



Frederick Community College
BOARD OF TRUSTEES
Regular Monthly Meeting

Wednesday, March 18, 2026 – 4:30 p.m.
Conference Center (E126AB)

Zoom Option:

<https://frederick-edu.zoom.us/j/82678395128?pwd=A3pgkPnC2YjrH0gcF15vmazrverpO.1>

Call-in Option:

Phone Number: 301-715-8592 | Webinar ID: 826 7839 5128 | Passcode: 651334

I. Call to Order

II. Declaration of Conflict of Interest

III. Board & CEO Comments

IV. Public Comment

Public comment at Board meetings is limited to addressing items on that meeting's agenda. Public comment is limited to a maximum of five (5) speakers, three (3) minutes per person. The order of speakers will be on a first-come, first-served basis. Individuals are required to complete the sign-in sheet prior to the opening of the meeting.

V. Consent Agenda

- A. February 18, 2026 Regular Meeting Minutes (**Enclosure 1**)

VI. Required Approvals Agenda

None

VII. Information/Discussion Items

- A. Ownership Linkage Updates
- B. Monitoring Board Performance

Policy Survey Results:

1. GP-0 Global Governance Commitment (**Enclosure 2**)
2. GP-8 Governing Style (**Enclosure 3**)
3. BCD-6 President Compensation (**Enclosure 4**)

Policy Review:

4. GP-4 Board Job Contributions (**Enclosure 5**)
5. GP-1 Role of the Board Chair (**Enclosure 6**)
6. GP-2 Role of the Vice Chair (**Enclosure 7**)

VIII. Action Items

A. Monitoring CEO Performance

1. Acceptance: EL-6 Planning Monitoring Report (**Enclosure 8**)
2. Acceptance: EL-8 Access to Education (**Enclosure 9**)

IX. Meeting Content Review (Enclosure 10)

Consideration of areas for meeting content improvement: This item on the agenda provides the Board the opportunity to give the Board Chair and the President feedback on the quality of the content provided during this Board Meeting. We would appreciate receiving suggestions wherein you would like to see changes made to future Board meetings.

X. Closed Session

The Board of Trustees will hold a public vote to meet in closed session in accordance with the Maryland Open Meetings Act, Section 3-305(b)(1) to discuss (i) the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of an appointee, employee, or official over whom this public body has jurisdiction; or (ii) any other personnel matter that affects one or more specific individuals; Section 3-305(b)(7) to consult with counsel to obtain legal advice; and Section 3-305(b)(13) to comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter. The topics are: to discuss an amendment to the President's contract; and review and approval of closed session minutes from January 21, 2026 pursuant to Section 3-306(c)(3)(ii) of the General Provisions Article of the Maryland Annotated Code.

XI. Return to Open Session

XII. Personnel Action Item – Approval of First Amendment to Amended President's Employment Agreement

XIII. Adjournment

NEXT MEETINGS: **Wednesday – April 22, 2026**

- **4:30 p.m. – Regular Monthly FCC Board Meeting**

Tuesday – May 12, 2026

- **9:00 a.m. – Board Retreat (full day)**

Wednesday – May 13, 2026

- **9:00 a.m. – Board Retreat (half day)**

Under the ADA and Section 504, Frederick Community College (FCC) makes every effort to accommodate individuals with disabilities for College-sponsored events and programs. For FCC employees needing accommodations, including interpreting, please email humanresources@frederick.edu. For students and others with accommodation needs or questions, please call 301-846-2408, or to request sign language interpreter services, please email Interpreting@frederick.edu. Sign language interpreters will not be automatically provided for College-sponsored events without a request for services. Requests must be made at least five workdays before a scheduled event to guarantee accommodations.

Minutes for February 18, 2026 Regular Meeting

Context: The February 18, 2026 minutes are being presented to the Board for approval via the Consent Agenda. Minutes of the proceedings of every Board meeting shall be prepared by the College President (or the President's designee) with all motions accurately and completely recorded, noting the names of those who make motions, the nature of the motion, and those who vote 'yea' and 'nay.' The minutes of the prior Board Meeting will be provided to and considered by the Board as part of the subsequent Board Meeting materials.

Board Policy Reference: [Bylaws of the Board of Trustees of Frederick Community College](#)

Background: The Board of Trustees held a regular meeting on February 18, 2026.

Attachment: Minutes of the February 18, 2026 regular meeting

**BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE**

**February 18, 2026
Regular Meeting**

The Board of Trustees of Frederick Community College met in **regular session** on Wednesday, February 18, 2026 in the Conference Center (E126AB). A virtual option to participate was provided. Participating in person were: Trustees Theodore Luck, Chair; Carolyn Kimberlin, Vice Chair; Dr. Carmen R. Hernandez; Tracey McPherson; and Dr. William Reid. Trustee Jan H. Gardner was unable to attend. Former Trustee Myrna Whitworth's position is currently vacant. Also attending in person were President Dr. Annesa Payne Cheek, Secretary/Treasurer of the Board; Janice Spiegel, Special Projects Manager/Budget Office Frederick County Government; and Adam Konstas, PK Law, College legal counsel.

CALL TO ORDER

The meeting was called to order by Chair Luck at 4:31 p.m.

DECLARATION OF CONFLICT OF INTEREST

There were no conflicts of interest expressed by Trustees.

BOARD & CEO COMMENTS

Chair Luck acknowledged Trustee Myrna Whitworth's resignation from the Board due to retirement and expressed appreciation for her many years of service to the Board of Trustees and the FCC Foundation, noting her commitment to student success and wishing her well in retirement.

Trustee McPherson commented positively on the recently announced \$150,000 workforce grant awarded through the Employment Advancement Right Now (EARN) Maryland program, administered by the Maryland Department of Labor, and noted that Trustee Whitworth will be missed.

Trustee Reid shared observations from recent advocacy activities in Annapolis, noting Student Advocacy Day and the value of students engaging with elected officials and observing the legislative process.

Trustee Hernandez concurred with comments regarding the \$150,000 EARN Maryland workforce grant and encouraged attendance at the culinary scholarship dinner scheduled for April 2, 2026 at the Monroe Center.

President Cheek reported that the College recorded its largest spring enrollment in history, driven by strong returning student engagement and growth in dual enrollment, while noting modest softening in some non-dual populations and ongoing analysis to support long-term sustainability.

PUBLIC COMMENT

There were no comments.

CONSENT AGENDA

On a motion made by Trustee McPherson, the Board approved the following item 5-0-1, as presented, with Trustee Gardner absent:

- January 21, 2026 regular meeting minutes

REQUIRED APPROVALS AGENDA

On a motion made by Vice Chair Kimberlin, the Board approved the following items

5-0-1, as presented, with Trustee Gardner absent:

- Navigate360 Contract Renewal and Expansion
- Award of RFB 26-TLSS-01 for Biotechnology Lab Equipment
- Piggyback Contract with Blackwood Inc. for Firewalls and Related Services

INFORMATION/DISCUSSION ITEMS

Ownership Linkage Updates – Chair Luck reported that the remaining engagements for FY 2026 have been scheduled for early March. The Board will reflect on emerging themes from these sessions at the March Board meeting.

Fiscal YTD Financial Report through December 31, 2025 – Scott McVicker, Chief Financial Officer (CFO) and Vice President (VP) for Administration, went through the report in detail with the Board.

MONITORING BOARD PERFORMANCE:

Policy Survey Results for GP-12 Handling Operational Complaints – Chair Luck reported on the results of this survey.

Policy Survey Results for GP-13 Handling Alleged Policy Violations – Chair Luck reported on the results of this survey.

Board Policy Review of GP-0 Global Governance Commitment – The Board reviewed this policy for currency. There were no suggested revisions.

Board Policy Review of GP-8 Governing Style – The Board reviewed this policy for currency. There were no suggested revisions.

Board Policy Review of BCD-6 President Compensation – The Board reviewed this policy for currency. There were no suggested revisions.

ACTION ITEMS

Board Direction on Legislative Testimony Regarding SB 534/HB 839 – Chair Luck reported that the pending state legislation titled “*Frederick Community College Board of Trustees Meeting and Training Requirements*,” was introduced as Senate Bill 534 and House Bill 839 following approval by the Frederick County Delegation. He outlined testimony options available to the Board, including submitting written informational testimony reaffirming the Board’s January position, describing current governance and transparency practices, and noting potential fiscal impacts associated with compliance requirements. He also noted that the Board may designate a Trustee to provide oral testimony, that individual Trustees may testify in a personal capacity, and that the Board may elect not to provide testimony. The Senate hearing is scheduled for March 11, with testimony due by March 9. The House hearing date has not yet been scheduled.

Trustees discussed response options and the effectiveness of written versus oral testimony. Trustees expressed concern that the legislation does not add substantive transparency requirements beyond current Board practices and that the proposed requirements would apply only to Frederick Community College rather than uniformly across all community colleges. Trustees emphasized the importance of clearly communicating the Board’s position to legislators.

Trustee Reid moved that the Board provide both written and oral testimony to the Maryland General Assembly in support or opposition regarding the pending legislation and that multiple Trustees attend the hearings.

There was further discussion regarding Board representation for oral testimony, including whether the Chair should serve as the Board's spokesperson and whether the Chair should designate which Trustees would attend and testify. Trustees also discussed the appropriate number of Trustees to be present at the hearings and noted that having multiple Trustees in attendance could strengthen the Board's message to legislators.

Chair Luck called for a vote on the motion.

The Board approved the motion 5-0-1, with Trustee Gardner absent.

During subsequent discussion, the Board determined that the initial motion did not explicitly state whether the Board supported or opposed the legislation. A corrective motion was offered to clarify the Board's intent.

On a motion made by Trustee Reid, the Board approved to oppose the pending legislation through both written and oral testimony to the Maryland General Assembly 5-0-1, with Trustee Gardner absent.

Approval of Contract Renewal with SB & Company for Professional Auditing Services for FY 2026 – In March 2021, the Board approved the award of the contract for professional auditing services for the College and the Foundation to SB & Company. This award was for an initial three-year contract with the option to renew each year for an additional three years. Both Frederick County Government and Frederick County Public

Schools are recommending a one-year contract renewal for FY 2026. This will be the final year of the three renewal years per the contract.

On a motion made by Trustee Hernandez, the Board approved the one-year contract renewal with SB & Company 5-0-1, as presented, with Trustee Gardner absent.

Approval of Joint Request for Proposals (RFP) with FCC, FCPS, and Frederick County for Professional Auditing Services Beginning FY 2027 – The College, Frederick County Public Schools (FCPS), and Frederick County Government (FCG) routinely solicit joint proposals for professional auditing services and did so most recently in 2021. Both FCPS and FCG are recommending another joint solicitation with the College for these services.

On a motion made by Vice Chair Kimberlin, the Board approved the joint RFP 5-0-1, as presented, with Trustee Gardner absent.

Prior to the vote on the next three items, President Cheek and Mr. McVicker provided a joint presentation on the FY 2027 Credit Tuition and Fees, FY 2027 Auxiliary Enterprise Bookstore Budget, and FY 2027 Proposed Operating Budget to be submitted to the County Executive.

Approval of FY 2027 Credit Tuition and Fees – The FY 2027 Operating budget proposal includes a 3% increase for in-county, out-of-county and out-of-state tuition and fee rates. In addition, course fees are proposed to offset the rising costs of materials in some programs and to ensure students have the necessary materials at reasonable rates. The proposed FY 2027 credit tuition and fees schedule will be effective for Fall 2026 registration.

On a motion made Trustee Hernandez, the Board approved the FY 2027 Credit Tuition and Fees 5-0-1, as presented, with Trustee Gardner absent.

Approval of FY 2027 Auxiliary Enterprise Bookstore Budget – The Board received revised backup at the meeting to correct a typo in the meeting packet for this item, referencing FY 2025 instead of FY 2026. The Bookstore’s FY 2027 proposed budget reflects a 2.6% increase in revenue compared to the FY 2026 adopted budget. Merchandise and Commissions are the primary drivers of this revenue increase. For FY 2027, the College projects to subsidize the Bookstore in the amount of \$75,000, a decrease of 11.2% or \$9,500 from what was budgeted in FY 2026.

On a motion made by Trustee Kimberlin, the Board approved the FY 2027 Auxiliary Enterprise Bookstore Budget 5-0-1, as presented, with Trustee Gardner absent.

Approval of FY 2027 Proposed Operating Budget to be Submitted to the County

Executive – Operating revenues proposed for FY 2027 total \$83,342,191, including \$2,320,000 in strategic reserves. This represents an increase of \$4,565,873 or 5.5% over the FY 2026 adopted budget and includes \$22,993,414 from tuition and fees (credit and non-credit); State funding of \$23,303,494 in Cade formula aid and \$3,351,000 for State benefits; other income of \$2,875,200 which includes interest income and contract training; and the use of strategic reserves in the amount of \$2,320,000 for one-time initiatives including student success and completion, academic program initiatives, technology projects, and strategic planning and future-proofing. The County funding request of \$28,499,083 includes \$27,755,452 (cash) and \$743,631 (in-kind), which reflects an

additional \$1,500,000 over FY 2026 funding to support institutional sustainability and address additional costs associated with enrollment growth and inflationary pressures.

Operating expenses proposed for FY 2027 total \$83,342,191, including \$2,320,000 from strategic reserves to address strategic, one-time initiatives. This is an increase of \$4,565,873 over the FY 2026 adopted budget, resulting in a structurally balanced budget. Key expense allocations include investments in talent recruitment and retention, health insurance increases of 12.5%, instructional and programmatic support, increases in non-compensation expenses of 13.7%, and an operating contingency.

On a motion made by Trustee McPherson, the Board approved the FY 2027 Proposed Operating Budget to be Submitted to the County Executive 5-0-1, as presented, with Trustee Gardner absent.

Approval of Revisions to Policy GP-5 Board Linkage with Ownership – The Board reviewed this Policy at the October 2025 meeting and revisions were requested related to the use of a facilitator for ownership linkage activities. The revisions were further discussed at the December 2025 board retreat and the January 21, 2026 regular meeting. The revised policy was submitted for approval.

On a motion made by Trustee Hernandez, the Board approved the revisions to Policy GP-5 Board Linkage with Ownership 5-0-1, as presented, with Trustee Gardner absent.

Approval of Revisions to Policy GP-11 Special Rules of Order – The Board reviewed this Policy at the November 2025 meeting and revisions were requested related to review of policies. Additionally, the Board identified at its December 2025 Board retreat

the need to establish in policy how Trustees ask questions. The revisions were further discussed at the January 21, 2026 regular meeting. The revised policy was submitted for approval.

On a motion made by Trustee Hernandez, the Board approved the revisions to Policy GP-11 Special Rules of Order 5-0-1, as presented, with Trustee Gardner absent.

DRAFT

MEETING CONTENT REVIEW

There were no comments.

ADJOURNMENT

The meeting adjourned at 5:52 p.m.

NEXT MEETING

The next regular meeting of the Board will be held on Wednesday, March 18, 2026.

Dr. Annesa Payne Cheek

Secretary/Treasurer

Prepared by Kari Melvin
Office of the President
Frederick Community College

DRAFT

Policy Survey Results: GP-0 Global Governance Commitment

Context: Board Self-Monitoring Survey Results for GP-0 Global Governance Commitment are being presented for review according to the approved [FY 2026 Board Policy Review & Monitoring Schedule](#).

Board Policy Reference: [GP-9 Investment in Governance](#)

Background:

- Per Board policy (GP-9) and in alignment with Policy Governance® practice, the Board regularly reviews Governance Process and Board-CEO Delegation policies to determine if any updates are needed.
- If there are no suggested changes, the Board completes a Self-Evaluation Survey specific to that policy and the results are reviewed at the next meeting.
- The Board reviewed *GP-0 Global Governance Commitment* at the February 18, 2026 meeting and there were no suggested changes.
- The Board Chair will present the survey results to determine compliance with policy statements.

Attachment: Board Self-Monitoring Survey Results GP-0 Global Governance Commitment



Frederick Community College Board of Trustees

**Board Self-Monitoring Survey Results:
GP-0 Global Governance Commitment
Date: 3/18/2026**

Number of Responses: 5

The purpose of the Frederick Community College Board of Trustees, functioning on behalf of the residents of Frederick County, is to ensure that Frederick Community College achieves appropriate results for the appropriate people, and at an appropriate cost, as specified in the Boards Ends policies, and avoids unacceptable actions and situations, as specified in the Board’s Executive Limitations policies.



Provide specific representative examples to support your above response when applicable.

- The President's presentation of increased enrollment and what that translates to financially is a superb example. Our reviews of executive limitations as well as ends monitoring also provide an example about the people we serve, the results we wish to achieve and the cost.
- I am committed to GP-O Global Governance at all times. It is the core of policy governance.
- As Trustees need to identify opportunities to communicate with the residents of Frederick County in a manner that shows to them and broadens their understand of what we are doing and the that we are acting in their best interest even at times they may not agree or fully understand.

Policy Survey Results: GP-8 Governing Style

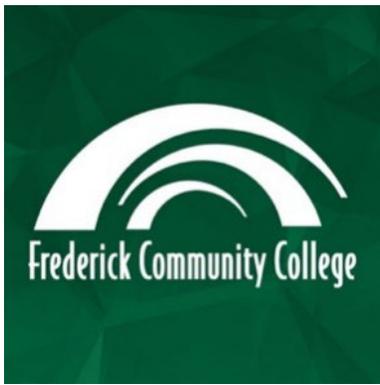
Context: Board Self-Monitoring Survey Results for GP-8 Governing Style are being presented for review according to the approved [FY 2026 Board Policy Review & Monitoring Schedule](#).

Board Policy Reference: [GP-9 Investment in Governance](#)

Background:

- Per Board policy (GP-9) and in alignment with Policy Governance® practice, the Board regularly reviews Governance Process and Board-CEO Delegation policies to determine if any updates are needed.
- If there are no suggested changes, the Board completes a Self-Evaluation Survey specific to that policy and the results are reviewed at the next meeting.
- The Board reviewed *GP-8 Governing Style* at the February 18, 2026 meeting and there were no suggested changes.
- The Board Chair will present the survey results to determine compliance with policy statements.

Attachment: Board Self-Monitoring Survey Results GP-8 Governing Style

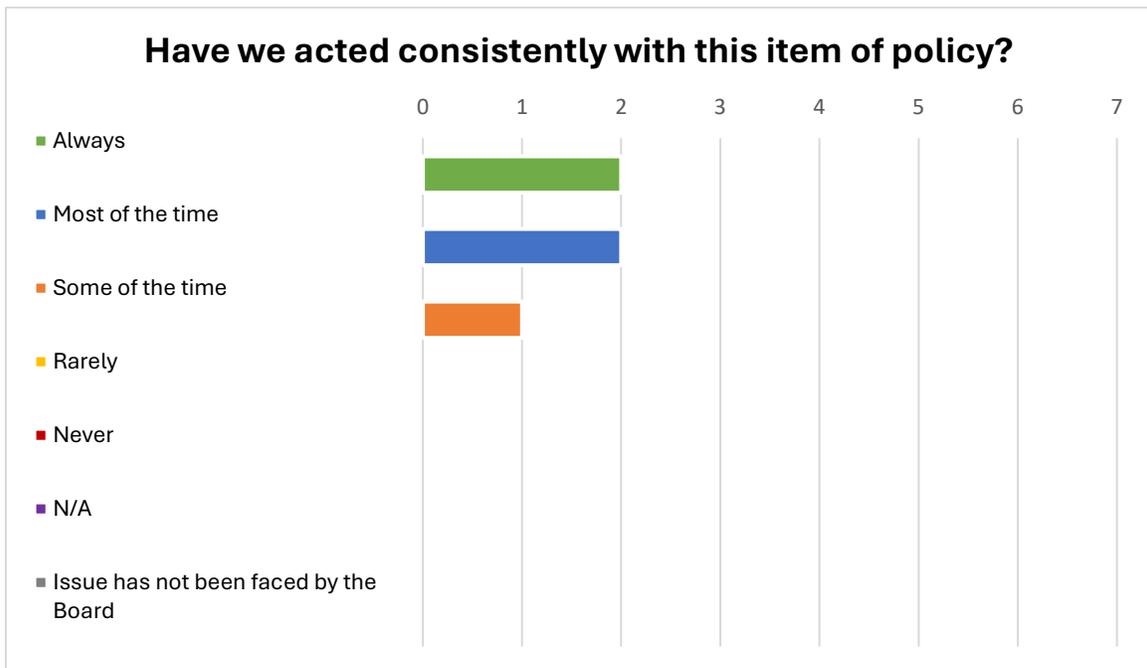


Frederick Community College Board of Trustees

**Board Self-Monitoring Survey Results:
GP-8 Governing Style
Date: 3/18/2026**

Number of Responses: 5

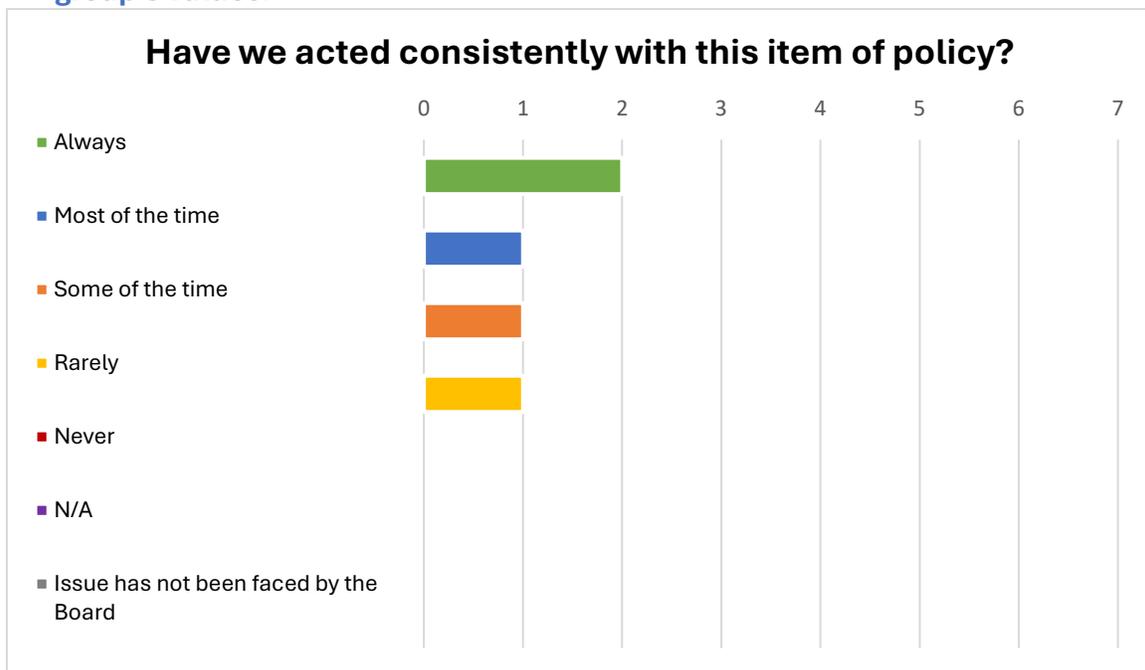
The Frederick Community College Board of Trustees will govern lawfully, with an emphasis on outward vision, a commitment to obtaining Ownership input, the encouragement of diversity of viewpoints, strategic leadership, clear distinction of Board and President roles, collective decision-making, and a proactive, future-focus. This means the Board will not be preoccupied with the present or past, or with internal, administrative, or operational detail. The Board, however, should always remain cognizant of and educate new members about present and past milestones to ensure that lessons of the past are not lost as they may and should impact future planning and vision.



Provide specific representative examples to support your above response when applicable.

- This policy clearly has many layers; some we have been in full compliance such as our commitment to obtain ownership input. The selection of the groups for our Ownership Linkage meetings provide a diversity of viewpoints. Our retreats and ownership linkage meetings are guiding us to strategic thinking and leadership as well as ways to achieve a proactive future focus. My answer reflects that initially we were asking organizational questions because we all have been in other Boards where the Board role and the organization role is not as clearly defined. As we become more comfortable with this policy, the organizational questions have diminished significantly.
- I work very hard to not stray from this policy. It is too easy for anyone in a leadership role to lean on the past and forget to be future focused.
- My understanding that a lot of time in the on-boarding process that time is spent bringing new members up to date.
- While the BOT is working toward gathering stakeholder input to move toward developing an outward vision and create a proactive, future-focused vision, this is a work in progress. We have not provided strategic leadership. We have established a distinction between the Board work and operational management.

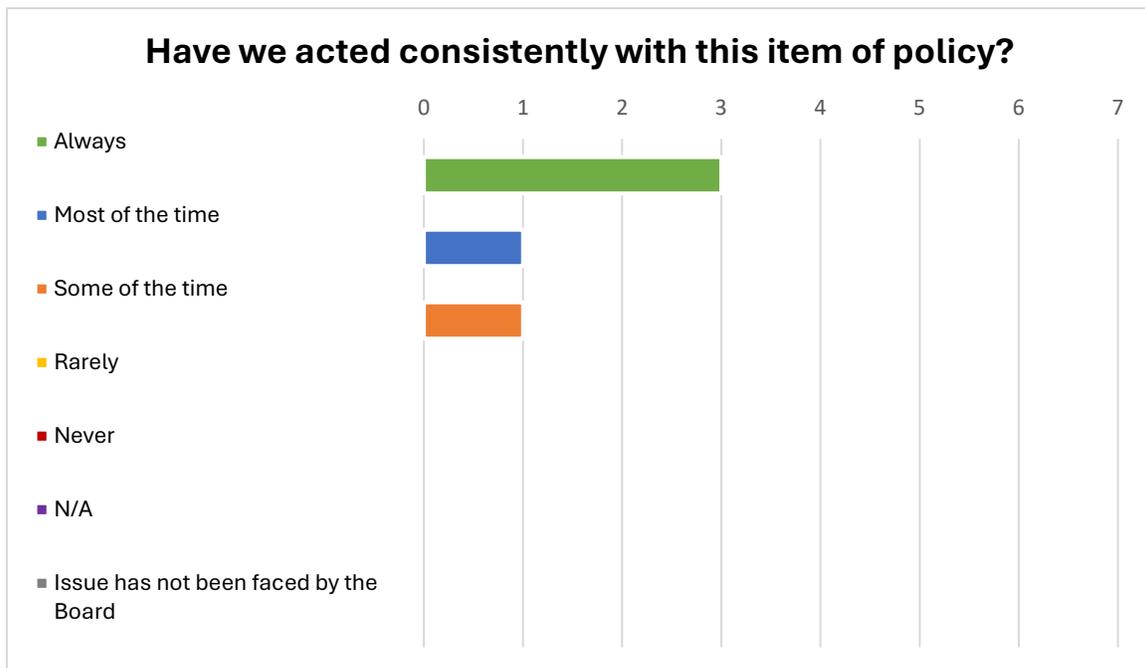
1. The Board will cultivate a sense of group responsibility. The Board shall be responsible for excellence in governing. The Board will initiate policy, not merely react to President initiatives. The Board will use the expertise of individual Trustees, and the President to enhance the ability of the Board, as a body, to make policy, rather than to substitute their individual judgments for the group's values.



Provide specific representative examples to support your above response when applicable.

- Since I started in July, we have had a number of revisions to our policies initiated by the Board. All revisions have been thoroughly discussed by the Board. The Board values the President's input in the proposed changes. As far as I have witnessed, decisions have been group decisions.
- The Board developed its comprehensive policies two or three years ago. Since then policies are reviewed and tweaked. New policies will be created as needed.
- I think we are still learning how and where our expertise can be utilized on the framework of our governance. I think Dr. Cheek holds back sometimes as not to persuade or direct conversation during board meetings unless for clarification which helps to assure that her ideas and initiatives are not automatically adopted.
- The Board has spent considerable time reviewing policy and working to enhance/improve policy governance. The Board could be more proactive in initiating policy and take better advantage of the expertise of individual Trustees who bring a diversity of experience and expertise.

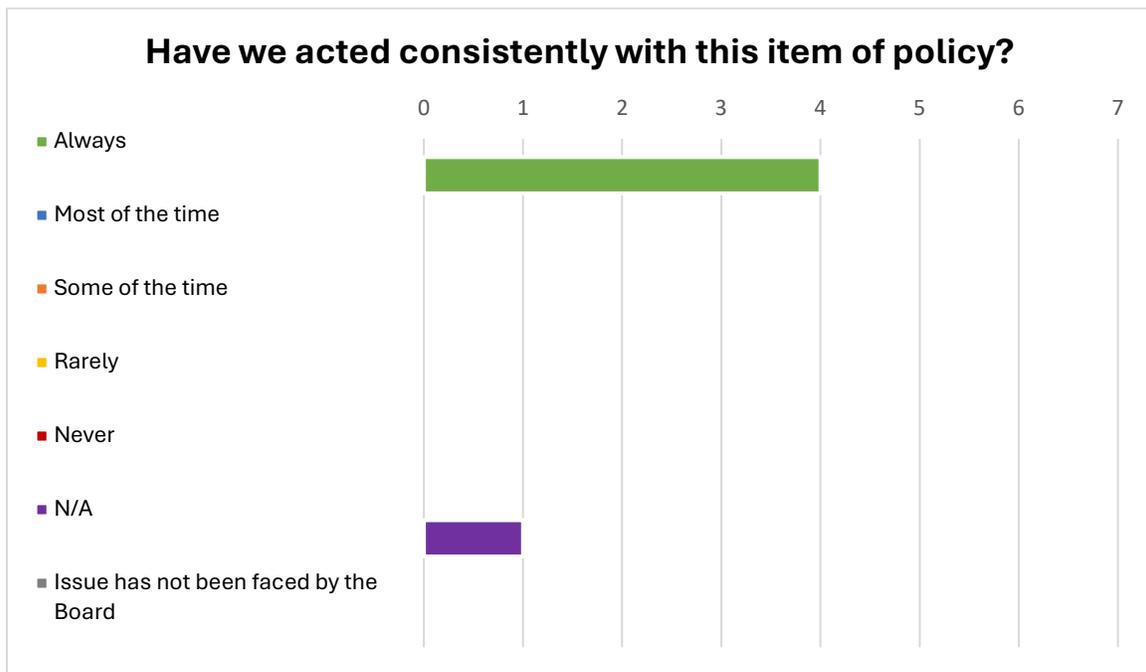
2. The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Owners' values and perspectives. The Board's major policy focus will be on the intended long-term results to be produced for all stakeholders in the organization, including employees, students and the community the Board serves, and not on the administrative or operational means of attaining those results.



Provide specific representative examples to support your above response when applicable.

- Our current policies are broadly written and focus on long-term results. Through our ownership linkage meetings, the Board will be more aware of our Owners’ values.
- It is constant mantra of this Board as we review our actions at each Board meeting.
- I believe that our Board outreach and future listening sessions outreach will help to identify needs, and new ideas, as well as things that are working well.
- This is a work in progress as the Board has not yet developed a long-term vision for the college. While the administration has developed a strategic plan for the college, the Board is in the process of collecting information to develop and long-term strategic vision and plan.

3. Each Trustee shall exercise self-discipline that is needed in order to govern with excellence. Self-discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, Board behavior, regular self-evaluation, and ensuring the continuity of governance capability. Although the Board can change its governance process policies at any time, it will scrupulously observe those policies currently in force.

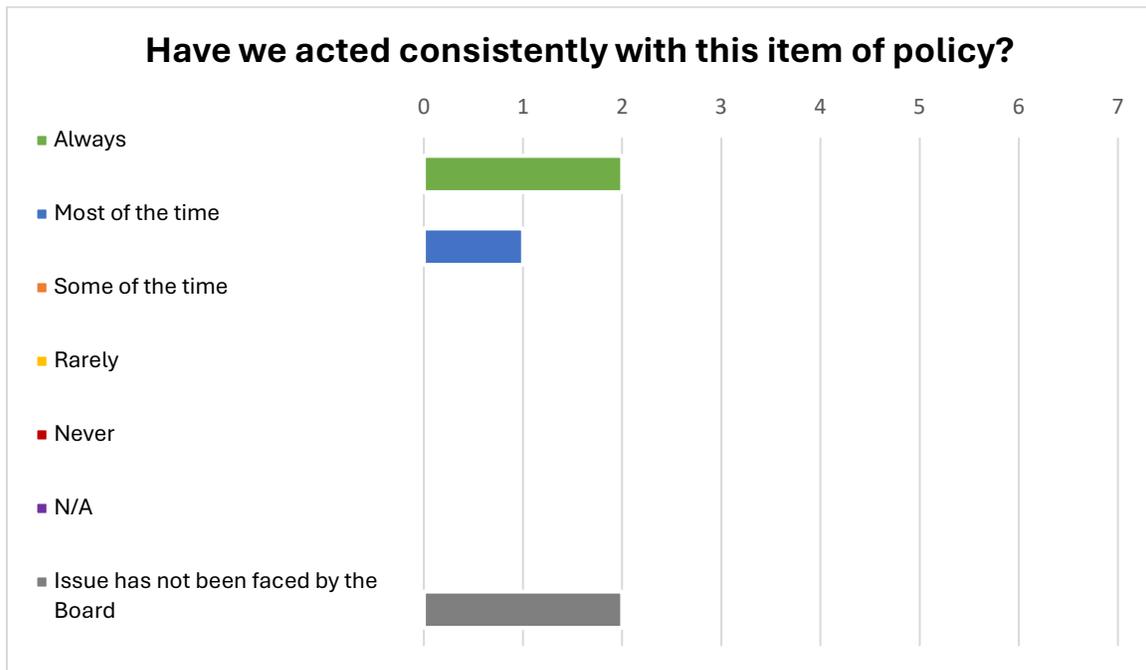


Provide specific representative examples to support your above response when applicable.

- I believe all Trustees have complied with the self-discipline of attendance, not just at meetings but also at functions, preparation for meeting, policy-making principles, respectful behavior, regular self- evaluation (this being one such exercise).

- It is vital to the role of trustee to be prepared in advance of meetings and retreats. It is important for trustees to self evaluate our contributions and behaviors following meetings and events.
- There is no evidence to the contrary.
- I think we have done our best, we are still learning to exercise our muscle the governance framework.
- The Board exhibits self-discipline and members regularly attend meetings and come prepared.

4. The Board will not allow any Trustee of the Board to hinder or be an excuse for not fulfilling Board obligations.



Provide specific representative examples to support your above response when applicable.

- More recently Board members have become more comfortable in addressing fellow Trustee comments which appear to be out of policy.
- I cannot think of anytime where Trustees did not do what they needed to do.

Policy Survey Results: BCD-6 President Compensation

Context: Board Self-Monitoring Survey Results for BCD-6 President Compensation are being presented for review according to the approved [FY 2026 Board Policy Review & Monitoring Schedule](#).

Board Policy Reference: [GP-9 Investment in Governance](#)

Background:

- Per Board policy (GP-9) and in alignment with Policy Governance® practice, the Board regularly reviews Governance Process and Board-CEO Delegation policies to determine if any updates are needed.
- If there are no suggested changes, the Board completes a Self-Evaluation Survey specific to that policy and the results are reviewed at the next meeting.
- The Board reviewed *BCD-6 President Compensation* at the February 18, 2026 meeting and there were no suggested changes.
- The Board Chair will present the survey results to determine compliance with policy statements.

Attachment: Board Self-Monitoring Survey Results BCD-6 President Compensation



Frederick Community College Board of Trustees

**Board Self-Monitoring Survey Results:
BCD-6 President's Compensation
Date: 3/18/2026**

Number of Responses: 5

The President's compensation will be decided by the Board and based on organizational performance and executive market conditions.

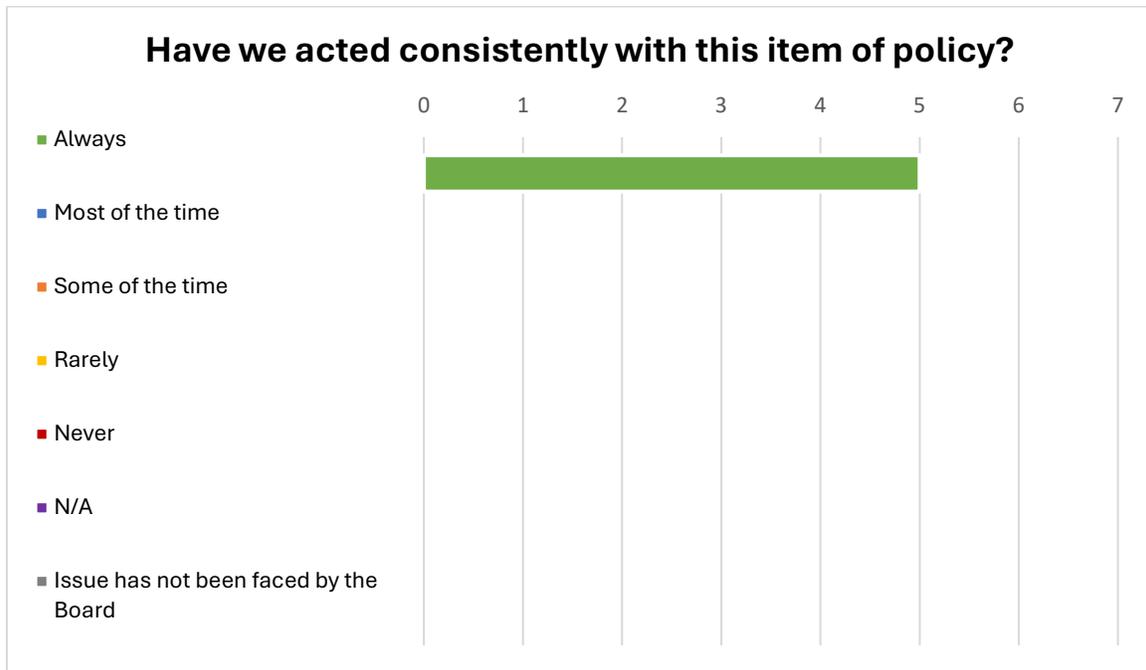


Provide specific representative examples to support your above response when applicable.

- It is a very clear policy of how compensation is based on organizational performance and executive market conditions. I joined the Board after this took place in 2025.

- The Board follows this policy consistently when reviewing the President’s compensation.
- I have only been involved once and yes all was considered.

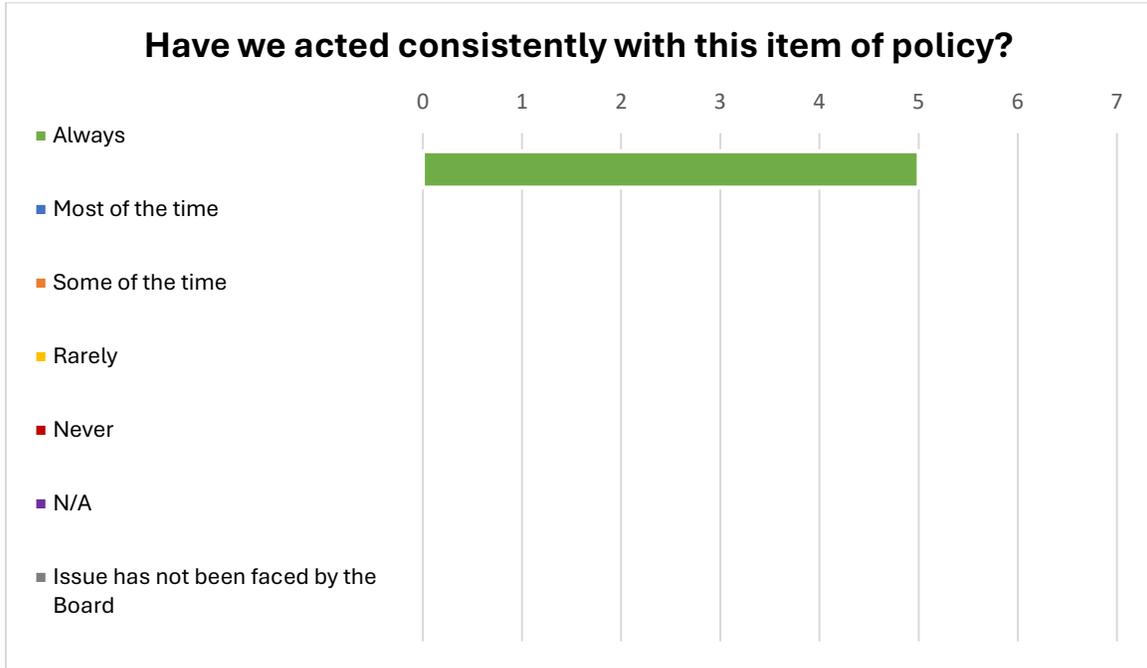
1. The President’s performance is synonymous with organizational performance as revealed by the President’s monitoring reports in accordance with Board policy.



Provide specific representative examples to support your above response when applicable.

- The Board is aware of the President’s performance through the President’s monitoring reports.
- The organization is performing well.
- Monitoring reports are very detailed and provide evidence of the President's performance in accordance with Board policies.

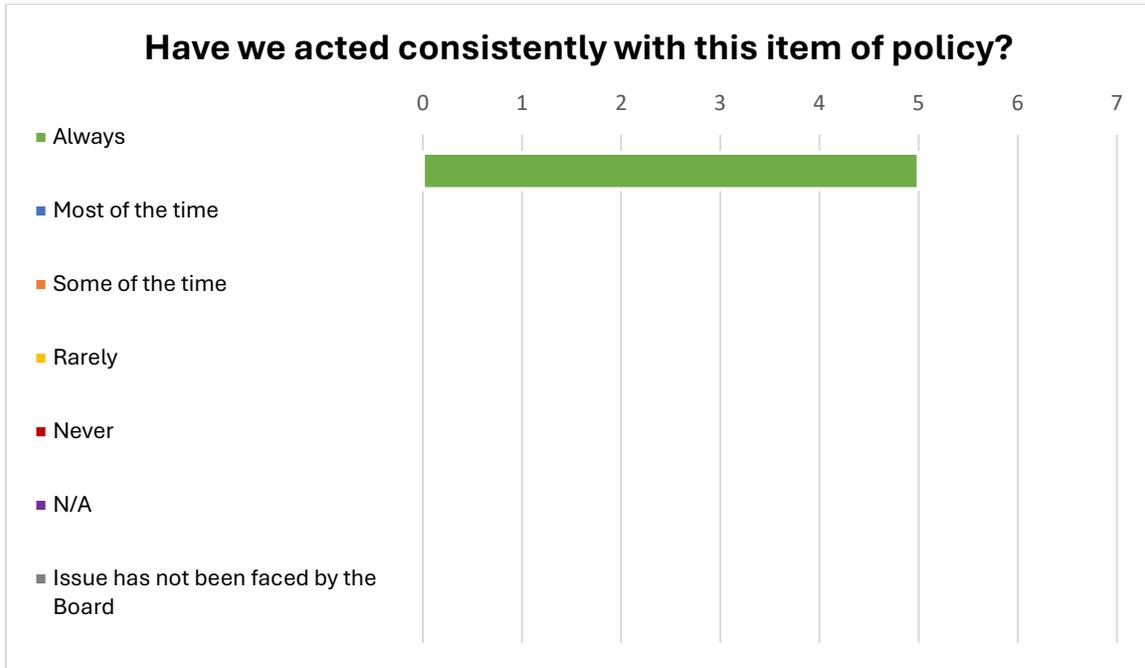
2. “Total compensation” encompasses the entire range of salary, benefits, and all other forms of compensation.



Provide specific representative examples to support your above response when applicable.

- The Board has been consistent each year.
- I have only been involved once and we considered all forms of compensation.
- This is true to the best of my knowledge.

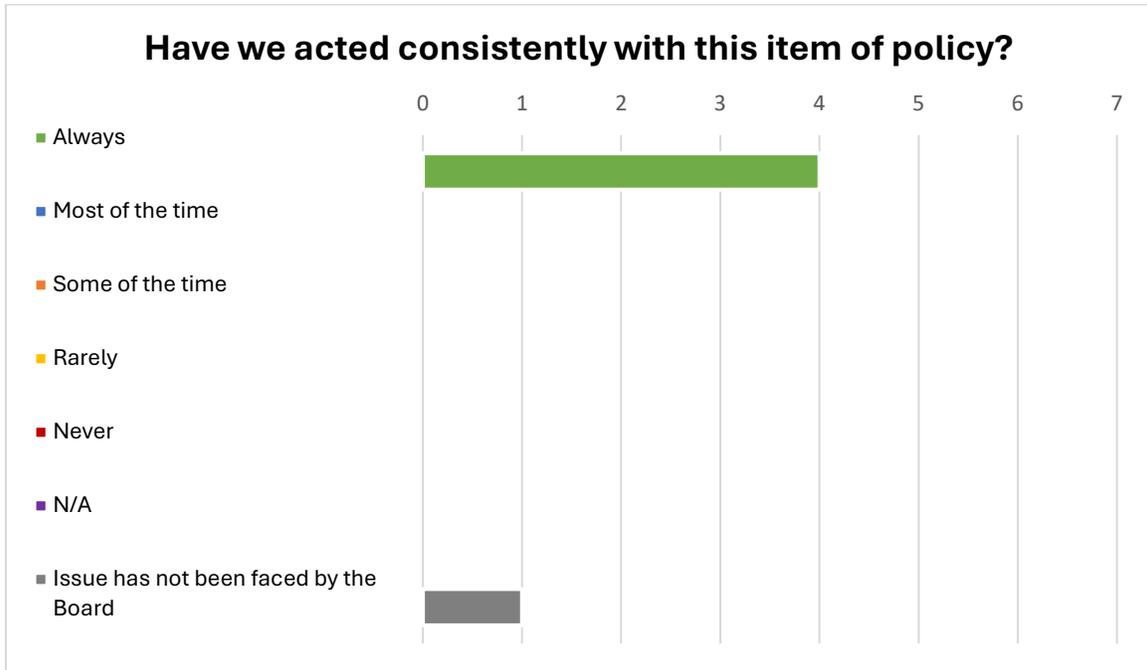
3. Total compensation is to be competitive with similar performance within the marketplace while placing some portion of the President's total compensation at risk by tying it to Ends achievement and compliance with Executive Limitations policies. The executive marketplace to be considered is institutions of higher learning of comparable size, challenges and complexities.



Provide specific representative examples to support your above response when applicable.

- Again, I was not a Trustee at the time the President's evaluation took place last year. I am unaware of any discrepancy from the policy.
- Consistently applied.

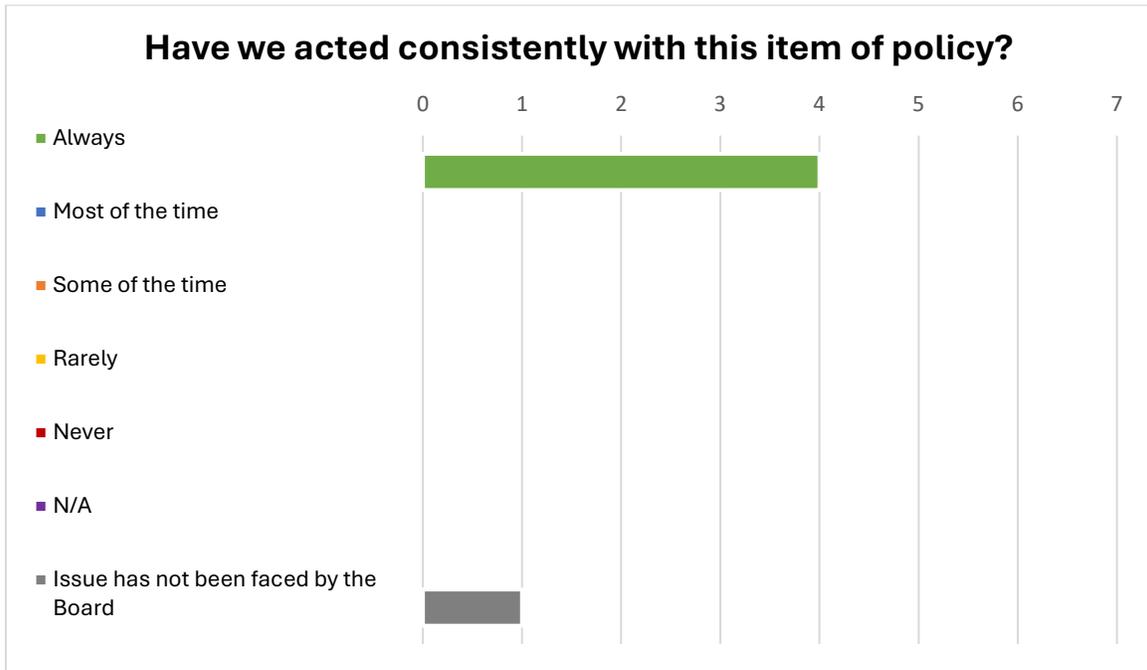
3.1. If the President is fully compliant with Ends and Executive Limitations, their total compensation will be set at market value in the marketplace identified above. Market Value will be determined utilizing a compensation analysis conducted by an outside third party experienced in executive compensation. The Chair may establish an ad hoc committee to work with the outside third party and gather additional information to provide options and their implications to the full Board for its consideration and decision.



Provide specific representative examples to support your above response when applicable.

- Consistently applied.
- To the best of my knowledge.

3.2. The Board may award a bonus to the President when the Board has determined the President has substantially achieved Ends and complied with Executive Limitations.



Provide specific representative examples to support your above response when applicable.

- Again, this is a very clearly stated policy and I believe the Board has been in full compliance.
- Consistently applied.
- It is an across-the-Board understanding.
- This option exercised by the board.

Policy Review: GP-4 Board Job Contributions

Context: Policy GP-4 Board Job Contributions is being presented for review according to the approved [FY 2026 Board Policy Review & Monitoring Schedule](#). This policy details the Board of Trustees' specific responsibilities as an informed agent of the Ownership, focusing on ensuring appropriate organizational performance. These responsibilities include creating the link between Owners and the College, creating written governing policies (Ends, Executive Limitations, Governance Process, Board-CEO Delegation), and ensuring organizational performance and continuity of the President's role. It also covers awareness of external governmental bodies and organizations, ensuring trained Trustees for Open Meetings Act compliance, and transparency in review and disclosure related to legal counsel and auditor utilization.

Board Policy Reference: [GP-9 Investment in Governance](#)

Background:

- Per Board policy (GP-9) and in alignment with Policy Governance® practice, the Board regularly reviews Governance Process and Board-CEO Delegation policies to determine if any updates are needed.
- Chair Luck and President Cheek are not recommending any changes at this time.
- The Board Chair will lead discussion at the meeting to consider any amendments to the policy.

Attachment: GP-4 Board Job Contributions



FCC BOARD OF TRUSTEES POLICY

Policy Type: Governance Process

Policy Title: Board Job Contributions

Policy Number: GP-4

Date Adopted: 4.17.2024

Version: 1.0

Date Last Reviewed: 3.19.2025

Office Responsible: President's Office

Reviewing Committee: Board of Trustees

As an informed agent of the Ownership (the residents of Frederick County), the Frederick Community College Board of Trustees's specific responsibilities are those that ensure appropriate organizational performance.

Accordingly, the Board has direct responsibility to:

1. Create the link between the Owners and the College.
2. Create written governing policies that address the broadest levels of all organizational decisions and situations:
 - 2.1. Ends: What good or benefit the organization is to produce, for which recipients, at what value.
 - 2.2. Executive Limitations: Constraints on executive authority that establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.
 - 2.3. Governance Process: Specification of how the Board conceptualizes, carries out, and monitors its own performance of its responsibilities.
 - 2.4. Board-CEO Delegation: How authority is delegated and its proper use monitored, including the President's role, authority, and accountability.
3. Provide assurance of organizational performance on Ends and Executive Limitations.
 - 3.1. Continuity of the President's role and function.

- 3.2. Structured monitoring of the President as outlined in Board-CEO Delegation policies.
4. Have ongoing awareness of federal, state, and local governmental bodies, as well as with other public and private organizations, regarding the immediate and prospective requisites of the College in fulfilling its Ends.
 - 4.1. The Board shall engage in an annual strategic exercise to ascertain and prioritize the College's requirements for representation and advocacy before governmental bodies, as well as public and private institutions.
 - 4.2. When deliberating on whether to endorse proposals (or proposed initiatives) submitted by governmental entities, public organizations, or private sector entities, the Board shall apply the following evaluative criteria:
 - 4.2.1. The likelihood of the proposed initiative impeding the College's ability to achieve the stated Ends.
 - 4.2.2. The potential ramifications of the proposed action on the long-term strategic interests of the College.
 - 4.2.3. The possibility that the proposed initiative could infringe upon, and/or dilute the CEO's vested authority in managing operational Means decisions.
 - 4.2.4. The maintenance of political neutrality, not adopting political positions or endorsing political candidates.
5. At all times, have at least two (2) Trustees who have completed the Maryland Open Meetings Act Training conducted by the Maryland Attorney General's Office, and evidenced by a certificate of completion. All Trustees are encouraged to complete the training no later than the end of their first year as a Trustee.
 - 5.1. The Chair is the designated member under the Maryland Open Meetings Act who is required to attend an open meeting where the Board of Trustees votes to hold a closed session.
 - 5.2. In the Chair's absence, the Vice Chair is the designated member under the Maryland Open Meetings Act who is required to attend an open meeting where the Board of Trustees votes to hold a closed session.
 - 5.3. In the absence of the Chair and Vice Chair, any other Trustee who has taken the training may serve as the designated member under the Maryland Open Meetings Act who is required to attend an open meeting where the Board of Trustees votes to hold a closed session.

6. Without compromising legal privileges and confidentiality, provide a transparent process of review and disclosure that enhances owner and stakeholder confidence in the organization's legal counsel and auditor utilization.
 - 6.1. The Board may, at its discretion, engage in additional options to assist the Board in its decision-making, including but not limited to, appointment, compensation and oversight of the College attorney; designation of specific area(s), if any, of legal focus; and liaison with legal counsel on behalf of Board.
 - 6.2. The Board may, at its discretion, engage in additional options to assist the Board in its decision-making, including but not limited to, appointment, compensation and oversight of the College auditor; designation of specific area(s), if any, of financial areas of focus; and liaison with the auditor on behalf of Board.

Date Of Change	Version	Description of Change	Responsible Party
4.17.2024	1.0	First release following Policy Governance consulting work.	President

Policy Review: GP-1 Role of the Board Chair

Context: Policy GP-1 Role of the Board Chair is being presented for review according to the approved [FY 2026 Board Policy Review & Monitoring Schedule](#). This policy defines the Board Chair, also designated as the Chief Governance Officer (CGO), as a specially empowered Board member responsible for assuring the integrity of the Board's processes and compliance with Policy Governance. The Chair's authority relates to Governance Process and Board-CEO Delegation policies, but they have no individual authority to supervise or direct the President concerning Ends or Executive Limitations.

Board Policy Reference: [GP-9 Investment in Governance](#)

Background:

- Per Board policy (GP-9) and in alignment with Policy Governance® practice, the Board regularly reviews Governance Process and Board-CEO Delegation policies to determine if any updates are needed.
- Chair Luck and President Cheek are not recommending any changes at this time.
- The Board Chair will lead discussion at the meeting to consider any amendments to the policy.

Attachment: GP-1 Role of the Board Chair



FCC BOARD OF TRUSTEES POLICY

Policy Type: Governance Process

Policy Title: Role of the Board Chair

Policy Number: GP-1

Date Adopted: 2.21.2024

Version: 1.0

Date Last Reviewed: 3.19.2025

Office Responsible: Board Chair

Reviewing Committee: Board of Trustees

The Frederick Community College Board Chair, who is also designated as the Board's Chief Governance Officer – CGO, is a specially empowered member of the Board, and assures the integrity of the Board's processes and Policy Governance compliance.

1. The assigned result of the Board Chair/CGO's job is that the Board behaves consistently within its own rules and those legitimately imposed upon it from outside the organization.
 - 1.1. Meeting discussion content will include only those issues that, according to Board policy, clearly belong to the Board to decide or monitor.
 - 1.2. Information that is neither for monitoring performance nor for Board decisions will be avoided or minimized and always noted as such.
 - 1.3. Deliberation will be timely, fair, orderly, and thorough, but also efficient and kept to the point.
 - 1.4. The Board's Vice-Chair will be sufficiently informed of Board issues and processes to provide continuity in the event of planned or unexpected Board Chair/CGO absences.
2. The authority of the Board Chair consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-CEO Delegation, with the exception of (a) employment or termination of a President and (b) instances where the Board specifically delegates portions of this authority to others. The Board Chair/CGO is authorized to use any reasonable interpretation of the provisions in these policies.

- 2.1. The Board Chair/CGO is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
 - 2.2. The Board Chair/CGO is authorized to appoint the members of all Board committees.
 - 2.3. The Board Chair/CGO has no authority to make decisions about policies created by the Board within *Ends* and *Executive Limitations* policy areas. Therefore, the Board Chair/CGO has no individual authority to supervise or direct the President.
 - 2.4. The Board Chair/CGO may represent the Board to outside parties in announcing Board-stated positions and in stating the Board Chair/CGO's decisions and interpretations within the area delegated to the Chair.
 - 2.5. The Board Chair/CGO may delegate this authority, but remains accountable for its use.
3. The Board Chair/CGO bears responsibility for annual professional development relative to Policy Governance principles and practices.

Date Of Change	Version	Description of Change	Responsible Party
2/21/2024	1.0	First release following Policy Governance consulting work.	President

Policy Review: GP-2 Role of the Vice Chair

Context: Policy GP-2 Role of the Vice Chair is being presented for review according to the approved [FY 2026 Board Policy Review & Monitoring Schedule](#). This policy states that the Board Vice Chair will preside at all Board meetings in the absence of the Board Chair/CGO and may have other duties, powers, and accountabilities as specified by the Board.

Board Policy Reference: [GP-9 Investment in Governance](#)

Background:

- Per Board policy (GP-9) and in alignment with Policy Governance® practice, the Board regularly reviews Governance Process and Board-CEO Delegation policies to determine if any updates are needed.
- Chair Luck and President Cheek are not recommending any changes at this time.
- The Board Chair will lead discussion at the meeting to consider any amendments to the policy.

Attachment: GP-2 Role of the Vice Chair



FCC BOARD OF TRUSTEES POLICY

Policy Type: Governance Process

Policy Title: Role of the Vice Chair

Policy Number: GP-2

Date Adopted: 2.21.2024

Version: 1.0

Date Last Reviewed: 3.19.2025

Office Responsible: Board Chair

Reviewing Committee: Board of Trustees

The Frederick Community College Board Vice Chair shall, in the absence of the Board Chair/CGO, preside at all meetings of the Board and have such other duties, powers, and accountabilities as the Board may specify.

Date Of Change	Version	Description of Change	Responsible Party
2/21/2024	1.0	First release following Policy Governance consulting work.	President

Acceptance: EL-6 Planning Monitoring Report

Context: The Monitoring Report for EL-6 Planning is being presented for acceptance according to the approved [FY 2026 Board Policy Review & Monitoring Schedule](#).

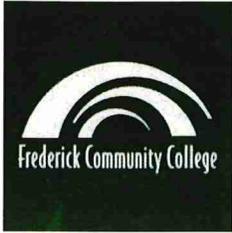
Board Policy References:

- [BCD-4 Monitoring President Performance](#)
- [GP-7 Board Planning Cycle and Agenda Control](#)

Background:

- Per Board policy (BCD-4) and in alignment with Policy Governance® practice, the Board regularly reviews monitoring reports for Ends and Executive Limitations policies to determine compliance.
- Per Board policy (GP-7), monitoring reports will be read in advance of the Board meeting, and discussion will occur only if Board members assess interpretations as unreasonable, identify non-compliance, or identify potential need for policy amendments.
- President Cheek is reporting full compliance.

Attachment: Monitoring Report: EL-6 Planning



Frederick Community College Board of Trustees

Monitoring Report: EL 6 – Planning

Full Compliance

Report Date: 3/18/2026

Reporting Period: 7/1/2024 – 6/30/2025

This is the annual report on compliance with the Board’s Executive Limitation Policy: “EL-6 Planning.” I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

 3/18/26

Annesa Cheek, Ed.D.
President

Date

Note: Board Policy is indicated in bold typeface throughout the report.

The President shall not permit planning that endangers the fiscal soundness of future years or ignore the organizational capability (people, programs, services, facilities) required to achieve Board Ends in future years.

Accordingly, the President shall not:

- 1. Operate without a written, multi-year strategy that can be expected to achieve a reasonable interpretation of the Ends.**

Interpretation

I interpret the “multi-year strategy” to mean the College strategic plan.

Compliance will be demonstrated when:

- a. The College operates in accordance with a written multi-year strategy to facilitate the achievement of the Ends.*

Evidence

The Board of Trustees approved the five-year strategic plan, FCC Forward Strategic Plan 2020-2025, on 6/10/2020. The strategic goals of the plan are:

- a. Model educational excellence by designing and delivering student learning experiences, pathways, and programs that increase student access, success, and completion.
- b. Support the student learning experience through data-informed enrollment management, responsive programming, and efficient systems.
- c. Lead the College with excellence, transparency, and accountability.
- d. Ensure the fiscal stability and sustainability of the College.

Status

In compliance.

This interpretation is reasonable as the use of a multi-year strategy is a traditional tool to guide the achievement of Board policy directives.

2. **Permit planning that does not explain and justify assumptions and identify relevant environmental factors.**

Interpretation

I interpret “planning” to mean developing College-wide annual priorities that are aligned with the multi-year strategy.

Compliance will be demonstrated when:

- a. *The College defines annual priorities and provides an explanation of assumptions made as well as relevant environmental factors.*

Evidence

On 3/5/2026, the Chief Foresight and Decision Support Officer (CFDSO) confirmed that the College defined annual strategic priorities in FY25 aligned with the 2020-2025 FCC Forward Strategic Plan. On 2/9/2026, the CFO/VPA confirmed that the FY25 budget, including the planning assumptions and environmental factors, was presented and approved by the Board on 6/4/2024.

Status

In compliance.

This interpretation is reasonable because it is consistent with practices employed by other higher education institutions.

3. **Permit planning that omits capital enhancements, replacement, repair or acquisitions necessary to achieve Ends.**

Interpretation

I interpret “planning” to mean a comprehensive strategy that outlines the long-term vision for the College’s physical infrastructure.

Compliance will be demonstrated when:

- a. *The College operates in accordance with a ten-year Facilities Master Plan that accounts for capital enhancements, replacement, repair or acquisitions necessary to achieve Ends.*

Evidence

On 2/9/2026, the Chief Financial Officer and Vice President for Administration (CFO/VPA) confirmed that the Board of Trustees approved the Frederick Community College Facilities Master Plan 10-Year Update (2023 – 2033) at the 6/14/2023 Board meeting and that no capital projects were undertaken by the College that were not included in that plan.

Status

In compliance.

This interpretation is reasonable because it ensures compliance with State of Maryland regulations and nationally accepted practices for higher education institutions.

- 4. Permit budgeting for any fiscal period or the remaining part of any fiscal period that is not derived from the multi-year plan.**

Interpretation

I interpret “any fiscal period” to mean a fiscal year and “multi-year plan” to mean the College strategic plan.

Compliance will be demonstrated when:

- a. *The proposed new budget for any fiscal year is informed by the College’s annual priorities that are aligned with the goals of the College strategic plan.*

Evidence

The CFO/VPA confirmed on 2/9/2026 that the FY25 annual budget was informed by the College’s annual priorities in alignment with the FY20-FY25 strategic plan. The annual strategic priorities are included in the budget book.

Status

In compliance.

This interpretation is reasonable because the budget is informed by the College strategic plan that has been approved by the Board.

- 5. Permit financial planning that does not enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow projections, contingency plans, and disclosure of planning assumptions.**

Interpretation

Compliance will be demonstrated when:

- a. The proposed annual budget includes projected:*
 - 1. Revenues from tuition and fees.*
 - 2. Frederick County appropriations.*
 - 3. Maryland State appropriations.*
 - 4. Other income. Allocated strategic reserves.*
 - 5. Auxiliary Services revenue and expenses.*
 - 6. Wages, retirement and benefit expenses.*
 - 7. Services, including temporary staffing, professional services, equipment, rent, utilities, insurance and other operating costs.*
 - 8. Transfers and debt services.*
 - 9. State and County appropriations for the Capital Improvement Plan (CIP).*
 - 10. Contingency funds.*

Evidence

On 2/9/2026, the CFO/VPA confirmed that the FY 2025 Auxiliary Services budgets were presented and approved by the Board of Trustees on 5/22/2024. The FY 2025 annual operating and Capital Improvement Plan budgets were presented and approved by the Board of Trustees on 6/4/2024. These budgets included all ten required projections.

Status

In compliance.

Interpretation

- b. *Cashflow projections are reviewed and monitored by the CFO and VP for Administration.*

Evidence

On 2/9/2026, the CFO/VPA confirmed that cashflows were reviewed and monitored in conjunction with the presentation of the FY25 quarterly financial reports to the Board on:

- The 1st quarter ending 9/30/2024, was presented to the Board on 11/20/2024.
- The 2nd quarter ending 12/31/2024, was presented to the Board on 2/19/2025.
- The 3rd quarter ending 3/31/2025, was presented to the Board on 6/11/2025.
- The 4th quarter ending 6/30/2025, was presented to the Board on 9/17/2025.

The Fiscal Year 2025 Audited Annual Financial Report was presented to the Board of Trustees on 10/15/2025

Status

In compliance.

Interpretation

- c. *Planning assumptions are disclosed to the Board.*

Evidence

On 2/9/2026, the CFO/VPA confirmed that the FY25 budget, including the planning assumptions, was presented and approved by the Board on 6/4/2024.

Status

In compliance.

This interpretation is reasonable because all budget items are derived in a manner which is comparable to budget planning processes used by other Maryland community colleges.

6. Plan for a deficit.**Interpretation**

I interpret a “deficit” to mean expenses exceed revenues.

Compliance will be demonstrated when:

- a. The President presents a balanced budget.*

Evidence

On 2/9/2026, the CFO/VPA confirmed that the FY25 balanced operating budget was presented and approved by the Board on 6/4/2024.

Status

In compliance.

This interpretation is reasonable because the Board reviews and approves the adoption of the annual operating budget.

7. Operate without a campus facilities master plan.**Interpretation**

Compliance will be demonstrated when:

- a. The President ensures the College’s ten-year facilities master plan is updated and presented to the Board for approval based on State requirements.*

Evidence

On 2/9/2026, the CFO/VPA confirmed that the Board of Trustees approved the Frederick Community College Facilities Master Plan 10-Year Update (2023 – 2033) at the 6/14/2023 Board meeting.

Status

In compliance.

This interpretation is reasonable because it ensures compliance with State of Maryland regulations and nationally accepted practices for higher education institutions.

- 8. Operate without succession plans for senior leadership positions, to facilitate smooth operations during key personnel transitions and ensure competent operation of the organization over the long term.**

Interpretation

Compliance will be demonstrated when:

- a. The interim successors for each Senior Leadership Team member are identified and recorded in the Office of Human Resources and President’s Office.*

Evidence

On 2/9/2026, the Vice President for Talent and Culture and the CFO/VPA verified that the College’s Continuity of Operations (COOP) manuals were updated effective 1/30/2026, interim successors were identified for each Senior Leadership Team member, and are formally filed with the Office of Human Resources and the President’s Office.

Status

In compliance.

Interpretation

- b. Each interim successor for Senior Leadership Team members is aware of their responsibility related to the operation of the College.*

Evidence

In the prior year’s Baseline Insight Report, the President noted the College was not in compliance with this policy requirement and outlined plans to implement a formal succession planning process in Fall 2025. This process was intended to identify critical leadership roles, assess current and emerging leaders, and establish targeted development plans for potential successors.

On 2/9/2026 the Vice President for Talent and Culture confirmed that the College successfully implemented this succession planning framework in Fall 2025. Key actions included:

- **Identification of Critical Roles:** The College designated essential leadership positions and documented second- and third-level successors within the Continuity of Operations Plan (COOP). Additionally, Talent and Culture launched a structured Performance Development Program through a phased rollout with targeted training. This program introduced a consistent framework for goal setting, leadership competency development, and performance accountability, aligning individual performance objectives with institutional priorities and strengthening leadership pipeline visibility.
- **Leadership Assessment and Development:** The College evaluated current and prospective leaders and established targeted development strategies for identified successors. In January 2026, it introduced a pilot *Foundations of Leadership Series (FOLS)* to enhance core leadership competencies, including communication, decision-making, and fostering collaborative, ethical, and inclusive team environments. The program further supports the development of internal talent pipelines and reinforces a systematic approach to leadership advancement.

Collectively, these initiatives establish a sustainable infrastructure for leadership identification, development, and succession planning, positioning the College to achieve and maintain compliance with this policy requirement.

Status

In compliance.

This interpretation is reasonable because it is consistent with national best practices for human resources.

9. Permit the organization to be without sufficient organizational capacity and current information about President and Board issues and processes for the competent operation of the organization to continue in the event of sudden loss of President services.

Interpretation

Compliance will be demonstrated when:

- a. *The Senior Leadership Team meets regularly regarding the current operations of the College and documents items of discussion.*

Evidence

The CFO/VPA confirmed on 2/9/2026 that the Chief of Staff to the President maintains in the Office of the President, the digital files of the agendas and associated supporting documentation of regularly scheduled President's Council meetings, conducted to address the current operations of the College.

Status

In compliance.

Interpretation

- b. *The Senior Leadership Team understands how the organization is evaluated under Policy Governance and is involved in the development and execution of Monitoring Reports.*

Evidence

On 3/5/2026, the President confirmed that senior leadership demonstrates understanding of Policy Governance evaluation standards by participating in interpretation drafting and refinement; validating evidence against Board policy criteria prior to submission; affirming compliance within their areas; engaging in structured pre-submission review meetings; and implementing and tracking corrective actions arising from monitoring results, when necessary.

Status

In compliance.

The interpretation is reasonable because it covers the two areas critical to continuity of the President's role: (1) operation of the College and (2) support of the Board's assessment of organization performance.

Acceptance: EL-8 Access to Education Monitoring Report

Context: The Monitoring Report for EL-8 Access to Education is being presented for acceptance according to the approved [FY 2026 Board Policy Review & Monitoring Schedule](#).

Board Policy References:

- [BCD-4 Monitoring President Performance](#)
- [GP-7 Board Planning Cycle and Agenda Control](#)

Background:

- Per Board policy (BCD-4) and in alignment with Policy Governance® practice, the Board regularly reviews monitoring reports for Ends and Executive Limitations policies to determine compliance.
- Per Board policy (GP-7), monitoring reports will be read in advance of the Board meeting, and discussion will occur only if Board members assess interpretations as unreasonable, identify non-compliance, or identify potential need for policy amendments.
- President Cheek is reporting full compliance.

Attachment: Monitoring Report: EL-8 Access to Education



**Frederick Community College
Board of Trustees**

**Monitoring Report:
EL 8 – Access to Education**

[Full Compliance]

Report Date: 3/18/2026

Reporting Period: 7/1/2024 – 6/30/2025

This is the annual report on compliance with the Board’s Executive Limitation Policy: “EL-8 Access to Education.” I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

A handwritten signature in cursive script that reads "Annesa Cheek".

3/18/26

Annesa Cheek, Ed.D.
President

Date

Note: Board Policy is indicated in bold typeface throughout the report.

The President shall not allow conditions that unnecessarily restrict student or potential student access to education.

Further, without limiting the scope of the above statement by the following list, the President shall not:

- 1. Cause or allow the setting of tuition and/or fees that do not provide for a reasonable balance of fiscal responsibility between students and taxpayers, that do not consider County and State appropriations, forecasted enrollment, major strategic initiatives, requirements for total cost recovery, or a contribution to the overhead of the College.**

Interpretation

Compliance will be demonstrated when, prior to setting tuition and fees:

- a. The College forecasted billing credit hours based on enrollment projections.*

Evidence

On 2/5/2026, the Chief Financial Officer and Vice President for Administration (CFO/VPA) confirmed that enrollment projections provided by the Vice President for Student Experience (VPSE) and Chief Foresight and Decision Support Officer (CFDSO) were used to forecast billing credit hours for the FY26 budget. The Board of Trustees approved the FY26 operating budget on 6/11/2025 that included an estimated 2% increase in enrollment over the prior year.

Status

In compliance.

Interpretation

b. The College estimated state and county appropriations.

Evidence

On 2/2/2026, the CFO/VPA confirmed the College's use of county and state appropriations estimates via consult with state and county representatives. The Board approved the FY26 operating budget on 6/11/2025 that included estimated state and county appropriations.

Status

In compliance.

Interpretation

c. The College calculated the financial requirements to meet union contracts.

Evidence

On 2/5/2026, the CFO/VPA confirmed union contract requirements were funded via consult with the College's Labor Relations Specialist. The Board of Trustees approved the FY26 operating budget on 6/11/2025 that provided funds to meet union contract financial requirements.

Status

In compliance.

Interpretation

- d. *The College projected costs for obligations, major strategic initiatives, and estimated requirements for total cost recovery.*

Evidence

On 2/2/2026, the CFO/VPA confirmed the review of departmental budgets, obligations and strategic initiative requests to project total cost recovery via consult with the AVP for Finance and the Finance team for the FY26 budget. The Board of Trustees approved the FY26 operating budget on 6/11/2025 that included these items.

Status

In compliance.

Interpretation

- e. *The College calculated contribution to overhead.*

Evidence

On 2/5/2026, the CFO/VPA confirmed that information provided by the College auditor, SB & Co., was used to determine the contribution to overhead. The Board of Trustees approved the FY26 operating budget on 6/11/2025 that included funds for overhead.

Status

In compliance.

Interpretation

- f. *The College completed tuition and fee comparisons against community colleges in Maryland.*

Evidence

On 2/5/2026, the CFO/VPA confirmed that a tuition and fee review, comparing FCC to all other community colleges in Maryland, was completed. In FY25, FCC's in-county tuition and fees were \$165/credit hour as compared to the state average of \$170/credit hour. FCC was the fourth lowest tuition and fees of the 16 Maryland Community Colleges.

Status

In compliance.

This interpretation is reasonable because it ensures an evidence-based process for determining an appropriate tuition and fee structure for the College and is a process used by peer institutions.

2. Fail to communicate to students and potential students plans for future tuition and/or fee increases to allow students to do financial planning.

Interpretation

Compliance will be demonstrated when:

- a. *The College communicates tuition and fees to students once the rates are approved by the Board of Trustees.*

Evidence

On 2/19/2025, the Board of Trustees approved the FY26 tuition and fees. On 2/5/2026, the CFO/VPA confirmed that the College published its [FY26 tuition and fees on the website](#) on 4/1/2025.

On 3/1/2026, the Interim Vice President for Student Experience confirmed that students also receive tuition and fee information through the following channels:

- Student account emails that display balance due amounts and payment confirmations
- Invoices issued by Student Accounts following course registration
- The course schedule, which directs students to detailed cost information
- In-person and direct communication with Admissions, Student Accounts, Financial Aid, and the Welcome Center
- Admissions presentations, which include a tuition and fees chart along with a QR code linking to the official webpage
- Orientation (Go2Orientation), which links students directly to the Tuition & Fees page

Status

In compliance.

This interpretation is reasonable because it ensures prompt communication to students about tuition and fees allowing them to plan and budget more effectively, which aligns with best practices identified by the National Association of College and University Business Officers (NACUBO).

- 3. Be without a consistent method that provides for appropriate recognition of prior learning and/or demonstrated competency obtained outside of Frederick Community College provided educational programs.**

Interpretation

Compliance will be demonstrated when:

- a. The College has a procedure in place to recognize and award prior learning and competencies for students, using accepted higher education methods.*

Evidence

On 2/2/2026, the Provost and VP of Teaching, Learning, and Student Success confirmed that the College's [Prior Learning](#) procedures, based on frameworks and standards of the national Council for Adult and Experiential Learning (CAEL), are accessible on the College website and are administered and maintained by the

Articulation and Transfer Success Coordinator. In FY25, the number of instances credit was awarded in each of the seven pathways for credit of prior learning is shown below:

Portfolio assessment – none

Institutional department exams – 4

Certificate and licensure evaluation – 127

Credit by Examination (nationally recognized credit by exam programs, such as AP, IB, CLEP) – 127

American Council on Education (ACE) – 22

National College Credit Recommendation Service (NCCRS) – 1

Military Training and Service - 66

Status

In compliance.

Interpretation

- b. *The College has a procedure in place to recognize the transfer of credits into the College from other institutions.*

Evidence

On 2/2/2026, the Provost and VP of Teaching, Learning, and Student Success confirmed the College's credit transfer procedures are outlined in the academic catalog: [Transferring in Credits | Frederick Community College Academic Catalog](#) and in the [Academic Standards Policy](#). In FY25, 1,648 students transferred in 29,612 credits from 706 institutions.

Status

In compliance.

This interpretation is reasonable because the College takes into consideration a quality-based recognition of knowledge and competency that has occurred outside of the

College's own instructional programs in a manner that is broadly accepted in higher education and is based on frameworks and standards of the national Council for Adult and Experiential Learning (CAEL).

- 4. Permit academically qualified students from historically marginalized backgrounds, those with disabilities, or those with insufficient economic means to be without a supportive environment that enables them to complete their educational programs, while also not compromising academic standards, wherever possible.**

Interpretation

Compliance will be demonstrated when:

- a. The College provides support services for students with financial, mental, physical and other related barriers to ensure they have opportunities for academic success.*

Evidence

On 02/03/2026, the Interim Vice President for Student Experience confirmed that the College has a variety of established financial, mental health, and basic needs support services for students, including:

- **Emergency Grants and Scholarships**

Students had access to emergency grants and scholarships through the Financial Aid Office in Jefferson Hall. Information about available funding opportunities, eligibility criteria, and application processes were available on the [Financial Aid page of the College website](#). Students could apply for emergency assistance and scholarships by following the published instructions or by contacting the Financial Aid Office for guidance. In FY25, the college awarded \$9,505.09 in emergency grants and scholarships to 18 students.

- **Access to Financial Aid**

Students had access to federal, state, and institutional financial aid through the Financial Aid Office, located in Jefferson Hall. Students could receive assistance with FAFSA completion, award review, and eligibility questions by

visiting the Financial Aid Office or by accessing resources and contact information on the [Financial Aid page of the College website](#).

- **Grab 'n Go Pantry**

Students had access to food support through the Grab 'n Go Pantry in the LiveWell department, located in the Student Center. Information regarding pantry availability, hours of operation, and eligibility was provided on the [LiveWell page on the College website](#). Students could access pantry services during designated hours without cost to help address short-term food insecurity. This resource saw 10,219 student check-ins for FY25.

- **Counseling Services**

Students had access to mental health services through the Counseling & Wellness Services Office, located in the Student Center. Students could schedule an appointment with a licensed therapist at no cost by stopping by the office or by visiting the [Counseling & Wellness Services page of the College website](#). In FY25, 206 unique students engaged in appointments.

- **Interpreting Services**

Students had access to interpreting services through the Interpreting Services Office, located in Annapolis Hall, by contacting the office directly or by submitting a request through the [Disability Access Services page of the College website](#), in accordance with published procedures.

- **Disability Access Services**

Students had access to accommodations and support services through the Disability Access Services (DAS) office, located in Annapolis Hall. Students could request accommodations by engaging in the interactive process with DAS staff, either by contacting the office or by visiting the [Disability Access Services page of the College website](#) to review eligibility requirements and request procedures.

Status

In compliance.

Interpretation

- b. *The College provides clear communication to students about how they can receive financial aid assistance.*

Evidence

On 02/02/2026, the Interim Vice President for Student Experience confirmed that the Office of Financial Aid provided direct outreach and programming to students about financial aid resources, shared information in the weekly Student NewsBlast, and provided a wide array of student financial information on the College's [Consumer Information Disclosure](#) page.

In FY25, both Financial Aid Information Nights and hands-on FAFSA Finish Nights were held at each of the ten FCPS high schools from October 30, 2024, through January 13, 2025.

Status

In compliance.

Interpretation

- c. *The College leverages additional resources from the College's Foundation, and other sources to assist students with limited means.*

Evidence

On 2/2/2026, the Executive Director for Development and the FCC Foundation confirmed that the Foundation maintains 120 endowed scholarships, 89 direct funds, and a student emergency assistance fund. In FY25, \$1,021,287 in scholarship funds were awarded to 1,185 students with an average award of \$862.

On 2/27/2026, the Interim Vice President for Student Experience confirmed that additional resources to assist students with limited means were provided by [Student Homelessness Initiative Partnership](#) (SHIP) of Frederick County, [Women's Giving Circle of Frederick County](#) grants, and The [Community Foundation of Frederick County](#).

Status

In compliance.

This interpretation is reasonable because it is based on research by the Community College Research Center (CCRC) that shows support services enhance success for students who lack supportive environments.

- 5. Permit activities, circumstances, or decisions that jeopardize the ability of students to enroll in and complete available courses, programs, or assessments, or to obtain the instructional hours required to complete their program of study.**

Interpretation

Compliance will be demonstrated when:

- a. The College has ‘teach-out plans’ when programs of study are cancelled which ensures that no student is academically/instructionally stranded.*

Evidence

On 2/2/2026, the Provost and VP of Teaching, Learning, and Student Success confirmed that students in any discontinued degree or certificate programs are offered a teach-out plan per [Academic Standards Policy and Procedures](#) section V.J.8.

In FY25, 9 certificates and 2 areas of concentration, and 1 degree program were discontinued. Students enrolled in these programs were informed of their options to complete their program of study within the specified five year teach-out period. In the case of the discontinuation of the A.A.S. in Medical Assistant, students were provided with an alternative educational pathway through non-credit training more appropriate to the field.

Status

In compliance.

Interpretation

- b. *Students are offered alternative courses when a course is cancelled.*

Evidence

On 2/2/2026, the Provost and VP of Teaching, Learning, and Student Success confirmed that when courses are cancelled or modalities are changed, the appropriate academic dean or assistant dean ensures that students receive a course cancellation or change notice via email. This message includes the section and name of course cancelled, suitable course alternatives when appropriate, contact information for an academic administrator or advisor who can assist the student, and information and links related to potential impacts to financial aid and/or student billing.

The College participates in the MarylandOnline Seat Bank, a statewide collaboration that enables students to take an equivalent course at another participating Maryland institution when a required course is cancelled or otherwise unavailable for timely degree progression.

In FY25, less than 5% of course offerings were cancelled due to low enrollment prior to the start of the semester.

Status

In compliance.

Interpretation

- c. *The College has policies in place that provide students, with extenuating circumstances, support and guidance to withdraw from classes and/or complete courses.*

Evidence

On 2/2/2026, the Provost and VP of Teaching, Learning, and Student Success confirmed that the College has a [Student Absence and Withdraw Policy](#) that includes guidelines and support for withdrawing, or requesting a short-term leave of absence, due to extenuating circumstances.

FY25 was the first year in which the short-term leave of absence was available to students. Per the policy and procedure, a student can request a short-term leave of absence if they expect to miss an extended amount of class time, up to twenty percent of the academic session, for reasons outlined in the policy (e.g., military service, bereavement, medical). If approved, faculty work with students to develop a plan for how instruction and assignments during their absence can be completed.

Status

In compliance.

Interpretation

- d. *Prior learning and/or competency assessments are available to students.*

Evidence

On 2/2/2026, the Provost and VP of Teaching, Learning, and Student Success confirmed that the College's [Prior Learning](#) procedures allow student's work experiences, workplace training, professional licensure and certifications, military training and service, life experiences, competency assessment, and volunteer and/or community service activities to be evaluated for prior learning credits.

Status

In compliance.

Interpretation

- e. *The College provides a wide variety of instructional modalities for students, including in-person, online, and hybrid options.*

Evidence

On 2/6/2026, the Provost and VP of Teaching, Learning, and Student Success confirmed that courses were available to students during FY25 in the modalities of in-person, hybrid (a blend of in-person and online), fully online, and hyflex (student

can attend in-person and remote simultaneously). During FY25, 2,881 total courses were offered in the following proportions:

- 60% in-person
- 27% online
- 12% hybrid
- <1% hyflex

Status

In compliance.

This interpretation is reasonable because it provides options consistent with peer institutions for students on those occasions where learning may be disrupted and is consistent with Maryland Higher Education Commission (MHEC) requirements to provide teach out plans when discontinuing degree and certificate programs.

Meeting Content Review

Context: This agenda item provides the Board the opportunity to provide feedback to the Board Chair and the President on the quality of the content (i.e. meeting packet, discussions, etc.) provided during the Board Meeting.

Board Policy Reference: [GP-9 Investment in Governance](#)

Background:

- Per Board policy (GP-9) and in alignment with Policy Governance® practice, the Board evaluates and discusses its own process and performance at each meeting.
- The Board Chair will lead discussion at the meeting for Trustees to reflect on whether the meeting content was focused on governance issues, particularly in relation to the Board's Ends policy, rather than operational or management issues.

Attachment: Policy Governance® Source Document

POLICY GOVERNANCE® SOURCE DOCUMENT

Why a Source Document?

A “source” is a point of origin. A source document is a “fundamental document or record on which subsequent writings, compositions, opinions, beliefs, or practices are based.” (Websters)

Without a simply expressed clear point of source, interpretations, opinions, writings and implementations may intentionally or unintentionally diverge from the originating intent and ultimately be undifferentiated. The point of source (“authoritative source”) is John Carver, the creator of Policy Governance, with Miriam Carver his fellow master teacher.

Without a simply expressed clear source document, Policy Governance is not reliably grounded and not transferable as a paradigm of governance. It is left vulnerable to interpretation, adaptation and impotence. This document has been produced by the International Policy Governance Association and approved by John and Miriam Carver as being true to source.

What is Policy Governance?

Policy Governance is a comprehensive set of integrated principles that, when consistently applied, allows governing boards to realize owner-accountable organizations.

Starting with recognition of the fundamental reasons that boards exist and the nature of board authority, Policy Governance integrates a number of unique principles designed to enable accountable board leadership.

What Policy Governance is NOT!

1. Policy Governance is not a specific board structure. It does not dictate board size, specific officers, or require a CEO. While it gives rise to principles for committees, it does not prohibit committees nor require specific committees.
2. Policy Governance is not a set of individual “best practices” or tips for piecemeal improvement.
3. Policy Governance does not dictate what a board should do or say about group dynamics, methods of needs assessment, basic problem solving, fund raising, managing change.
4. Policy Governance does not limit human interaction or stifle collective or individual thinking.

Principles of Policy Governance

1. **Ownership:** The board exists to act as the informed voice and agent of the owners, whether they are owners in a legal or moral sense. All owners are stakeholders, but not all stakeholders are owners, only those whose position in relation to an organization is equivalent to the position of shareholders in a for-profit corporation.
2. **Position of Board:** The board is accountable to owners that the organization is successful. As such it is not advisory to staff but an active link in the chain of command. All authority in the staff organization and in components of the board flows from the board.
3. **Board Holism:** The authority of the board is held and used as a body. The board speaks with one voice in that instructions are expressed by the board as a whole. Individual board members have no authority to instruct staff.
4. **Ends Policies:** The board defines in writing its expectations about the intended effects to be produced, the intended recipients of those effects, and the intended worth (cost-benefit or priority) of the effects. These are Ends policies. All decisions made about effects, recipients, and worth are Ends decisions. All decisions about issues that do not fit the definition of Ends are means decisions. Hence in Policy Governance, means are simply not Ends.
5. **Board Means Policies:** The board defines in writing the job results, practices, delegation style, and discipline that make up its own job. These are board means decisions, categorized as Governance Process policies and Board- Management Delegation policies.



POLICY GOVERNANCE® SOURCE DOCUMENT

6. **Executive Limitations Policies:** The board defines in writing its expectations about the means of the operational organization. However, rather than prescribing board-chosen means -- which would enable the CEO to escape accountability for attaining Ends, these policies define limits on operational means, thereby placing boundaries on the authority granted to the CEO. In effect, the board describes those means that would be unacceptable even if they were to work. These are Executive Limitations policies.

7. **Policy Sizes:** The board decides its policies in each category first at the broadest, most inclusive level. It further defines each policy in descending levels of detail until reaching the level of detail at which it is willing to accept any reasonable interpretation by the applicable delegatee of its words thus far. Ends, Executive Limitations, Governance Process, and Board-Management Delegation policies are exhaustive in that they establish control over the entire organization, both board and staff. They replace, at the board level, more traditional documents such as mission statements, strategic plans and budgets.

8. **Clarity and Coherence of Delegation:** The identification of any delegatee must be unambiguous as to authority and responsibility. No subparts of the board, such as committees or officers, can be given jobs that interfere with, duplicate, or obscure the job given to the CEO.

9. **Any Reasonable interpretation:** More detailed decisions about Ends and operational means are delegated to the CEO if there is one. If there is no CEO, the board must delegate to two or more delegatees, avoiding overlapping expectations or causing confusion about the authority of various managers. In the case of board means, delegation is to the CGO unless part of the delegation is explicitly directed elsewhere, for example, to a committee. The delegatee has the right to use any reasonable interpretation of the applicable board policies.

10. **Monitoring:** The board must monitor organizational performance against previously stated Ends policies and Executive Limitations policies. Monitoring is for the purpose of discovering if the organization achieved a reasonable interpretation of these board policies. The board must therefore judge the CEO's interpretation for its reasonableness, and the data demonstrating the accomplishment of the interpretation. The ongoing monitoring of board's Ends and Executive Limitations policies constitutes the CEO's performance evaluation.

All other practices, documents, and disciplines must be consistent with the above principles. For example, if an outside authority demands board actions inconsistent with Policy Governance, the board should use a 'required approvals agenda' or other device to be lawful without compromising governance.

Policy Governance is a precision system that promises excellence in governance only if used with precision. These governance principles form a seamless paradigm or model. As with a clock, removing one wheel may not spoil its looks but will seriously damage its ability to tell time. So in Policy Governance, all the above pieces must be in place for Policy Governance to be effective. When all brought into play, they allow for a governing board to realize owner accountability. When they are not used completely, true owner accountability is not available.

Policy Governance boards live these principles in everything they are, do and say.

Produced by GOVERN for IMPACT in consultation with John and Miriam Carver, 2005 – 2007 – 2011 – 2015 – Feb 2021.

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Reference: Carver Guides, 2nd Edition, 2009

