Frederick Community College

BOARD OF TRUSTEES
Regular Monthly Meeting

Wednesday, August 19, 2026 – 4:30 p.m.
Conference Center (E126AB)

Zoom Option:
https://frederick-edu.zoom.us/j/82545948732?pwd=yyn5Gh5P9EgZbgGkTTz8ucFl6i71Oc.1
Call-in Option:
Phone Number: 301-715-8592 | Webinar ID: 825 4594 8732 | Passcode: 980333

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. June 10, 2026 Regular Meeting Minutes **(Enclosure 1)**

B. July 14, 2026 Special Meeting Minutes **(Enclosure 2)**

C. July 15, 2026 Board Retreat Minutes **(Enclosure 3)**

D. July 16, 2026 Board Retreat Minutes **(Enclosure 4)**

VI. **Required Approvals Agenda**

A. Approval of FY 2026 Cultural Diversity Plan Annual Progress Report **(Enclosure 5)**

B. Approval of Piggyback Contract Renewal with Frederick County for Interpreting Services for the Deaf and Hard-of-Hearing **(Enclosure 6)**

C. Approval of Contract Extension with Blackboard, Inc. for Licensing of Learning Management Software and Related Services **(Enclosure 7)**

D. Approval of a Piggyback Contract with Skyline, Inc. for the Purchase of Network Switches and Related Services **(Enclosure 8)**

E. Approval of Sole Source Payment to Oracle, Inc. per the Contract for Database and Cloud-Related Services **(Enclosure 9)**

F. Approval of a Piggyback Contract Renewal with Astute for Oracle Cloud Infrastructure Services **(Enclosure 10)**

G. Approval of Sole Source Procurement for Watermark Faculty Success Module **(Enclosure 11)**

VII. Information/Discussion Items

A. July Board Retreat Debrief **(Enclosure 12)**

B. Policy Review

1. Revisions to E-1 Ends **(Enclosure 13)**
2. Draft GP-14 Board Committee Principles **(Enclosure 14)**
3. Draft GP-14.1 Ownership Linkage Committee **(Enclosure 15)**

C. Monitoring Board Performance

Policy Survey Results:

1. GP-9 Investment in Governance **(Enclosure 16)**
2. BCD-0 Global Board Delegation Statement **(Enclosure 17)**

VIII. Action Items

A. Approval of Monitoring and Policy Review Schedule **(Enclosure 18)**

B. Monitoring CEO Performance

1. Acceptance: EL-0 General Executive Constraint Monitoring Report **(Enclosure 19)**
2. Acceptance: EL-3 Communication & Support to the Board Monitoring Report **(Enclosure 20)**
3. Acceptance: EL-5 Organization Culture Monitoring Report **(Enclosure 21)**
4. Acceptance: EL-11 Compensation and Benefits Monitoring Report **(Enclosure 22)**

IX. Meeting Content Review (Enclosure 23)

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; Section 3-305(b)(9) to conduct collective bargaining negotiations or consider matters that relate to the negotiations; 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 the contract of the President; to obtain legal advice related to collective bargaining strategy and potential positions; and review and approval of closed session minutes from June 10, 2026 pursuant to Section 3-306(c)(3)(ii) of the General Provisions Article of the Maryland Annotated Code.

XI. Adjournment

NEXT MEETING: **Wednesday – September 16, 2026**

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

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.

Frederick Community College

Enclosure 1
August 2026

Minutes for June 10, 2026 Regular Meeting

Context: The June 10, 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 June 10, 2026.

Attachment: Minutes of the June 10, 2026 regular meeting

BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE

June 10, 2026
Regular Meeting

The Board of Trustees of Frederick Community College met in **regular session** on Wednesday, June 10, 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; Jan H. Gardner; Dr. Carmen R. Hernandez; Tracey McPherson; Dr. William Reid; and Stephen G. Slater. 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 4:30 p.m.

DECLARATION OF CONFLICT OF INTEREST

There were no conflicts of interest expressed by Trustees.

BOARD & CEO COMMENTS

Chair Luck and Trustee Hernandez reflected on recent student recognition events and commencement.

President Cheek reported on recent College and community meetings and events.

A *Future in Focus* presentation on student support services was provided by Dr. Anne Davis, Provost and Vice President for Teaching, Learning and Student Succes, and Dr. Ed Cabellon, Interim Vice President for Student Experience.

PUBLIC COMMENT

There were no comments.

CONSENT AGENDA

On a motion made by Trustee Reid, the Board approved the following items, as presented, with Vice Chair Kimberlin abstaining on the April 22 and May 13 minutes and Trustee Gardner abstaining on the May 12 and May 13 minutes:

- April 22, 2026 regular meeting minutes
- May 12, 2026 board retreat minutes
- May 13, 2026 board retreat minutes

REQUIRED APPROVALS AGENDA

Trustees discussed the level of information provided for Items C and D.

On a motion made by Trustee Gardner, the Board approved deferring Items C and D to the next available opportunity 4-3, with Chair Luck, Vice Chair Kimberlin, and Trustee Reid opposed:

- Award to Hanbury for Architectural/Engineering Services for the Innovation & Technology Center Catoctin Hall Addition/Renovation
- Award to Barton Malow for Construction Manager at Risk Services with Guaranteed Maximum Price for the Innovation & Technology Center Catoctin Hall Addition/Renovation

On a motion made by Trustee Gardner, the Board unanimously approved the following items, as presented:

- Liability Insurance Renewal

- Piggyback Contract with Bell Techlogix for Microsoft Licensing
- Piggyback Contract with Civic Initiatives for Procurement Centralization and Transformation
- FY 2027-2029 Cultural Diversity Plan

INFORMATION/DISCUSSION ITEMS

Ownership Linkage Updates – Chair Luck noted that ownership linkage will be discussed further at the July retreat.

Fiscal YTD Unaudited Financial Report for the Quarter Ending March 31, 2026 – Scott McVicker, Chief Financial Officer (CFO) and Vice President for Administration, went through the report in detail with the Board.

MONITORING BOARD PERFORMANCE:

Policy Survey Results for GP-3 Board Code of Conduct – Chair Luck reported on the results of this survey.

Board Policy Review of GP-9 Investment in Governance – The Board reviewed this policy for currency. There was discussion regarding outside monitoring assistance and the timing of Board governance budget review. There were no suggested revisions.

Board Policy Review of BCD-0 Global Board Delegation Statement – The Board reviewed this policy for currency. There were no suggested revisions.

ACTION ITEMS

Board Nominating Committee Report and Election of Board Officers – Vice Chair Kimberlin presented the Board Nominating Committee report.

On a motion made by Trustee Slater, the Board unanimously approved the election of Dr. William Reid as Chair and Dr. Carmen Hernandez as Vice Chair for FY 2027.

Approval of Schedule of Board Meetings for 2027 – President Cheek presented the proposed meeting dates for 2027.

On a motion made by Vice Chair Kimberlin, the Board unanimously approved the Schedule of Board Meetings for 2027, as presented.

Approval of Proposed Agreement for Legal Services for FY 2027 with Pessin Katz Law – President Cheek presented the proposed agreement with Pessin Katz Law.

On a motion made by Trustee Hernandez, the Board unanimously approved the Agreement for Legal Services for FY 2027 with Pessin Katz Law, as presented.

Approval of FY 2027 Fee for AttainEdge Learning™ – President Cheek presented the recommendation to approve a fee for AttainEdge Learning™, a new correspondence education initiative. There was discussion regarding the distinction between correspondence education and online education.

On a motion made by Trustee Hernandez, the Board unanimously approved the FY 2027 Fee for AttainEdge Learning™, as presented.

Approval of FY 2027 Operating Budget, Capital Budget, and Salary/Wage Scales – President Cheek presented the FY 2027 budget recommendation. There was discussion regarding salary and fringe benefit increases, the proposed use of strategic reserves, operating contingency, contracted services, transfers, and capital budget modifications.

On a motion made by Trustee Reid, the Board unanimously approved the FY 2027 Operating Budget, Capital Budget, and Salary/Wage Scales, as presented.

MEETING CONTENT REVIEW

Trustees discussed the process for submitting questions regarding Board packet materials and agenda items, including how to avoid email discussion that could raise Open Meetings Act concerns. It was clarified that questions should be sent to the Chair.

CLOSED SESSION

At 6:07 p.m., the motion was made by Vice Chair Kimberlin to convene in closed session and unanimously approved by the Board. This action was taken in accordance with Maryland's 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; Section 3-305(b)(9) to conduct collective bargaining negotiations or consider matters that relate to the negotiations; 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 Board convened in closed session in the Conference Center (E126AB) on June 10, 2026. Attending in person were: Trustees Theodore Luck, Chair; Carolyn Kimberlin, Vice Chair; Jan H. Gardner; Dr. Carmen R. Hernandez; Tracey McPherson; Dr. William Reid; and Stephen Slater. Also attending in person were President Dr. Annesa Payne Cheek, Secretary/Treasurer of the Board; Avis Boyd, Chief of Staff to the President; Dr. Bridgette Cofield, Vice President for Talent and Culture; Dr. Anne Davis, Provost and Vice President of Teaching, Learning, and Student Success; Scott McVicker, Chief Financial Officer and Vice President for Administration; Pamela Murphy, Labor Relations Specialist; Adam Konstas, PK Law, College legal counsel; and Kari Melvin, Recording Secretary.

The Board reviewed closed session minutes from April 22, 2026.

On a motion made by Trustee Hernandez, the Board unanimously approved the April 22, 2026 closed session, as presented.

The Board obtained legal advice on matters related to collective bargaining strategy and potential positions.

No action was taken.

Dr. Cofield, Dr. Davis, Mr. McVicker, and Ms. Murphy left the meeting.

The Board discussed the FY 2026 evaluation of the President.

President Cheek, Ms. Boyd, and Ms. Melvin left the meeting.

The Board discussed contributions provided for in the President's employment agreement in connection with the annual evaluation process.

On a motion made by Trustee Slater, the Board unanimously approved a deferred compensation contribution per the President's employment agreement.

On a motion made by Chair Luck, the Board approved a supplemental retirement contribution per the President's employment agreement 5-0-2, with Trustees Gardner and Slater abstaining.

President Cheek, Ms. Boyd, and Ms. Melvin rejoined the meeting.

Mr. Konstas informed President Cheek of the results of the Board's action.

The meeting adjourned at 7:34 p.m.

NEXT MEETING

The next regular meeting of the Board will be held on Wednesday, August 19, 2026.

Dr. Annesa Payne Cheek

Secretary/Treasurer

Prepared by Kari Melvin
Office of the President
Frederick Community College

Frederick Community College

Enclosure 2
August 2026

Minutes for July 14, 2026 Special Meeting

Context: The July 14, 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 special meeting on July 14, 2026.

Attachment: Minutes of the July 14, 2026 special meeting

BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE

July 14, 2026
Special Meeting

The Board of Trustees of Frederick Community College held a **special meeting** on Tuesday, July 14, 2026. A physical location for public comment was provided in the Chris T. Matthews Board Room (A201). Participating virtually were: Trustees Dr. William Reid, Chair; Jan H. Gardner; Theodore Luck; and Tracey McPherson. Trustees Dr. Carmen R. Hernandez, Carolyn Kimberlin, and Stephen G. Slater were unable to participate. Also participating virtually were President Dr. Annesa Payne Cheek, Secretary/Treasurer of the Board; and Adam Konstas, PK Law, College legal counsel.

CALL TO ORDER

Board Chair Reid called the meeting to order at 3:30 p.m.

PUBLIC COMMENT

There were no comments.

REQUIRED APPROVALS AGENDA

These items were postponed from the June 10, 2026 meeting and revised to include additional information requested by the Trustees.

On a motion made by Trustee Luck, the Board approved the following items 4-0-3, as presented, with Trustees Hernandez, Kimberlin, and Slater absent:

- Award to Hanbury for Architectural/Engineering Services for the Innovation & Technology Center Catoctin Hall Addition/Renovation

- Award to Barton Malow for Construction Manager at Risk Services with Guaranteed Maximum Price for the Innovation & Technology Center Catoctin Hall Addition/Renovation

ACTION ITEM

Approval of Short-Term Lease with I-270 TIC, LLC for Biotech Boot Camp Laboratory Space – President Cheek presented the recommendation for a short-term lease from August 31 through September 30, 2026 to allow the Biotech Boot Camp to continue while the Catoctin Hall laboratories are under renovation.

On a motion made by Trustee Gardner, the Board approved the lease with I-270 TIC, LLC 4-0-3, as presented, with Trustees Hernandez, Kimberlin, and Slater absent.

ADJOURNMENT

The meeting adjourned at 3:33 p.m.

Dr. Annesa Payne Cheek
Secretary/Treasurer

Prepared by Kari Melvin
Office of the President
Frederick Community College

Frederick Community College

Enclosure 3
August 2026

Minutes for July 15, 2026 Board Retreat

Context: The July 15, 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 retreat on July 15, 2026.

Attachment: Minutes of the July 15, 2026 board retreat

BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE

July 15, 2026
Board Retreat

The Board of Trustees of Frederick Community College met for a **board retreat** on Wednesday, July 15, 2026 at Maryland National Golf Club, 8836 Hollow Rd., Middletown, MD 21769. Attending in person were: Dr. William Reid, Chair; Dr. Carmen R. Hernandez, Vice Chair; Jan H. Gardner; Carolyn Kimberlin; Theodore Luck; and Tracey McPherson. Trustee Stephen G. Slater was unable to attend. Also attending in person were President Dr. Annesa Payne Cheek, Secretary/Treasurer of the Board; Adam Konstas, PK Law, College legal counsel; and Rose Mercier, Facilitator.

CALL TO ORDER

Chair Reid called the retreat to order at 9:00 a.m. Ms. Mercier reviewed the agenda and intended outcomes for the two-day retreat.

PUBLIC COMMENT

There were no comments.

ANNUAL BOARD SELF-ASSESSMENT

Ms. Mercier facilitated review of the annual Board self-assessment regarding fidelity to the Policy Governance® model. The Board received an overall average rating of 3.64 out of 4.00, interpreted as generally consistent with the model.

The Board identified the following priorities for its FY 2027 governance work: targeted Board education; strengthening its understanding of ownership, future forces, and policy development; establishing a multi-year schedule for Board policy content review; discussing self-monitoring results when Trustee ratings or comments reflect materially different perspectives; incorporating regular strategic, future-focused, and ownership linkage discussions into Board meetings; and communicating with ownership linkage participants regarding how their input informed the Board's work.

Ms. Mercier will provide written feedback and planning recommendations based on the self-assessment discussion.

The Board recessed at 10:25 a.m. and reconvened at 10:45 a.m.

ENDS REVIEW

Ms. Mercier reviewed the fundamental elements of Ends policies, including intended beneficiaries, intended results, and the worth or cost of producing those results, as well as the principle of writing policies in progressively narrower levels of detail. The Board reviewed proposed revisions to the Ends policy.

Trustees began small-group work comparing the proposed Ends with key messages received through ownership linkage and identified areas that might warrant clarification or refinement.

The Board recessed for lunch at 12:04 p.m. and reconvened at 1:00 p.m.

The Board continued the Ends review and considered the future forces identified during the May retreat. The Board's preliminary conclusion was that the current Ends policy broadly encompasses most of the themes identified. Areas noted for possible clarification or further refinement included financial accessibility; digital readiness and artificial intelligence literacy; information discernment; the growing importance of human skills; non-linear career pathways and workforce transitions; navigation for first-generation learners and their families; partnerships and the College's role as a connector; and community resilience in response to climate and demographic change.

The Board recessed at 2:45 p.m. and reconvened at 3:00 p.m.

Ms. Mercier led a summary of the Ends review. The Board identified artificial intelligence and demographic shifts as priorities for continued Board education and noted that additional scenario development and risk analysis may be needed before future forces are translated into policy. Ms. Mercier will consolidate the Board's comments and prepare a revised draft to be considered at the August Board meeting.

OWNERSHIP LINKAGE

Ms. Mercier reviewed ownership linkage as an ongoing cycle that includes identifying representative owner segments, defining the purpose and questions for each engagement, selecting appropriate methods, recording and applying the input to possible Ends policy revisions, communicating back to participants, and regularly reviewing and updating the plan.

Trustees brainstormed potential ways to segment Frederick County residents for ownership linkage during the next two years. Ideas included geography, including rural, suburban, and urban perspectives; age and life stage; income; race and ethnicity; language and cultural background; education; profession, industry, or community role; history with the College; organizational affiliation; and political perspectives. The Board also considered parents and families, prospective and dual-enrollment students, seniors, essential workers, the agricultural community, faith leaders, people with disabilities and the Deaf community, alumni, donors, and individuals receiving services from community organizations. Trustees noted that multiple segmentation factors may need to be considered together to reflect meaningful differences in values and perspectives.

Ms. Mercier will organize the ideas for further prioritization on July 16, when the Board will continue identifying appropriate linkage methods, future-focused questions, and the purpose of each proposed activity. Trustees discussed the value of skilled professional facilitation for focus groups and of reflecting on key takeaways promptly after each engagement, in addition to reviewing the facilitator's written report.

ADJOURNMENT

The retreat adjourned at 3:48 p.m.

Dr. Annesa Payne Cheek

Secretary/Treasurer

Prepared by Kari Melvin
Office of the President
Frederick Community College

Frederick Community College

Enclosure 4
August 2026

Minutes for July 16, 2026 Board Retreat

Context: The July 16, 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 retreat on July 16, 2026.

Attachment: Minutes of the July 16, 2026 board retreat

BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE

July 16, 2026
Board Retreat

The Board of Trustees of Frederick Community College met for a **board retreat** on Thursday, July 16, 2026 at Maryland National Golf Club, 8836 Hollow Rd., Middletown, MD 21769. Attending in person were: Dr. William Reid, Chair; Dr. Carmen R. Hernandez, Vice Chair; Carolyn Kimberlin; Theodore Luck; and Tracey McPherson. Trustee Jan H. Gardner arrived late to the meeting due to a prior commitment. Trustee Stephen G. Slater was unable to attend. Also attending in person were President Dr. Annesa Payne Cheek, Secretary/Treasurer of the Board; Adam Konstas, PK Law, College legal counsel; and Rose Mercier, Facilitator.

CALL TO ORDER

Chair Reid called the retreat to order at 9:00 a.m. Ms. Mercier facilitated reflections on the first day of the retreat and reviewed the intended work for the second day.

PUBLIC COMMENT

There were no comments.

OWNERSHIP LINKAGE

The Board continued discussing the ownership linkage cycle. Through a preliminary prioritization exercise and subsequent discussion, Trustees identified seniors; rural, urban, and socioeconomic perspectives; and former dual-enrollment students and future learners as potential areas of focus. Trustees noted that multiple factors may need to be considered together to further segment owners' perspectives.

The Board agreed that future ownership linkage should be intentional, focused on Ends rather than operational issues, and designed to generate comparable owner input over time. Trustees discussed using plausible future scenarios and a consistent set of questions that surface possibilities, acknowledge uncertainty, challenge present assumptions, and invite participants to consider the future difference the College should make. Potential methods included facilitated focus groups, virtual conversations, surveys, and engagement through organizations serving the identified populations.

Ms. Mercier will summarize the discussion and provide a proposed framework for the Board's continued work, including steps for developing scenarios, refining questions, selecting methods, and establishing a timeline.

Trustee Gardner joined the retreat at 10:23 a.m.

The Board recessed at 10:26 a.m. and reconvened at 10:43 a.m.

STRENGTHENING POLICY GOVERNANCE PRACTICE

Ms. Mercier reviewed financial governance and fiduciary responsibilities under Policy Governance®, including the use of written policies and monitoring to define and assess unacceptable financial risk. The Board applied the framework to its recent consideration of procurement recommendations and identified the need to clarify its financial Executive Limitations, the information accompanying required approvals, and the evidence used to demonstrate policy compliance.

Trustees supported standardizing the procurement information format used for the July 14 special meeting. Ms. Mercier will prepare proposed revisions to EL-3 Communication and Support to the Board and GP-7 Board Planning Cycle and Agenda Control addressing required approval information and the process for Trustees to request clarification through the Chair.

Beginning in FY 2027, Board packets will generally be distributed approximately ten days before regular meetings. Material responses to Trustee questions will be shared with all Trustees, and requests requiring substantial additional research or College resources will be handled in accordance with the Board's delegation policies.

POLICY WORK

The Board discussed a multi-year policy self-monitoring and content-review schedule, using a three-year cycle to ensure regular review while reducing the volume of recurring policy work at monthly meetings. Ms. Mercier will refine the proposed schedule for the August Board meeting.

The planned review of GP-4 Board Job Contributions and GP-6 Board Linkage with Other Organizations was deferred in favor of a more comprehensive review of the Board's policies, including the Board's role in advocacy and external relations. Trustees discussed distinguishing the Board's governance role from the administration's responsibility for coordinated government relations and relationship-building. President Cheek will provide the Board with a high-level overview of the College's government relations strategy as it is developed.

The Board reviewed the FY 2027 monitoring schedule. President Cheek proposed dividing the Ends monitoring report into three sections to be presented in September, October, and November rather than presenting the complete report at one meeting. A revised monitoring schedule will be brought forward for Board consideration.

The Board recessed at 1:25 p.m. and reconvened at 1:41 p.m.

REVIEW OF FY 2027 BOARD OF TRUSTEES BUDGET

The Board reviewed the FY 2027 budget and FY 2026 actual expenditures.

A proposed FY 2028 Board governance budget will be presented in October for Trustee input, reviewed again in November, and incorporated into the College's operating budget process.

FY 2027 BOARD OF TRUSTEES CALENDAR

The Board reviewed the FY 2027 schedule of meetings, reporting and approval items, professional development opportunities, and special events. The Board agreed to proceed with the August 19 photograph with the Trustees who are available and identify by name any Trustees not pictured. Trustees expressed support for an additional retreat in early November, before the Thanksgiving break, to continue the work initiated during the July retreat. Staff will identify potential dates and poll the Board.

SUMMARY AND NEXT STEPS

Trustees expressed support for establishing an Ownership Linkage Planning Committee and a Policy Review Committee to develop recommendations for consideration by the full Board. Chair Reid, Vice Chair Hernandez, Ms. Mercier, and College staff will develop written charges, identify participating Trustees, and establish expected deliverables and timelines.

The Board also supported making The Governance Coach's online Introduction to Policy Governance course available to all Trustees. College staff will work with Ms. Mercier, Chair Reid, and Vice Chair Hernandez to establish the course timeline and two group webinar sessions and will provide the course outline to Trustees.

Trustees discussed creating regular opportunities for strategic foresight discussion during Board meetings as the policy-review workload is reduced. Potential approaches included rotating Trustee responsibility for identifying an article or other resource and leading a future-focused discussion. Chair Reid will consider an initial foresight discussion for the August meeting if a resource is identified in time for agenda development.

ADJOURNMENT

The retreat adjourned at 2:20 p.m.

Dr. Annesa Payne Cheek

Secretary/Treasurer

Prepared by Kari Melvin
Office of the President
Frederick Community College

Frederick Community College

Enclosure 5
August 2026

Recommendation for FY 2026 FCC Cultural Diversity Plan Annual Progress Report

Purpose: The 2026 Annual Progress Report of the College's 2025-2026 Diversity, Equity, Inclusion, and Belonging (DEIB) Plan is being presented to the Board for approval via the Required Approvals Agenda. This document summarizes the recommendation and is presented to the Board of Trustees by President Cheek, with preparation support provided by Dr. Bridgette Cofield, Vice President for Talent and Culture.

Board Policy Compliance Monitoring References:

- E-1 Ends (Global Ends Statement and Sections 1.4, 2.0, and 2.1)
- EL-1 Treatment of Students (Section 1)
- EL-2 Treatment of Employees (Section 2)
- EL-8 Access to Education (Section 4)

Background:

- Pursuant to §11-406 of the Maryland Education Article, the College is required to develop and implement a Cultural Diversity Plan and Submit an Annual Progress Report to the Maryland Higher Education Commission (MHEC) before September 1 following the conclusion of the plan year.
- The FY 2026 report provides the College's required update on progress toward the goals established in the 2025–2026 DEIB Transition Plan, which served as a one-year bridge while the College developed a longer-term strategic approach.
    - This report also supports the Board's approval of the FY 2026–FY 2029 Cultural Diversity Plan in June 2026 by documenting the foundational work completed during the transition year.
- The report demonstrates meaningful progress toward the FY 2026 goals while advancing institutional priorities related to student success, continuous improvement, and digital accessibility. Key accomplishments include:
    - Developing and advancing six evidence-based RISE (Rethinking and Redesigning Institutional Systems and Structures to Enhance the Employee and Student Experience) strategies to improve college readiness, instructional excellence, early intervention, and coordinated student support.
    - Launching Institutional Learning Outcomes and strengthening assessment of student learning and initiating a multiyear review of general education competencies.
    - Institutionalizing digital accessibility across communications and instruction, improving compliance, reducing barriers, and establishing a governance structure.

Attachments:

- 2025–2026 Cultural Diversity Plan Executive Summary Table
- FY 2026 Annual Progress Report on the Implementation of the 2025–2026 Cultural Diversity Plan

Table 1: 2025-2026 Frederick Community College Diversity, Equity, Inclusion, and Belonging Plan		
Goals*	**Actions**	**Desired Outcome**
GOAL 1: Increase access and success for traditionally underrepresented students.	A. Develop strategies for addressing root causes of institutional performance gaps in student success among various demographic groups of students.	A. Implement, monitor, and assess strategies to determine impact on student retention and success.
GOAL 2: Prepare students for an increasingly diverse community, workforce, and world.	A. Leverage the process used to review the Cultural Competency General education requirement to begin evaluation of relevancy and currency of the general education requirements.	A. Establish a plan for review and revision of the general education competencies and evaluate alignment with career competencies.
GOAL 3: Ensure a more welcoming and inclusive learning and workplace environment for students, faculty, staff, and visitors.	A. Provide training for employees on creating campus communications that are accessible and align with federally regulated standards.	A. All campus communication on the College's website and via email will meet accessibility standards.
	B. Provide continued training and support for all faculty on creating and maintaining accessible instructional materials.	B. All course materials in the learning management system will meet accessibility standards.

FY 2026 FCC Cultural Diversity Plan: Annual Progress Report

Submitted to the Maryland Higher Education Commission (MHEC)

Introduction

Frederick Community College (FCC) advanced its commitment to student success, inclusive excellence, and accessibility during FY 26 through institution-wide initiatives aligned with the 2025–2026 Cultural Diversity Plan. Key efforts included the implementation of Achieving the Dream's RISE (Rethinking and Redesigning Institutional Systems and Structures to Enhance the Employee and Student Experience) strategies, the development of Institutional Learning Outcomes, and the expansion of digital accessibility to meet federal compliance standards. These efforts supported three strategic goals: increasing access and success for traditionally underrepresented students; preparing students for an increasingly diverse community, workforce, and world; and ensuring a more welcoming and inclusive learning and workplace environment.

To strengthen institutional effectiveness, FCC continues to embed a Continuous Improvement Model across major initiatives, integrating planning, implementation, assessment, reflection, and evidence-based decision-making to support accountability and student success.

As an early indicator of impact, retention data for new-to-college, non-dual enrolled, degree seeking students from the Fall 2025 cohort show an overall retention rate of **80.0%**, an increase from the baseline rate of **79.4%** and approaching the institutional goal of **81.5%**. While opportunities remain to further close institutional performance gaps, these early results provide encouraging evidence of student persistence and progress toward the goals of our FY 26 plan. As these strategies move into broader implementation during FY 27, the College anticipates stronger evidence of impact on retention, course success, accessibility, and equity outcomes through continued monitoring of early momentum and student success indicators.

Goal 1: Increase access and success for traditionally underrepresented students.

During the 2025–2026 reporting year, FCC developed, assessed, or advanced six student success strategies focused on strengthening academic success, persistence, course completion for new-to-college students, as well as a centralized data warehouse to support data analysis. This work included the development of new strategies for building college-ready skills and identifying students who were not meeting course objectives within the first 20% of a course. FCC also continued progressing on or scaling evidence-based strategies (e.g., faculty professional development and embedding support services in careers communities) to increase student success efforts through collaboration across divisions. Over 100 employees, representing different divisions, participated in cross-functional work groups, professional learning cohorts, and implementation teams. This reflects the College’s continued shift from initiative-based programming toward a more coordinated and data-informed institutional approach.

FCC strengthened its approach to student success by using institutional data and root cause analysis to identify performance gaps and develop targeted RISE strategies. As the College transitions from strategy development to implementation, FY 27 will focus on scaling evidence-informed practices, strengthening cross-divisional coordination, and monitoring retention, course success, early academic momentum, and equity indicators to evaluate impact and drive continuous improvement.

Goal 2: Prepare students for an increasingly diverse community, workforce, and world.
During FY26, FCC advanced a multi-year review of its general education competencies by establishing an Institutional Learning Outcomes (ILOs)/General Education Ad Hoc Committee and drafting ILOs that define the core knowledge, skills, and competencies expected of all students. As part of this work, the College refined its framework by transitioning from the term "career competencies" to "Institutional Learning Outcomes" to better reflect its educational mission and desired student learning outcomes.

To strengthen the assessment of student learning, the Outcomes Assessment Committee developed a cultural competency rubric and conducted norming sessions to support consistent evaluation practices. Student artifacts from General Education courses will be collected and assessed beginning in Fall 2026 to evaluate achievement of the cultural competency outcome.

FCC partially met the FY 26 outcomes by establishing the governance structure, developing draft Institutional Learning Outcomes, creating a cultural competency assessment rubric, and defining a multi-year roadmap to review and revise general education competencies. Work will continue over the next two academic years to finalize the Institutional Learning Outcomes, align general education competencies, and assess student learning to support continuous improvement.

Goal 3: Ensure a more welcoming and inclusive learning and workplace environment for students, faculty, staff, and visitors.
During FY 26, FCC's approach to digital accessibility shifted from a project-based compliance effort to a more institutionalized expectation across the College, aligned with federal requirements under Title II of the Americans with Disabilities Act and the U.S. Department of Justice's web and mobile accessibility rule requiring public entities to meet WCAG 2.1 Level AA standards. This applies to all College digital communications, instructional materials, systems, and online resources used by students, employees, and the community.

FCC strengthened digital accessibility in campus communications by increasing employee awareness and aligning practices with federal accessibility requirements. The College provided training, practical tools, and clearer expectations to support accessible content creation, prioritized review of high-impact materials, advanced policy and procedure development, and engaged an external consultant to remediate inaccessible PDFs and transition content to accessible web formats.

Goal 3A strengthened equitable access to digital information through employee training and significant improvements in website accessibility. As of July 1, 2026, 45% of employees self-reported completing digital accessibility training. The redesigned frederick.edu website launched in July 2026, improving its Siteimprove accessibility score from 69.1 to 92.8 and its WCAG 2.1 Level AA compliance score from 74.1 to 98.6.

Goal 3B strengthened digitally accessible instruction by expanding faculty training, individualized support through Digital Accessibility Open Labs, accessibility monitoring, and policy development. During FY 26, 367 faculty completed digital accessibility training, 30 participated in Open Labs, and the percentage of LMS materials meeting accessibility standards increased from 82.7% to 83.6%. The transition to Blackboard Ultra is expected to further enhance accessibility, strengthen instructional consistency, and support progress toward compliance and student success.

Building on the foundation established in FY26, FCC will continue institutionalizing digital accessibility through sustained governance, compliance monitoring, ongoing training, and integration into routine business and instructional practices. These efforts will strengthen long-term compliance, reduce institutional risk, and expand equitable access across the College.

Frederick Community College

Enclosure 6
August 2026

Recommendation for Piggyback Contract Renewal for Interpreting Services

Context: The Frederick County piggyback contract (RFP 23-138) with Ad Astra, Frederick Interpreting Agency, and Keystone Interpreting to provide interpreting services for students and employees is being presented to the Board for approval via the Required Approvals Agenda. This document summarizes the recommended contract usage and is presented to the Board of Trustees by President Cheek, with preparation support provided by Dr. Bridgette N. Cofield, Vice President for Talent and Culture and Dr. Ed Cabellon, Interim Vice President for Student Experience.

Board Policy Compliance Monitoring References:

- EL-1 Treatment of Students (Section 1)
- EL-2 Treatment of Employees (Global Policy Statement and Section 2)
- EL-4 Financial Conditions and Activities (Global Policy Statement and Section 1)
- EL-8 Access to Education (Global Policy Statement and Section 4)
- EL-9 Asset Protection (Sections 5.1, 9, and 9.2)

Background:

- Pursuant to the Code of Maryland Regulations §21.05.07, the Board is required to approve any procurement over $100,000.
- Pursuant to the Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act, Maryland's nondiscrimination statutes (State Gov't § 20-601 et seq.), and the Language Access for Public Services Law (State Gov't § 10-1103), colleges and universities are required to provide qualified sign language interpreters for Deaf and Hard-of-Hearing students to ensure effective communication and equal access to educational programs.
- If a contract with an intergovernmental or cooperative entity has already been executed for the same products/services, the College can "piggyback" on this contract and use the same contract prices subject to the same terms and conditions. A Cost Justification Worksheet is reviewed by Procurement prior to submission to the Board for approval.
- Frederick Community College currently utilizes the Frederick County contract (RFP 23-138) to provide interpreting services through Ad Astra (23-138A), Frederick Interpreting Agency (23-138B), and Keystone Interpreting (23-138C).
- These contracts ensure accessibility for Deaf and Hard-of-Hearing students and employees, supporting participation in academic programs, employee activities, and campus events.
- The College relies on these contracted services to supplement FCC-employed interpreters and to meet student and employee needs.
- In FY26, expenditures for contracted interpreting services totaled just under $100,000.

- For FY27, projected expenditures are $120,000, reflecting a 5% contractual rate increase and anticipated growth in service needs.
- The College followed COMAR and the College Financial Procedures Manual.
- This expenditure is included in the FY 2027 approved operating budget.

Attachment: None

Frederick Community College

Enclosure 7
August 2026

Recommendation for Piggyback Contract Extension with Blackboard Inc.

Context: This contract extension with Blackboard Inc. for the licensing of learning management software and related services is being presented to the Board for approval via the Required Approvals Agenda. This document summarizes the recommended piggyback contract and is presented to the Board by President Cheek, with preparation support provided Stephen diFilipo, Interim CIO and Vice President for Information Technology.

Board Policy Compliance Monitoring References:

- EL-4 Financial Conditions and Activities (Section 1)
- EL-8 Access to Education (Section 5)
- EL-9 Asset Protection (Sections 5.1, 9, and 9.2)

Background:

- Pursuant to the Code of Maryland Regulations §21.05.07, the Board is required to approve any procurement over $100,000.
- If a contract with an intergovernmental or cooperative entity has already been executed for the same products/services, the College can "piggy-back" on this contract and use the same contract prices subject to the same terms and conditions. A Cost Justification Worksheet is reviewed by Procurement prior to submission to the Board for approval.
- The College has been utilizing the Anthology, formerly Blackboard, Learning Management System (LMS) platform for more than a decade. The Blackboard LMS is the online management solution faculty use to deliver course content and instruction to students.
- The Board approved the renewal contract with Blackboard in March 2024 for a period up to three years, with individual one-year renewals.
- During this timeframe, the College conducted an extensive evaluation of the Blackboard LMS product as well as alternative Learning Management Systems. The FCC Online Learning & Instructional Innovation team led the LMS platform evaluation, engaging stakeholders from across the campus throughout the process. After a comprehensive evaluation of platform features, including detailed product demonstrations, the team determined that continuing with the Blackboard LMS was the best course of action.
- The College recommends extending the contract with Blackboard, Inc., utilizing the Maryland Education Enterprise Consortium (MEEC) Master LMS Software & Services Agreement #54321.
- The total contract extension with Blackboard, Inc. is for $119,475 to include licensing, support, and maintenance and will run through June 30, 2027.
- The College followed COMAR and the College Financial Procedures Manual.
- The funding for this purchase is included in the FY 2027 budget.

Attachment: None

Frederick Community College

Enclosure 8
August 2026

Recommendation for Piggyback Contract with Skyline Inc.

Context: The piggyback contract with Skyline Inc. for the purchase of network switches and related services is being presented to the Board for approval via the Required Approvals Agenda. This document summarizes the recommended piggyback contract and is presented to the Board by President Cheek, with preparation support provided by Stephen diFilipo, Interim CIO and Vice President for Information Technology.

Board Policy Compliance Monitoring References:

- EL-4 Financial Conditions and Activities (Section 1)
- EL-9 Asset Protection (Global Policy Statement and Sections 5.1, 9, and 9.2)

Background:

- Pursuant to the Code of Maryland Regulations §21.05.07, the Board is required to approve any procurement over $100,000.
- If a contract with an intergovernmental or cooperative entity has already been executed for the same products/services, the College can "piggyback" on this contract and use the same contract prices subject to the same terms and conditions. A Cost Justification Worksheet is reviewed by Procurement prior to submission to the Board for approval.
- The College's current network switches have reached an end-of-life stage. This request is to replace the existing on-campus switches with new switches and technical support for the switches.
- The College recommends entering into an agreement with Skyline Inc., utilizing the Maryland Education Enterprise Consortium (MEEC) Contract Hardware Master Contract 85-800125-8000300-71100.
- The total contract with Skyline, Inc. is for $222,292 to include purchase of the switches, installation, maintenance, and support.
- The College followed COMAR and the College Financial Procedures Manual.
- The funding for this purchase is included in the FY 2027 budget.

Attachment: None

Frederick Community College

Enclosure 9
August 2026

Recommendation for Sole Source Payment to Oracle, Inc.

Context: This sole source action with Oracle Inc. is to make payment to Oracle for a previously agreed contract provision called a "true-up." This is being presented to the Board for approval via the Required Approvals Agenda. This document summarizes the recommended sole source payment and is presented to the Board by President Cheek, with preparation support provided by Stephen diFilipo, Interim CIO and Vice President for Information Technology.

Board Policy Compliance Monitoring References:

- EL-4 Financial Conditions and Activities (Sections 1 and 6)
- EL-9 Asset Protection (Section 9.2)

Background:

- Pursuant to the Code of Maryland Regulations §21.05.07, the Board is required to approve any procurement over $100,000.
- Oracle provides database and cloud-related services that are necessary for a fully functioning PeopleSoft Enterprise Resource Planning (ERP) system, which the college utilizes for a significant amount of business operations.
- The contract with Oracle (13-300902-61510) allows for a provision called a "true up" which is an annual check that compares metrics defined in our contract against current values. Our agreement calls for a yearly census of employees, students, and the College's operating budget. Based on the census numbers, usage amounts rising, and increase in the operating budget, the contract calls for an additional payment to Oracle.
- The College recommends authorizing payment to Oracle in the amount of $111,506.72 to remain in compliance with the contract.
- The funding for this payment is included in the FY 2027 Capital Improvement Projects budget.

Attachment: None

Frederick Community College

Enclosure 10
August 2026

Recommendation for Renewal of Piggyback Contract with Astute

Context: This renewal piggyback two-year contract with Astute for Oracle Cloud Infrastructure licensing and services is being presented to the Board for approval via the Required Approvals Agenda. This document summarizes the recommended piggyback contract and is presented to the Board by President Cheek, with preparation support provided by Stephen diFilipo, Interim CIO and Vice President for Information Technology.

Board Policy Compliance Monitoring References:

- EL-1 Treatment of Students (Section 4.2)
- EL-4 Financial Conditions and Activities (Section 1)
- EL-9 Asset Protection (Global Policy Statement and Sections 5.1, 9, and 9.2)

Background:

- Pursuant to the Code of Maryland Regulations §21.05.07, the Board is required to approve any procurement over $100,000.
- If a contract with an intergovernmental or cooperative entity has already been executed for the same products/services, the College can "piggyback" on this contract and use the same contract prices subject to the same terms and conditions. A Cost Justification Worksheet is reviewed by Procurement prior to submission to the Board for approval.
- The College contracts with Astute for Oracle Cloud Infrastructure Services to support the Peoplesoft Campus solutions, Human Resources, and Finance systems. The contract expired 6/30/26 and operations have continued during the renewal grace period.
- IT infrastructure encompasses the servers, networks, storage, and security that provide the foundation for secure, resilient, and efficient delivery of Peoplesoft application services.
- The College recommends renewing the agreement with Astute for two years, utilizing the Midwestern Higher Education Compact (MHEC) US-OMA-FEC-80499697 contract.
- The total contract with Astute is for $290,000 for two years to include licensing, usage, maintenance, and support.
- The College followed COMAR and the College Financial Procedures Manual.
- The funding for this payment is included in the FY 2027 Capital Improvement Projects budget.

Attachment: None

Frederick Community College

Enclosure 11
August 2026

Recommendation for Sole Source Procurement for Watermark Faculty Success Module

Context: The recommended Sole Source Procurement for Watermark Faculty Success module is being presented to the Board for approval via the Required Approvals Agenda. This document summarizes the recommendation and is presented to the Board of Trustees by President Cheek, with preparation support provided by Dr. Anne P. Davis, Provost and Vice President for Teaching, Learning and Student Success.

Board Policy Compliance Monitoring References:

- EL-2 Treatment of Employees (Section 3.2)
- EL-4 Financial Conditions and Activities (Section 4)
- EL-9 Asset Protection (Sections 5.1, 9, and 9.2)

Background:

- Pursuant to the Code of Maryland Regulations §21.05.07, the Board is required to approve any procurement of over $100,000.
- Reasons for sole source purchases are: when only one source exists which meets the requirements; when the compatibility of equipment, accessories or replacement parts is the paramount consideration; when a sole vendor's item is needed for trial use of testing; when a sole vendor's items are to be procured for resale; and when certain public utility services are to be procured and only one source exists. A Sole Source Justification Request is reviewed by Procurement prior to submission to the Board for approval.
- Watermark provides higher education software solutions that support institutional effectiveness, accreditation, assessment, and continuous improvement through centralized data collection, management, and reporting.
- The College currently utilizes Watermark modules for course evaluations and institutional planning and assessment. The proposed Faculty Success module extends the existing platform by providing a centralized system for faculty credential management, annual evaluations, workload planning, promotion processes, and institutional reporting.
- The Board is asked to approve a three-year agreement with Watermark for the Faculty Success module in the amount of $136,851.75 for the period September 1, 2026, through August 31, 2029. Funded entirely by the College's Federal Perkins Grant, the module will strengthen the College's ability to collect, manage, and report data required for Perkins planning, implementation, and compliance.

- This procurement represents a strategic and fiscally responsible investment that leverages the College's existing Watermark platform to strengthen accreditation and regulatory compliance, improve data integrity and operational efficiency, reduce institutional risk, and support evidence-based planning, decision-making, and continuous improvement.
- The College followed COMAR and the College Financial Procedures Manual.

Attachment: None

Frederick Community College

Enclosure 12
August 2026

July Board Retreat Debrief

Context: The Board held a retreat on July 15 and 16, 2026, facilitated by Rose Mercier from The Governance Coach. Her report is being presented to the Board for discussion.

Board Policy Reference: GP-7 Board Planning Cycle and Agenda Control

Background: The report details the items discussed at the retreat. The action plan has been summarized and prioritized below:

Item	Status/Plan
Confirm multi-year cycle for policy self-monitoring and content review.	Approval at the August meeting
Review the proposed amendments to the Board's Ends policies.	Review at the August meeting, approval in September
Establish Ownership Linkage Committee. Develop new GP policies which set out Board Committee Principles, and which specify the committee's charter.	Drafts for review at the August meeting, approval in September
Revise EL-3 Communication and Support to the Board and GP-7 Board Planning Cycle and Agenda Control to codify processes for addressing Trustees' desired incidental information and processing questions arising from review of board meeting packets.	Drafts for review at September meeting, approval in October
Establish Policy Review Committee.	Draft for review at September meeting, approval in October
The Ownership Linkage Committee continues the development of Years 2 and 3 of ownership linkage including identification of the composition of the groups, plausible future scenarios and questions, and timeframe for FY 2027.	Work continues through FY27
Determine who will be participating in The Governance Coach's virtual Introduction to Policy Governance.	Complete
Establish time on the agenda of Board meetings for strategic foresight discussion and schedule Board education in the priority areas of artificial intelligence and demographic shifts.	Chair Reid is coordinating
Consider a comprehensive policy review including all categories of policies except Ends (completed)	Work to be conducted in FY27
The new Policy Review Committee to set up a process for content monitoring which reduces the time spent in Board meetings in discussion of policy content.	TBD

Attachment: Frederick Community College Board Retreat Report

Frederick Community College
Board Retreat Report

July 15-16, 2026

Prepared by:
Rose Mercier
Partner & Senior Consultant
Tel./Text 613-539-1652
rose@governancecoach.com

1. Session Objectives

The Board of Trustees retreat took place at the Maryland National Golf Club on July 14-15, 2026. Board Trustees, Dr. William Reid, Chair; Dr. Carmen R. Hernandez, Vice Chair; Jan H. Gardner, Carolyn Kimberlin, Theodore Luck, and Tracey McPherson, and attended in person. Trustee Stephen G. Slater was unable to attend. Also attending in person were Adam Konstas, PK Law, College legal counsel; President Dr. Annesa Payne Cheek, Avis Boyd, Chief of Staff; and Kari Melvin, Executive Associate to the President and Board of Trustees..

The two day workshop was planned based on conversations with President Cheek and Chief of Staff, Avis Boyd, listening to the Board's conversation on procurement motions during its June meeting, a Zoom meeting with Chair Reid, review of "*FCC Ownership Linkage, Series Results and Insights*", attendance at the Board's May retreat focused on Developing Foresight and my prior documented review of the Board's current Ends policies.

In the two weeks prior, the board received the agenda, workshop documents and three pre-reads:

- *"The Minister Question" – by David Gray, retired The Governance Coach consulting team.*
- *"Initial Tips for Developing Ends" – The Governance Coach*
- *"The Legal and Fiduciary Duties of Directors" – Jim Hyatt and Bill Charney*

July 14th

2. Board Self-Evaluation

The first half of the Day 1 morning session was devoted to a discussion of the annual Board Self-Assessment: Fidelity to the Policy Governance® Model. I offered my observation that the board is "a work in progress" doing the right things – ongoing self-evaluation, education, ownership linkage – that will support continuing evolution. The Board identified areas for the FY 2027 governance work on which it wanted to work

- <u>Ownership Linkage</u>: enhancing its understanding; regular ownership linkage discussions as part of Board meetings; communicating with ownership linkage participants about how their input informed the Board's work
- <u>Future Focus</u>: incorporating regular strategic, future-focus topic into Board meetings; deepen learning about future forces
- Targeted Board <u>governance education</u>
- <u>Continuing policy work</u>: establishing a multi-year schedule for policy content review; discussing self-monitoring results when Trustee ratings or comments reflect materially different perspectives

3. Ends Review Part 1

As a preface to the review of the Ends policies, we looked at the foundational elements of Ends policies including – what Ends are and are not, the difference between Ends and means, ensuring verbs describe what the beneficiary does or experiences, and the importance of focusing on what's meaningful (making it measurable is the President's job). We also identified how the principle of policy sizes is important in crafting Ends policies – enabling the Board to specify the results that it wants the College to produce but stopping when it is prepared to accept any reasonable interpretation.

Within that framework, the Board reviewed the changes to the current Ends that I had proposed based on my review of the current Ends. The changes identified where the current End was a means statement or a description of what the College was doing rather than what the beneficiary is doing. There was also some reorganization of policy statements for reasons of policy sizing.

4. Ends Review – Part 2

The next phase of the Ends review was to consider the insights gained through the ownership linkage sessions of the past year as well as those gained through the IFTF Horizon Scan: Future of Community Colleges 2025-2035.

The Trustees worked in pairs considering whether the insights from Ownership Linkage or Future Forces suggested possible modifications of the Ends. After reviewing each of insights identified on summary sheets against each of Ends, Trustees felt that the Ends as written could contain the input from both sources. We recorded the notes identifying for each End, the input that was relevant from Ownership Linkage and from the Future Forces. There were no substantive changes to the revised version of the Ends which had been circulated prior to the retreat..

5. Ownership Linkage – Part 1

As a guide for shaping the Year 2 and Year 3, we reviewed a ten-step ownership linkage cycle that includes identifying representative owner segments, defining the purpose and questions for each engagement, selecting appropriate methods, recording and applying the input to possible Ends policy revisions, communicating back to participants, and regularly reviewing and updating the plan. We also reinforced the importance of ownership input to shaping Ends policies that increasingly reflect owners' values and priorities.

Preparing for Year 2, Trustees wanted to ensure the approach would prioritize "owners" Ends-focused perspectives rather than means focused input. Year 1 focused on seeking input from organizations in four sectors – health & wellness, chamber & business, foundations & nonprofits, and tech (IT and biotech). While these groups might be considered stakeholders, input from stakeholders who work with the residents of Frederick County and others enrolled in College programs can be a valuable in the Board's deliberations about what results the College should produce and for whom.

The first steps in forming the ownership linkage work for FY27 are identifying how to segment Frederick County residents and determining the questions to be considered.

Trustees brainstormed potential ways to segment the residents for ownership linkage activities and identified the following as considerations in identifying segments:

- geography, including rural, suburban, and urban perspective
- language and cultural background
- agricultural community
- organizational affiliation
- prospective dual-enrollment students
- people with disabilities
- age and life stage
- income
- political perspectives
- profession, industry, or community role
- seniors
- individuals receiving services from community organizations.
- race and ethnicity
- education
- history with the College
- parents and families
- essential workers
- faith leaders
- the deaf community
- alumni
- donors

Trustees noted that multiple segmentation factors may need to be considered together to reflect meaningful differences in values and perspectives.

July 15th

6. Ownership Linkage Y2 and Y3 Planning

Trustees considered the possible ways of segmenting owners identified at the end of previous day and identified the five segments that they would prioritize. We then organized those priorities in potential groupings. The priorities confirmed during the Trustees' conversation were the 50-64 /seniors age group, future students, and prior dual-enrollment students.

The Board agreed that ownership linkage in Year 2 and Year 3 of the cycle should be intentionally focused on Ends rather than operational issues. Also, the approach should be designed to generate comparable owner input over time, i.e., whatever the linkage method is used should enable the Board to consider different perspectives on the same questions /issues. Trustees discussed using plausible future scenarios and a consistent set of questions that surface possibilities, acknowledge uncertainty, challenge present assumptions, and invite participants to consider the future difference that the College should make for residents of the county. Potential methods included facilitated focus groups, virtual conversations, and surveys. The Board also discussed engaging individuals and organizations who are serving the identified populations as well as directly engaging the priority population segments.

7. Strengthening Policy Governance Practice

I reviewed how boards using Policy Governance can governance finance by translating their values about unacceptable financial risk into the appropriate financial policy, e.g., Financial Conditions and Activities, Asset Protection, etc. and systematically monitoring those policies against precise data presented in the context of board pre-established criteria.

Trustees considered three areas I suggested to increase the Board's confidence in the governing of finance including:

- Review Financial policies to ensure they address Trustees' values about unacceptable risk with respect to financial planning, financial conditions & activities, asset protection, and investment.
- Consider the incidental information that the Board wants to assure it is aware of areas it considers important and to codify those desires in its Executive Limitation on Communication and Support to the Board.
- Address the Required Approved Agenda by enhance the monitoring practices of both the Board and the President as well as review the Bylaws related to Required Approvals.

I shared possible amendments to EL-03 Communication and Support to the Board and GP-7 Board Planning Cycle and Agenda Control to address required approval information and the process for Trustees to request clarification through the Chair.

The Board also reviewed a possible three-year cycle for policy self-monitoring and content-review. The intention is to ensure regular review while reducing the volume of recurring policy work at monthly meetings.

The planned review of GP-4 Board Job Contributions and GP-6 Board Linkage with Other Organizations was deferred in favor of a more comprehensive review of the Board's policies, including the Board's role in advocacy and external relations.

8. Action Plan

The following were identified during the Retreat as actions which need to be addressed through the coming year:

a) Review the proposed amendments to the Board's Ends policies based on the prior review which I completed.

b) Establish Ownership Linkage Committee. Develop new GP policies which set out Board Committee Principles, and which specify the committee's charter.

c) The Ownership Linkage Committee continues the development of Years 2 and 3 of ownership linkage including identification of the composition of the groups, plausible future scenarios and questions, and timeframe for FY 2027.

d) Determine who will be participating in The Governance Coach's virtual Introduction to Policy Governance. Confirm dates for the midpoint webinar (week of September 14th) and final webinar (week of October 12th). Participating Trustees will be provided with a username and password by The Governance Coach as well as pre-recorded video describing the course. They can access the course as of August 20th. It is recommended that Trustees complete Modules 1-5 between August 20th and September 11th, and the Modules 5-9 between September 14th to October 8th.

e) Establish Policy Review Committee. Develop new GP policy which sets out the committee's charter. Consider if the scope of Policy Review Committee might encompass other governance preparatory work, e.g., coordinating new Trustee onboarding, etc.

f) The new Policy Review Committee to review confirm multi-year cycle for policy self-monitoring and content review and set up a process for content monitoring which reduces the time spent in Board meetings in discussion of policy content.

g) Establish time on the agenda of Board meetings for strategic foresight discussion. This can be phased in as the policy-review workload is reduced with the introduction of multi-year cycle for policy review. One possible approach for the foresight discussion is to rotate the responsibility among Trustees to identify an article or other resource and lead a future-focused discussion.

h) Organize and schedule Board education in the priority areas of artificial intelligence and demographic shifts.

i) Revise EL-3 Communication and Support to the Board and GP-7 Board Planning Cycle and Agenda Control to codify processes for addressing Trustees' desired incidental information and processing questions arising from review of board meeting packets.

j) Consider a comprehensive policy review including all categories of policies except Ends (completed) and specifically addressing GP-4 Board Job Contributions and GP-6 Board Linkage with Other Organizations.

9. Summary

Thank you for the opportunity to once again work with the Frederick Community College Board of Trustees and staff. It is a pleaser to support your continuing journey.

Respectfully submitted,

Rose Mercier, Partner & Senior Consultant

Frederick Community College

Enclosure 13
August 2026

Revisions to E-1 Ends

Context: Revisions to E-1 Ends are being presented for discussion. This policy defines the results, impacts, or benefits Frederick Community College should achieve, who receives those benefits, and their relative worth or priority.

Board Policy Reference: GP-7 Board Planning Cycle and Agenda Control

Background:

- The Board held a retreat July 15 and 16, 2026 facilitated by Rose Mercier from The Governance Coach, who recommended refinements to the Ends in alignment with Policy Governance® principles.
- There was also a guided review based on the ownership linkage feedback received to-date and future forces identified from the May retreat with Rachel Hatch from the Institute for the Future, which was focused on strategic foresight.
- The Board determined that the ownership linkage feedback and future forces shared and discussed in May were addressed by the current Ends policies as written in their revised form.
- According to Ms. Mercier, this is not an unexpected conclusion for a review of Ends policies which are sufficiently broad so that they can accommodate some measure of context change.
- The Board Chair will lead discussion at the meeting to consider any further amendments to the policy.

Attachments:

- E-1 Ends Markup
- E-1 Ends Clean

MARKUP

FCC BOARD OF TRUSTEES POLICY

Policy Type: Ends

Policy Title: Ends
Policy Number: E-1
Date Adopted: 10.18.2023

Version: 1.0
Date Last Reviewed: 10.18.2023
Office Responsible: President's Office

Reviewing Committee: Board of Trustees

Global ENDs Statement:

Frederick Community College exists ~~to provide all~~ so that Frederick County residents and others who choose to enroll ~~at the College, with the education,~~ advance their workforce preparation~~, skills, abilities,~~ and personal growth and contribute to the economic, social and cultural vitality of Frederick County ~~necessary to succeed in an increasingly interconnected world, at a cost that demonstrates~~ worth the prudent use of the College's ~~available~~ resources.

1.0 ~~Student Achievement and Workforce Preparation~~Students achieve the knowledge, skills and self-confidence necessary to succeed in an increasingly interconnected world.

1.1 Students acquire the foundational skills needed to complete their instructional pathway at the College.

1.2 Graduates ~~have necessary preparation~~ are prepared to successfully transfer to a baccalaureate-granting institution.

1.3 Students obtain the ~~essential~~ skills and ~~associated~~ credentials ~~to obtain~~ for gainful employment in their chosen profession with family-sustainable wages.

1.4 Students ~~gain~~ have the knowledge~~,~~ and skills~~, and abilities necessary~~ to equitably participate in our society, our economy, and our democracy.

~~1.4~~1.4.1 Graduates achieve significant gains in critical thinking, problem solving, interpersonal leadership and written communication skills.

1.5 Students experience a variety of co-curricular opportunities that favorably impact the lives of the participant(s).

~~1.6 Graduates demonstrate significant gains in their critical thinking, problem solving, interpersonal, leadership, and written communication skills.~~

2.0 Diverse populations of learners experience learning and academic success responsive to their unique whole learner needs.

2.1. Educational opportunities exist for those that might not otherwise have them.

2.2. Learners have access to learning and academic support consistent with current technology and research.

2.3. Learners have ancillary support that meet their unique needs.

3.0 ~~Regional Impact and Engagement~~Economic, social and cultural well-being of the County is enhanced.

~~3.1 All residents of Frederick County are provided entry to an inclusive, equitable, human-centered, and financially accessible post-secondary education.~~

3.1~~2~~ Residents of Frederick County have avenues for lifelong learning, engagement and enhanced quality of life.

3.2 Frederick County has enhanced capacity for workforce and regional economic development.

3.2.1 Employers access workforce training, consulting and technical assistance that support improved productivity and profitability.

~~3.3 The College is recognized as a distinctive, inclusive, collaborative, innovative leader in workforce training, capacity-building, and growing the economic development of the region.~~

~~3.4 The College develops future-focused strategies to identify and address on-going workforce and regional economic development needs.~~

~~3.5 The quality of life for Frederick County residents is enhanced by virtue of the College's existence.~~

Date Of Change	Version	Description of Change	Responsible Party
10/18/2023	1.0	First release following Policy Governance consulting work.	President

CLEAN

FCC BOARD OF TRUSTEES POLICY

Policy Type: Ends

Policy Title: Ends
Policy Number: E-1
Date Adopted: TBD

Version: 2.0
Date Last Reviewed:
Office Responsible: President's Office

Reviewing Committee: Board of Trustees

Global ENDs Statement:

Frederick Community College exists so that Frederick County residents and others who choose to enroll advance their workforce preparation and personal growth and contribute to the economic, social and cultural vitality of Frederick County worth the prudent use of the College's resources.

1.0 Students achieve the knowledge, skills and self-confidence necessary to succeed in an increasingly interconnected world.

- 1.1 Students acquire the foundational skills needed to complete their instructional pathway at the College.
- 1.2 Graduates are prepared to successfully transfer to a baccalaureate-granting institution.
- 1.3 Students obtain the skills and credentials for gainful employment in their chosen profession with family-sustainable wages.
- 1.4 Students have the knowledge and skills to equitably participate in our society, our economy, and our democracy.
  - 1.4.1 Graduates achieve significant gains in critical thinking, problem solving, interpersonal leadership and written communication skills.
- 1.5 Students experience a variety of co-curricular opportunities that favorably impact the lives of the participant(s).

2.0 Diverse populations of learners experience learning and academic success responsive to their unique whole learner needs.

2.1. Educational opportunities exist for those that might not otherwise have them.

2.2. Learners have access to learning and academic support consistent with current technology and research.

2.3. Learners have ancillary support that meet their unique needs.

3.0 Economic, social and cultural well-being of the County is enhanced.

3.1 Residents of Frederick County have avenues for lifelong learning, engagement and enhanced quality of life.

3.2 Frederick County has enhanced capacity for workforce and regional economic development.

3.2.1 Employers access workforce training, consulting and technical assistance that support improved productivity and profitability.

Date Of Change	Version	Description of Change	Responsible Party
10/18/2023	1.0	First release following Policy Governance consulting work.	President
TBD	2.0	Revisions to incorporate ownership linkage and consultant feedback.	President

Frederick Community College

Enclosure 14
August 2026

Draft GP-14 Board Committee Principles

Context: A draft policy on Board Committee Principles is being presented for discussion.

Board Policy Reference: [GP-4 Board Job Contributions]

Background:

- Per Board policy (GP-4) and in alignment with Policy Governance® practice, the Board is responsible for creating written governing policies, including Governance Process policies governing how the Board carries out its own work.

- The Board held a retreat July 15 and 16, 2026 facilitated by Rose Mercier from The Governance Coach. The Board discussed establishing an Ownership Linkage Planning Committee and a Policy Review Committee to complete focused preparatory work and develop recommendations for consideration by the full Board. It was identified that overarching committee principles and individual committee charters should be developed to clarify each committee's purpose, authority, membership, leadership, expected deliverables, timeline, and use of resources, while preserving Board holism and confirming that committees may not act for the Board, direct staff, change policy, or commit funds unless specifically authorized by the full Board.

- The Board Committee Principles policy applies in all situations where the Board decides to delegate responsibilities to a group to support the Board in its work, whether or not it is called a committee.

- The policy provides sufficient guidelines that the Board may assign a time limited task to a group without developing a charter for that group.

- Where a committee has a longer term mandate, a policy setting out its charter should be developed. This is the case for the proposed Ownership Linkage Planning Committee and the Policy Review Committee.

- The Board Chair will lead discussion at the meeting to consider any inputs to the draft policy.

Attachment: GP-14 Board Committee Principles

FCC BOARD OF TRUSTEES POLICY

Policy Type: Governance Process

Policy Title: Board Committee Principles
Policy Number: GP-14
Date Adopted:

Version: 1.0
Date Last Reviewed:
Office Responsible: President's Office

Reviewing Committee: Board of Trustees

Board committees, when used, will be assigned to reinforce the wholeness of the Board's job, and will never interfere with delegation from Board to President.

1. Board committees are to help the Board do its job, never to help or advise the staff. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the President.

2. Rather than providing recommendations which would interfere with the Board's holism and its responsibility to govern the whole of the organization, Board committees may be used to provide the Board with alternatives and implications for the Board's informed decision making.

3. Board committees cannot exercise authority over staff. Because the President works for the full Board, they will not be required to obtain approval of a Board committee before an executive action.

4. Board committees may not speak or act for the Board except when formally given such authority for specific and/or time-limited purposes.

5. Committees will be used sparingly and ordinarily in an ad hoc capacity.

6. This policy applies to any group that is formed by Board action, whether or not it is called a committee, and whether or not it includes board members. It does not apply to committees formed under the authority of the President.

7. All committee members shall abide by the same Code of Conduct as governs the board.

8. Except as defined in written Terms of Reference, no Committee has authority to commit the funds or resources of the organization.

Date Of Change	Version	Description of Change	Responsible Party
	1.0	First release.	President

Frederick Community College

Enclosure 15
August 2026

Draft GP-14.1 Ownership Linkage Committee

Context: A draft policy on Board Committee Principles is being presented for discussion.

Board Policy Reference: GP-4 Board Job Contributions

Background:

- Per Board policy (GP-4) and in alignment with Policy Governance® practice, the Board is responsible for creating written governing policies, including Governance Process policies governing how the Board carries out its own work.

- The Board held a retreat July 15 and 16, 2026 facilitated by Rose Mercier from The Governance Coach. The Board discussed establishing an Ownership Linkage Planning Committee to continue developing Years 2 and 3 of the Board's ownership linkage plan, including identifying representative owner groups, refining future-focused scenarios and questions, selecting engagement methods, and establishing a timeline.

- It was determined that this detailed planning work could be developed more efficiently by a smaller group and then brought to the full Board for consideration, while preserving the full Board's authority to approve the final ownership linkage plan.

- The Committee will support the Board in one of its primary jobs, that of engaging with those on whose behalf it governs. The Committee is able to commit time in between Board meetings that will assist the Board in this essential work.

- The Board Chair will lead discussion at the meeting to consider any inputs to the draft policy.

Attachment: GP-14.1 Ownership Linkage Committee

FCC BOARD OF TRUSTEES POLICY

Policy Type: Governance Process

Policy Title: Ownership Linkage Committee
Policy Number: GP-14.1
Date Adopted:

Version: 1.0
Date Last Reviewed:
Office Responsible: President's Office

Reviewing Committee: Board of Trustees

The Ownership Linkage Committee will assist the board in fulfilling its responsibilities regarding connection with the Owners.

Committee Products:

1. The Committee products are to support the Board's job, never to decide for the Board unless explicitly stated below.

    1.1. A current ownership linkage plan that enables constructive Board dialogue with owners related to Ends issues.

        1.1.1. Annually by September, an updated ownership linkage plan, inclusive of input from the Board.

        1.1.2. Annually for the July Board Retreat, an evaluation of the effectiveness of the plan with input from the Board.

        1.1.3. Annually for the July Board Retreat an organized written presentation of information collected from groups within the ownership, in a format useful to the Board for Ends deliberations.

Committee Authority:

2. The Committee's authority enables it to assist the Board in its work, while not interfering with Board holism.

2.1. The Committee cannot change or contravene Board policies, or instruct the President or any other staff member, other than to request information required in the conduct of its duties.

2.2. The Committee may not spend or commit organization funds, other than those specifically allocated by the Board.

2.3. The Committee may use staff resource time consistent with the President's interpretation of a reasonable amount for administrative support around meetings and the Board's ownership linkage plan.

2.4. The Committee Chair has the authority to make any reasonable interpretation of this policy.

Committee Composition and Tenure:

3. The Committee's composition shall enable it to function effectively and efficiently.

3.1. The Committee shall be composed of a minimum of two Trustees, but no more than three Trustees.

3.2. The Committee shall decide whether or not it wishes to name a Chair.

3.3. Members shall be appointed annually at the first meeting of Board cycle.

Date Of Change	Version	Description of Change	Responsible Party
	1.0	First release.	President

Frederick Community College

Enclosure 16
August 2026

Policy Survey Results: GP-9 Investment in Governance

Context: Board Self-Monitoring Survey Results for GP-9 Investment in Governance 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-9 Investment in Governance* at the June 10, 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-9 Investment in Governance

Frederick Community College
Board of Trustees

Board Self-Monitoring Survey Results:
GP-9 Investment in Governance

Date: 8/19/2026

Number of Responses: 7

Consistent with its commitment to excellence in Policy Governance, the Frederick Community College Board of Trustees will invest in its governance capacity.

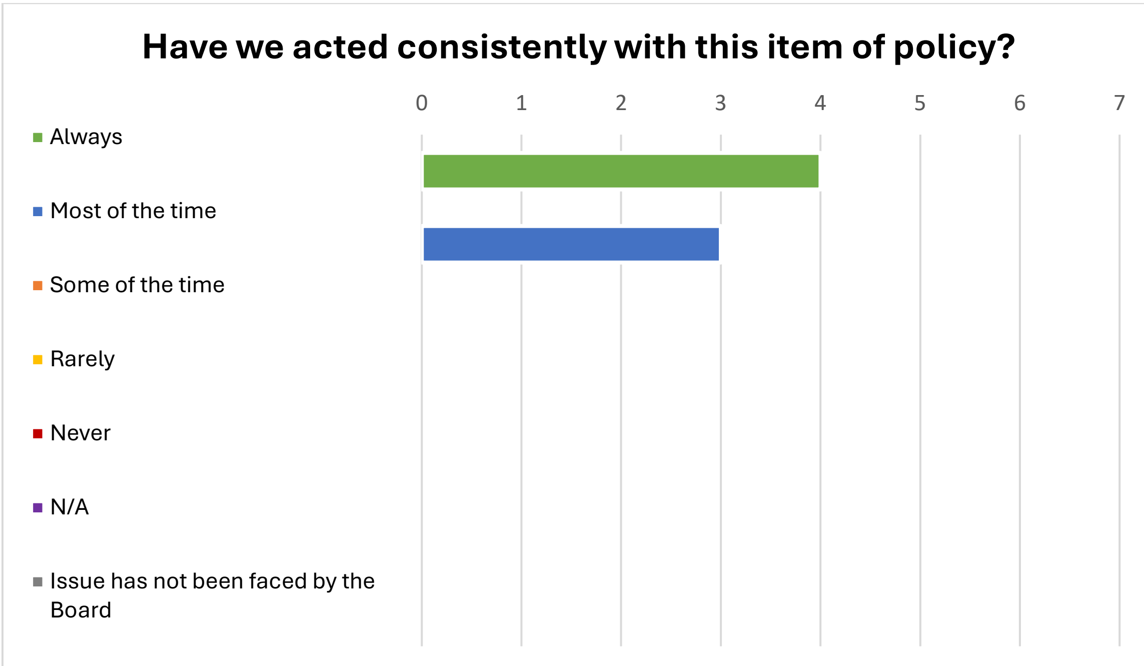
1. **All new and existing Trustees shall be provided with training and access to information that clearly details the role of the Board and the Board's expectations of a Trustee, including the Policy Governance methodology, and shall be provided a copy of Board policies.**

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

- Upon joining the Board, I did a 10 module introduction to what Policy Governance was about. I also did ethics, security and negotiation online and zoom training. I received pamphlets with all of the governance policies description along with several books about Policy Governance from Dan Phelan. In my first year I have attended 3 (1.5 days) retreats. I received a book with all the Board policies and at the last meeting received an updated version. I received all the information on Ends and the Limitations interpretation. In addition to all this, the retreat minutes summarize what we have learned. We also get a periodic letter that summarizes an aspect of policy governance which is stored in our portal.
- Training modules, conferences, and other opportunities are available for training for both new members and current members.
- Every effort is made to provide materials and training at the convenience of the Trustee.
- I was provided with this training and assume that other new Trustees have been provided with it. I have not been aware of any violation of this policy.
- All new Trustees to the Board are provided opportunities to engage in Policy Governance training and to attend orientation which focuses on Policy Governance.
- When I joined the Board I was provided the opportunity to meet with the President for orientation and given ALOT of material to read. My understanding the process has been further refined over the past couple of years.

2. **Board skills, methods, and support will be sufficient to ensure governing with excellence.**

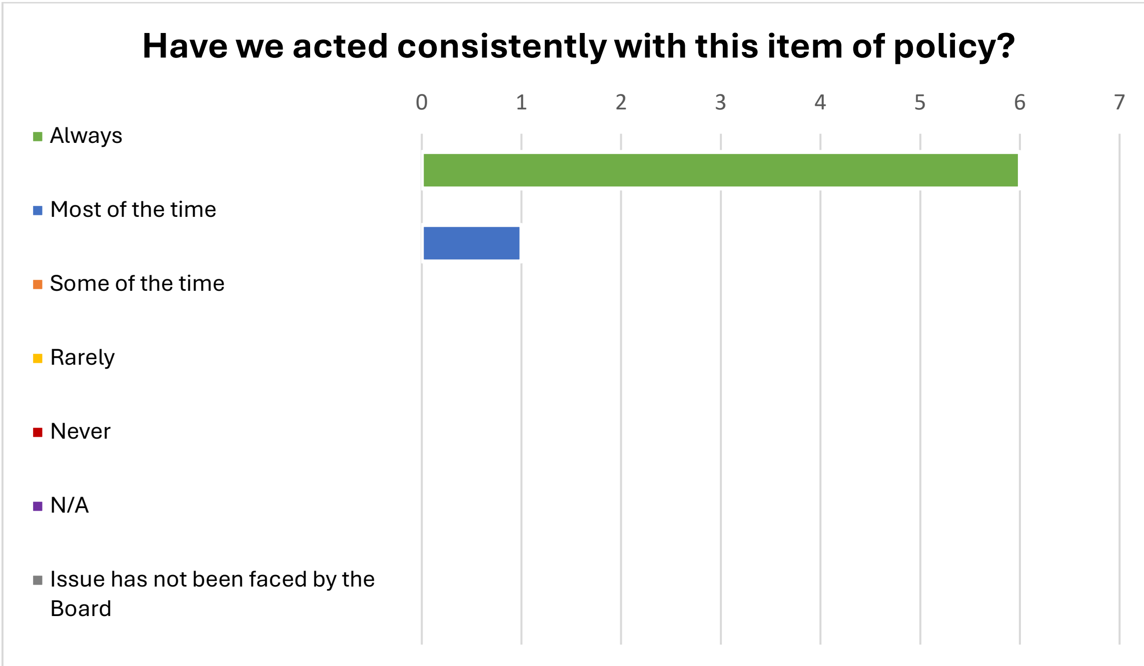
   2.1. **New Trustees shall receive a complete orientation to ensure familiarity with the organization's history, issues and structure and the Board's governance process.**



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

- Completion of new Trustee orientation is critical to bringing new Board members on board.
- I was provided with this training and assume that other new Trustees have been as well. I have not been aware of any violation of this policy.
- As noted above Trustees receive orientation on Policy Governance upon their appointment and are provided more intense training.
- I think the information was provided in literature provided and learning opportunities (webinar, retreats).

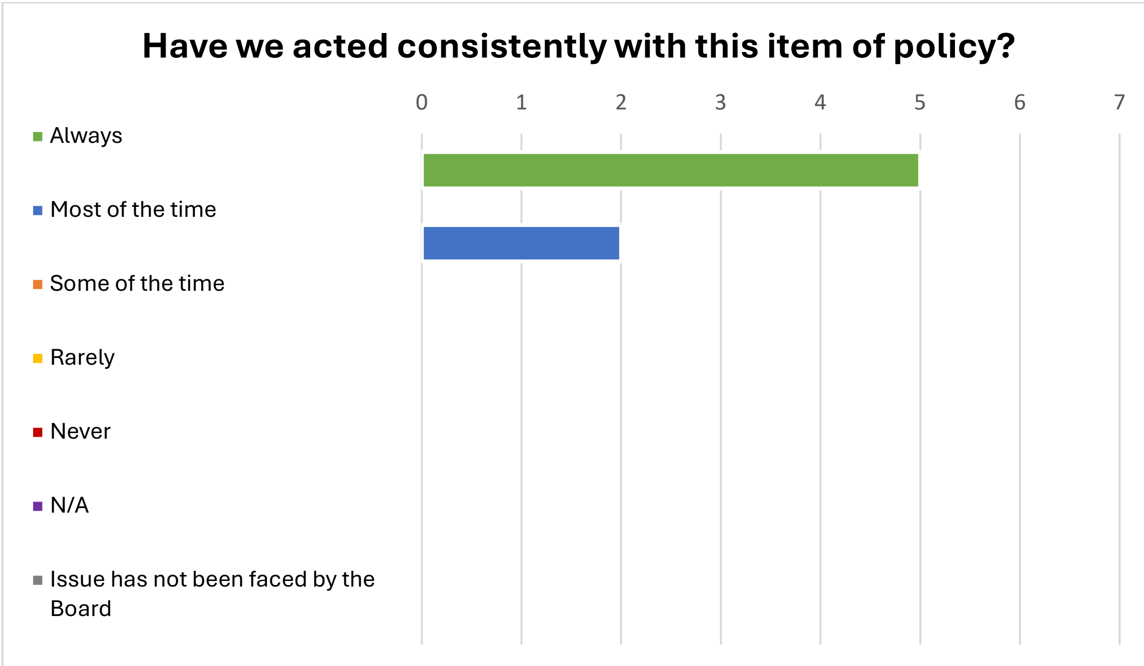
2.2. Trustees shall have ongoing opportunities for and be encouraged to pursue continued education to enhance their Policy Governance capabilities.



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

- We get information from ACCT all the time. This will be the first year I attend. All the retreats with facilitators have enhanced our understanding of Policy Governance.
- We have been very consistent in providing multiple educational opportunities.
- I am provided with the opportunity for continuing education training to enhance my capabilities to execute Policy Governance. I am not familiar with any Trustee who has not been offered similar continuing education training.
- Each year Trustees are provided opportunities for Policy Governance training.
- We have been offered opportunities to participate on-line and in person to further our understanding..

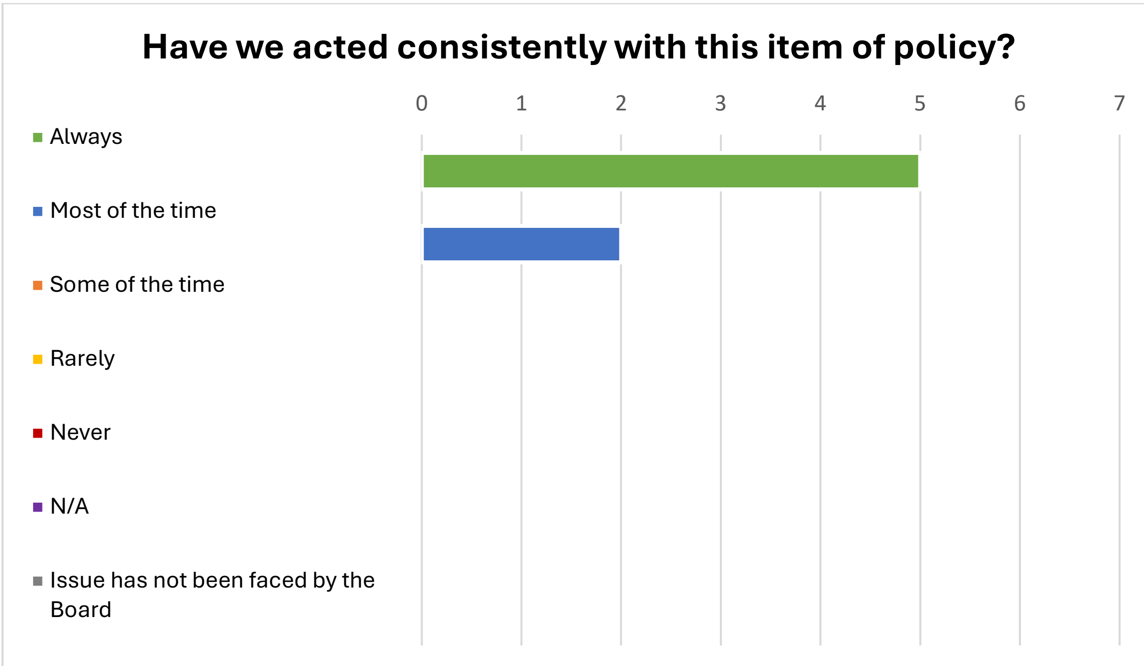
2.3. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to Owners' viewpoints and values.



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

- All of our ownership linkage meetings were run by facilitators.
- The ownership linkage meetings have been incredibly interesting and informative. We have yet to utilize this information in our strategic foresight.
- We are very much involved the process analyzing owner's input.
- As Trustees, in order to determine the owners' viewpoint, we have been involved in a series of ownership linkage meetings. These meetings are designed to provide the Board with ownership perspectives that help it develop and/or fine-tune policies.
- Last year Trustees had opportunities to meet with owners to listen to the owners values and viewpoints. Similar sessions are currently being planned.
- I believe that our ownership linkage sessions have been very effective.

2.4. Outside monitoring assistance will be arranged and available as needed so that the Board can exercise sufficient control over organizational performance. This includes, but is not limited to, access to professional assistance as deemed necessary, including accounting experts capable to conduct a fiscal audit.

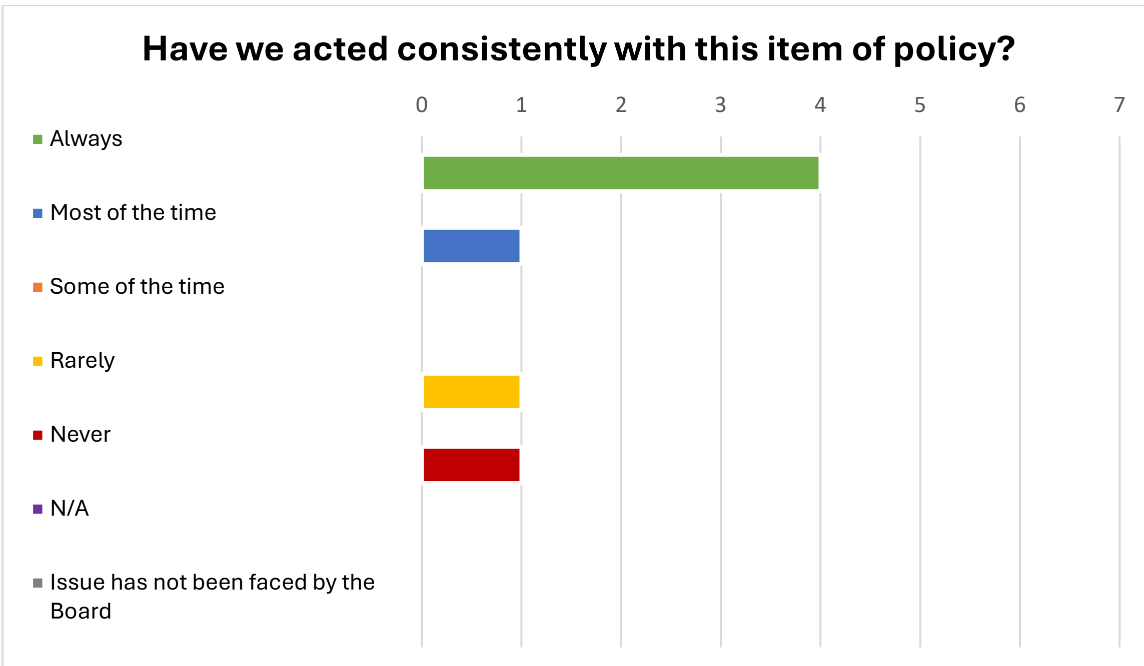


Provide specific representative examples to support your above response when applicable.

- We receive varying reports throughout the year that report on the findings of these experts.
- The Board does receive updates on the financials and a presentation of the annual audit. We also have had the benefit of Rose Mercier to help guide us as we utilize Policy Governance.
- The Board reviews monitoring reports by the President based on a specific timetable. The Board utilizes the services of a law firm when necessary. The Board obtains an annual accounting report from an outside accounting firm.
- We have external audit for accounting and external company for a salary audits.

3. **Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior governance capability.**

   3.1. **The Board, in consultation with executive leadership, and as part of the institution's annual budgeting process, shall establish an annual budget for its own governance and related functions, which shall include funds for Board meeting costs; Board education and orientation; costs of a fiscal audit, legal counsel, and any other outside monitoring assistance required; and costs of methods such as focus groups, surveys and opinion analyses to ensure the Board's ability to listen to Owner viewpoints and values, professional development, travel, etc. The Board shall be accountable for the use of this budget.**

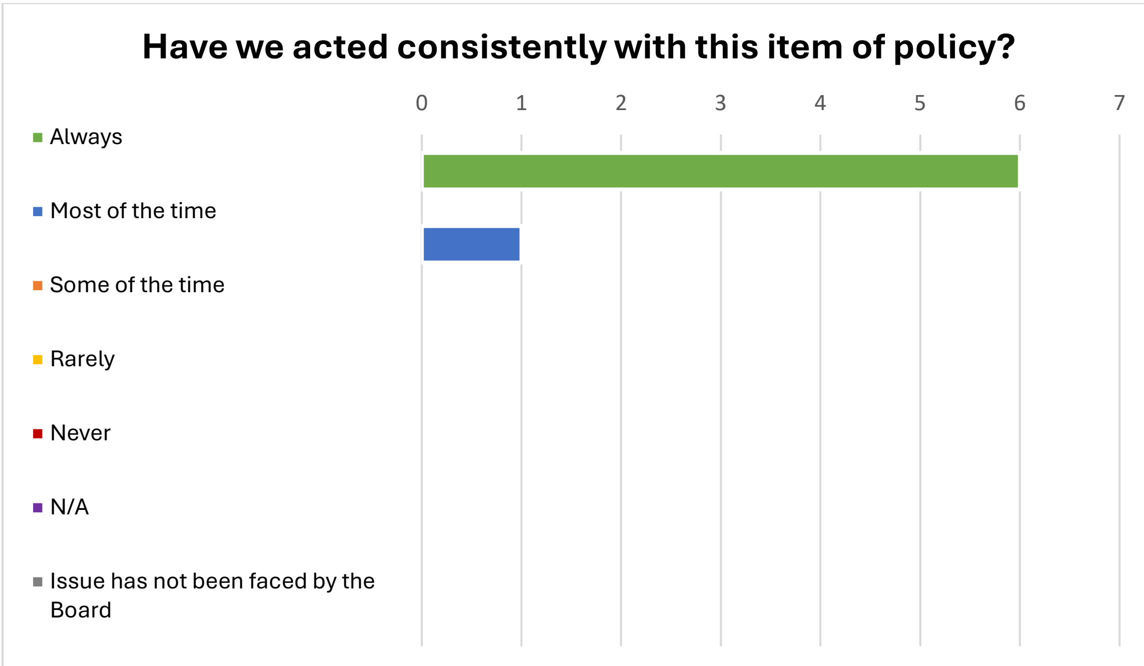


Provide specific representative examples to support your above response when applicable.

- On my first year on the Board, we have not discussed a Board budget during any of the meetings. This year we approved the annual budget but the majority of Board members are unaware of what our Board budget is.
- We have not played a role in the development of the Board budget. It is presented to us AFTER the budget has been adopted. This has been pointed out and hopefully will change in the next budget cycle. Some expenses have been included in the Board budget which with deliberation might better be included elsewhere in the budget.
- The College leadership works collaboratively with departments to create the annual budget. Included in the budgeting process is an annual budget specific to the Board.
- We reviewed the boards budget at the last retreat. I believe this will be the practice going forward.

4. **The Board will use its governance means policies (Governance Process Policy) as measurable standards against which the Board's performance can be evaluated.**

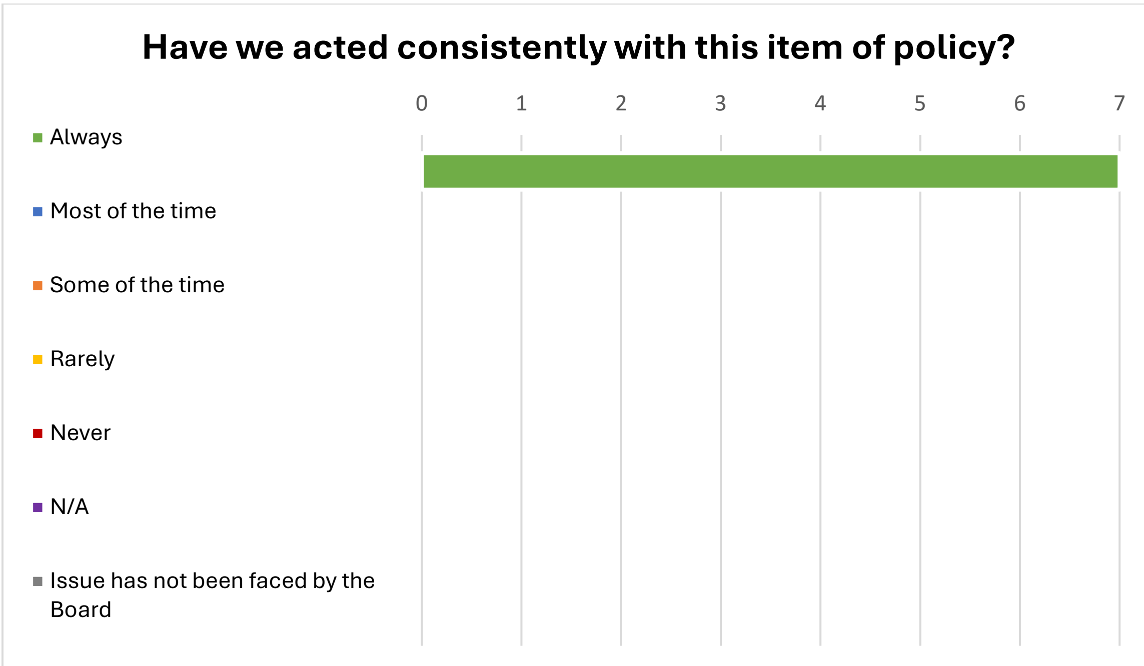
   4.1. **The Board will evaluate and discuss the Board's process and performance at each meeting.**



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

- While this item is reviewed, there is usually little discussion.
- We have been very consistent in this area.
- At each Board public meeting, the Board reviews a policy for currency. If no changes are made to a policy, we receive a survey as a benchmark against which the Board's compliance performance is evaluated.
- During each Board meeting, there is an opportunity to discuss the Board's performance.
- We review self monitoring reports and comments discuss if needed.

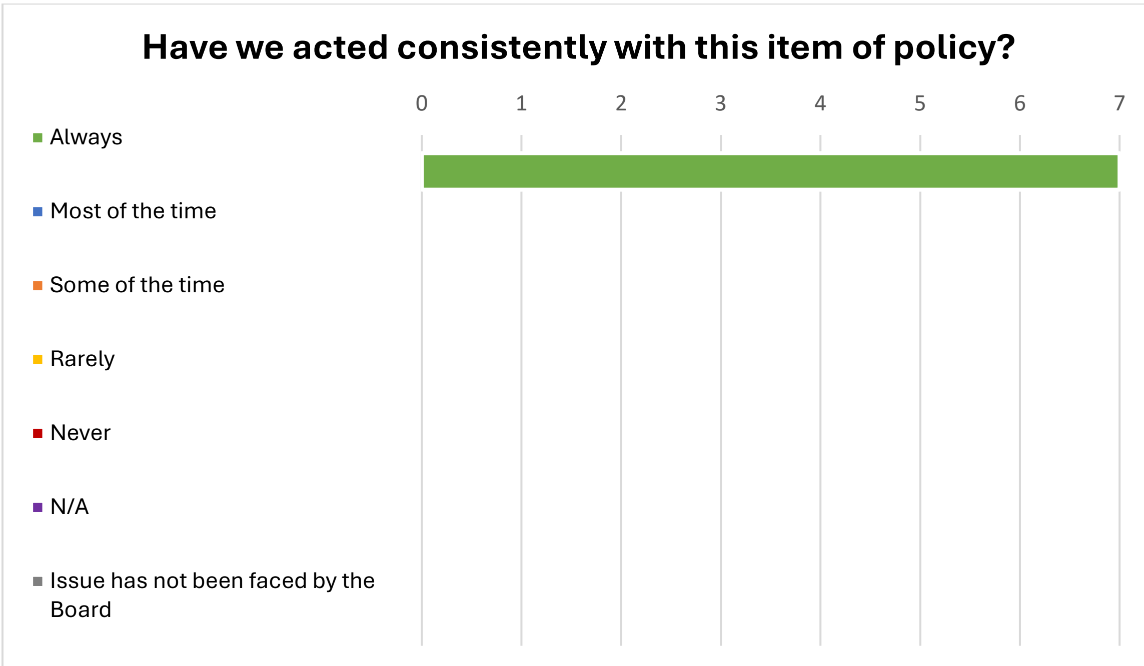
4.2. Under the leadership of the Board Chair, the Board will conduct self-evaluation on an ongoing basis and, at least annually, a self-evaluation with such facilitation as may be deemed appropriate. As a result of this evaluation, the Board will establish a governance action plan for improving any identified areas.



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

- Just finished my first self evaluation survey.
- Our Board has crafted an evaluation tool. We use it to help improve function.
- Following every Board meeting, the Trustees complete a self evaluation.
- We always do self evaluations. Not sure we have actively pursued a formal action plan, but address any issues as part of retreat discussions.

4.2.1. The Board will regularly monitor its adherence to its Governance Process and Board-CEO Delegation policies. Upon the choice of the Board, policy adherence or compliance may be monitored at any time. However, at minimum, the Board will undertake such self-monitoring and evaluation according to an established schedule.



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

- We have completed all the policy monitoring scheduled for 25-26.
- The Board developed a policy review and monitoring schedule that outlines the dates of our reviews and adherence to governance processes and board-CEO delegation policies.
- This process is adhered to based on a developed schedule.
- We have followed the adopted schedule for review of policies and made changes to schedule when deemed appropriate.

Frederick Community College

Enclosure 17
August 2026

Policy Survey Results: BCD-0 Global Board Delegation Statement

Context: Board Self-Monitoring Survey Results for BCD-0 Global Board Delegation Statement 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-0 Global Board Delegation Statement* at the June 10, 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-0 Global Board Delegation Statement

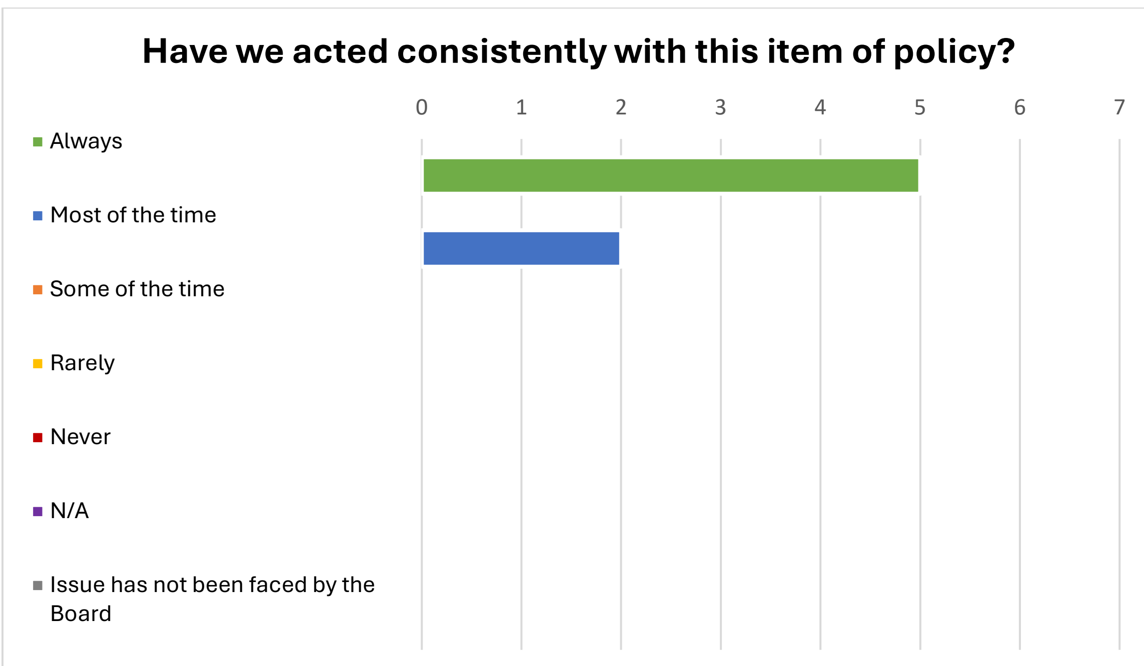
Frederick Community College
Board of Trustees

Board Self-Monitoring Survey Results: BCD-0 Global Statement

Date: 8/19/2026

Number of Responses: 7

The Board's sole official connection to the operational organization, its achievements and conduct will be through a chief executive officer, titled President & CEO, hereinafter "President."



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

- I believe the Board has a clear understanding of the President's role.
- We have consistently measured the President's performance by the execution of written policies (Ends) within executive limitations. The board has not prescribed operational means to the President.
- I believe our last meeting we were veered off into operations. We need clarity on when to ask for additional information for our own knowledge and comfort with approvals (especially large contracts) and when it is appropriate to remove an item from the consent agenda. I do not think this should have happened but we needed to have some clarification on the process and what is appropriate questioning and what goes too deep into operations.

Frederick Community College

Enclosure 18
August 2026

Monitoring and Policy Review Schedule

Context: Monitoring CEO performance is synonymous with monitoring organizational performance against Board policies on Ends and on Executive Limitations. For regular monitoring, each Ends and Executive Limitations policy will be classified by the Board according to frequency and method.

The Board will regularly monitor its adherence to its Governance Process and Board-CEO Delegation policies according to an established schedule.

Board Policy References:

- BCD-4 Monitoring President Performance
- GP-9 Investment in Governance

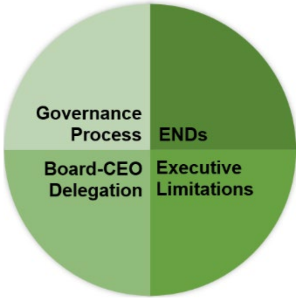
Background: The Board of Trustees discussed the development of a multi-year review schedule for Governance Process and Board-CEO Delegation policies during their July Board retreat. This schedule has been combined with the frequency and method for monitoring Ends and on Executive Limitations policies.

Attachment: Monitoring and Policy Review Schedule

Frederick Community College

Frederick Community College Board of Trustees

Monitoring and Policy Review Schedule



Annual Monitoring Reports:

Month	Policy	Reporting Period
August	EL-0 General Executive Constraint	Prior Fiscal Year
	EL-3 Communication & Support to the Board	Prior Fiscal Year
	EL-5 Organization Culture	Prior Fiscal Year
	EL-11 Compensation and Benefits	Prior Fiscal Year
September	E-1 Ends (1.0)	Prior Fiscal Year
October	EL-1 Treatment of Students	Prior Fiscal Year
	EL-2 Treatment of Employees	Prior Fiscal Year
	EL-1 Ends (2.0)	Prior Fiscal Year
November	EL-4 Financial Conditions and Activities	Prior Fiscal Year
	EL-9 Asset Protection	Prior Fiscal Year
	EL-10 Investments	Prior Fiscal Year
	E-1 Ends (3.0)	Prior Fiscal Year
January	EL-7 Land Use	Prior Calendar Year
February		
March	EL-6 Planning	Prior Fiscal Year
	EL-8 Access to Education	Prior Fiscal Year
April		
June		

Monitoring and Policy Review Schedule

Policy Content Review

Policy	FY27	FY28	FY29	FY30	FY31	FY32
BCD-0 Global Statement		Oct			Oct	
BCD-1 Unity of Control	Jan			Jan		
BCD-2 Accountability of the President	Jan			Jan		
BCD-3 Delegation to the President	Mar			Mar		
BCD-4 Monitoring President Performance	Apr		Apr		Apr	
BCD-5 President Succession		Mar			Mar	
BCD-6 President Compensation		Mar			Mar	
GP-0 Global Governance Commitment			Sept			Sept
GP-1 Role of the Board Chair	Apr			Apr		
GP-2 Role of the Vice Chair			Nov			Nov
GP-3 Board Code of Conduct	Oct		Oct		Oct	
GP-4 Board Job Contributions		Jan			Jan	
GP-5 Board Linkage with Ownership		Aug			Aug	
GP-6 Board Linkage with External Organizations			Nov			Nov
GP-7 Board Planning Cycle and Agenda Control		Feb			Feb	
GP-8 Governing Style			Mar			Mar
GP-9 Investment in Governance		Sept	Sept	Sept	Sept	Sept
GP-10 Board Expenses	Jun	Jun	Jun	Jun	Jun	Jun
GP-11 Special Rules of Order		Nov			Nov	
GP-12 Handling Operational Complaints			Jan			Jan
GP-13 Handling Alleged Policy Violations	Jun		Jun		Jun	

Frederick Community College

Enclosure 19
August 2026

Acceptance: EL-0 General Executive Constraint Monitoring Report

Context: The Monitoring Report for EL-0 General Executive Constraint 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-0 General Executive Constraint

Frederick Community College
Board of Trustees

Monitoring Report:
EL 0 – General Executive Constraint

[Full Compliance]

Report Date: 8/19/2026
Reporting Period: 7/1/2025 – 6/30/2026

This is the annual report on compliance with the Board's Executive Limitation Policy: "EL-0 General Executive Constraint." 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.

8/19/2026

Annesa Cheek, Ed.D. Date
President

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

The President shall not cause or allow any practice, activity, decision or organizational circumstance, which is either imprudent, unlawful, or does not adhere to commonly accepted business and professional ethics.

Interpretation

I have thoroughly analyzed the practices, activities, decisions, and organizational circumstances outlined in the Board's Executive Limitations, EL-1 through EL-11, identifying any that are unlawful and must be avoided. Adhering to these policies, along with the ones listed below, will ensure full compliance with EL-0.

The legal environment in which the College operates is intricate and constantly evolving. Consequently, there may be instances where unintentional breaches of the law occur due to factors such as new case law, nuanced interpretations of legal statutes, the litigious nature of society, and the potential for varying interpretations of case situations by the courts, judges, and juries. Thus, Frederick Community College could potentially be found to be non-compliant with the law even without any deliberate wrongdoing by the Board, CEO, or College staff.

More particularly, compliance will be demonstrated when:

a. *Annually, independent legal review of relevant College operations confirms that there has been no violation (accidental or otherwise) of relevant laws as they pertain to EL-1 to EL-11.*

Evidence

The College's Legal Counsel affirmed on 8/3/2026 that there are no known or intentional violations of applicable federal, state, and local laws occurred by any of the Board, CEO or College employees. Further, the College's Legal Counsel and the Vice President of Talent and Culture on 7/1/2025 confirmed no deviations from any applicable union bargained agreements.

Status

In compliance.

Interpretation

b. There are no material findings discovered in audit reports.

Evidence

On 10/15/2025, the College's auditor, SB & Co., presented the Audited Financial Reports and Single Audit to the Board. On 7/1/2026, the CFO/VP for Administration confirmed there were no material findings in any of the audit reports.

Status

In compliance.

This interpretation is reasonable because it assures that there is objective, third-party review by those with technical and/or legal expertise or knowledge.

Frederick Community College

Enclosure 20
August 2026

Acceptance: EL-3 Communication & Support to the Board Monitoring Report

Context: The Monitoring Report for EL-3 Communication & Support to the Board 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-3 Communication & Support to the Board

Frederick Community College
Board of Trustees

Monitoring Report:
EL 3 – Communication & Support to the Board

[Full Compliance]

Report Date: 8/19/2026
Reporting Period: 7/1/2025 – 6/30/2026

This is the annual report on compliance with the Board's Executive Limitation Policy: "EL-3 Communication & Support to the Board." 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.

8/19/26

Annesa Cheek, Ed.D. Date
President

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

The President shall not permit the Board to be unsupported in its work and shall not fail to proactively communicate, provide information and counsel to the Board in a timely manner.

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

1. **Withhold, impede, or confound information relevant to the Board's informed accomplishment of its job.**

1.1. Allow the Board to be without timely decision information to support informed Board choices, including regular updates on the status of the Board's Policy Governance expenditures, environmental scanning data, and risk assessment.

Interpretation

Compliance will be demonstrated when:

a. *The annual budget includes allocations for the Board's expenses.*

Evidence

On 8/4/2026, the Executive Associate to the President and Board of Trustees confirmed that there were budget allocations in the FY 2026 budget for the Board's expenses; specifically: $220,000 for Contracted Services; $3,500 for Honorariums; $1,500 for Supplies and Materials; $100 for Shipping & Postage; $30,000 for Travel with Accommodations; $25,000 for Professional Dues & Fees; $5,000 for Food for Business Purposes; and $1,500 for Travel w/o Accommodations.

Status

In compliance.

Interpretation

b. *The Board is made aware if expenditures are anticipated to exceed the annual governance budget.*

Evidence

On 8/4/2026, the Executive Associate to the President and Board of Trustees confirmed that no instances of expenditures exceeding the annual governance budget during the reporting period.

Status

In compliance.

Interpretation

c. *Relevant background and context information is provided to aid in Board decision-making.*

Evidence

In July 2026, an internal review of FY 2026 Board packets confirmed that 100% of action items included an executive summary or cover memo.

Status

In compliance.

Interpretation

d. *The President will update the Board as needed regarding legal matters, federal, state, and local political considerations, concerns or threats to the College's reputation, fiscal solvency, and any related impact to the College.*

Evidence

In July 2026, review of closed session minutes and the President's emails to the Board confirmed that the President has updated the Board as needed regarding legal matters, federal, state, and local political considerations, concerns or threats to the College's reputation, fiscal solvency, and any related impact to the College. Email communications reflect that reasonable levels of support are provided to Board members. During biannual, 1-on-1 meetings with each Trustee, the President has confirmed Trustees' "satisfaction" with the level of communication. Any legal matters are addressed with the Board during Closed Session and with the aid of legal counsel. A government affairs lobbying firm was utilized in FY 2026 to monitor considerations that might be unique to FCC and our political environment.

Status

In compliance.

This interpretation is reasonable because the idea that effective boards need timely and accurate information from the CEO to make sound decisions is widely supported in governance literature by organizations such as Govern for Impact and the American Association of Community College Trustees.

1.2. Neglect to submit timely monitoring data including, interpretations of Board policies that provide the observable metrics or conditions that would demonstrate compliance, rationale for why the interpretations are reasonable and evidence of compliance.

Interpretation

Compliance will be demonstrated when:

a. Monitoring reports are submitted to the Board as scheduled.

Evidence

Review of the FY 2026 Board Policy Review & Monitoring Schedule and Board packet records confirmed that all scheduled monitoring reports were submitted at the applicable meeting.

Status

In compliance.

This interpretation is reasonable because the monitoring report is a formative basis for measuring organizational outcomes which is synonymous with the President's performance. These reports evaluate the achievement of Board specified Ends and Executive Limitations.

1.3. Let the Board be unaware of any actual or anticipated non-compliance with any Ends or Executive Limitations policy, regardless of the Board's monitoring schedule.

Interpretation

Compliance will be demonstrated when:

a. The President has informed the Board when there is anticipated, and/or actual non-compliance with any Executive Limitations or Ends policy, and that such communication has been documented.

Evidence

Review of FY 2026 monitoring reports submitted to the Board confirmed that no incidents of non-compliance were reported in any of the reports. Review of communication to the Board, including notifications outside of regularly scheduled communication, in the monitoring period confirms that no notice of anticipated or actual non-compliance with Ends or Executive Limitations was issued.

Status

In compliance.

This interpretation is reasonable because it is best practice for the President to provide the Board with updates regarding matters of compliance on a timely basis, including notifications regarding the status (e.g. fully compliant, partially compliant, non-compliant) for all monitoring reports.

1.4. Let the Board be unaware of any incidental information it requires, including:

- **Anticipated media coverage;**
- **Actual or anticipated legal actions;**
- **Changes in executive personnel;**
- **Anticipated noncompliance with federal law, state law or local;**
- **Quarterly financial statements;**
- **Annual year-end financial report; or**
- **Names and titles of two executive administration members familiar with Board and presidential matters and processes.**
- **At least every quarter a presentation from a designated area.**
- **On a timely basis, an overview of new projects or initiatives.**

Interpretation

Compliance will be demonstrated when:

a. The President regularly provides communications, and/or phone calls when necessary, to inform Trustees of media coverage; actual or anticipated legal actions; changes in executive personnel; anticipated noncompliance with federal law, state law or local law; and urgent matters.

Evidence

Review of the President's Office communication log by the Chief of Staff in July 2026 confirmed Board notifications during the reporting period, addressing executive personnel changes, anticipated media coverage, and urgent matters.

Status

In compliance.

Interpretation

b. Quarterly financial statements, year-end financials, and annual audit reports are presented to the Board.

Evidence

On 8/4/2026, the Executive Associate to the President and Board of Trustees confirmed that quarterly financial statements were submitted at the 9/17/2025, 11/19/2025, 2/18/2026, and 6/10/2026 Board meetings. The annual audit report was submitted at the 10/15/2025 Board meeting.

Status

In compliance.

Interpretation

c. *In accordance with BCD-5 President Succession, the names and titles of two executive administration members (which I interpret as direct reports to the President) familiar with Board and presidential matters and processes are provided to Trustees when there is a short-term absence of the President. Said executive would provide a presentation from a designated area at least quarterly and a timely overview of new projects or initiatives.*

Evidence

On 8/4/2026, the Chief of Staff confirmed there have been no short-term absences of the President as defined in Policy BCD-5 President Succession. The names of two executive administration members are on file in the office of Human Resources in the event there is a short-term absence of the President.

Status

In compliance.

This interpretation is reasonable because it provides a continuous and timely flow of information to the Board directly from the President.

1.5. Allow the Board to be unaware that, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior which is detrimental to the work relationship between the Board and the President.

Interpretation

Compliance will be demonstrated when:

a. The Board is notified during a meeting (and recorded in minutes) that they are out of compliance with established Board policy(ies), citing the appropriate Governance Process or Board-CEO Delegation policy.

Evidence

In July 2026, review of the Board minutes and communications to the Board confirmed that there were no instances that reflected a lack of compliance with established Board policies during Board meetings during the reporting period.

Status

In compliance.

Interpretation

b. During the summer retreat, time is provided to discuss the Board/President's work relationship, Policy Governance practice, and Governance Process and Board-CEO Delegation policy compliance.

Evidence

The July 19, 2025 Board Retreat minutes confirm that the Board/President's work relationship, Policy Governance practice, and Governance Process and Board-CEO Delegation policy compliance were discussed.

Status

In compliance.

This interpretation is reasonable because it provides both instantaneous and regularly scheduled opportunities for monitoring Board compliance.

1.6. Present information in unnecessarily complex or lengthy form.

Interpretation

Compliance will be demonstrated when:

a. Unless otherwise requested, the Board meeting pack content is clear and labeled appropriately so Trustees know what items are for action or informational only. Further, each item shall include an executive summary that outlines the issue before the Board and what is being asked of them regarding the item, and at a content length that is reasonably succinct.

Evidence

On 8/4/2026, the Executive Associate to the President and Board of Trustees confirmed all ten (10) Board regular meeting packets for FY 2026 included items that were labeled clearly and an executive summary memo was provided for each item.

Status

In compliance.

Interpretation

b. Each Board agenda includes an item regarding the quality and relevance of information presented.

Evidence

On 8/4/2026, the Executive Associate to the President and Board of Trustees confirmed each regular meeting agenda for FY 2026 included an item titled "Meeting Content Review" regarding the quality and relevance of the information presented during the Board meeting. Review of minutes for all FY 2026 regular meetings found no Board direction that packet materials were unnecessarily complex or lengthy.

Status

In compliance.

This interpretation is reasonable because it presents information to the Board in an organized and comprehensive manner. Further, each Board meeting agenda has an evaluation agenda item at the conclusion of each board meeting, where Trustees can give direction to the President as to additional modifications related to the presentation of information.

2. **Withhold from the Board the support needed for its official functioning and communications.**

Interpretation

Compliance will be demonstrated when:

a. *The President has provided administrative support to the Board for all reasonably requested items, including but not limited to, Board meeting preparation, recording meeting minutes, policy storage, and professional development arrangements.*

Evidence

On 8/4/2026, the Chief of Staff confirmed that the Executive Associate to the President and Board of Trustees has been assigned to provide administrative support to all Board members. Email communications reflect that reasonable levels of support are provided to Board members, meeting minutes have been recorded and policy storage has been verified. The Executive Associate provided Trustees with information regarding state and national professional development opportunities at the ACCT Leadership Congress, MACC Leadership Conference, and coordinated participation for all who registered to attend.

Status

In compliance.

This interpretation is reasonable because it facilitates dedicated administrative support for Board activities, by facilitating a clear communication and support linkage to assist with the Board's needs.

3. Favor any Board Member or Members above the Board as a whole.

Interpretation

Compliance will be demonstrated when:

a. The Board Chair confirms that they have not received any notice from Board members as to their belief that one or more members are favored over others.

Evidence

On 8/5/2026, the FY26 Board Chair confirmed that he has not received any notice from Board members as to their belief that one or more members are favored over others by the President.

Status

In compliance.

This interpretation is reasonable because the Chief Governance Officer and all Trustees are provided with the opportunity to confirm the absence or presence of Board Member favoritism.

Frederick Community College

Enclosure 21
August 2026

Acceptance: EL-5 Organization Culture Monitoring Report

Context: The Monitoring Report for EL-5 Organization Culture 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-5 Organization Culture

Frederick Community College
Board of Trustees

Monitoring Report:
EL 5 – Organization Culture

[Full Compliance]

Report Date: 8/19/2026
Reporting Period: 7/1/2025 – 6/30/2026

This is the annual report on compliance with the Board's Executive Limitation Policy: "EL-5 Organization Culture." 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.

8/19/26

Annesa Cheek, Ed.D. Date
President

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

The President shall not permit an organizational culture that lacks a high degree of integrity at all levels of the organization.

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

1. **Operate without an enforced internal Code of Conduct, of which all employees are made aware, that clearly outlines the rules of expected behavior for employees.**

Interpretation

Compliance will be demonstrated when:

a. *There is evidence that the College has an Employee Code of Conduct policy that is current and accessible.*

Evidence

On 7/1/2026, the VP for Talent and Culture verified that the Employee Misconduct Policy is available to all employees on the College website. Currently, the Employee Misconduct Policy acts as FCC's code of conduct. A new FCC Code of Conduct Policy is in development. Once finalized, all FCC employees will be required to review the policy annually.

Status

In compliance.

Interpretation

b. *Employment contracts for active employees include an acknowledgement by the employee to abide by the Employee Code of Conduct policy.*

Evidence

The VP for Talent and Culture verified on 7/1/2026 that all active employees annually sign employment contracts acknowledging the following:

"acknowledgement by signature affixed hereto of agreement to abide by FCC's Code of Conduct through adherence to FCC's Employee Code of Ethics Policy, Employee Misconduct Policy, and other related FCC policies and procedures."

Status

In compliance.

This interpretation is reasonable because it follows industry best practices and aligns with Maryland state law.

2. **Permit employees and others to be without a mechanism for confidential reporting of alleged or suspected improper activities, without fear of retaliation.**

Interpretation

Compliance will be demonstrated when:

a. *There is a mechanism for confidential reporting to the Board Chair, Vice Chair or Board Attorney, of alleged or suspected improper activities that implicate the CEO or a Trustee.*

Evidence

b. On 8/4/2026, the VP for Talent and Culture verified that there are clear processes for *reporting to the Board Chair, Vice Chair or Board Attorney, of alleged or suspected improper activities that implicate the CEO or a Trustee and the* College adheres to the requirements in GP-12 Handling Operational Complaints, GP-13 Handling Alleged Policy Violations, and BCD-4 Monitoring President Performance.

Status

In compliance.

Interpretation

c. *An anonymous reporting system is available to employees for the reporting and investigation of suspected improper activities, which can include financial irregularities, as well as acts that are dishonest, deceitful, fraudulent, or criminal, in addition to other violations of federal and/or state laws. In situations where a conflict* *arises in a direct-reporting relationship, employees have access to an anonymous reporting system that is independent of the College.*

Evidence

On 6/30/2026, the VP for Talent and Culture confirmed that the College implemented an anonymous reporting system independent of the College in June of 2025. On 6/30/2026, the VP for Talent and Culture verified that no reports were filed in the anonymous reporting system.

Status

In compliance.

Interpretation

c. *A policy and supporting documentation are in place notifying employees of the consequences of making false claims or allegations that prove to be unsubstantiated, or which prove to have been made maliciously or are knowingly false. These claims shall be viewed as a serious offense and shall be subject to disciplinary action, which may include termination from employment.*

Evidence

On 8/4/2026, the VP for Talent and Culture verified that the Employee Misconduct Policy outlines that FCC strives to create a safe work environment with clear expectations that uphold accountability for individual conduct and address behaviors that disrupt that environment.

Status

In compliance.

Interpretation

d. *A policy and supporting documentation are in place to ensure that no employee will be adversely affected because the employee refuses to carry out a directive which would result in an improper, illegal, immoral, or unethical act.*

Evidence

On 6/30/2026, the VP for Talent and Culture verified that the Complaint Policy and Procedures for Employees prohibits any employee, student or other person under the College's control from engaging in retaliation against any person who exercises in good faith, their own rights under College policy or other law.

Status

In compliance.

This interpretation is reasonable because it follows Human Resources and industry best practices.

3. **Cause or allow research involving either human subjects or animals that does not adhere to generally accepted ethical principles and policy or federal and state regulations.**

Interpretation

I interpret "research involving human subjects" to mean research conducted by an investigator (whether professional or student) on living individuals which:

- *Obtains information through intervention or interaction with the individual, and uses, studies, or analyzes the information; or*
- *Obtains, uses, studies, analyzes, or generates identifiable private information.*

I interpret "research involving animals" to mean the use of non-living vertebrate animals for examination and/or dissection for teaching and learning purposes.

Compliance will be demonstrated when:

a. *The College has a published policy and guidelines in place to distribute to individuals wishing to conduct research regarding the use of human subjects.*

Evidence

On 7/9/2026, the Chief Foresight and Decision Support Officer confirmed that a copy of the Institutional Review Board Policy and application for research is published on Frederick Community College's website.

Status

In compliance.

Interpretation

b. *Any animal specimens used for instructional purposes are verified as ethically sourced and disposed of properly.*

Evidence

On 7/27/2026, the Provost and Vice President for Teaching, Learning, and Student Success confirmed that the College procures all animal specimens used for instructional purposes (e.g., dissections) through verified biological supply companies. These vendors operate under applicable laws, regulations, and industry guidelines designed to ensure the legal and humane treatment and sourcing of animals. The vendors provide documentation verifying that specimens are obtained from regulated and appropriate sources in accordance with relevant legal requirements and professional standards. Upon completion of their instructional use, specimens are disposed of through Biomedical Waste Services (BWS), the College's contracted provider for regulated medical waste management. BWS is a full-service, environmentally responsible vendor that provides compliant collection, transportation, and disposal services for biomedical waste in accordance with applicable regulatory requirements.

Status

In compliance.

This interpretation is reasonable because such practices are consistent with common methods employed in the higher education and research community.

3.1. Permit potential researchers to be without readily available guidelines for ethical research and assistance in identifying and solving ethical problems.

Interpretation

Compliance will be demonstrated when, in such cases where research is conducted at FCC, prior approval includes submission of ethical guidelines for all research work.

Evidence

On 7/9/2026, the Chief Foresight and Decision Support Officer confirmed the storage of approved and pending research applications that includes information regarding compliance with ethical guidelines.

Status

In compliance.

This interpretation is reasonable given this practice is consistent with common methods employed in the higher education and research community.

3.2. Permit research that has not been subject to independent ethical review.

Interpretation

Compliance will be demonstrated when the College has an established Institutional Review Board which is used for independent, ethical review of all research work involving humans.

Evidence

On 7/9/2026, the Chief Foresight and Decision Support Officer confirmed that the College has an established Institutional Review Board as required by policy, and it is used for independent, ethical review of all research involving humans.

Status

In compliance.

This interpretation is reasonable because it establishes standard higher education and research internal controls to ensure adherence to policy and associated guidelines.

Frederick Community College

Enclosure 22
August 2026

Acceptance: EL-11 Compensation and Benefits Monitoring Report

Context: The Monitoring Report for EL-11 Compensation and Benefits 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-11 Compensation and Benefits

Frederick Community College
Board of Trustees

Monitoring Report:
EL 11 – Compensation and Benefits

[Full Compliance]

Report Date: 8/19/2026

Reporting Period: 7/1/2025 – 6/30/2026

This is the annual report on compliance with the Board's Executive Limitation Policy: "EL-11 Compensation and Benefits." 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.

8/19/26

Annesa Cheek, Ed.D. Date

President

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

With respect to employment, compensation and benefits for employees, consultants, independent contractors and volunteers, the President shall not cause or allow jeopardy to the College's fiscal integrity or public image.

Interpretation

Compliance will be demonstrated when:

a. *The College has a compensation philosophy that guides the administration of an equitable total compensation program.*

Evidence

On 7/1/2026, the VP for Talent and Culture confirmed that during FY2026, the College formally developed a Total Compensation Philosophy to guide the administration of the College's compensation programs. The philosophy establishes the principles for designing, administering, and funding compensation and benefits programs and serves as the foundation for equitable pay practices across the institution.

Status

In compliance.

Interpretation

b. *Key considerations such as institutional goals, position responsibility, and market information are used in determining employee salaries.*

Evidence

The VP of Talent and Culture confirmed on 71/2026 that employee salaries are reviewed prior to offers of employment based on key considerations including the College's salary scales and benchmarking information provided by the College and Universities Professional Association for Human Resources (CUPA-HR).

Status

In compliance.

Interpretation

c. *Offers of employment are equitable and fall within compensation classifications and wages as negotiated in a collective bargaining agreement as applicable.*

Evidence

The VP of Talent and Culture confirmed on 7/1/2026 that all offers of employment in the monitoring period were executed according to the contract between the Board of Trustees of Frederick Community College and United Academics of Maryland-AFT-AAUP, Frederick Community College Chapter.

Status

In compliance.

This interpretation is reasonable because internal controls are used for verification, and it fits with best practice in the higher education industry.

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

1. **Change their own compensation and benefits.**

Interpretation

Compliance will be demonstrated when:

a. *The CEO's compensation amount has been verified by the Vice President (VP) for Talent and Culture and matches the approved amounts established by the Board as noted in the CEO's contract.*

Evidence

On 7/1/2026, the VP for Talent and Culture verified that the CEO's compensation amount matches the approved amounts established by the Board as noted in the CEO's contract.

Status

In compliance.

Interpretation

b. The CEO's ordinary and necessary expenses match their employment contract as verified by the VP for Talent and Culture and Chief Financial Officer and Vice President for Administration (CFO/VPA).

Evidence

On 7/1/2026, the VP for Talent and Culture and the CFO/VPA verified that the CEO's ordinary and necessary expenses match the CEO's employment contract.

Status

In compliance.

This interpretation is reasonable because internal controls are used for verification, and it fits with best practices in the higher education industry as benchmarked with College and University Professional Association for Human Resources (CUPA-HR) and the Chronicle of Higher Education.

2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed or from the approved budget.

Interpretation

Compliance will be demonstrated when:

a. The College conducts a comparison with other community colleges in the State for salaries and benefits annually.

Evidence

On 8/4/2026, the VP for Talent and Culture verified that she and the CFO/VPA are members of the Maryland Association of Community Colleges (MACC) and actively engage in compensation reviews within the Business Officers and HR subgroups of MACC. Annually, the members of MACC share surveys of the salaries and benefits for each college. Surveys were most recently reviewed in June of 2026 by the VP for Talent and Culture.

Status

In compliance.

Interpretation

b. The CEO, the VP for Talent and Culture, and the CFO/VPA annually review secondary salary and compensation data obtained from the College and University Professional Association for Human Resources (CUPA-HR) and the Chronicle of Higher Education which provide normative data from a regional and national perspective.

Evidence

On 7/1/2026, the VP for Talent and Culture and CFO/VPA confirmed that they met with the President on 5/27/2026 and reviewed secondary salary and compensation data obtained from the College and University Professional Association for Human Resources (CUPA-HR) and the Chronicle of Higher Education as well as the market analysis survey completed by an independent consultant (Segal) which provide normative data from a regional and national perspective.

Status

In compliance.

This interpretation is reasonable because institutional benchmarking is done to provide comparison data, and it fits with best practices in the higher education industry as benchmarked with College and University Professional Association for Human Resources (CUPA-HR) and the Chronicle of Higher Education.

2.1. Establish or change compensation and benefits that deviate from the current collective bargaining agreement(s).

Interpretation

Compliance will be demonstrated when:

a. *The VP for Talent and Culture and CFO/VPA confirm that all employees that are a part of any collective bargaining agreement have been paid consistent with the most recent bargaining unit agreement.*

Evidence

On 7/1/2026, the VP for Talent and Culture and CFO/VPA confirmed that all employees that are a part of the executed contract between the Board of Trustees of Frederick Community College and United Academics of Maryland-AFT-AAUP, Frederick Community College Chapter have been paid consistent with the most recent bargaining unit agreement by review of contracts and active payrolls records.

Status

In compliance.

This interpretation is reasonable because payment of benefit and salaries are agreed upon within the collective bargaining agreement, and it fits with best practices in the higher education industry as benchmarked with College and University Professional Association for Human Resources (CUPA-HR) and the Chronicle of Higher Education.

3. Create obligations over a longer term than revenues can be safely projected.

Interpretation

Compliance will be demonstrated when:

a. *The VP for Talent and Culture and CFO/VPA confirm that compensation and benefits agreed to within employee contracts and obligations created under union agreements do not exceed the forecasted budget for the term of the agreement.*

Evidence

On 7/1/2026, the VP for Talent and Culture and CFO/VPA confirmed compensation and benefits agreed to within employee contracts and obligations created under union agreements do not exceed the forecasted budget for the term of the agreement.

Status

In compliance.

This interpretation is reasonable because there are internal controls in place that are verified by the VP for Talent and Culture and CFO/VPA, and it fits with best practices in the higher education industry financial practices and is benchmarked with College and University Professional Association for Human Resources (CUPA-HR) and the Chronicle of Higher Education.

4. Promise or imply permanent or guaranteed employment.

Interpretation

Compliance will be demonstrated when:

a. *All employees are issued an employment agreement for no more than two years.*

Evidence

On 7/1/2026, the VP for Talent and Culture confirmed all employment contracts were issued for a period of no more than two years.

Status

In compliance.

Interpretation

b. *No one has been offered College employment beyond the standard protocol employed by the Talent and Culture/Human Resources department.*

Evidence

On 7/1/2026, the VP for Talent and Culture confirmed that standard protocols were employed for all employment offered by the College upon review of all employment contracts.

Status

In compliance.

This interpretation is reasonable because it fits with best practices in the higher education industry as benchmarked with College and University Professional Association for Human Resources (CUPA-HR) and the Chronicle of Higher Education.

4.1. No College employee, except for the College President or their official designee, is permitted to extend an offer of employment to any candidate or non-employee.

Interpretation

Compliance will be demonstrated when:

a. *Talent and Culture/Human Resources or its designees are the only personnel at the College who extend offers of employment.*

Evidence

On 7/1/2026, the VP for Talent and Culture confirmed that the VP for Talent and Culture or the appropriate Talent and Culture/Human Resources designee(s) were the signatories on offers of employment.

Status

In compliance.

This interpretation is reasonable because it fits with best practices in the higher education industry as benchmarked with College and University Professional Association for Human Resources (CUPA-HR) and the Chronicle of Higher Education.

Frederick Community College

Enclosure 23
August 2026

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 polices 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.

Reference: Carver Guides, 2nd Edition, 2009