



Frederick Community College
BOARD OF TRUSTEES
Regular Monthly Meeting

Wednesday, April 22, 2026 – 4:30 p.m.
Conference Center (E126AB)

Zoom Option:

<https://frederick-edu.zoom.us/j/83816496348?pwd=CRly0swC6w0gvsKJVxZMnTbXlbNbUo.1>

Call-in Option:

Phone Number: 301-715-8592 | Webinar ID: 838 1649 6348 | Passcode: 197282

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. March 18, 2026 Regular Meeting Minutes (**Enclosure 1**)

VI. Required Approvals Agenda

- A. Approval of Renewal of Group Health, Prescription Drug Insurance to CareFirst BlueCross BlueShield for FY 2027 (**Enclosure 2**)
- B. Approval of Award to Aetna for Group Dental Insurance and Renewal with Aetna for Group Vision Insurance for FY 2027 (**Enclosure 3**)
- C. Approval of Award to The Hartford for Group Basic Life/AD&D, Long Term Disability, and Supplemental and Dependent Life Insurance for FY 2027-FY 2029 (**Enclosure 4**)
- D. Approval of Award to Little Diversified Architectural Consulting for the Visual & Performing Arts Center Feasibility Study (**Enclosure 5**)
- E. Approval of Piggyback Contract with BSN Sports, LLC for Athletic Uniforms and Related Apparel (**Enclosure 6**)

VII. Information/Discussion Items

- A. Ownership Linkage Updates
- B. FY 2027 Budget Development Update

C. Monitoring Board Performance

Policy Survey Results:

1. GP-4 Board Job Contributions (**Enclosure 7**)
2. GP-2 Role of the Vice Chair (**Enclosure 8**)

Policy Review:

3. BCD-5 President Succession (**Enclosure 9**)
4. GP-3 Board Code of Conduct (**Enclosure 10**)

VIII. Action Items

- A. Approval of Revision to GP-1 Role of the Board Chair (**Enclosure 11**)

IX. Meeting Content Review (Enclosure 12)

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)(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 obtain legal advice related to collective bargaining strategy and potential positions; and review and approval of closed session minutes from March 18, 2026 pursuant to Section 3-306(c)(3)(ii) of the General Provisions Article of the Maryland Annotated Code.

XI. Adjournment

NEXT MEETINGS: Tuesday – May 12, 2026

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

Wednesday – May 13, 2026

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

Wednesday – June 10, 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.

**BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE**

**March 18, 2026
Regular Meeting**

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

Participating virtually was Janice Spiegel, Special Projects Manager/Budget Office Frederick County Government.

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 thanked Trustee Reid for testifying in opposition to Senate Bill 534 on March 11, 2026 and expressed appreciation to Trustees Hernandez and McPherson for being in attendance. He then acknowledged and welcomed Stephen Slater, attending this evening as a guest, who has been nominated for appointment to fill the remaining term of

Myrna Whitworth. Mr. Slater will be sworn in after his appointment has been confirmed by the Senate.

President Cheek reported on recent College activities aligned with strengthening student pathways, community engagement, and workforce development, highlighting the College hosting *Courageous Conversations: Speak Your Peace* in partnership with Braver Angels and the Rotary Club of Carroll Creek, participating in the EmPOWER Black History Month event, the Spring Transfer Fair that connected 166 students with 50 colleges and universities, and hosting the Best Practices Conference, bringing together colleagues from across Maryland's community colleges for a day of professional development focused on *Advancing Resilient Change*. She also shared workforce development and advocacy efforts, including serving as guest speaker for the Frederick County Building Industry Association meeting and testifying before County Executive Fitzwater in support of the FY 2027 budget request. President Cheek shared a short video providing a virtual introduction to FCC's allied health programs located in Linganore Hall. She then introduced the *Future in Focus* presentation on the Honors Program, highlighting its role in advancing academic excellence and student opportunity, and introduced Dr. Anne Davis and Dr. Bruce Thompson who provided a presentation. President Cheek also recognized student Nathaniel Heaton, the 2026 Portz Award Winner. Nathaniel Heaton expressed appreciation for the recognition, noting that while his effort contributed to the achievement, the support and guidance of the Honors Program and faculty were instrumental to his success.

Following the presentation, Trustees expressed appreciation and discussed student access to the Honors Program, noting that entry is designed to be inclusive

through both academic performance and application pathways. Questions were also raised about how the allied health video will be shared, with plans underway to incorporate it into enrollment and outreach efforts. The distribution of the College magazine was also discussed, noting its broad circulation to internal and external stakeholders, reaching over 20,000 recipients.

PUBLIC COMMENT

There were no comments.

CONSENT AGENDA

On a motion made by Trustee McPherson, the Board unanimously approved the following item, as presented:

- February 18, 2026 regular meeting minutes

REQUIRED APPROVALS AGENDA

There were no items.

INFORMATION/DISCUSSION ITEMS

Ownership Linkage Updates – Trustees shared reflections on the recent Ownership Linkage engagements, noting strong participation, valuable insights, and alignment with workforce development needs, including reskilling, emerging job demands, and the College’s role as a convener and workforce pipeline leader. Trustees emphasized the value of the process in informing future Board decision-making and policy development, as well as identifying common themes such as demographic changes, increasing diversity, and demand for skilled trades and healthcare workers.

The Board discussed opportunities to strengthen the process, including expanding participation, enhancing follow-up communications to thank participants, and ensuring clarity on how input will be used to inform strategic direction and policy. It was noted that insights gathered will be analyzed for patterns and trends to support future Board work.

MONITORING BOARD PERFORMANCE:

Policy Survey Results for GP-0 Global Governance Commitment – Chair Luck reported on the results of this survey.

Policy Survey Results for GP-8 Governing Style – Chair Luck reported on the results of this survey.

Policy Survey Results for BCD-6 President Compensation – Chair Luck reported on the results of this survey.

Board Policy Review of GP-4 Board Job Contributions – The Board reviewed this policy for currency. The Board discussed strategic engagement and government relations, noting that current practices are still developing and emphasizing the importance of ongoing, intentional planning rather than a single annual exercise. The Board acknowledged the value of strengthening coordination, purpose, and alignment in external engagement efforts, including legislative and partnership opportunities, while ensuring activities remain appropriately coordinated with the President. It was agreed that no policy revisions are needed at this time, and that further reflection will occur through the survey process to inform future consideration.

Board Policy Review of GP-1 Role of the Board Chair – The Board reviewed this policy for currency. A concern was raised that the language “will be avoided or minimized”

regarding information items in item 1.2 conveys a negative tone. There was discussion about the intent of the provision, including maintaining appropriate governance boundaries and avoiding unnecessary or unfocused discussion, while ensuring relevant information is appropriately acknowledged. There was consensus to revise the language from “will be avoided or minimized and always noted as such” to “will always be noted as such.” The revision will be considered for approval at the April Board meeting.

Board Policy Review of GP-2 Role of the Vice Chair – The Board reviewed this policy for currency. There were no suggested revisions.

ACTION ITEMS

Acceptance of EL-6 Planning Monitoring Report – President Cheek summarized the monitoring report for EL-6 Planning and reported full compliance.

On a motion made by Trustee Reid, the Board unanimously found evidence of compliance with a reasonable interpretation of the policy for EL-6 Planning.

Acceptance of EL-8 Access to Education Monitoring Report – President Cheek noted a correction to the evidence for item 1f that the state average for tuition and fees is \$170/credit hour. She then summarized the monitoring report for EL-8 Access to Education and reported full compliance.

On a motion made by Trustee Hernandez, the Board unanimously found evidence of compliance with a reasonable interpretation of the policy for EL-8 Access to Education.

MEETING CONTENT REVIEW

There were no comments.

CLOSED SESSION

At 5:47 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; 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 March 18, 2026. Attending in person were: Trustees Theodore Luck, Chair; Carolyn Kimberlin, Vice Chair; Jan H. Gardner; Dr. Carmen R. Hernandez; Tracey McPherson; and Dr. William Reid. Former Trustee Myrna Whitworth's position is currently vacant. Also attending in person were President Dr. Annesa Payne Cheek, Secretary/Treasurer of the Board; Avis Boyd, Chief of Staff to the President; Scott McVicker, Chief Financial Officer and Vice President for Administration; Edmund O'Meally, PK Law, College legal counsel; and Kari Melvin, Recording Secretary.

The Board reviewed closed session minutes from January 21, 2026.

On a motion made by Trustee Reid, the Board unanimously approved the January 21, 2026 closed session minutes, as presented.

The Board discussed an amendment to the President's contract.

No action was taken.

On a motion made by Trustee Gardner, the Board unanimously approved to return to open session at 6:10 p.m.

RETURN TO OPEN SESSION

Chair Luck called the meeting to order at 6:11 p.m.

PERSONNEL ACTION ITEM

Approval of First Amendment to Amended President's Employment Agreement

On a motion made by Trustee Reid, the Board unanimously approved the First Amendment to Amended President's Employment Agreement.

It was stated for the record that this item reflects a minor wording adjustment to clarify that certain expenses will be reimbursed based on receipts rather than a flat rate provided and there is no fiscal impact.

ADJOURNMENT

The meeting adjourned at 6:12 p.m.

NEXT MEETING

The next regular meeting of the Board will be held on Wednesday, April 22, 2026.

Dr. Annesa Payne Cheek

Secretary/Treasurer

Recommendation for Renewal of CareFirst BlueCross Blue Shield

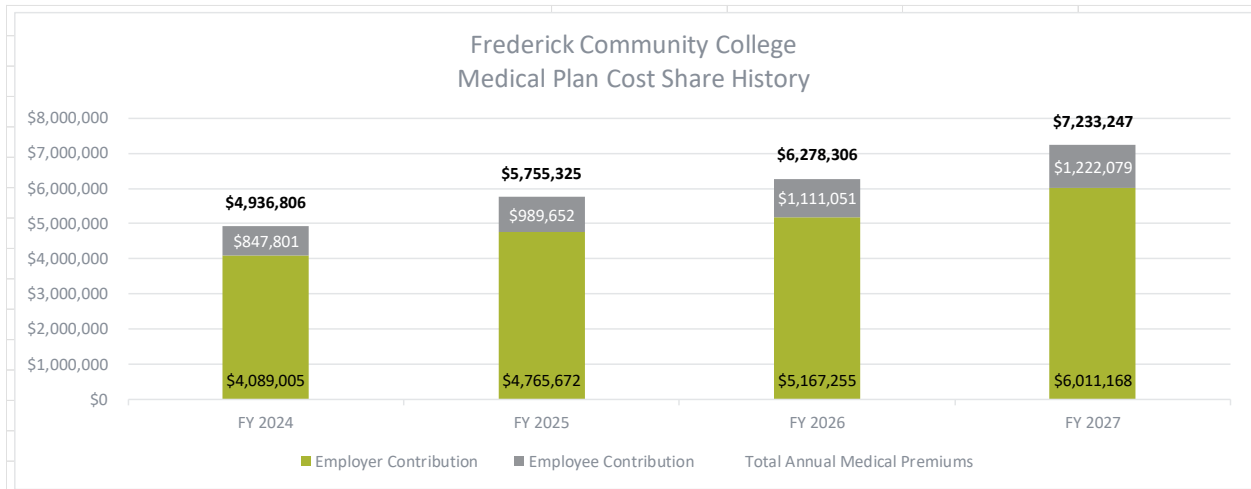
Context: The recommended renewal of CareFirst BlueCross BlueShield for Group Medical and Prescription Drug Insurance is being presented to the Board for approval via the Required Approvals Agenda. This document summarizes the recommended award and is presented to the Board of Trustees by President Cheek, with preparation support provided by Dr. Bridgette N. Cofield, Vice President for Talent and Culture.

Board Policy Compliance Monitoring References:

- [EL-4 Financial Conditions and Activities](#)
- [EL-9 Asset Protection](#)
- [EL-11 Compensation and Benefits](#)

Background:

- Pursuant to the Code of Maryland Regulations §21.05.07, the Board is required to approve any procurement over \$100,000.
- The College awarded a contract to CareFirst BlueCross Blue Shield for Group Medical and Prescription Drug insurance, effective July 1, 2025. The agreement includes an initial one-year term with four (4) optional one-year renewals.
- As part of a multi-year cost containment strategy, the College negotiated a second-year renewal rate cap of 12.5%.
 - The proposed FY27 renewal reflects a 12.5% increase, consistent with the negotiated cap.
 - This increase is below national benchmarks. The Segal Heath Plan Cost Trend Survey projects an average combined increase of approximately 20.3%.
- Impact to Employees and College:
 - Employee only coverage: 0% increase to full-time employees
 - Estimated annual cost increase to the College: \$299,960
- Financial Summary (FY 2027 Plan Year: 7/1/2026 - 6/30/2027)
 - Total estimated premium: \$7,233,247
 - Employee contributions: \$1,222,079
 - College contribution: \$6,011,168



Plan Year	7/1/23-6/30/24	7/1/24-6/30/25	7/1/25-6/30/26	7/1/26-6/30/27
Fiscal Year	FY 2024	FY 2025	FY 2026	FY 2027
Total Annual Medical Premiums	\$4,936,806	\$5,755,325	\$6,278,306	\$7,233,247
Employer Contribution	\$4,089,005	\$4,765,672	\$5,167,255	\$6,011,168
Employee Contribution	\$847,801	\$989,652	\$1,111,051	\$1,222,079
FCC %	83%	83%	82%	83%
Plan Enrollment	317	317	329	346
FCC PEPY (Per employee per year) \$	\$12,899	\$15,034	\$15,706	\$17,373
Annual totals based on the enrollment at time of renewal				

Attachment:

FY 2027 Employer/Employee Rate Sheet

FY 2026 – FY 2027 Monthly Medical/Prescription Drug Rates Comparison

Medical/Prescription Drug – Full-time

Full-Time Regular Administrators, Full-Time Regular Support Staff, Full-Time Faculty, and Full-Time Auxiliary Staff

Plan	Monthly Rates			Employee Per Pay Rates	
	FY27 Premium	Employer Rate	Employee Rate	10 Months (20 pays)	12 Months (24 pays)
CareFirst BlueChoice Advantage CDH with HSA*					
Employee	\$1,093.66	\$1,093.66	\$0.00	\$0.00	\$0.00
Employee + Adult	\$2,237.64	\$1,699.97	\$537.67	\$322.60	\$268.84
Employee + Child(ren)	\$2,009.05	\$1,578.82	\$430.23	\$258.14	\$215.12
Family	\$3,040.39	\$2,125.43	\$914.96	\$548.98	\$457.48
CareFirst BlueChoice Advantage Traditional					
Employee	\$1,198.71	\$1,198.71	\$0.00	\$0.00	\$0.00
Employee + Adult	\$2,452.55	\$1,863.25	\$589.30	\$353.58	\$294.65
Employee + Child(ren)	\$2,202.02	\$1,730.46	\$471.56	\$282.93	\$235.78
Family	\$3,332.40	\$2,329.57	\$1,002.83	\$601.70	\$501.42

Medical/Prescription Drug – Part-time

Part-time Regular Administrators and Part-time Regular Support Staff (working at least 17.5 hrs./week but less than 35 hrs./week)

Plan	Monthly Rates			Employee Per Pay Rates	
	FY27 Premium	Employer Rate	Employee Rate	10 Months (20 pays)	12 Months (24 pays)
CareFirst BlueChoice Advantage CDH with HSA*					
Employee	\$1,093.66	\$546.83	\$546.83	\$328.10	\$273.42
Employee + Adult	\$2,237.64	\$832.83	\$1,404.82	\$842.89	\$702.41
Employee + Child(ren)	\$2,009.05	\$775.68	\$1,233.37	\$740.02	\$616.69
Family	\$3,040.39	\$1,033.51	\$2,006.88	\$1,204.13	\$1,003.44
CareFirst BlueChoice Advantage Traditional					
Employee	\$1,198.71	\$599.36	\$599.36	\$359.61	\$299.68
Employee + Adult	\$2,452.55	\$912.82	\$1,539.74	\$923.84	\$769.87
Employee + Child(ren)	\$2,202.02	\$850.18	\$1,351.84	\$811.10	\$675.92
Family	\$3,332.40	\$1,132.78	\$2,199.62	\$1,319.77	\$1,099.81

Opt-Out Incentive: Full-time employees who opt-out of the health insurance coverage are eligible for an opt-out incentive of \$300 per month. Part-time employees who opt-out of the health insurance coverage are eligible for an opt-out incentive of \$150 per month. This opt-out incentive is taxable. In order to opt-out, the employee must provide proof of other insurance coverage, such as insurance ID card, certificate of coverage, or letter from an employer verifying insurance coverage. Note: Employees who elect the BlueChoice Advantage CDH with HSA health plan and later in the plan year terminate their coverage are NOT eligible for the opt-out incentive.

*FCC contributes \$1,500 for Employee only coverage or \$3,000 for Employee + family member coverage to a Health Savings Account (HSA). This contribution is prorated for anyone who joins the health plan once the new plan year has started.

Monthly Medical/Prescription Drug Rates for Full-time Employees

Plan	FY 2026 CareFirst Net Employee Rate	FY 2027 CareFirst Net Employee Rate	\$ Increase per month	% Increase per month	Increase per 24 Pays	Increase per 20 Pays
Qualified High Deductible Health Plan with HSA						
Employee	\$0.00	\$0.00	\$0.00	0%	\$0.00	\$0.00
Employee + Adult	\$477.93	\$537.67	\$59.74	12.5%	\$29.87	\$35.85
Employee + Child(ren)	\$382.43	\$430.23	\$47.80	12.5%	\$23.90	\$28.68
Family	\$813.30	\$914.96	\$101.67	12.5%	\$50.83	\$61.00
In-Network Only Plan						
Employee	\$0.00	\$0.00	\$0.00	0%	\$0.00	\$0.00
Employee + Adult	\$523.82	\$589.30	\$65.48	12.5%	\$32.74	\$39.29
Employee + Child(ren)	\$419.16	\$471.56	\$52.40	12.5%	\$26.20	\$31.44
Family	\$891.41	\$1,002.83	\$111.43	12.5%	\$55.72	\$66.86

Monthly Medical/Prescription Drug Rates for Part-time Employees

Plan	FY 2026 CareFirst Net Employee Rate	FY 2027 CareFirst Net Employee Rate	\$ Increase per month	% Increase per month	Increase per 24 Pays	Increase per 20 Pays
Qualified High Deductible Health Plan with HSA						
Employee	\$486.07	\$546.83	\$60.76	12.5%	\$30.38	\$36.46
Employee + Adult	\$1,248.72	\$1,404.82	\$156.10	12.5%	\$78.05	\$93.66
Employee + Child(ren)	\$1,096.33	\$1,233.37	\$137.04	12.5%	\$68.52	\$82.23
Family	\$1,783.89	\$2,006.88	\$222.99	12.5%	\$111.50	\$133.80
In-Network Only Plan						
Employee	\$532.76	\$599.36	\$66.60	12.5%	\$33.30	\$39.96
Employee + Adult	\$1,368.65	\$1,539.74	\$171.09	12.5%	\$85.54	\$102.65
Employee + Child(ren)	\$1,201.63	\$1,351.84	\$150.21	12.5%	\$75.10	\$90.12
Family	\$1,955.22	\$2,199.62	\$244.41	12.5%	\$122.20	\$146.64

Recommendation for Award to Aetna for Group Dental Insurance and Renewal with Aetna for Group Vision Insurance

Context: The recommended award to Aetna for Group Dental Insurance, and the recommended renewal with Aetna for Group Vision Insurance is being presented to the Board for approval via the Required Approvals Agenda. This document summarizes the recommended award/renewal 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.

Board Policy Compliance Monitoring References:

- [EL-4 Financial Conditions and Activities](#)
- [EL-9 Asset Protection](#)
- [EL-11 Compensation and Benefits](#)

Background:

- Pursuant to the Code of Maryland Regulations §21.05.07, the Board is required to approve any procurement over \$100,000.
- The College recommends awarding Group Dental Insurance per RFB No. 26-HR-01 to Aetna for a total estimated cost of \$276,778 for the plan year 7/1/2026 – 6/30/2027, with employees contributing \$158,446 and the College contributing \$118,332.
- There is no increase (0%) in the Aetna dental insurance plan rates.
- The College recommends the renewal of Aetna Group Vision Insurance with a total estimated cost of \$34,227 for the plan year 7/1/2026 – 6/30/2027, with employees contributing \$17,883 and the College contributing \$16,344.
- This is the 2nd year of a two-year (7/1/2025 – 6/30/2027) vision rate guarantee offered by Aetna.
- There is no increase (0%) in the Aetna vision insurance plan rates.

Attachment: FY 2027 Employer/Employee Rate Sheet

Dental

Plan	Monthly Rates			Employee Per Pay Rates	
	FY27 Premium	Employer Rate	Employee Rate	10 Months (20 pays)	12 Months (24 pays)
Aetna Dental PPO/PDN PPOII					
Employee	\$38.11	\$28.58	\$9.53	\$5.72	\$4.76
Employee + Adult	\$75.82	\$28.58	\$47.24	\$28.34	\$23.62
Employee + Child(ren)	\$89.59	\$28.58	\$61.01	\$36.60	\$30.50
Family	\$127.30	\$28.58	\$98.72	\$59.23	\$49.36

Vision

Plan	Monthly Rates			Employee Per Pay Rates	
	FY27 Premium	Employer Rate	Employee Rate	10 Months (20 pays)	12 Months (24 pays)
Aetna Vision Preferred					
Employee	\$5.31	\$3.98	\$1.33	\$0.80	\$0.66
Employee + Adult	\$10.09	\$3.98	\$6.11	\$3.66	\$3.05
Employee + Child(ren)	\$10.63	\$3.98	\$6.65	\$3.99	\$3.32
Family	\$15.62	\$3.98	\$11.64	\$6.98	\$5.82

Dental

Plan	Monthly Rates			Employee Per Pay Rates	
	FY27 Premium	Employer Rate	Employee Rate	10 Months (20 pays)	12 Months (24 pays)
Aetna Dental PPO/PDN PPOII					
Employee	\$38.11	\$28.58	\$9.53	\$5.72	\$4.76
Employee + Adult	\$75.82	\$28.58	\$47.24	\$28.34	\$23.62
Employee + Child(ren)	\$89.59	\$28.58	\$61.01	\$36.60	\$30.50
Family	\$127.30	\$28.58	\$98.72	\$59.23	\$49.36

Vision

Plan	Monthly Rates			Employee Per Pay Rates	
	FY27 Premium	Employer Rate	Employee Rate	10 Months (20 pays)	12 Months (24 pays)
Aetna Vision Preferred					
Employee	\$5.31	\$3.98	\$1.33	\$0.80	\$0.66
Employee + Adult	\$10.09	\$3.98	\$6.11	\$3.66	\$3.05
Employee + Child(ren)	\$10.63	\$3.98	\$6.65	\$3.99	\$3.32
Family	\$15.62	\$3.98	\$11.64	\$6.98	\$5.82

Recommendation for Award to The Hartford

Context: The recommended award to The Hartford for Group Basic Life/AD&D, Long Term Disability and Supplemental and Dependent Life Insurance is being presented to the Board for approval via the Required Approvals Agenda. This document summarizes the recommended award 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.

Board Policy Compliance Monitoring References:

- [EL-4 Financial Conditions and Activities](#)
- [EL-9 Asset Protection](#)
- [EL-11 Compensation and Benefits](#)

Background:

- Pursuant to the Code of Maryland Regulations §21.05.07, the Board is required to approve any procurement over \$100,000.
- The College recommends awarding Group Basic Life/AD&D, Long-Term Disability, Voluntary Supplemental and Dependent Life Insurance per RFB No. 26-HR-01 to The Hartford.
- The total estimated cost of The Hartford contract for Group Basic Life/AD&D, Long-Term Disability, Voluntary Supplemental and Dependent Life Insurance for 7/1/2026 – 6/30/2029 is \$448,004.
- The recommended pricing for Group Basic Life/AD&D and Long-Term Disability insurance represents a 42% reduction compared to current costs, yielding approximately \$104K in annual savings.
- The Hartford will increase the Long-Term Disability monthly maximum benefit from \$10,000 to \$15,000.
- The Hartford matches the current Supplemental and Dependent life insurance rates resulting in zero increase to the employees who are currently enrolled in these voluntary insurance plans.

Attachment: None

Recommendation for Award to Little Diversified Architectural Consulting for the Visual & Performing Arts Center Feasibility Study

Context: The recommended award of Request for Proposal (RFP) 26-CPPM-03, Visual & Performing Arts Center Feasibility Study, to Little Diversified Architectural Consulting in the amount of \$236,713.00 is being presented to the Board for approval via the Required Approvals Agenda. This document summarizes the recommended award and is presented to the Board of Trustees by President Cheek, with preparation support provided by Scott McVicker, CFO and Vice President for Administration.

Board Policy Compliance Monitoring References:

- [EL-4 Financial Conditions and Activities](#)
- [EL-6 Planning](#)
- [EL-7 Land Use](#)
- [EL-9 Asset Protection](#)

Background:

- Pursuant to the Code of Maryland Regulations §21.05.07, the Board is required to approve any procurement over \$100,000.
- Frederick Community College conducted a competitive solicitation for a feasibility study to evaluate renovation versus new construction options for the Visual & Performing Arts Center, including space analysis, cost feasibility, and implementation planning aligned with the Facilities Master Plan.
- Twelve proposals were received; seven met minimum qualifications and advanced to evaluation. Following a two-phase process -- Technical and Oral Presentations (70%) and Pricing (30%) -- Little Diversified Architectural Consulting received the highest overall score and was determined to provide the best value.
- A Notice of Intent to Award was issued on March 14, 2026. The procurement process was conducted in a fair and compliant manner.
- Funding for this feasibility study will be supported through the FY 2026 County Capital Improvement Plan (CIP) Systemics budget. No additional operating budget impact is anticipated at this time.

Attachment: None

Recommendation for Piggyback Contract with BSN Sports, LLC

Context: The proposed renewal and expansion of Frederick Community College's contract with BSN Sports, LLC 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 of Trustees by President Cheek, with preparation support provided by Dr. Ed Cabellon, Interim Vice President for Student Experience.

Board Policy Compliance Monitoring References:

- [EL-1 Treatment of Students](#)
- [EL-4 Financial Conditions and Activities](#)
- [EL-9 Asset Protection](#)

Background:

- Pursuant to the Code of Maryland Regulations §21.05.07, the Board is required to approve any procurement over \$100,000.
- Frederick Community College has utilized BSN Sports as its primary supplier of athletic uniforms and related apparel since 2022 and the current agreement expires June 30, 2026.
- The agreement includes:
 - A 35% off all retail apparel, 30% off Under Armour footwear and equipment, and 40% off custom Under Armour uniforms for the Athletics Department.
 - Its *Cover the Campus Incentive*, offering a 20% discount to FCC friends, alumni, family, staff, and administration.
 - An exclusive 45% discount on Under Armour stock apparel and footwear for school staff and employees.
- The College recommends entering into a renewal agreement with BSN Sports, utilizing the National OMNIA Partners IPA Region 4 Education Service Center Contract R250101, for the term of July 1, 2026 through May 31, 2028.
- Projected expenditures for the new contract total \$196,000, averaging \$98,000 per year.
- The funding for this purchase will be included in the FY 2027 and FY 2028 budgets.

Attachment: None

Policy Survey Results: GP-4 Board Job Contributions

Context: Board Self-Monitoring Survey Results for GP-4 Board Job Contributions 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-4 Board Job Contributions* at the March 18, 2026 meeting and there were no suggested changes.
- The Board Chair will present the survey results to determine compliance with policy statements.

Attachment: Board Self-Monitoring Survey Results GP-4 Board Job Contributions



Frederick Community College Board of Trustees

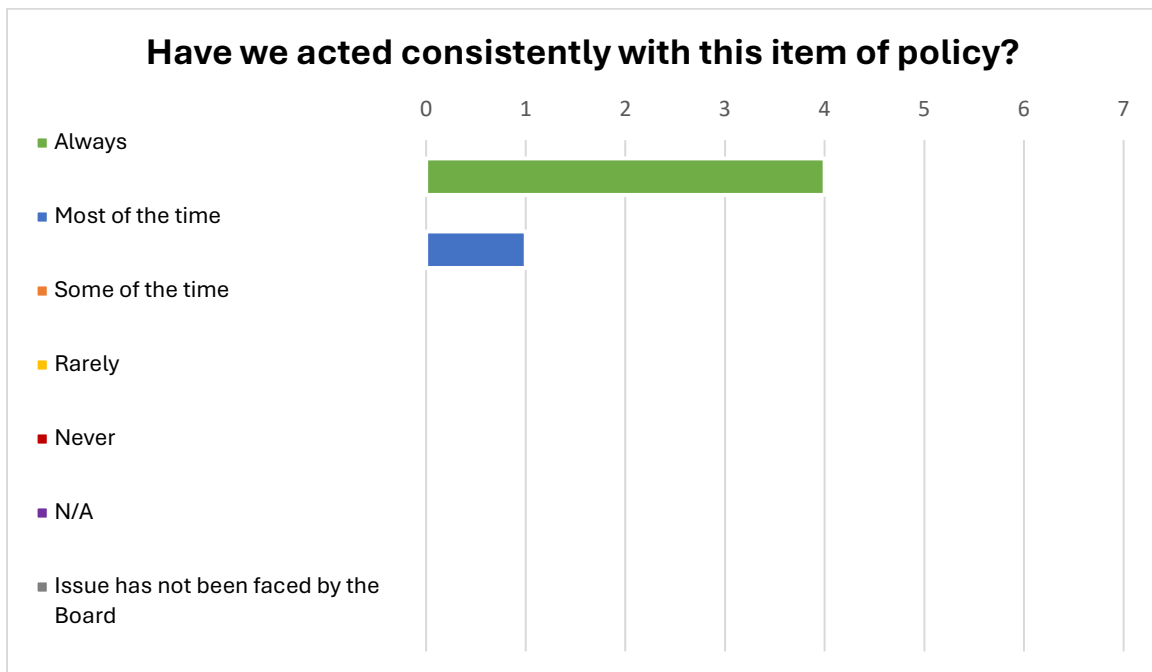
**Board Self-Monitoring Survey Results:
GP-4 Board Job Contributions
Date: 4/22/2026**

Number of Responses: 5

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

Accordingly, the Board has direct responsibility to:

1. Create the link between the Owners and the College.



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

- We have completed five Ownership Linkage meetings to gather information towards the Board strategic foresight. Each of them has brought a wealth of opinions that we will have to dissect and prioritize.
- The Board has been hosting a series of ownership linkage meetings which have been very productive. We have yet to utilize the information gathered to complete strategic foresight. This is a work in progress.
- Each Trustee has the opportunity to engage with our ownership group in a very focused effort to listen their input.
- The Board has actively participated in meeting with various groups.

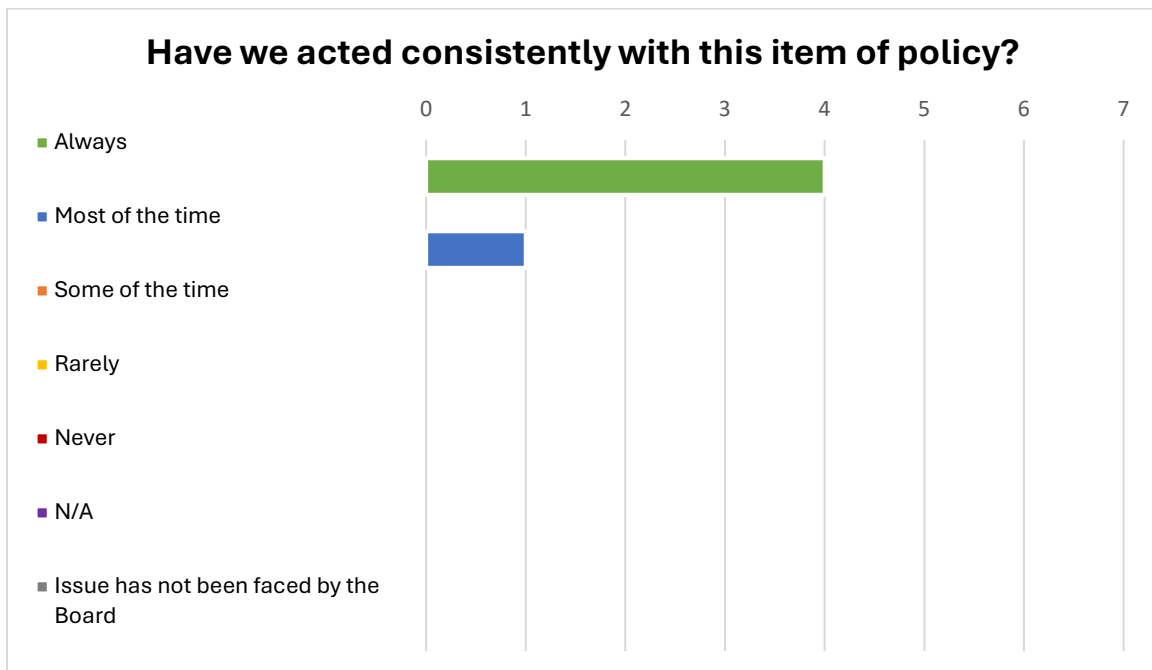
2. Create written governing policies that address the broadest levels of all organizational decisions and situations:

2.1. Ends: What good or benefit the organization is to produce, for which recipients, at what value.

2.2. Executive Limitations: Constraints on executive authority that establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.

2.3. Governance Process: Specification of how the Board conceptualizes, carries out, and monitors its own performance of its responsibilities.

2.4. Board-CEO Delegation: How authority is delegated and its proper use monitored, including the President’s role, authority, and accountability.



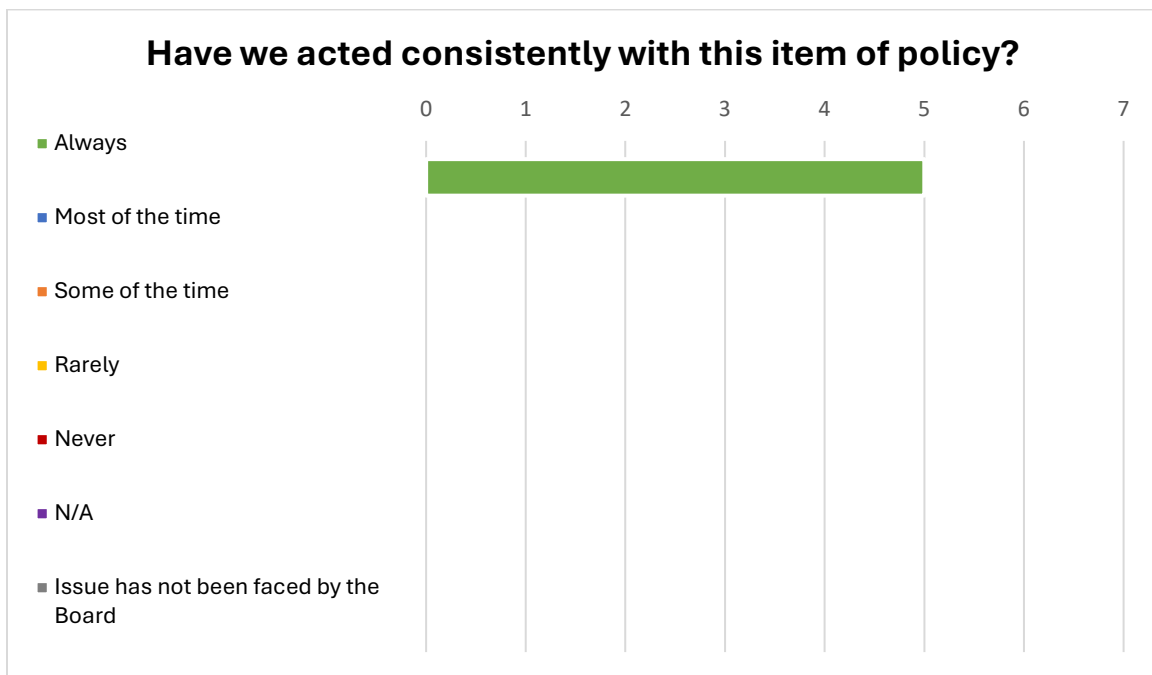
Provide specific representative examples to support your above response when applicable.

- Our reviews of Executive limitations, Ends and Board-CEO delegation show us to be in compliance with this policy. We do self-monitoring after each meeting and ask for discussion at the following meeting.
- There are some policies that have not yet been accomplished or implemented.
- Each meeting's agenda is an exercise in governance practice.
- All policies developed thus far are all encompassing and broadly written.

3. Provide assurance of organizational performance on Ends and Executive Limitations.

3.1. Continuity of the President's role and function.

3.2. Structured monitoring of the President as outlined in Board-CEO Delegation policies.

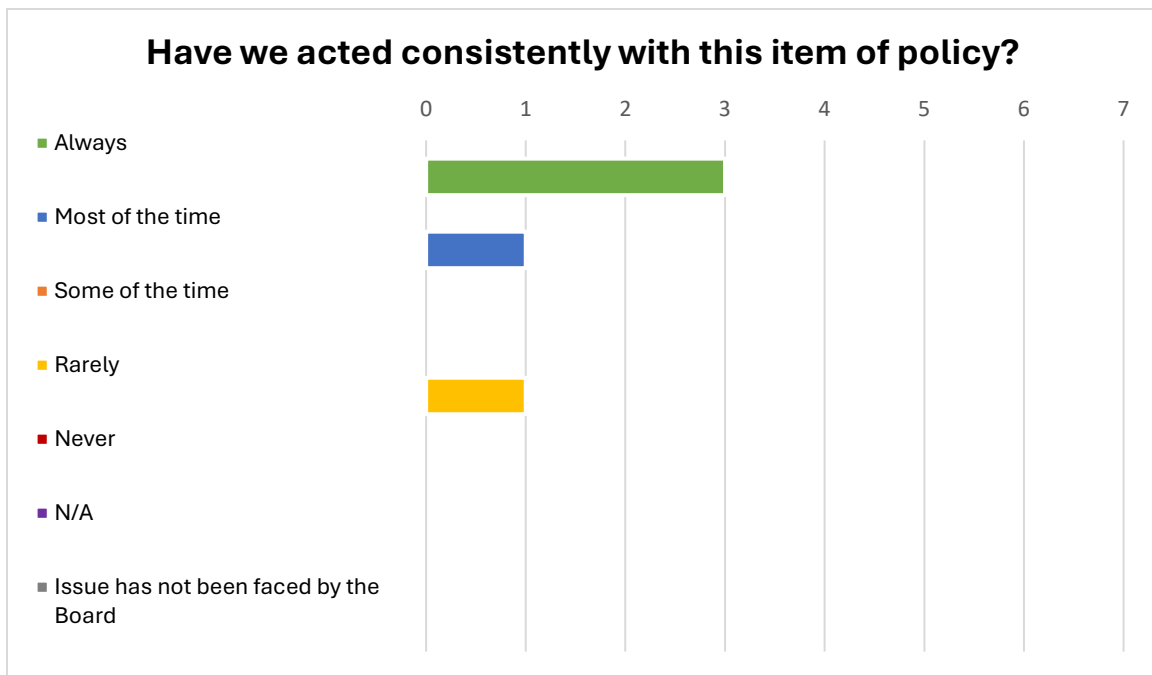


Provide specific representative examples to support your above response when applicable.

- The presentations during the Board meetings touching upon Finances, Workplace Foresight, Academic strategies for retention are among the many Board informational sessions that touch upon how the College is achieving its prioritized Ends. The Executive Limitations give the Board a very clear view of how the President is interpreting her goals.

- Monitoring reports are always thorough and accepted by the Board of Trustees. There are times where the information in the monitoring report goes beyond the knowledge of the Board of Trustees since we have little knowledge of the operations of the college.
- The policy which addresses the role of the President is clearly defined and explains the monitoring of the President by the Board.

4. Have ongoing awareness of federal, state, and local governmental bodies, as well as with other public and private organizations, regarding the immediate and prospective requisites of the College in fulfilling its Ends.

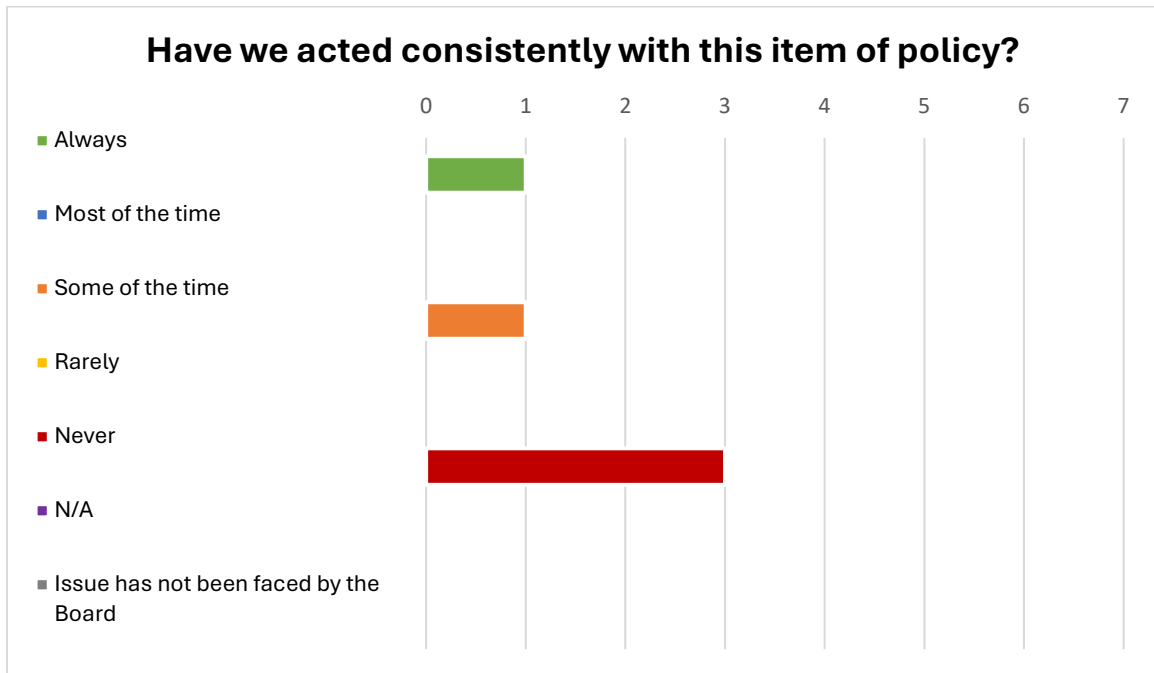


Provide specific representative examples to support your above response when applicable.

- Discussion and review of our financial requirements bring the ongoing awareness of the various entities that affect our ability to fulfill our Ends.
- We have yet to implement this section of policy and need to build better relationships and plan for increased interaction with our government partners as well as some of our private partners. The BOT should have greater knowledge of private partnerships with the college and how these partnerships are helping to improve student outcomes and achieve our Ends policy. Many of our ownership linkage meetings suggest partnerships with local employers to train a pipeline of workers. We need to understand where we are as we contemplate long-term planning.
- We are in full compliance with all federal, state and local laws and regulations.

- We should improve our ability to identify federal, state, and local funding opportunities that align with the college's mission.

4.1. The Board shall engage in an annual strategic exercise to ascertain and prioritize the College’s requirements for representation and advocacy before governmental bodies, as well as public and private institutions.

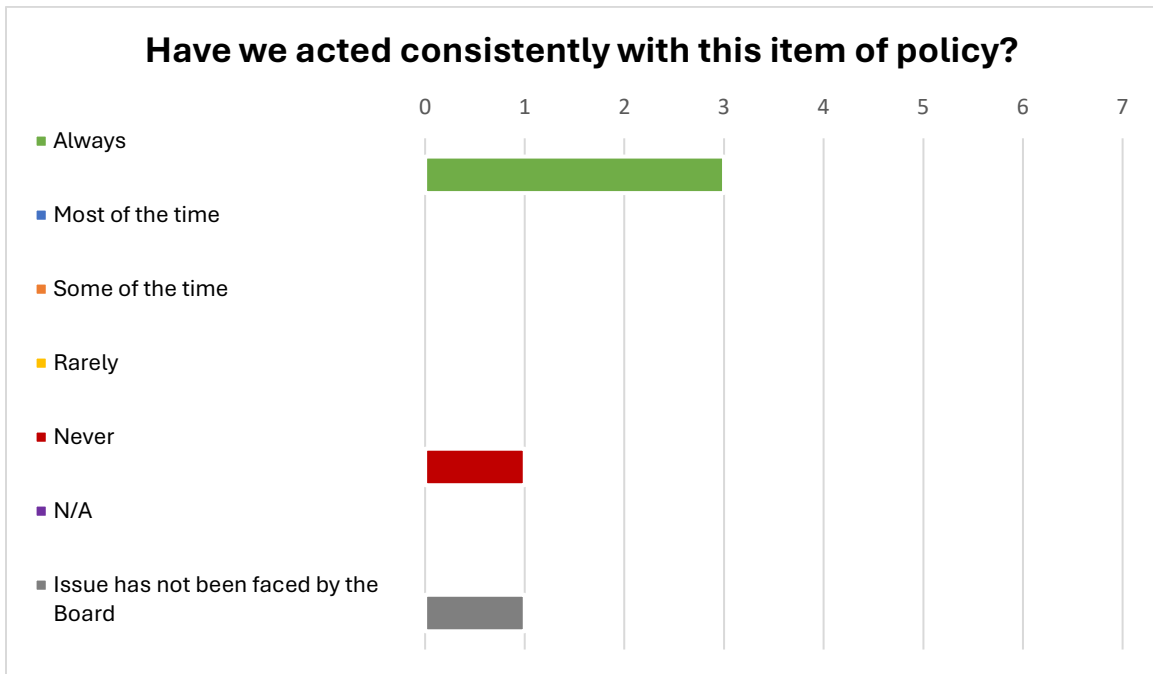


Provide specific representative examples to support your above response when applicable.

- We have not engaged in this exercise.
- We have not yet implemented this policy.
- Item 4.1 will be discussed and likely acted upon at the upcoming retreat and is something that we need to accomplish.
- Each year the Board engages in ownership meetings with various groups with a focus on the future of the college.

4.2. When deliberating on whether to endorse proposals (or proposed initiatives) submitted by governmental entities, public organizations, or private sector entities, the Board shall apply the following evaluative criteria:

- 4.2.1. The likelihood of the proposed initiative impeding the College’s ability to achieve the stated Ends.**
- 4.2.2. The potential ramifications of the proposed action on the long-term strategic interests of the College.**
- 4.2.3. The possibility that the proposed initiative could infringe upon, and/or dilute the CEO’s vested authority in managing operational Means decisions.**
- 4.2.4. The maintenance of political neutrality, not adopting political positions or endorsing political candidates.**



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

- Our recent discussions on public comment with the development of the restrictions is an example of this policy.
- The Board has never deliberated on whether to endorse proposed initiatives and to the best of my knowledge are not aware of any such proposals.
- We are apolitical and never endorsed a candidate. We do have a responsibility to consider any mandate with strategic impact.

- The Board considers the criteria listed above when considering proposals above; but we have experienced legislative interference that blocked the Board’s ability to meet all criteria.

5. At all times, have at least two (2) Trustees who have completed the Maryland Open Meetings Act Training conducted by the Maryland Attorney General’s Office, and evidenced by a certificate of completion. All Trustees are encouraged to complete the training no later than the end of their first year as a Trustee.

5.1. The Chair is the designated member under the Maryland Open Meetings Act who is required to attend an open meeting where the Board of Trustees votes to hold a closed session.

5.2. In the Chair’s absence, the Vice Chair is the designated member under the Maryland Open Meetings Act who is required to attend an open meeting where the Board of Trustees votes to hold a closed session.

5.3. In the absence of the Chair and Vice Chair, any other Trustee who has taken the training may serve as the designated member under the Maryland Open Meetings Act who is required to attend an open meeting where the Board of Trustees votes to hold a closed session.



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

- We currently have three Trustees certified.
- Two members of the Board of Trustees are trained in the Maryland Open Meetings Act.
- The Board meets this requirement consistently.

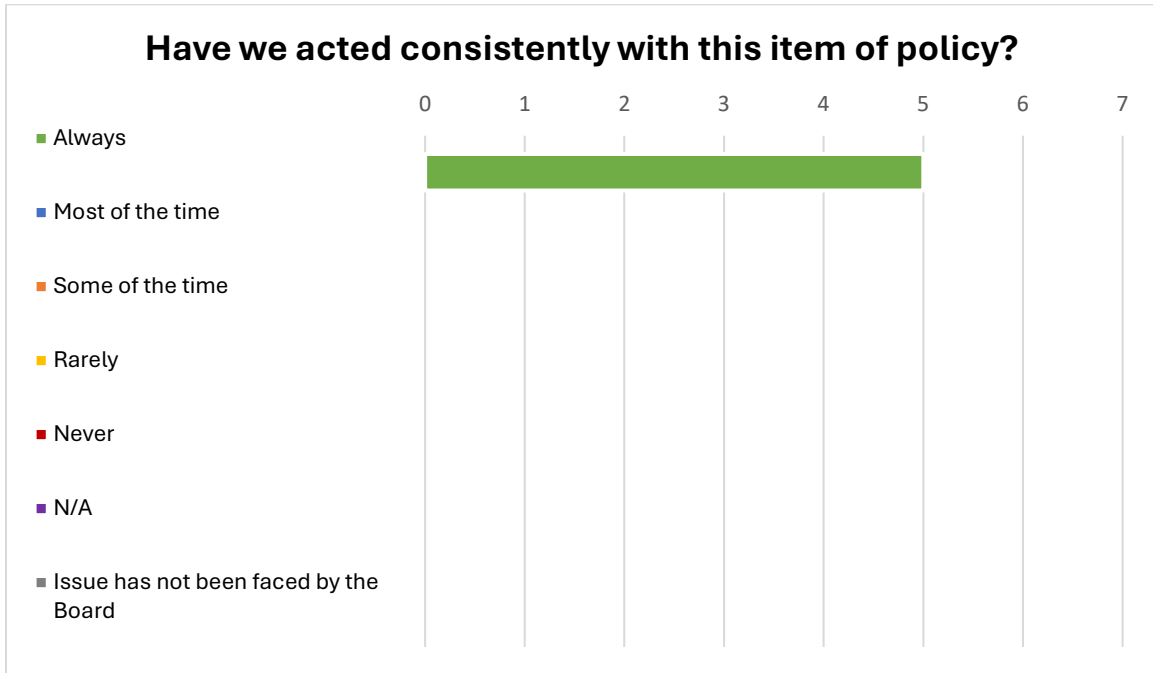
6. Without compromising legal privileges and confidentiality, provide a transparent process of review and disclosure that enhances owner and stakeholder confidence in the organization’s legal counsel and auditor utilization.



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

- Not aware of a circumstance where the Board had to provide a transparent process of review and disclosure to enhance owner and stakeholder confidence in the organization's legal counsel and auditor utilization.
- The Board reviews our audits in public meetings and discusses any areas of concern. Areas of concern have always been completely addressed or resolved by FCC professional staff. Legal contracts are approved in public meetings.
- The Board frequently seeks legal advice from legal when needed.

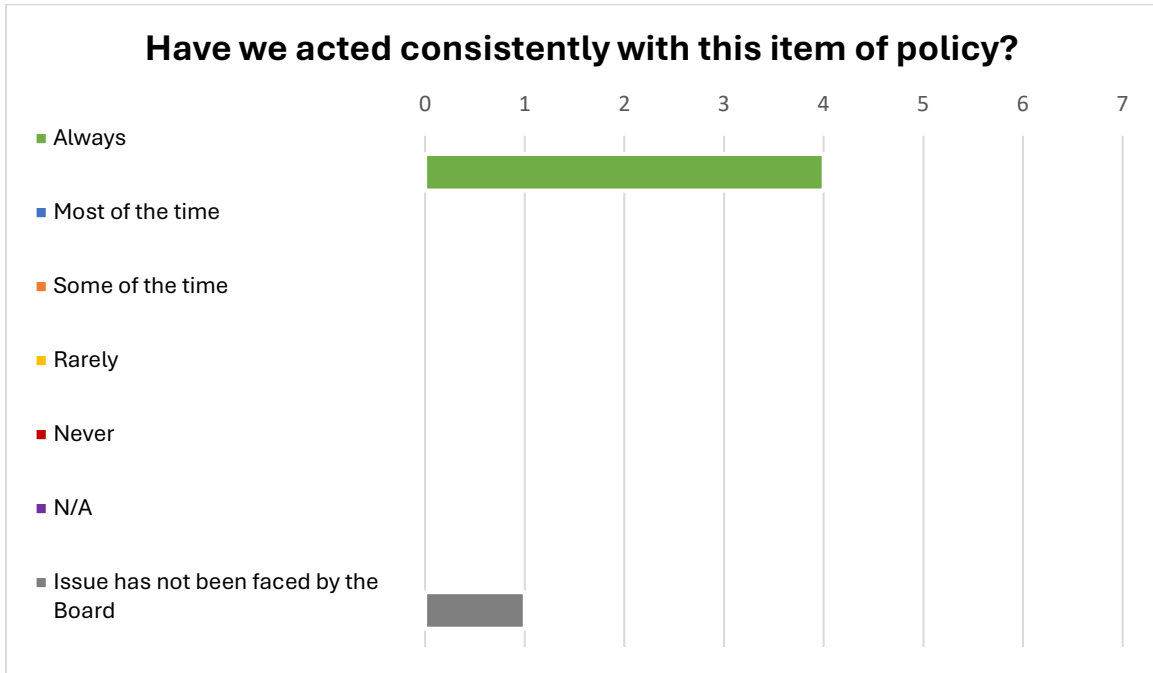
6.1. The Board may, at its discretion, engage in additional options to assist the Board in its decision-making, including but not limited to, appointment, compensation and oversight of the College attorney; designation of specific area(s), if any, of legal focus; and liaison with legal counsel on behalf of Board.



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

- The restrictions adopted to our bylaws regarding public comment was led by our Counsel.
- The Board consistently has legal representation and advice available at all our meetings including retreats.
- The Board’s attorneys are invaluable to the Board’s work.

6.2. The Board may, at its discretion, engage in additional options to assist the Board in its decision-making, including but not limited to, appointment, compensation and oversight of the College auditor; designation of specific area(s), if any, of financial areas of focus; and liaison with the auditor on behalf of Board.



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

- A member of the Board of Trustees sits on the County Internal Audit Authority. The BOT to the best of my knowledge have not discussed or made a decision to expand beyond the work of the audit authority or the financial auditor.
- The Board receives annual reports from the auditors on the financial status of the college.

Policy Survey Results: GP-2 Role of the Vice Chair

Context: Board Self-Monitoring Survey Results for GP-2 Role of the Vice Chair 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-2 Role of the Vice Chair* at the March 18, 2026 meeting and there were no suggested changes.
- The Board Chair will present the survey results to determine compliance with policy statements.

Attachment: Board Self-Monitoring Survey Results GP-2 Role of the Vice Chair

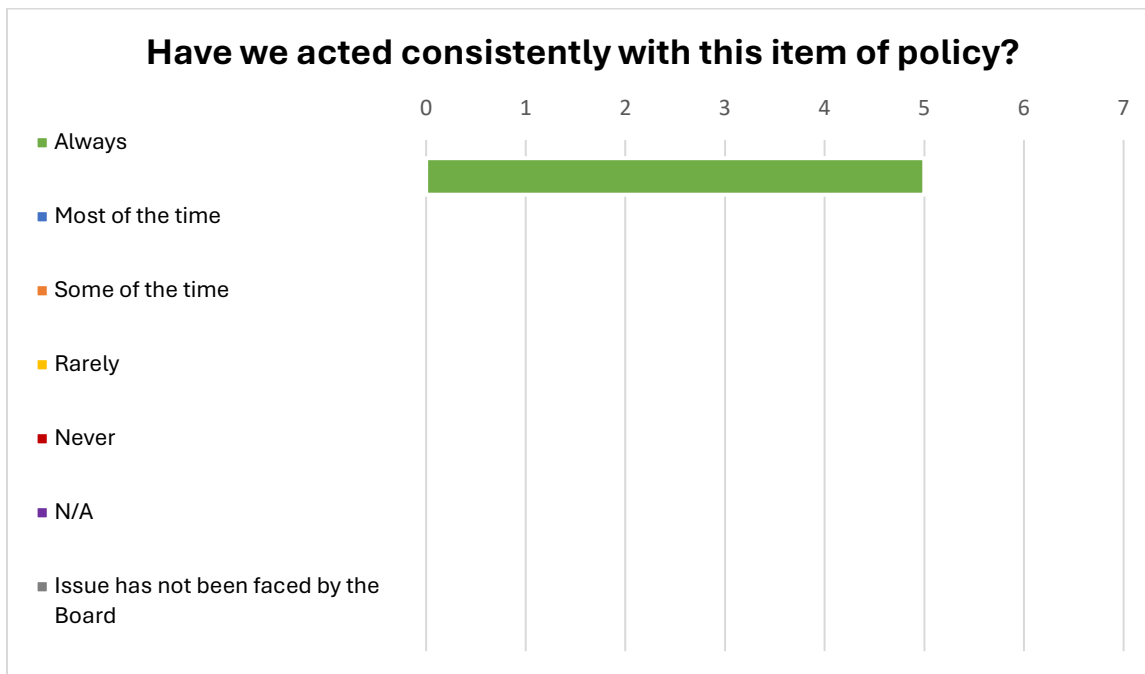


Frederick Community College Board of Trustees

**Board Self-Monitoring Survey Results:
GP-2 Role of the Vice Chair
Date: 4/22/2026**

Number of Responses: 5

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



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

- Our Chair has been present at all meetings. I am only aware of one time where the Vice Chair represented FCC in his place during an event.
- Thus far the Board's Chair has been present for all meetings.

Policy Review: BCD-5 President Succession

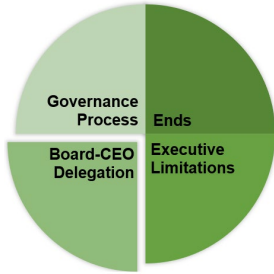
Context: Policy BCD-5 President Succession is being presented for review according to the approved [FY 2026 Board Policy Review & Monitoring Schedule](#). This policy outlines the Board's role in ensuring continuous leadership during the President's absence. For a short-term absence (1-6 months), the President designates up to two executive staff members, from whom the Board selects an Acting President. For a long-term absence (over 6 months), the Board appoints an Acting President, who assumes the same authority and accountability as the President. The Board may adjust Executive Limitations or monitoring frequency during this period. It also addresses the President's return from absence and the process for selecting a new permanent President if the absence becomes permanent, including the possibility of an Interim President.

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

Background:

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

Attachment: BCD-5 President Succession



FCC BOARD OF TRUSTEES POLICY

Policy Type: Board-CEO Delegation

Policy Title: President Succession

Policy Number: BCD-5

Date Adopted: 6.4.2024

Version: 1.0

Date Last Reviewed: 6.11.2025

Responsible Party: President's Office

Reviewing Committee: Board of Trustees

In its role of assuring organizational performance and continuity, the Board shall act in the event of the President's absence to ensure consistent leadership for the management of the organization and, if necessary, an orderly transition in President succession.

Short- and Long-Term Absences

1. The Board considers a short-term absence to be one which is longer than one month and less than six months in which it is expected that the President will return to their position once the event that precipitated the absence is resolved. Any absence longer than six months constitutes a long-term absence.
 - 1.1. For a short-term absence, the President will designate to the Board up to two College executive staff members, one of whom the Board shall choose to assume temporary (i.e., Acting President) leadership of the operation of the organization. The Acting President, to the extent feasible, will have a full suspension of their normal duties during this temporary period.
2. For a long-term absence, the Board will meet as soon as feasible at a special or regular meeting to appoint an Acting President.
 - 2.1. The Acting President will have the same authority and accountability as the President. Furthermore, if the Acting President is a member of the College executive staff, they will have a suspension of their normal duties to the fullest extent possible.

3. The Board will determine if it wishes to amend its Executive Limitations in areas of significant organizational risk or increase the frequency of monitoring for any policy or any part of any policy for the period of the President's absence.
4. In addition to monitoring Acting President performance through the normal cycle of monitoring reports, the Board will provide a summative performance assessment of the Acting President at agreed upon intervals.
5. The Board will determine compensation for the Acting President appointment.
6. Immediately upon the appointment of the Acting President, the Board Chair, in collaboration with the newly appointed Acting President, will notify the Senior Leadership Team, College employees, the FCC Foundation, Inc. Board of Directors, and key civic and organizational leaders of the appointment. Appropriate and timely notice shall also be provided to the entire College community.

Return from Absence

1. The Board and President shall mutually decide upon the schedule for return to the position.
2. Upon the President's return, and as is deemed appropriate by the President and the Board Chair, the President may maintain a reduced schedule for a set period of time with the commitment of working toward a full-time schedule.
3. If either the short- or long-term absence entails a medical or other event that the College is unable to reasonably accommodate, the Board shall determine the anticipated return to service and/or the inability to do so and the period of time that it is prudent to continue with the Acting President appointment.
4. If the President notifies the Board that the absence will be permanent, the Board Chair, with input and direction from Trustees, will develop a plan for recruitment and selection of a new Permanent President.
 - 4.1. The Board reserves the right to relieve the Acting President (allowing them to return to their position and normal duties) in favor of appointing an Interim President (i.e., internal employee, external consultant, or other external hire) until a Permanent President is selected.
5. Service as Acting or Interim President shall not preclude an individual from being considered by the Board for permanent appointment as College President.
6. Regardless of the process used, the Board will approve the person to be appointed Interim and/or Permanent President.

Date Of Change	Version	Description of Change	Responsible Party
6.4.2024	1.0	First release following Policy Governance consulting work.	President

Policy Review: GP-3 Board Code of Conduct

Context: Policy GP-3 Board Code of Conduct is being presented for review according to the approved [FY 2026 Board Policy Review & Monitoring Schedule](#). This policy sets expectations for ethical, business-like, and lawful conduct for the Board and its members, emphasizing proper use of authority and decorum. It requires loyalty to the Ownership (Frederick County residents), avoidance of conflicts of interest, respect for confidentiality, and prohibits individual Trustees from exercising authority over the organization or the President.

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

Background:

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

Attachment: GP-3 Board Code of Conduct



FCC BOARD OF TRUSTEES POLICY

Policy Type: Governance Process

Policy Title: Board Code of Conduct

Policy Number: GP-3

Date Adopted: 2.21.2024

Version: 1.0

Date Last Reviewed: 4.23.2025

Office Responsible: Board of Trustees

Reviewing Committee: Board of Trustees

The Frederick Community College Board of Trustees expects of itself and its members, ethical business-like and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Trustees. This Code of Conduct is intended to set basic rules of conduct for Trustees in order to maintain the Board's integrity and the confidence of the community. This policy applies to all Trustees including the Board Chair.

1. Ever mindful of their responsibilities under State law, Trustees must have loyalty to the Ownership (the residents of Frederick County) that supersedes any loyalties to the appointing authority, the President, College employees, other organizations or any personal interest as a consumer. This accountability also supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs.
2. Trustees are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Trustees shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
3. Trustees will respect the confidentiality appropriate to issues of a sensitive nature, including at all times the content of legally held, closed meetings of the Board, in perpetuity.
4. Trustees must avoid a conflict of interest with respect to their fiduciary responsibility.
 - 4.1. There must be no self-dealing or any conduct of private business or personal services between any Trustee and the organization, except as procedurally

controlled to assure openness, competitive opportunity, and equal access to otherwise “inside” information. Trustees must stay informed on requirements of the State Ethics Law.

- 4.2. Trustees will disclose at the regular monthly meetings any new involvements with other organizations, vendors, or any associations that might be or might reasonably be seen as being a conflict.
- 4.3. When the Board is to decide upon an issue, about which a Trustee has an unavoidable conflict of interest, that Trustee shall recuse themselves without comment, from not only the vote, but also excuse themselves from the physical or virtual deliberation. This absence shall be recorded in the minutes.
- 4.4. Trustees will not use their Board position to furnish services or goods of the College to themselves, family members, associates or organizations upon which a Trustee serves as a Board member.
- 4.5. Trustees will not use their Board position to obtain College employment for themselves, family members, or associates. Should a Trustee become employed by the College, they must resign from the Board before the first day of said employment.
- 4.6. Trustees will maintain impartiality in hiring by neither writing letters of recommendation nor acting as a reference for candidates for any position at the College.
5. Trustees shall not attempt to exercise individual authority over the organization or the President.
 - 5.1. When interacting with College employees, Trustees must recognize that individual Trustees have no authority to instruct or evaluate employees, and no authority to insert themselves into employee operations.
 - 5.2. The Board Chair or designee is the only person authorized to speak to the public, the media or other entities on behalf of the Board. Trustees shall not presume to speak for the Board when interacting with the press or the public. Media inquiries should be directed to the Board Chair.
6. Trustees shall be familiar with the incorporating documents, relevant legislation and regulations, by-laws, governing policies of the organization, issues pertaining to higher education, as well as the rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.
7. Trustees will be properly prepared for Board deliberation through the review of all Board meeting materials in advance of Board meetings.

8. Trustees will collaborate with other Trustees and share information on matters of substance related to their governance role so that no one Trustee possesses information that all other Trustees should have. Such collaboration must adhere to legal requirements of board assemblage.
9. Trustees will support the authority of Board decisions, regardless of the member's personal position on the issue.
10. Trustees shall review community college publications and regularly take part in educational activities including state, regional and national meetings and events that will assist them in their ability to serve effectively as a member of the College's governing Board.
11. Trustees are encouraged to communicate the Board's interest and respect for student accomplishments by attending student commencement ceremonies and events.
12. Trustees shall hold themselves and other Trustees accountable for complying with this Code of Conduct.

Handling Violations of the Code of Conduct

13. If there is a perceived violation by a Trustee(s), it is incumbent upon the involved members to attempt to resolve the conflict. If resolution is not reached, members will engage the Chair in an attempt to reach resolution prior to engagement of the Board as a whole.
14. Trustees who are found to have violated the Board's Code of Conduct are subject to a Board review of their actions and a possible formal Board rebuke in the form of a direct criticism noted in the Board minutes.

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

Revision to Policy GP-1 Role of the Board Chair

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

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

Background:

- Per Board policy (GP-9) and in alignment with Policy Governance® practice, the Board regularly reviews Governance Process and Board-CEO Delegation policies to determine if any updates are needed.
- The Board reviewed this Policy at the March 2026 meeting and a revision was requested related to information items. The revision is as follows:
 - 1.2. Information that is neither for monitoring performance nor for Board decisions will ~~be avoided or minimized and~~ always **be** noted as such.
- The Board Chair will lead discussion at the meeting to consider any amendments to the policy.

Attachment: GP-1 Role of the Board Chair



FCC BOARD OF TRUSTEES POLICY

Policy Type: Governance Process

Policy Title: Role of the Board Chair

Policy Number: GP-1

Date Adopted: 2.21.2024

Version: 2.0

Date Last Reviewed: 4.22.2026

Office Responsible: Board Chair

Reviewing Committee: Board of Trustees

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

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

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

Date Of Change	Version	Description of Change	Responsible Party
2/21/2024	1.0	First release following Policy Governance consulting work.	President
4/22/2026	2.0	Removal of reference to “avoided or minimized” in item 1.2	President

Meeting Content Review

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

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

Background:

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

Attachment: Policy Governance® Source Document

POLICY GOVERNANCE® SOURCE DOCUMENT

Why a Source Document?

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

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

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

What is Policy Governance?

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

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

What Policy Governance is NOT!

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

Principles of Policy Governance

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



POLICY GOVERNANCE® SOURCE DOCUMENT

6. **Executive Limitations Policies:** The board defines in writing its expectations about the means of the operational organization. However, rather than prescribing board-chosen means -- which would enable the CEO to escape accountability for attaining Ends, these policies define limits on operational means, thereby placing boundaries on the authority granted to the CEO. In effect, the board describes those means that would be unacceptable even if they were to work. These are Executive Limitations policies.
7. **Policy Sizes:** The board decides its policies in each category first at the broadest, most inclusive level. It further defines each policy in descending levels of detail until reaching the level of detail at which it is willing to accept any reasonable interpretation by the applicable delegatee of its words thus far. Ends, Executive Limitations, Governance Process, and Board-Management Delegation policies are exhaustive in that they establish control over the entire organization, both board and staff. They replace, at the board level, more traditional documents such as mission statements, strategic plans and budgets.
8. **Clarity and Coherence of Delegation:** The identification of any delegatee must be unambiguous as to authority and responsibility. No subparts of the board, such as committees or officers, can be given jobs that interfere with, duplicate, or obscure the job given to the CEO.
9. **Any Reasonable interpretation:** More detailed decisions about Ends and operational means are delegated to the CEO if there is one. If there is no CEO, the board must delegate to two or more delegatees, avoiding overlapping expectations or causing confusion about the authority of various managers. In the case of board means, delegation is to the CGO unless part of the delegation is explicitly directed elsewhere, for example, to a committee. The delegatee has the right to use any reasonable interpretation of the applicable board policies.
10. **Monitoring:** The board must monitor organizational performance against previously stated Ends policies and Executive Limitations policies. Monitoring is for the purpose of discovering if the organization achieved a reasonable interpretation of these board policies. The board must therefore judge the CEO's interpretation for its reasonableness, and the data demonstrating the accomplishment of the interpretation. The ongoing monitoring of board's Ends and Executive Limitations policies constitutes the CEO's performance evaluation.

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

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

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

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Reference: Carver Guides, 2nd Edition, 2009

