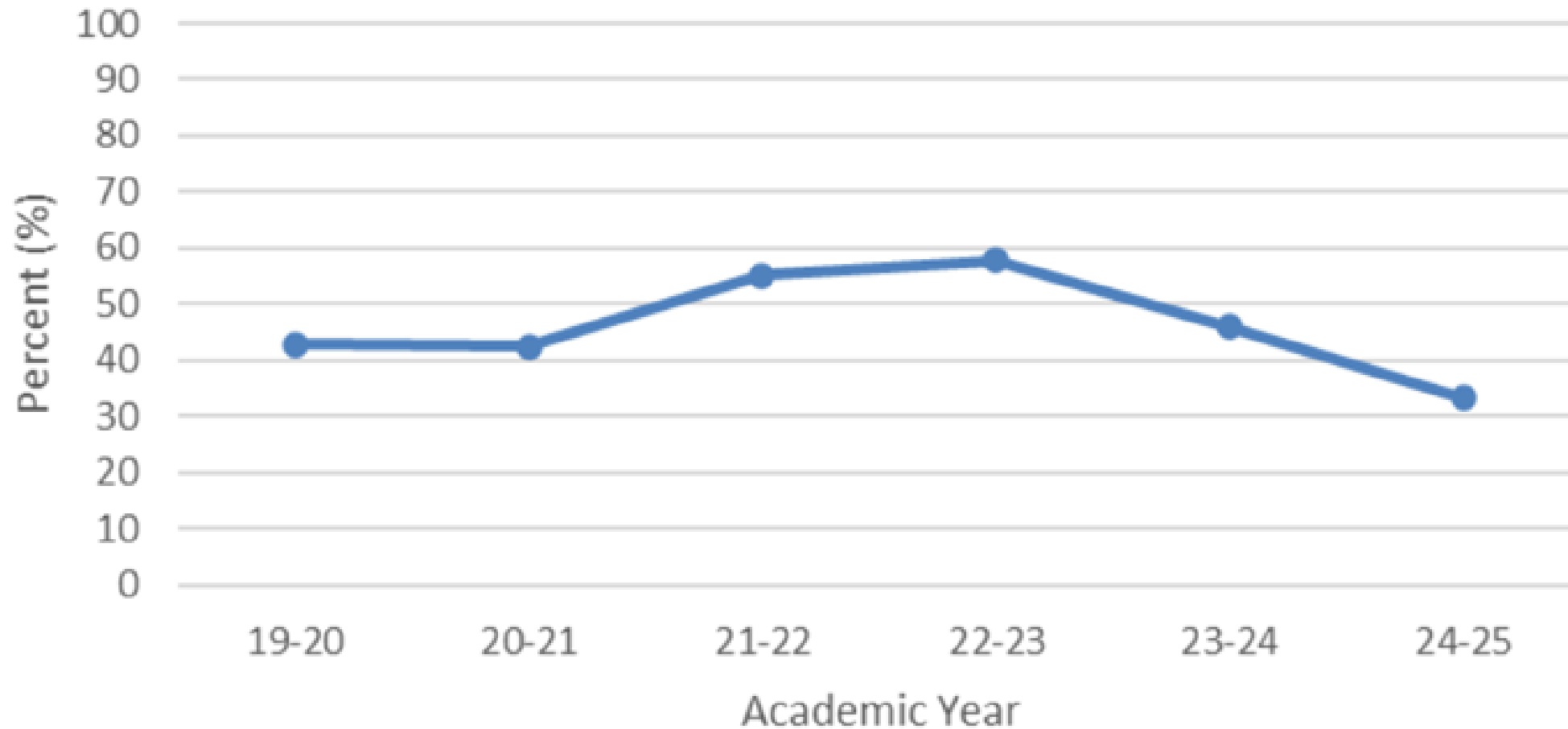
Persistence 2019-2025

Pre-Engineering AS % that Persisted to Another Institution (of those with no award)



Completion

Pre-Engineering AS % Completion



Workforce Needs:

What do local employers say?

Employers say ...

- the math and science skills and critical thinking skills of new employees are solid
- new employees have a difficult time with proper communication in the workplace
- skills like understanding the importance of deadlines or showing up to work on time are things new employees have to develop

High-Demand and High-Wage through 2032

Science, Technology, Engineering, and Mathematics (STEM)

Occupation (Job Title)	Projected Annual Openings	Projected Growth	Hourly Wage Range
Architectural & Engineering Managers	5	0.0%	\$56-\$77
Biological Science Teachers, Postsecondary	10	30.0%	\$38-\$49*
Chemistry Teachers, Postsecondary	10	33.3%	\$36-\$80*
Civil Engineers	10	6.2%	\$33-\$48
Computer & Information Systems Managers	10	15.4%	\$46-\$76
Computer Network Support Specialists	5	16.7%	\$24-\$36
Computer Science Teachers, Postsecondary	5	40.0%	\$37-\$66*
Computer Systems Analysts	10	6.2%	\$26-\$38
Computer User Support Specialists	20	2.9%	\$21-\$30
Data Scientists	5	25.0%	\$26-\$51
Electrical Engineering Technologists & Techs	10	11.1%	\$26-\$41
Electrical Engineers	10	7.7%	\$37-\$55
Engineering Teachers, Postsecondary	10	28.6%	\$39-\$59*
Foresters	10	0.0%	\$31-\$39
Industrial Engineers	20	10.3%	\$36-\$49
Mathematical Science Teachers, Postsecondary	10	22.2%	\$30-\$61*
Mechanical Engineers	25	12.5%	\$35-\$49
Network & Computer Systems Administrators	5	8.3%	\$30-\$43
Sales Reps., Goods, Technical & Scientific	5	0.0%	\$35-\$46
Software Developers	15	14.3%	\$37-\$61

Workforce Needs:

Challenges

- Marketing
 - Making students aware that they can complete the first 2 years of their engineering program at Bay College
 - Reassuring students that those classes will transfer
- Maintaining enrollment in our upper-level math and science courses
 - Many top dual-enrolled students get university scholarships and do not even take these courses
 - Enrollment in these courses can be low some semesters



Challenges

- Student Misconceptions
 - Making students aware that upper-level math and science Bay College courses adequately prepare them for engineering at their transfer university
- Lack of courses in certain areas
 - CAD classes
 - Example: A recent internship at Billerud was advertised to Bay College pre-engineering students. CAD programming experience was preferred.



Opportunities

- Build more transfer agreements similar to those with LSSU
 - Michigan Tech, UWGB, etc.
- Improve marketing of the program
 - Better advertising of current transfer agreements with LSSU
 - Student testimonials
- Reintroduce CAD classes at Bay
- Advise dual-enrolled students into upper-level math and science courses



Opportunities

- Make students aware of employment opportunities in engineering in the local area and strengthen relationships with these employers
 - Billerud
 - BOSS/Toro
 - Systems Control
 - EMP
 - Van Aire
 - Coleman Engineering



Thank You!

Math and Science Division
Faculty:

Spencer Slade, Dr. Matt
Krynicky, Dr. Chris Gravatt, &
Dr. Brian Black

Dean of Arts and Sciences:
Dr. Jessica Van Slooten

