

Board of Trustees Meeting Minutes
April 16, 2026
12:30 p.m., MTC 102/Boardroom

The Board of Trustees of Wor-Wic Community College held a regular meeting on April 16, 2026. Board Chair Morgan Hazel presided.

PRESIDENT

Dr. Deborah Casey

TRUSTEES

Chair Morgan Hazel
Vice Chair Anna Newton – via ZOOM
Mr. Russell Blake
Mrs. Kim Gillis
Mr. Marty Neat - absent
Ms. Lorraine Purnell-Ayres - absent
Mr. Bill Turner

VICE PRESIDENTS

Dr. Michael Hutmaker
Dr. Deirdra Johnson
Mrs. Jennifer Sandt
Dr. Karie Solembrino

ASSOCIATE VICE PRESIDENT FOR HUMAN RESOURCES

Ms. Karen Berkheimer

EXECUTIVE DIRECTOR OF THE FOUNDATION AND DEVELOPMENT

Ms. Stefanie Rider

CHIEF INFORMATION OFFICER

Mr. Ayman Idress

EXECUTIVE ASSISTANT TO THE PRESIDENT

Ms. Katrina Terrell

PRESIDENT, WORCESTER COUNTY COMMISSIONERS, LIAISON

Mr. Chip Bertino

WICOMICO COUNTY EXECUTIVE, LIAISON

Ms. Julie Giordano – absent (Lori Carter attended)

ATTENDEES

Dave Ryan, Torre Phillips, Dr. Beth Jones (via ZOOM), Sarah Guy, Carol Menzel

ROLL CALL

Ms. Katrina Terrell took roll and recorded minutes.

BOARD OF TRUSTEES

Russell W. Blake

Kimberly C. Gillis

Morgan Hazel

Martin T. Neat

Anna G. Newton

Lorraine Purnell-Ayres

Bill Turner

PRESIDENT

Deborah Casey, Ph.D.

CELEBRATING SUCCESS

Mr. Dave Ryan (Wicomico Economic Development) and Miss Torre' Phillips (Business Major Student) shared their experiences of being a part of the Strategic Planning Process.

Mr. Ryan's feedback...

The logistics of the initiative were described as highly organized, systematic, and thoughtfully executed, contributing to a strong and well-deserved reputation. He recognized Sarah Guy for effectively keeping participants focused and on track throughout the process. He further stated that the committee structure and composition were a key strength: Highlighting the Workforce Development Committee, co-chaired by Ruth Baker, demonstrated strong leadership and diversity in membership; CDC Committee was described as well-constructed with thoughtfully selected members. He expressed how his participation on the committee provided a valuable learning experience.

Overall engagement was high, with participants demonstrating genuine interest and commitment to contributing. He stated the initiative was an "A+" effort, with a strategic plan that was well-conceived and effectively executed.

Miss Phillips feedback...

Her experience as a student, a Business Transfer major, who participated for the first time was great. She reported that the experience was enjoyable and provided valuable exposure to larger institutions. Torre stated that the environment was very welcoming, contributing positively to her overall experience.

Ms. Anna Newton shared that the committee's work was well organized and effectively structured. She expressed that she valued being part and appreciated the opportunity to observe how the overall process functioned. Focusing on the missing, vision and values of the institution.

Dr. Casey provided an overview of the diversity represented across the various committees, emphasizing the different levels of perspective included in the process. There were students, community members, faculty, staff and board all represented. She expressed appreciation and gratitude to all participants for their contributions and attendance, specifically again thanking Ms. Phillips and Mr. Ryan for sharing their experiences with the Board. Dr. Casey introduced team leading initiative – Sarah Guy (Consultant), Dr. Beth Jones and Carol Menzel.

Board of trustee members thanked and showed appreciation to all for participating.

INTRODUCTION OF NEW FACULTY AND ADMINISTRATORS

Mrs. Jennifer Sandt introduced Trey Moore – Environmental Health & Safety Compliance Coordinator

APPROVAL OF MINUTES

A motion was made to approve the March 12, 2026, meeting minutes by Mr. Bill Turner and seconded by Mrs. Kim Gillis. The motion passed unanimously.

STUDENT SUCCESS REFORMS

Student Success Reform 1: Transfer

Student Success Reform 2: Dual Enrollment

Student Success Reform 3: Workforce Pathways

Dr. Solembrino provided a report on community partnership initiatives, highlighting a contract training program developed for Avery Hall Insurance. The program focused on enhancing employees' communication skills, emphasizing empathetic and professional interactions. A customized customer communication course was created with specific objectives tailored to the partner's needs, with the

capability to be adapted for other organizations. The training addressed both internal and external customer interactions, including:

- Written and verbal communication
- Strategies for handling difficult customer situations
- Effective feedback practices

The course was structured around three primary objectives:

1. Demonstrate foundational communication skills
2. Evaluate digital communication practices
3. Understanding the importance of customer service in modern society

Dr. Kelly Carey provides the instructions for the program, and the curriculum incorporates artificial intelligence (AI) tools to support addressing real-world issues and challenges faced by the partner organization.

Question was raised as to how long the course runs – Dr. Solebrino advised she would follow up and advise the length of term but noted that the course is customizable to the clients' needs and broken down into modules

Student Success Reform 4: Shortened Academic Terms

PRESIDENT'S REPORT

Mr. Andrew Booth, a retired trustee member, passed away on April 7, 2026. A reading has been prepared for the family and is shared today at the Board and a copy will be placed with the minutes. Some of the team will be attending services tonight and tomorrow. The family has requested donations to the church or Wor-Wic and we thank them for their generosity. *See letter attached*

Question was raised regarding placing his portrait up on campus. Dr. Casey noted that we could work to find a place for his picture.

Morgan reported on the formation of nomination committed for the Vice Chair following his retirement as Anna Newton identified as the next Chair. Marty Neat & Russ Blake will be on the nominating committee and will present at the June meeting to be voted upon.

Dr. Casey reported - board Members and Dr. Casey evaluations will be distributed electronically, with each participant receiving their form individually. All evaluations are to be completed by June 1st. Completed evaluations will be submitted directly to Morgan. Dr. Casey and Morgan will subsequently meet to review and discuss the evaluation outcomes. The college will also provide an end-of-year report.

Dr. Casey provided the following reports:

STEM Success Report (see attached) highlights the amazing research and successes with faculty.

During the legislative session, members were encouraged to remain active and engaged. Written testimony was submitted, and members worked alongside others during legislative hearings. A special acknowledgment was given to Senator Mary Beth Carozza and Senator Maultz for their support and involvement. Appreciation was expressed to everyone who provided details and testimony throughout the process. Senator Mary Beth Carozza and Sample-Hughes supported scholarship initiatives for correctional officers, which successfully passed. Collaboration with Julia G. helped advance efforts for Delmar residents living in Maryland to qualify for the College Promise program for students. Bunky and his son attended and testified in support of the initiative. There is interest in inviting his son back if the Governor signs the measure into law. Recognition of veterans was also highlighted during discussions.

It was reported that the organization will receive the same level of capital funding, 3% CADE funding.

Dr. Johnson provided an update on a new partnership with Johns Hopkins University centered on the “Healthy Hacks” initiative. The program is intended to teach students how to prepare healthy, affordable meals while managing a budget and is anticipated to launch in the fall semester. Plans include bringing in a celebrity chef to lead cooking demonstrations and meal preparation activities, although the participating chef has not yet been confirmed. Staff members and members of the Board of Trustees may also be invited to attend and support the initiative. In addition, opportunities for participation from the hotel and culinary programs will be explored during tomorrow’s meeting. The initiative will be available to all students, regardless of age.

Dr. Johnson attended the Worcester County School Advisory Board meeting and discussed participation in the upcoming Field Day event. A request was made for FIN to participate in tabling activities during the event, and Student Engagement has agreed to attend for approximately 30 minutes. There will be a total of four engagement activities.

Dr. Johnson met with the Headmaster of Salisbury Christian School to discuss participation in an upcoming Career and Technical Education (CTE) Day scheduled for next month. The conversation highlighted the misconception that all private school students pursue four-year college pathways and emphasized the value of exposing students to career and technical education opportunities. Approximately 75–100 students are expected to attend the event, during which students will have the opportunity to participate in and explore CTE classes.

Continuing to work with Wicomico County Public Schools Career and Technical Education to develop a crosswalk curriculum aligned with credentialing pathways. Once credentials are finalized, the goal is to establish a clear pathway for students. Significant work will take place over the summer, including adding Dr. Solembrino to the initiative and continuing collaborative planning efforts. Portions of the program are expected to roll out in 2026 within Wicomico County, with additional components scheduled for full implementation in 2027.

Ms. Karen Berkheimer provided an update on collective bargaining, noting that a tentative agreement has been reached on two compensation items. The promotion plan is nearing completion and is expected to be finalized next week. Final adjustments to lab load hours are still under review and may require modifications through a mandatory reopener process. Significant progress has also been made on the faculty placement chart, which is expected to be finalized today. Regarding the reopener provisions, it was noted that once an agreement is in place, there will be an annual reopener process allowing for the addition or modification of up to two items per cycle, in addition to wage considerations, for a total of four items plus compensation adjustments. The agreement is anticipated to be signed in July, with a requirement that any notice of reopeners be submitted by September. Karen and Kari were acknowledged for their significant effort and strong work throughout the process, with appreciation expressed for their contributions.

Dr. Solembrino and Dr. Casey hold monthly informal check-ins with the Faculty Council President and union representatives, in addition to Dr. Solembrino’s meeting with the executive faculty twice per month. These ongoing discussions have been effective in addressing and resolving issues and supporting an open, collaborative relationship. There is also interest in ensuring administrative representation is included in these meetings moving forward. Overall, the year has been described as positive, with an emphasis on ensuring that all voices are heard.

Mr. Ayman Idress provided an update on the SAAS initiative, reporting that the project is progressing well and remains on target, with some areas performing better than initially expected. Seven consultants have been assigned to the project, covering technical, functional, finance, human resources, and student service areas. Current efforts are focused on the discovery and assessment phase, with meetings scheduled

throughout May and June. Following these sessions, the consultants are expected to return with a proposed roadmap for implementation.

A strategic alignment session is also underway, with a readout anticipated by the end of the month. Additional meetings will be held to review the findings and determine next steps moving forward. Project managers are overseeing both the technical and overall project management components to support implementation and coordination efforts.

The project timeline is currently targeted for completion within 24 months. It was noted that the data scan process is one of the most critical components of the initiative, as it evaluates existing data structures and determines how information will transition to the cloud, ultimately influencing the pace of project progression.

Ellucian representatives noted that, compared to other institutions, the college has relatively few system customizations in place, which positions the institution well for implementation and transition efforts. They also commented positively on the institution's thoughtful and strategic approach to technology integration across all departments and expressed strong appreciation for the work being done here at Wor-Wic.

It was further noted that similar projects typically require approximately 12 months to complete initial phases; however, Wor-Wic is nearly finished after only one month.

REPORTS TO THE BOARD

Strategic Planning Process

Carol Menzel & Sara Guy presented (Dr. Beth Jones joined via ZOOM)

See attached flyer

Dr. Casey spoke about the correlation to Aspen 3.0 model Access, completion & outcomes post-graduation

Next steps were discussed, including the possibility of conducting a community roadshow to further engage stakeholders. It was noted that the campus community has remained actively involved throughout the process. Additional feedback was requested regarding the proposed action items to support continued collaboration and informed decision-making.

Mrs. Kim Gillis presented a motion to approve strategic plan as presented – was seconded by Mr. Russ Blake – unanimously approved.

TREASURERS REPORT

Tuition and fee revenue is in line with the prior year. Spring credit FTE is 5.6% above Spring 2025, and Summer/Fall registration begins in early April. Total revenues to date are approximately \$800,000 higher than at this point last February. Expenses to date are approximately \$1.5 million higher than the prior year. Available contingency totals \$140,127. Currently, I expect year-end revenues to fully cover year-end expenses. The business office is reviewing departmental budget accounts to identify projected under- and over-expenditures. Departments have been reminded to place remaining supply and equipment orders by early May to support delivery and payment processing before fiscal year end.

Policy Revisions

1. Ms. Karen Berkheimer presented Revised "College Closings" to remove the requirement to

telework when the College has an unplanned closure.

2. Revised the "Parking/Traffic" policy to eliminate the need for parking stickers, add a section on disability parking, update parking/traffic violations and have employee appeals go to the associate vice president for human resources.
3. Renamed the "Smoking/Tobacco Use" policy to "Smoking, Vaping and Tobacco Use" and revised it to include vaping and have employee appeals go to the associate vice president for human resources. Additional revisions were made after receiving college council input during the February 18 meeting.

No questions

FY 27 Standard Employees Salary Increase Recommendations

Ms. Jen Sandt presented: the board of trustees approved the FY 2027 operating budget at its February 2026 meeting, which had a dollar allocation for salary increases. I am requesting that the board consider a 3% salary increase for all eligible standard administrators, support staff and full-time faculty.

FY 27 Jordan Center Budget

The FY 2027 Child Development Center budget request for \$477,091 is attached. The proposed budget is \$17,273 or 3.76% higher than the approved FY 2026 budget. Almost \$16,000 of the increase in expenses is attributed to salary and fringe benefits increases. A salary increase of 3% was applied to eligible employees.

We are recommending a \$10 per week tuition increase for each student type. The increase is still well below the market rate. The Maryland Child Care Scholarship allowances were also increased by \$10 per week, effective March 2026.

Rates remain below local community competitive pricing. Summer camp will not be offered this year due to planned HVAC renovations.

PURCHASES GREATER THAN \$50,000

Ms. Jennifer Sandt presented the below...

| | | | |
|-----------|------------------|-------------------------------------|---------------|
| 3/13/2026 | EASI | Jordan Center HVAC ERV replacements | \$ 355,315.10 |
| 3/4/2026 | Ellucian Company | Licenses | \$ 189,186.00 |

Nursing Course Fee Correction

Dr. Karie Solembrino presented the below and if approved will make corrections on website and college course catalog.

The Nursing Department has evaluated the course software used for the NUR 260 Preparation for NCLEX-RN course and identified a more comprehensive and cost-effective resource.

- The previously used ATI review software increased in price resulting in NUR 260 course fees increased from \$490.00 to \$525.00. The course fees were approved by the Board of Trustees at the February 2026 meeting.
- The Nursing publisher, Elsevier, offers an individualized study plan with adaptive

questions to improve student preparation for the NCLEX-RN examination. This resource is \$360.00. The Nursing Department plans to implement the Elsevier testing software into NUR 260 for the May 2026 summer semester.

I would like to request a correction to the NUR 260 course fees. With Board of Trustees' approval, I recommend reducing the NUR 260 course fees from \$525.00 to \$360.00. Upon Board approval, this change will be reflected in the college catalog, website, nursing program webpage, and communicated to prospective and current students through the published nursing student fees documentation.

STANDING REPORTS

ENROLLMENT REPORT

Dr. Michael Hutmaker shared the enrollment report listed below as of April 2, 2026.

Enrollment as of April 2, 2026

| | FY26 FTE goal | Spring FTE projection | Spring 2026 | Running Total (Fall25*+Spr26) | total % of FY26 FTE goal |
|--------------------------------|----------------|-----------------------|-------------|-------------------------------|--------------------------|
| Credit Students | | | | | |
| Credit FTE Total | 1650.00 | 650 | 737.58 | 1485.25* | 95.82% |
| CEWD (July 1 to Dec 31) | | | | | |
| CEWD FTE | 450.00 | | | 334.25 | 74.28% |
| BSCJA FTE | 180.00 | | | 125.76 | 69.87% |
| ABB FTE | 125.00 | | | 141.87 | 113.50% |
| Total CEWD FTE | 755.00 | | | 601.88 | 79.72% |
| Total FTE | 2305.00 | | | 2087.13 | 90.55% |

*Fall Credit FTE frozen - 747.67

| Enrollment 2025-2026 (Headcount) | | | |
|--|--------------------|----------------------|--|
| Credit Students | Spring 2026 | Fall 2025 FTE frozen | Running Total Registered students (Fall 25 + Spr 26) |
| Credit Headcount | 3030 | 3029 | 6059 |
| Wicomico = 55.7%; Worcester = 24.6%; Somerset = 8.2%; Other = 11.5% | | | |
| CEWD (July 1 to Dec 31) | | | |
| CEWD Headcount | | | 3556 |
| BSCJA Headcount | | | 1512 |
| ABB Headcount | | | 1349 |
| Total CEWD Headcount | | | 6417 |
| Total headcount*# | | | 12,476 |
| Dual Enrollment | Spring 2026 | Spring 2025 | |
| Dual Enrolled at High School | 345 | 256 | |
| Dual Enrolled at Wor/Wic | 389 | 351 | |
| Spring Credit Headcount | 734 | | 607 |
| Notes: Dual Enrollment is 24.2% of credit student headcount. | | | |
| Dual Enrollment breakdown = Wicomico = 53%; Worcester = 40.9%; Somerset = 6.1% | | | |

*This does not include summer 2026 credit students. CEWD enrollment for April – June 2026 is still in progress.

#Total student to 10,000 will be calculated from registered students at the end of the FY 26 to remove duplicated students for a final count.

Fall 2026 priority registration for began April 3, Early Registration for current students began April 6.

Dr. Hutmaker advised that 117 FTE credit students are already registered for Fall 2026. In addition, 604 students have registered for summer courses, which will be included in overall enrollment figures. Current headcount stands at 457 students during the first week of registration opening. A new initiative for the Fall 2026 semester includes proactively preregistering current dual enrollment students for fall classes. At this point, 33 students have already registered through this process, compared to only two students at the same time last year.

Dr. Hutmaker reported on the recent dual enrollment outreach efforts, including a highly attended Dual Enrollment Open House and Information Night that resulted in standing-room-only participation. It was noted positively that students were actively engaged and asking their own questions throughout the event. Plans are also underway to host an Open House for the spring semester that will showcase faculty, staff, and student support services while further introducing the institution to the broader community. Discussion also focused on the importance of beginning outreach efforts earlier by engaging students during 8th grade orientations and maintaining communication as they progress through high school in order to strengthen awareness of available academic and career pathway opportunities.

BOARD OF TRUSTEES ACTION ITEMS REQUEST FOR APPROVAL

1. Treasurer’s Report
2. Policy Revisions
3. FY 27 Jordan Center Budget
4. FY 27 Standard Employees Salary Increase Recommendation
5. Nursing Course Fees Correction
6. Strategic Planning Process

Mr. Bill Turner made a motion to approve the board action items, with Ms. Kim Gillis seconding the motion. The Board of Trustees unanimously approved all meeting action items.

TRUSTEES ANNOUNCEMENTS

Dr. Casey – provided update on Rt. 50 EGRESS

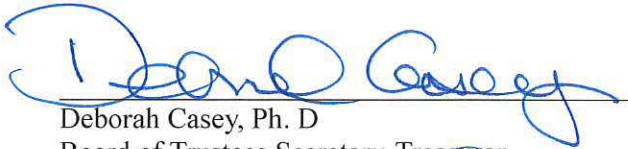
OTHER BUSINESS/PUBLIC COMMENT

The May board meeting will take place on May 14, 2026, at 12:30 p.m. in Shockley Hall 306. Following the board meeting, the Retiree Reception will take place in the Shockley Hall Lobby at 2:30 p.m. on May 14, 2026.

ADJOURNMENT


Ms. Kim Gillis made a motion to adjourn the meeting at 1:55PM and was seconded by Mr. Bill Turner. The motion passed unanimously.

Respectfully submitted,



Deborah Casey, Ph. D
Board of Trustees Secretary-Treasurer

Accepted



Morgan Hazel, Board Chair

*Wor-Wic Community College recognizes the life and service of
Andrew William Booth*

Andy Booth faithfully served as a member of the board of trustees at Wor-Wic Community College for 18 years, beginning in 2006, where he served as vice chair in 2008 and chair from 2009-2011.

Throughout his tenure, Andy demonstrated unwavering dedication to the mission of the college, working diligently to support student success, academic excellence and community engagement. He volunteered his time to making sure Wor-Wic STEM programs and students flourished and transferred into engineers and other important STEM fields, and he contributed financially to their success, which included forming the Marilyn and Andrew Booth scholarship for STEM transfer students.

Andy was respected by his fellow trustees and colleagues for his wisdom, steady counsel and genuine care for the institution and the community it serves. His thoughtful leadership, integrity and commitment helped guide the college through periods of growth and change, leaving a lasting and meaningful impact on its students, faculty, and staff.

Andy's commitment to improving the lives of others and his legacy of service to Wor-Wic reflect a deep belief in the transformative power of education and his efforts have significantly enhanced the educational experience for thousands of students and will continue to benefit our community for years to come.

Wor-Wic's board of trustees, along with faculty and staff, express their profound sorrow at the passing of Andrew W. Booth and extend their heartfelt condolences to his family, friends and all who knew and admired him.

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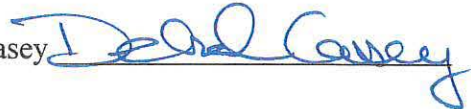
Lorraine Purnell-Ayres

Bill Turner

PRESIDENT

Deborah Casey, Ph.D.

President of Wor-Wic: Dr. Deborah Casey





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STEM Student Success Stories

STEM Honors Undergraduate Research Capstone Conference Presentations

**Burak Kilicarslan* (0239223 STEM EGR) with Kathie Noonan (Faculty Mentor) presenting at Maryland Scholars Summit 4/25 at Howard Community College

**Braiden Alexander* (0251950 STEM EGR) and *Zikang Wei* (0252103) with Dr. Berrin Kilicarslan (Faculty Mentor) presenting at Maryland Scholars Summit 4/25 at Howard Community College

**Emma Forsythe* (0238604 STEM Transfer) with Dana Bunnell-Young (Faculty Mentor) presenting at the Maryland Collegiate STEM Conference 4/18 at CCBC Essex Campus

Maryland Aerospace Career Launch at NASA Wallops Flight Facility (10-week Experiential Learning Opportunity)

**Christian Jennette* (0252137 STEM EGR) Accepted

NASA RockOn 2026 Summer workshop

**Jean Cadet* (0235704 STEM EGR) and *Michael Bounds* (0251574 STEM EGR) with Dr. Mustapha Habibi (Faculty Mentor) Accepted

Strategic Plan priorities & goals FY 2027 - FY 2029

Mission

Wor-Wic educates, engages and equips our students and communities for success.

Vision

Access and achievement for all.

Motto

Students First. Excellence Always.

Values



Access

Provide seamless on-ramps for everyone to pursue their learning and vocational goals.

Embrace all learners through student-centered services and student-ready instruction.

Offer student-sustaining support systems.



Community

Embody our mission.
Create supportive, inviting spaces.

Foster belonging.



Diversity

Welcome all people.
Exchange ideas and experiences.

Provide programs, offerings and services to meet the evolving needs of our communities.



Learning

Inspire and share curiosity.
Challenge and encourage each other.

Grow every day.



Integrity

Live with honesty and sincerity
Respect others.

Follow through with our best effort.



Innovation

Imagine and apply fresh ways of thinking.
Design and create practical solutions.

Implement transformational practices.



Heart

Lead, share and teach with compassion and empathy.

Care and persevere.

Be good neighbors.

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WOR-WIC
COMMUNITY COLLEGE

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Theme: College Access and Early Momentum

Strategic Priority

Expand access and sustain early momentum through enrollment.

Strategic Goals

- a. Strengthen and create recruitment and enrollment pipelines that support student access, transition and college and career readiness.
- b. Increase student access by coordinating operational and instructional processes.
- c. Broaden ownership of outreach and recruitment responsibilities across campus.

Theme: Student Opportunity and Support

Strategic Priority

Foster a positive student experience through student engagement and wraparound services.

Strategic Goals

- a. Address obstacles to persistence and completion.
- b. Enrich students' lives and sense of belonging.
- c. Expand student experiences and assistance by cultivating campus spaces, increasing partnerships and securing resources.

Theme: Academic Excellence and Innovation

Strategic Priority

Design and deliver student-centered learning to help all learners reach their educational and personal goals.

Strategic Goals

- a. Expand flexible design across all learning opportunities.
- b. Enhance learning through innovative instructional methods.
- c. Provide continuous collaborative learning and reflective practice to meet industry and community needs.

Theme: Workforce Pathways, Post-Completion Success and Upward Mobility

Strategic Priority

Grow and support pathways that enable students to obtain valued credentials and achieve career advancement and economic resilience.

Strategic Goals

- a. Create and strengthen integrated, flexible career and transfer pathways.
- b. Expand and deepen collaborative community partnerships to identify regional workforce needs.
- c. Broaden relevant training and experiential learning, such as internships, field experiences, clinicals and apprenticeships, through collaboration with employers.

