

Today's Innovation
for Tomorrow's Success



STRATEGIC PLAN

2022-2027

WOR-WIC
COMMUNITY COLLEGE



Board of Trustees

Kimberly C. Gillis, Chairperson
Morgan Hazel, Vice Chairperson
Russell W. Blake
Andrew W. Booth
Martin T. Neat
Anna G. Newton
Lorraine Purnell-Ayres

Worcester County Sponsors

Joe Mitrecic, President
Ted Elder, Vice President
Chip Bertino
Jim Bunting
Bud Church
Josh Nordstrom
Diana Purnell

Wicomico County Sponsors

John Psota, Acting County Executive
John Cannon, Council President
Ernest Davis, Council Vice President
Nicole Acle
Larry Dodd
Josh Hastings
Joe Holloway
Bill McCain

Table of Contents

Planning Process.....	2
Mission, Vision & Values.....	4
2022-2027 Strategic Priorities & Goals.....	5
• Community Needs	
• Diversity Focus	
• Student Success	
• Institutional Effectiveness	

Planning Process

YEAR ONE: PLANNING CYCLE

At the beginning of 2021, the college's planning council, composed of representatives of all areas of the college, members of the foundation, and student leaders, set out to begin work on a new strategic plan. The chair of the planning council organized a series of two virtual and three in-person planning council sessions for February, September and October of 2021. The workshops provided planning council members with an opportunity to review the past five years of college data and discuss relevant college issues.



The first workshop session focused primarily on the revision of the college's legacy mission, vision, values and goals. Two subgroups provided ample discussion and revision to substantiate the now revised mission, vision and values. The members decided to archive the legacy college goals generated during the last planning cycle. During the second workshop, members concentrated their review and discussion efforts toward the generation of a set of priorities for the new five-year strategic plan.

Finally, during the last session, the entire council assembled to review the complete plan outline. With the two initial components of the new strategic plan finalized, the mission, vision and values along with the new set of priorities were forwarded to the college's board of trustees for final approval. Once approved, the planning council made recommendations for the appointment of five strategic priority teams to work on the development of new strategic goals that respond to the strategic priorities. The teams were formed and work on the goals was promptly completed in December of 2021. The full plan was approved for deployment in January of 2022.

YEARS TWO *through* FIVE

During the remainder of 2022, academic programs and service departments from throughout the college will proceed to align their operational goals to the college's new strategic priorities and goals to ensure a direct relationship between departmental activities and the mission, vision and values of the institution.

Beginning with FY 2023 and every year thereafter, each strategic priority team chair will provide progress updates to the planning council on a quarterly basis. The planning council will review the implementation of the plan and provide critical feedback based on the performance of the benchmarks and action plans set by each of the teams. The main purpose of the quarterly review is to ensure appropriate progress is taking place and that each team's priority outcomes are moving in the right direction toward goal completion and benchmark achievement by 2027.

Strategic priority teams will analyze quarterly results and create or revise responsive action plans based on performance trends. In the fall of each year, resources required for the deployment and implementation of action plans that have budget implications will be included in those specific departmental budget requests.

The president's staff will allocate resources based on need, relevancy and the overall importance of the request in supporting the college's plan and strategic priorities.



Planning Council Members

- Ruth E. Baker
- Karen Berkheimer
- Dr. Julio Birman
- Maria Curtis
- Ruth F. Gill
- Gregory D. Grey
- Juley Harper
- Dr. Ray Hoy
- Denean L. Jones-Ward
- Barbara Kaloromakis
- Dr. Kristin L. Mallory
- Carol A. Menzel
- Dr. David Mongor-Lizarrabengoa
- Dr. Bryan Newton
- Dr. Amy Oneal-Self
- Dr. Patricia L. Riley
- Jennifer A. Sandt
- Paul Silberquit
- Dr. Karie Solembrino
- Dr. Dornell L. Woolford

Student Representatives

- Takeshia Chandler
- Shawn Finner
- Kamlesh Purohit
- Timothy Roberts

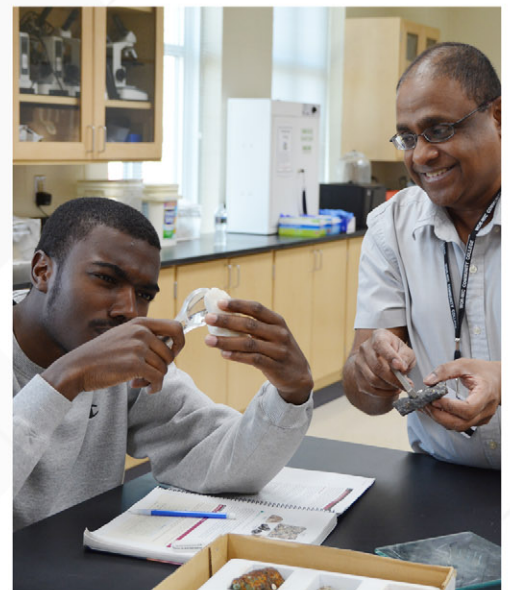
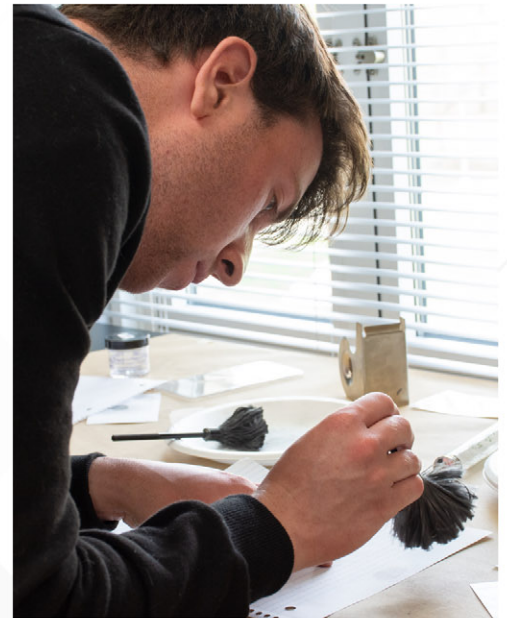
Mission, Vision & Values

MISSION

Wor-Wic Community College empowers a diverse population of students to achieve success by delivering high-quality, affordable education, professional training, workforce development opportunities, and comprehensive student services that strengthen economic growth and improve the quality of life on the Lower Eastern Shore.

VISION

Wor-Wic will be a dynamic leader partnering with the diverse communities of the Lower Eastern Shore to develop a world-class workforce and deliver excellence in education and training.



VALUES

Accessibility is providing educational services for all members of the community regardless of geographic, physical or economic limitations.

Community is creating a sense of belonging through collaboration and cooperation among employees, students and stakeholders to meet the needs of the service area.

Diversity is embracing all people, ideas and experiences by creating an inclusive, equitable, safe and supportive environment.

Integrity is exemplifying honest and ethical behavior to ensure mutual respect, responsibility and accountability among employees, students and the community.

Innovation is adopting new and creative ideas and emerging technologies to enhance learning, services and institutional effectiveness.

Learning is focusing on student success through student-centered approaches and academic support strategies.

Excellence is exhibiting the highest level of performance, professionalism and standards.

2022-2027 Strategic Priorities & Goals

STRATEGIC PRIORITY ONE: COMMUNITY NEEDS

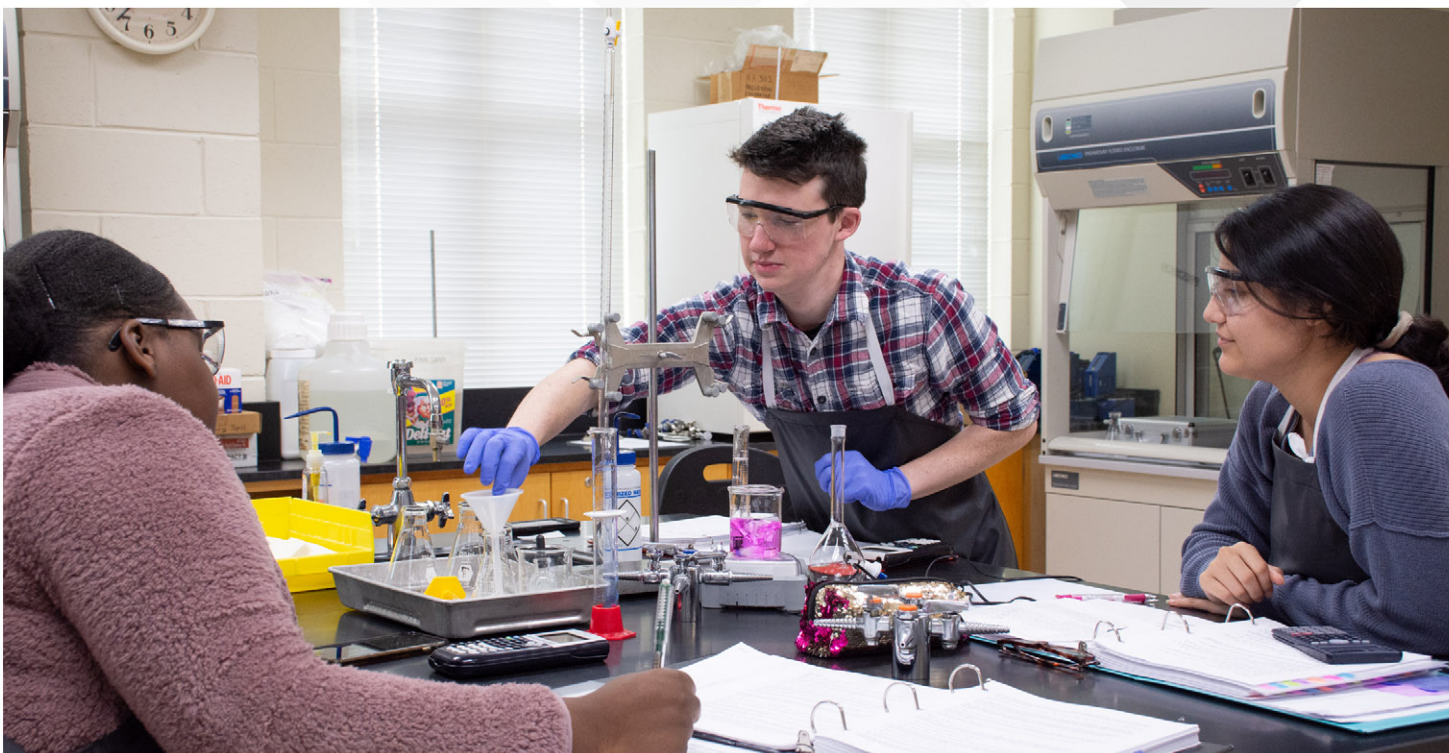
Develop and implement enrollment, retention and completion strategies to support student and community needs. The goals are to:

- a. Increase new student enrollment.
- b. Increase fall to fall retention.
- c. Increase overall degree completion.

STRATEGIC PRIORITY TWO: DIVERSITY FOCUS

Nurture and actively promote diversity, equity and inclusion among students and employees. The goals are to:

- a. Promote policies, practices and procedures that are inclusive and sensitive to the diverse cultures represented on campus.
- b. Evaluate the current perception of diversity, equity and inclusion (DEI) on campus to promote awareness and compassion toward others.
- c. Design resources to serve the needs of a diverse campus community.
- d. Demonstrate accountability for the DEI initiatives implemented on campus.



STRATEGIC PRIORITY THREE: STUDENT SUCCESS

Increase student success by expanding support services, delivering relevant courses and programs, and providing flexible scheduling. The goals are to:

- a. Improve the quality of student and academic support services.
- b. Evaluate the relevancy of all academic program and course offerings.
- c. Deliver flexible scheduling options in support of recruitment and retention efforts.

STRATEGIC PRIORITY FOUR: INSTITUTIONAL EFFECTIVENESS

Improve institutional effectiveness through a high-quality workforce and appropriate facilities, technology and financial resources. The goals are to:

- a. Expand and/or renovate facilities to address student and institutional needs.
- b. Focus on energy efficiency and air quality as building systems (mechanical, electrical and plumbing) are improved or replaced.
- c. Identify opportunities to improve inclusiveness in campus building renovation projects.
- d. Promote existing environmental sustainability initiatives and recommend the implementation of new initiatives.
- e. Increase diversity in faculty and administrative positions.
- f. Provide competitive compensation and benefits to attract and retain a high-quality workforce.
- g. Develop tools and strategies for internal communication, cooperation and business processes.
- h. Provide innovative and adaptable technology solutions in support of teaching and learning.
- i. Maximize the effectiveness of technology systems and services in all college operations.
- j. Develop new user experience and ease of access strategies for the college's information systems.
- k. Protect the college's information systems, data and digital identities to ensure confidentiality, integrity, availability and defense against associated threats.
- l. Execute holistic strategies for data sharing and analytics to improve student success and institutional performance.

**Wor-Wic Community College
32000 Campus Drive
Salisbury MD 21804
410-334-2800
worwic.edu**

