

Item #5040 – Membership Applications

3. Wor-Wic Community College – Salisbury, Maryland
 - a. Region 20
 - b. Division II
 - i. Men’s & Women’s Cross Country
 - ii. Men’s & Women’s Golf
 - c. President: Dr. Deborah Casey
 - d. Athletic Director: Dr. Michael Hutmaker
 - e. Effective Dates:
 - i. Year 0 – 2026-27
 - ii. Year 1 – 2027-28
 - iii. Year 2 – 2028-29

[Link to additional documentation provided](#)

Form Name: NJCAA New Member Application
Submission Time: October 17, 2025 1:48 pm
Browser: Chrome 140.0.0.0 / Windows
IP Address: 50.202.192.73
Unique ID: 1390910300
Location:

NJCAA New Member Application

Institution Name	Wor-Wic Community College
Institution Address	3200 Campus Drive Salisbury , MD 21804
Institutional Website	https://www.worwic.edu
Which regional organization is your institution accredited by?	Middle States Commission on Higher Education (MSCHE)
Name	Michael Hutmaker
Phone	14439535376
Email	mhutmaker@worwic.edu
Name	Michael Hutmaker
Phone	14439535376
Email	mhutmaker@worwic.edu
Academic Calendar at Institution	Semester
Is your institution	Public
How many sports do you plan to offer in your first year of competition?	6
1 - Sport to be offered	Men's Cross Country/Half Marathon
Division	Division II
2 - Sport to be offered	Women's Cross Country/Half Marathon
Division	Division II
3 - Sport to be offered	Men's Golf
Division	Division II
4 - Sport to be offered	Women's Golf
Division	Division II
5 - Sport to be offered	Men's Soccer

Division	Division II
6 - Sport to be offered	Women's Soccer
Division	Division II
Has your institution had previous athletic membership with any governing body/organization?	No
What year is your institution requesting to begin NJCAA membership?	2027-2028

Why is your institution seeking NJCAA Membership?

An underlining goal of college is to create a community of learners that are engaged in their college experience and prepares students for their future. All students need to feel a sense that this is their home and that they belong at the College. A driving part of the College's responsibility is to ensure that students feel that connection to the campus. Adding the opportunity of intercollegiate athletics is a path to creating a new level of engagement for the students of Wor-Wic.

Wor-Wic is one of two schools serving the Eastern shore, where Wor-Wic serves the three counties on the Lower Eastern shore. High school athletics plays a large role in the life of the Eastern shore region. In response to this and to stay competitive with other community colleges in the state, as Wor-Wic is the only community college in Maryland that does not have intercollegiate athletics, the goal is to add intercollegiate athletics. This will attract current high school athletes (some of which who have chosen not to pursue higher education) to the College to continue their academic pathway, as well as being able to continue in an activity many of them have been involved in since their early childhood. Athletics provides many opportunities for students to become connected to the campus and it is well documented that engaged students become successful students. Student-athletes will have a positive impact on the college's goal to increase full-time students and will also playing a key role in their persistence and completion of their degree, meeting the College's other goals of increased enrollment and graduation rate. In addition to the expected increase in school pride because of the intercollegiate athletics program, athletics will allow all students to reap the benefits of these activities, remain on campus, and become engaged with fellow students rather than seeking these activities on their own in the community. The growth of intercollegiate athletics may have a secondary outcome as it may open the door for future academic-related partnerships. Students in Occupational Therapy Assistant and Physical Therapists Assistant can complete field placements and clinical experiences with the addition of athletic programs. The exploration of creating new academic programs such as in Sports Medicine, Exercise Science, or Sports Management may lead to new students interested in these fields.

What value does your institution bring to the current NJCAA membership?

As Wor-Wic celebrates its 50th anniversary, it continues to educate and serve the community and workforce of the lower eastern shore. Wor-Wic is one of two schools serving the Eastern shore, where Wor-Wic serves the three counties on the Lower Eastern shore. High school athletics plays a large role in the life of the Eastern shore region. The college has been intentional about finding best practices that have been shown to improve student success. In summer 2024, the college was named one of seven community colleges in the nation to participate in the Accelerating Equitable Outcomes initiative of Achieving the Dream (ATD) in the summer of 2024 to look at student retention and persistence initiatives. In the fall 2024 semester, the college implemented 7-week courses. Through a Maryland SUCCESS grant, the college created the "Fins to the Finish Line" program to enroll students as full time and provide direct advising support with financial incentives. This pilot resulted in positive results, and has the college is looking to grow this approach through a partnership with CUNY'S ASAP Replication project. The new college leadership has experience in overseeing successful athletics programs and knows the value added and sees athletics as the next initiative to enhance the student experience. The focus will align with the NJCAA to provide an excellent student experience coupled with academic success. Wor-Wic will also create an opening for the NJCAA and Region 20 to expand its footprint into a region that is currently void of community college intercollegiate athletics. Most importantly it will create new opportunities for student athletes to compete at the collegiate level while earning their degree, with many staying within their community.

Wor-Wic Community College Campus Visit Review

Campus Visit Committee's Rubric Summary

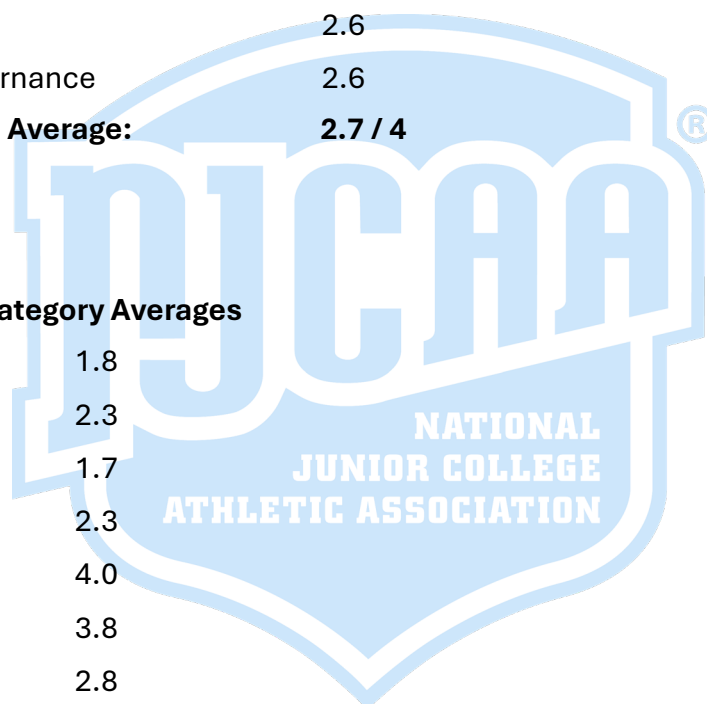
Facilities	2.6
Safety & Student Welfare	2.8
Budget & Financial Planning	2.7
Athletics & Institutional Strategic Plan	2.8
Staffing	2.6
Handbooks & Governance	2.6
Overall Composite Average:	2.7 / 4

Facilities

Average: 2.6 / 4

Facilities — Sub-Category Averages

Training Room	1.8
Weight Room	2.3
Locker Rooms	1.7
Indoor Facilities	2.3
Outdoor Facilities	4.0
Maintenance Plan	3.8
Security	2.8
Emergency Action Plans	2.5
Meet NJCAA Standards	3.3



Safety & Student Welfare

Average: 2.8 / 4

Safety & Student Welfare — Sub-Category Averages

Transportation	2.0
Documentation Storage	2.0
Student Housing	2.0
Advising	3.8

Compliance	2.0
Academic Support	4.0
Online vs In-Person	3.3

Budget & Financial Planning

Average: 2.7 / 4

Budget & Financial Planning — Sub-Category Averages

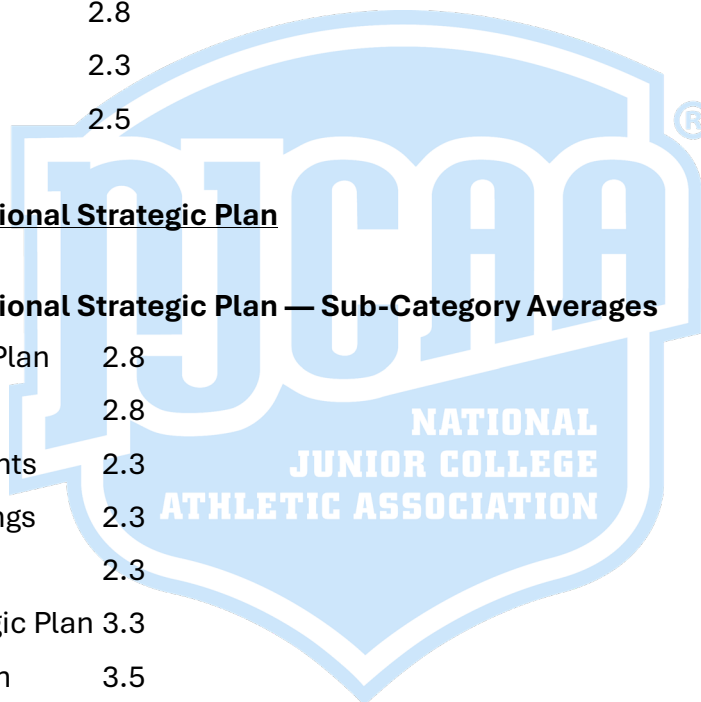
Funding Model	2.8
Recurring vs Stand-Alone	2.8
Annual vs Start-Up	2.8
Fundraising	2.8
Financial Aid	2.3
Insurance	2.5

Athletics & Institutional Strategic Plan

Average: 2.8 / 4

Athletics & Institutional Strategic Plan — Sub-Category Averages

Athletics Strategic Plan	2.8
Recruiting Plan	2.8
Facility Improvements	2.3
Future Sport Offerings	2.3
Website	2.3
Institutional Strategic Plan	3.3
Institutional Mission	3.5



Staffing

Average: 2.6 / 4

Staffing — Sub-Category Averages

Overall Staffing Plan	2.3
Full-Time AD	3.5
Compliance Staffing	2.5
Sports Information Director	2.0
Athletic Trainer	2.5
Game Day Management	2.0

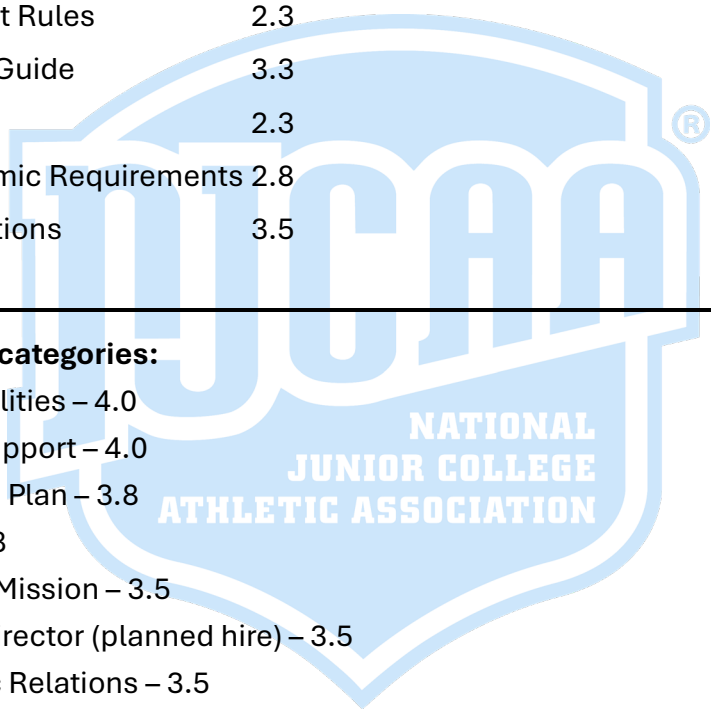
Administrative Support	3.0
Athletic Academic Advising	3.0
Coach-to-Athlete Ratio	2.5
Job Descriptions	2.5

Handbooks, Policies & Governance

Average: 2.6 / 4

Handbooks, Policies & Governance — Sub-Category Averages

Student & Student-Athlete Handbook	2.5
Campus Code of Conduct	2.5
Athletic Department Rules	2.3
Campus Resource Guide	3.3
Athletic Philosophy	2.3
Institutional Academic Requirements	2.8
Media / Public Relations	3.5



Highest-Rated Subcategories:

- Outdoor Facilities – 4.0
- Academic Support – 4.0
- Maintenance Plan – 3.8
- Advising – 3.8
- Institutional Mission – 3.5
- FT Athletic Director (planned hire) – 3.5
- Media/Public Relations – 3.5

Lowest-Rated Subcategories:

- Locker Rooms – 1.7
- Training Room – 1.8
- Transportation – 2.0
- Documentation Systems – 2.0
- Compliance – 2.0
- Sports Information – 2.0
- Game Day Management – 2.0

Strengths vs. Risks Matrix

Strengths

- Strong institutional mission alignment
- President-driven initiative
- Exceptional academic advising and support structure
- Ownership of golf course
- Maintenance capacity in place
- Foundation support and marketing enthusiasm
- Clear phased sport rollout (golf & XC first)
- Strong buy-in from campus community

Opportunities / Development Areas

- No dedicated training room space
- No locker room space reserved
- Compliance oversight not fully structured
- Transportation plan requires tightening
- SID and game-day operations unclear
- Documentation and eligibility tracking systems need formalization
- Budget clarity and scholarship growth needed
- Facility expansion dependent on future capital projects

Big Picture Takeaway

Across all four reviews, Wor-Wic Community College demonstrates strong institutional commitment, exceptional academic support infrastructure, and clear presidential backing for athletics. The foundation and marketing departments show visible enthusiasm, and ownership of a golf course provides a unique asset for initial sport offerings.

However, athletics operations are still in an early development stage. Facilities (particularly training and locker space), compliance systems, transportation logistics, documentation processes, and staffing structure require further formalization to meet sustained NJCAA competitive standards.

The consistent theme is not lack of support — it is operational maturity. Institutional foundation is strong; athletics infrastructure must continue to develop in parallel.

Recommended Follow-Up Conditions & Action Items

Facilities

- Secure dedicated training room space prior to competition
- Identify locker room solution
- Provide documented timeline for Student Success Center / facility expansion

Safety & Student Welfare

- Formalize compliance monitoring workflow
- Establish documented eligibility tracking system
- Clarify transportation plan compliant with state law
- Provide detailed Emergency Action Plans for off-campus sites

Budget & Finance

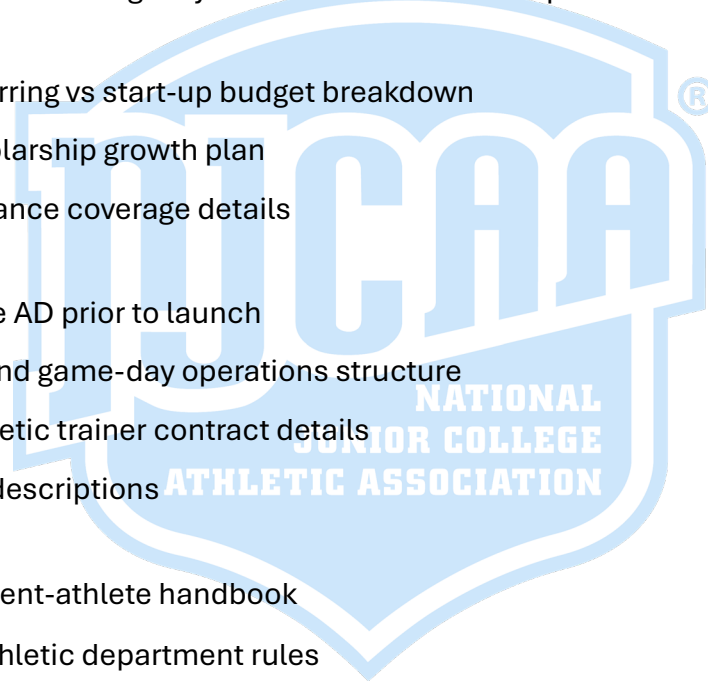
- Provide recurring vs start-up budget breakdown
- Outline scholarship growth plan
- Clarify insurance coverage details

Staffing

- Hire full-time AD prior to launch
- Clarify SID and game-day operations structure
- Confirm athletic trainer contract details
- Finalize job descriptions

Governance

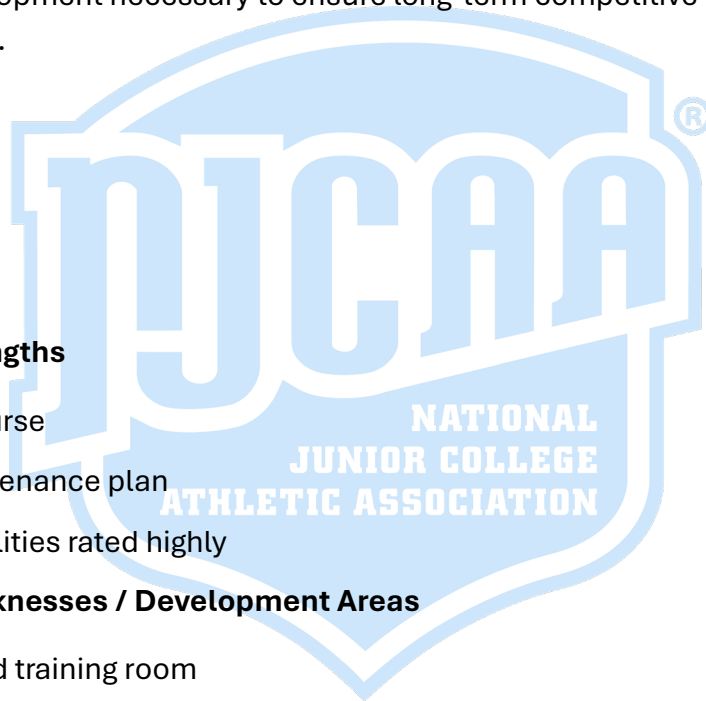
- Finalize student-athlete handbook
- Complete athletic department rules
- Publish athletics website prior to first season



Executive Summary

Based on four NJCAA campus visit evaluations, Wor-Wic Community College demonstrates strong institutional alignment, presidential support, and an exceptional academic advising and student support framework. The college's ownership of a golf course, strong marketing engagement, and foundation backing provide a solid foundation for launching golf and cross country. However, athletics operational systems remain in development. Dedicated training and locker facilities, compliance infrastructure, transportation planning, documentation processes, and staffing structure require further formalization prior to sustained NJCAA competition.

Overall, the institution exhibits clear commitment and foundational capacity, with continued infrastructure development necessary to ensure long-term competitive readiness and operational stability.



Facilities

Agreed-Upon Strengths

- Own golf course
- Strong maintenance plan
- Outdoor facilities rated highly

Agreed-Upon Weaknesses / Development Areas

- No dedicated training room
- No locker room space
- Indoor facilities limited
- Future facility plans not finalized

Safety & Student Welfare

Agreed-Upon Strengths

- Exceptional advising and academic support
- Strong campus student services culture

Agreed-Upon Weaknesses / Development Areas

- Compliance systems unclear
 - Transportation concerns
 - Documentation storage underdeveloped
-

Budget & Financial Planning

Agreed-Upon Strengths

- Institutional commitment
- Foundation engagement
- Understanding of start-up vs recurring costs

Agreed-Upon Weaknesses / Development Areas

- Scholarship levels light
 - Insurance details limited
 - Funding benchmarks need strengthening
-

Athletics & Institutional Strategic Plan

Agreed-Upon Strengths

- Clear alignment with institutional mission
- Strong presidential leadership
- Measured approach to sport expansion

Agreed-Upon Weaknesses / Development Areas

- Athletics website underdeveloped
 - Facility expansion dependent on capital funding
-

Staffing

Agreed-Upon Strengths

- Plan for full-time AD
- Administrative buy-in

- Academic advising commitment

Agreed-Upon Weaknesses / Development Areas

- SID duties unclear
 - Game-day structure undefined
 - Compliance role not fully built
 - Training coverage contracted but limit
-

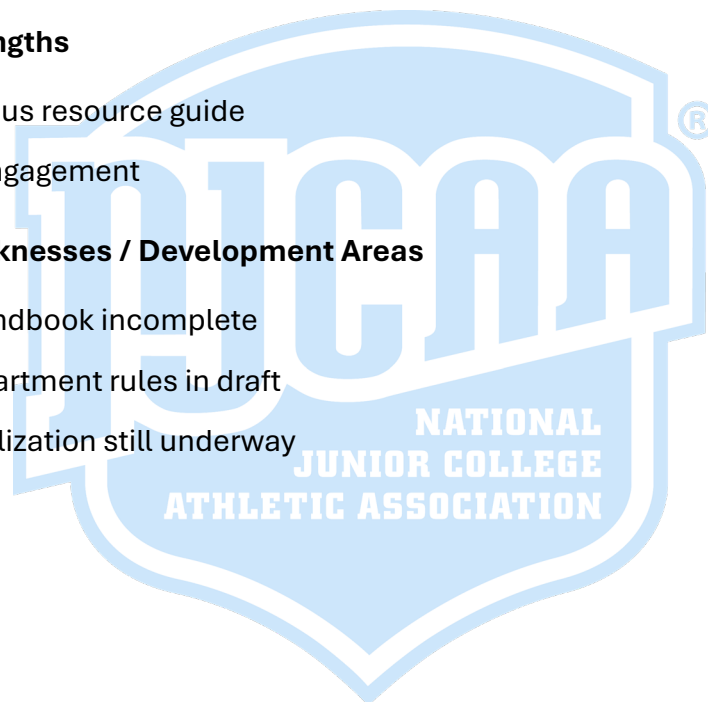
Handbooks, Policies & Governance

Agreed-Upon Strengths

- Strong campus resource guide
- Marketing engagement

Agreed-Upon Weaknesses / Development Areas

- Athletics handbook incomplete
- Athletic department rules in draft
- Policy formalization still underway





32000 CAMPUS DR
SALISBURY MD 21804
410-334-2800
worwic.edu

March 12, 2026

Holly Steuerwald
Director of Membership
National Junior College Athletic Association (NJCAA)
8801 JM Keynes Drive, Suite 450
Charlotte, North Carolina 28262

Dear Director Steuerwald,

Wor-Wic Community College is excited about continuing the process for our membership application into the National Junior College Athletic Association (NJCAA). As per the NJCAA Bylaws Section 1. E. 1, this letter confirms that Wor-Wic Community College is accredited by the Middle States Commission on Higher Education (MSCHE). The college received its reaccreditation confirmation in June 2025 (see attached).

Please contact us if you need additional information about our accreditation.

Sincerely,

Karie Solembrino, Ed.D., R.T. (R)(CT)(ARRT)
Vice President for Academic Affairs
Wor-Wic Community College

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ON HIGHER EDUCATION

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STATEMENT OF ACCREDITATION STATUS

The Statement of Accreditation Status (SAS) is the official statement of the Middle States Commission on Higher Education (MSCHE) about each institution's current accreditation status and scope of accreditation. The SAS also provides a brief history of the actions taken by the Commission.

- **Institution:**
WOR-WIC COMMUNITY COLLEGE
Salisbury, MD
- **Address:**
32000 Campus Drive
Salisbury, MD 21804
- **Phone:**
(410) 334-2800
- **URL:**
www.worwic.edu
- **Accreditation Liaison Officer (ALO):**
Dr. Karie Solembrino
- **Commission Staff Liaison:**
Michael Bowden, Vice President

Accreditation Summary

For more information, see the Commission's [Accreditation Actions Policy and Procedures](#).

- **Phase:** Accredited
- **Status:** Accreditation Reaffirmed
- **Accreditation Granted:** 1980
- **Last Reaffirmation:** 2025
- **Next Self-Study Evaluation:** 2032-2033

Location	Type
Wor-Wic Community College 32000 Campus Drive Salisbury, MD 21804	Main Campus
Crisfield Academy and High School 210 North Somerset Avenue Crisfield, MD 21817	Other Instructional Site
James M Bennett High School 300 E College Avenue Salisbury, MD 21804	Other Instructional Site
Mardela High School 24940 Delmar Rd Mardela Springs, MD 21837	Other Instructional Site
Parkside High School 1015 Beaglin Park Dr Salisbury, MD 21804	Other Instructional Site
Pocomoke High School 1817 Old Virginia Road Pocomoke City, MD 21851	Other Instructional Site
Salisbury Christian High School 807 Parker Road Salisbury, MD 21801	Other Instructional Site
Salisbury University 1200 Camden Ave Salisbury, MD 21801	Other Instructional Site
Snow Hill High School 305 South Church Street Snow Hill, MD 21863	Other Instructional Site

Location	Type
Stephen Decatur High School 9913 Seahawk Road Berlin, MD 21811	Other Instructional Site
Washington Academy and High School 10902 Old Princess Anne Road Princess Anne, MD 21853	Other Instructional Site
Wicomico High 201 Long Avenue Salisbury, MD 21804	Other Instructional Site
Worcester Technical High School 6290 Worcester Highway Newark, MD 21841	Other Instructional Site

The following represents approved alternative delivery methods included in the scope of the institution's accreditation:

Distance Education

Approved to offer programs by this delivery method

Correspondence Education

Not approved for this delivery method

Credential Levels

Approved Credential Levels

The following represents credential levels included in the scope of the institution's accreditation:

- **Postsecondary award (1-2 years)**Included within the scope
- **Associate's Degree or Equivalent**Included within the scope
-

Locations

The following represents branch campuses, additional locations, and other instructional sites that are included within the scope of the institution's accreditation:

Definitions: For definitions of branch campus, additional locations, or other instructional sites, see the [Commission's Substantive Change Policy and Procedures](#).

Accreditation Actions

The following represents the MSCHE accreditation actions taken in the last ten (10) years. For more information, see the [Commission's Accreditation Actions Policy and Procedures](#) and [the Substantive Change Policy and Procedures](#).

- **June 26, 2025**

To acknowledge receipt of the self-study report. To reaffirm accreditation. To note the on-site evaluation visit by Commission representatives to the main campus at 32000

Campus Drive, Salisbury, MD 21804 on March 30-April 2, 2025. To request a supplemental information report, due August 3, 2026, providing further evidence of multi-year, long-range financial models that include realistic enrollment projections and the assumptions on which they are based to support sustainable financial stability (Standard VI) (Fourteenth Edition and Evidence Expectations by Standard Guidelines). The next evaluation visit is scheduled for 2032-2033.

- **June 6, 2025**

Staff acted on behalf of the Commission to acknowledge receipt of the supplemental Information report requested by the Commission action of January 16, 2025, providing information on key data indicators (student achievement) from the 2024 Annual Institutional Update in accordance with federal regulation 34 CFR § 602.19 (b) and (c). The next evaluation visit is scheduled for 2024-2025.

- **April 24, 2025**

To acknowledge receipt of the substantive change request. To note the institution's decision to close the additional location at 30420 Revells Neck Road, Westover, MD 21890. To require immediate notification when the additional location closes by email to substantivechange@msche.org. To note the Commission may rescind this action if the requested substantive change is not implemented within one calendar year from the date of this action. To note that the evaluation visit has occurred and will be acted on by the Commission at the June meeting.

- **April 24, 2025**

To acknowledge receipt of the teach-out plan. To approve the teach-out plan for the closure of the additional location at 30420 Revells Neck Road, Westover, MD 21890. To note the institution will complete its teach out plan by May 15, 2025. To require immediate notification when the additional location closes by email to substantivechange@msche.org. To note that students may obtain academic records at 32000 Campus Drive, Salisbury, MD 21804.

- **January 16, 2025**

Staff acted on behalf of the Commission to request a supplemental information report, due February 14, 2025, providing information on key data indicators (student achievement) from the 2024 Annual Institutional Update in accordance with federal regulation 34 CFR § 602.19 (b). The next evaluation visit is scheduled for 2024-2025.

- **November 21, 2024**

To acknowledge receipt of the supplemental information report requested by the Commission action of October 31, 2023. To require the institution to submit a supplemental information report, due June 20, 2025 providing: (1) an update on the

implementation of the prison education program(s); (2) submission of the best interest determination required by federal regulation, including the methodology used by the oversight entity; and (3) the data indicators used in the best interest determination. The next evaluation visit is scheduled for 2024-2025.

- **March 28, 2024**

Staff acted on behalf of the Commission to acknowledge receipt of the supplemental information report requested by the Commission action of November 6, 2023, providing information on key data indicators (student achievement), as reported on the 2023 Annual Institutional Update (AIU) in accordance with federal regulation 34 CFR § 602.19(d). The next evaluation visit is scheduled for 2024-2025.

- **November 6, 2023**

Staff acted on behalf of the Commission to request a supplemental information report, due December 13, 2023, providing information on key data indicators (student achievement) as reported on the 2023 Annual Institutional Update in accordance with federal regulation 34 CFR § 602.19 (d). The next evaluation date is scheduled for 2024-2025.

- **October 31, 2023**

To acknowledge receipt of written documentation from the United States Department of Education (USDE) authorizing the institution to continue accessing Title IV funding under the revised Second Chance Pell Experimental Sites Initiative (ESI). To note that the institution is participating in the revised Second Chance Pell Experimental Sites Initiative (SCP ESI) which allows participating institutions to continue offering their current programs to students who are confined or incarcerated for up to three award years while the institution works through the application and approval process for the PEP(s) they wish to offer under the new regulatory provisions. To note the action of February 21, 2023, including the additional location within the institution's scope of accreditation. To require the institution to submit a supplemental information report, due September 2, 2024, providing: (1) appropriate written documentation or correspondence from the United States Department of Education related to the institution's authorization to continue accessing Title IV funding under the revised SCP ESI; (2) a written memorandum of understanding with the correctional facility; and (3) an update on the implementation of the eligible prison education program(s) offered at the location. To direct a substantive change site visit as soon as practicable but no later than 6 months after the date of this action. The next evaluation visit is scheduled for 2024-2025.

- **April 27, 2023**

To acknowledge receipt of the substantive change request. To include the reclassification of the other instructional site at 30420 Revells Neck Road, Westover, MD 21890 to an additional location within the institution's scope of accreditation. To note that written evidence of necessary approvals has been provided. To require immediate notification when instruction commences at the additional location. To direct a substantive change site visit as soon as practicable but no later than six months after the implementation of this substantive change. To note that the Commission may rescind this action if instruction does not commence within one calendar year from the date of this action. To note that this additional location is being used in the United States Department of Education Second Chance Pell Experimental Sites Initiative (SCP ESI) under an amended Program Participation Agreement (PPA) through June 30, 2023, for the following programs: (a) Business Management (Certificate) and (b) Hotel-Motel Management (Certificate). To require the institution to submit a supplemental information report, due October 1, 2023, that provides an update on the transition of the ESI location beyond June 30, 2023 including appropriate written documentation from the United States Department of Education authorizing the institution to continue accessing title IV funding under the SCP ESI. The next evaluation visit is scheduled for 2024-2025.

- **December 2, 2021**

To acknowledge receipt of the supplemental information report. The next evaluation visit is scheduled for 2024-2025.

- **May 24, 2021**

Staff acted on behalf of the Commission to request a supplemental information report, due October 1, 2021, addressing the recent action by the Commission on Accreditation in Physical Therapy Education (CAPTE) which may have implications for current and future compliance with Requirement of Affiliation 6; Standard III (Design and Delivery of the Student Learning Experience); Standard IV (Support of the Student Experience); and Standard V (Educational Effectiveness Assessment).

- **June 25, 2015**

To reaffirm accreditation and to commend the institution for the quality of the self-study report and process. The Periodic Review Report is due June 1, 2020.

- **September 3, 2013**

To acknowledge receipt of the substantive change request. To note that the institution has closed its additional location at the Berlin-Ocean City Instructional Center, 10452 Old Ocean City Blvd., Berlin, MD 21811. To remove this additional location from the scope of the institution's accreditation. The next evaluation visit is scheduled for 2014-2015.

- **November 17, 2011**

To accept the progress report. The next evaluation visit is scheduled for 2014-2015.

- **November 18, 2010**

To accept the Periodic Review Report and to reaffirm accreditation. To request a progress report, due October 1, 2011, documenting further implementation of assessment plans and systematic use of assessment results, including student learning assessment results, to inform planning and budgeting decisions and improve teaching and learning (Standards 7 and 14). The next evaluation visit is scheduled for 2014-2015.

Information about the Middle States Commission on Higher Education

The Middle States Commission on Higher Education (MSCHE) is a global institutional accreditor recognized since 1952 by the United States Secretary of Education. As an institutional accreditor and member of the regulatory triad, MSCHE assures students and the public of the educational quality for its over 500 institutions of higher education.

MSCHE accreditation applies to an institution as a whole rather than the specific programs within an institution. MSCHE does not approve or accredit individual programs. Each institution is regularly and consistently evaluated and monitored in accordance with the Commission's policies and procedures.

An institution maintains its accreditation unless it is voluntarily surrendered, whether through institutional closure or otherwise, or it is denied or withdrawn by the Commission. For more information, visit msche.org.



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March 12, 2026

Holly Steuerwald
Director of Membership
National Junior College Athletic Association (NJCAA)
8801 JM Keynes Drive, Suite 450
Charlotte, North Carolina 28262

Dear Director Steuerwald,

Wor-Wic Community College is excited about continuing the process for our membership application into the National Junior College Athletic Association (NJCAA). As per the NJCAA Bylaws Section 1. E. 2, Wor-Wic confirms that we are not an on-line college. We provide 58% of our credit courses via the traditional, in-person, and synchronous modality, 30% using on-line modality, and 12% using hybrid modality (see attached).

Please contact us if you need additional information about our accreditation.

Sincerely,

Karie Solembrino, Ed.D., R.T. (R)(CT)(ARRT)
Vice President for Academic Affairs
Wor-Wic Community College

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Wor-Wic Community College Course Modality Breakdown

2025FA Course Modality_20260312

Section Dup	0
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Count of Student ID		
Course Type Desc2	Course Type Desc	Total
In Person	On Campus	218
	Off Campus	43
In Person Total		261
Online	Online	119
	Hybrid (Virtual/Online)	5
	Virtual	9
Online Total		133
Hybrid	Hybrid (On Campus/Online)	53
Hybrid Total		53
Grand Total		447

Section Dup	0
-------------	---

Count of Student ID		
Course Type Desc2	Course Type Desc	Total
In Person	On Campus	49%
	Off Campus	10%
In Person Total		58%
Online	Online	27%
	Hybrid (Virtual/Online)	1%
	Virtual	2%
Online Total		30%
Hybrid	Hybrid (On Campus/Online)	12%
Hybrid Total		12%
Grand Total		100%



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Holly Steuerwald
 Director of Membership
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 8801 JM Keynes Drive, Suite 450
 Charlotte, North Carolina 28262

Dear Director Steuerwald,

Wor-Wic Community College is excited about continuing the process for our membership application into the National Junior College Athletic Association (NJCAA). As per the NJCAA Bylaws Section 1. E. 3, Wor-Wic will hire a full-time Director of Athletics to oversee the Athletics program. As the hiring and budget manager for Student Affairs, to which this position will report, I will lead this process in consultation with the Human Resources Department. This process will begin upon confirmation of our membership into the NJCAA. The job description for this position has been submitted as part of our application material.

Please contact us if you need additional information about our hiring process.

Sincerely,

Michael Hutmaker, Ed. D.
 Vice President for Student Affairs
 Wor-Wic Community College

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