



Frederick Community College Board of Trustees

President's Baseline Insight Report

EL 6 – Planning

Report Date: 1/15/2025

Compliance Status: F/P/N Compliant



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

I am submitting this baseline insight report to the Frederick Community College Board of Trustees, focusing on the Board's Executive Limitation Policy: "EL-6 Planning." This report is submitted for your review. I confirm that the information provided is accurate and establishes a baseline for compliance with the policy as approved by the Board, unless noted otherwise.

1/15/2025

Annesa Cheek, Ed.D.
President

Date

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

Accordingly, the President shall not:

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

INTERPRETATION:

EVIDENCE:

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

Compliance will be demonstrated when:

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

- a. The Board of Trustees approved the five-year strategic plan, FCC Forward Strategic Plan 2020-2025, on 6/10/2020. The strategic goals of the plan are:
 - Model educational excellence by designing and delivering student learning experiences, pathways, and programs that increase student access, success, and completion.
 - Support the student learning experience through data-informed enrollment management, responsive programming, and efficient systems.
 - Lead the College with excellence, transparency, and accountability.
 - Ensure the fiscal stability and sustainability of the College.

On 12/5/2024, the Chief Foresight and Decision Support Officer confirmed that the strategies initiated in FY24 were in alignment with the Strategic Plan.

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

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

INTERPRETATION:

EVIDENCE:

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

Compliance will be demonstrated when:

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

- a. The FY24 Strategic Priorities were presented and approved by the Board on 2/22/2023. Under Policy Governance, the annual strategic priorities no longer require Board approval. Senior leadership confirmed on 12/3/2024 that assumptions and relevant environmental factors were discussed as the College developed the FY25 annual priorities in alignment with the FY20-FY25 strategic plan.

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

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

INTERPRETATION:

EVIDENCE:

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

Compliance will be demonstrated when:

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

- a. On 12/6/2024, the Chief Financial Officer and Vice President for Administration (CFO/VPA) confirmed that the Board of Trustees approved the Frederick Community College Facilities Master Plan 10-Year Update (2023 – 2033) at the 6/14/2023 Board meeting. The CFO/VPA confirmed with the Director of Capital Planning and Project Management on 12/5/2024 that no capital projects were undertaken by the College that were not included in the ten-year Facilities Master Plan.

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

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

INTERPRETATION:

EVIDENCE:

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

Compliance will be demonstrated when:

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

- a. The CFO/VPA confirmed on 12/6/2024 that the FY25 annual budget was informed by the College’s annual priorities in alignment with the FY20-FY25 strategic plan. The annual strategic priorities are included in the budget book.

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

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

INTERPRETATION:

EVIDENCE:

Compliance will be demonstrated when:

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

- a. On 12/6/2024, the CFO/VPA confirmed that the FY 2025 Auxiliary Services budgets were presented and approved by the Board of Trustees on 5/22/2024. The FY 2025 annual operating and Capital Improvement Plan budgets were presented and approved by the Board of Trustees on 6/4/2024. These budgets included all ten required projections.

- b. On 12/6/2024, the CFO/VPA confirmed that cashflows were reviewed and monitored in conjunction with the presentation of the FY24 quarterly financial reports to the Board on:
 - The 1st quarter ending 9/30/2023, was presented to the Board on 11/15/2023.
 - The 2nd quarter ending 12/31/2023, was presented to the Board on 2/21/2024.
 - The 3rd quarter ending 3/31/2024, was presented to the Board on 5/22/2024.
 - The 4th quarter ending 6/30/2024, was presented to the Board on 9/18/2024.
 - The Fiscal Year 2024 Audited Annual Financial Report was presented to the Board of Trustees on 10/16/2024.

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

INTERPRETATION:

EVIDENCE:

c. Planning assumptions are disclosed to the Board.

c. On 12/6/2024, the CFO/VPA confirmed that the FY25 preliminary proposed budget, including the planning assumptions, was presented and approved by the Board on 2/24/2024 with the final FY25 budget approved on 6/4/2024.

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

6. Plan for a deficit.INTERPRETATION:EVIDENCE:

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

Compliance will be demonstrated when:

a. The President presents a balanced budget.

a. On 12/6/2024, the CFO/VPA confirmed that the FY 2025 balanced operating budget was presented and approved by the Board of Trustees on 6/4/2024.

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

7. Operate without a campus facilities master plan.INTERPRETATION:EVIDENCE:

Compliance will be demonstrated when:

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

- a. On 12/6/2024, the CFO/VPA confirmed that the Board of Trustees approved the Frederick Community College Facilities Master Plan 10-Year Update (2023 – 2033) at the 6/14/2023 Board meeting.

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

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

INTERPRETATION:

EVIDENCE:

Compliance will be demonstrated when:

- a. The interim successors for each Senior Leadership Team member are identified and recorded in the Office of Human Resources and President's Office.
- b. Each interim successor for Senior Leadership Team members is aware of their responsibility related to the operation of the College.

- a. The VP for Talent and Culture confirmed on 12/11/2024 that interim successors for each Senior Leadership Team member are identified and recorded in the College's Continuity of Operations (COOP) manuals that are provided to the Human Resources and President's Office.
- b. The VP for Talent and Culture confirmed on 12/19/2024 that the College's succession planning efforts are currently under review. The College plans to implement a process in Fall 2025 that identifies critical leadership roles at the College, evaluate current and potential future leaders, and implement targeted development plans for potential successors.

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

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

INTERPRETATION:

EVIDENCE:

Compliance will be demonstrated when:

- a. The Senior Leadership Team meets regularly regarding the current operations of the College and documents items of discussion.
- b. The Senior Leadership Team understands how the organization is evaluated under Policy Governance and is involved in the development and execution of Monitoring Reports.

- a. The CFO confirmed on 1/9/2025 that the Chief of Staff to the President maintains in the Office of the President, the digital files of the agendas and associated supporting documentation of regularly scheduled SLT meetings, conducted to address the current operations of the College.
- b. On 1/9/2025, the President confirmed that all permanent SLT members have completed Policy Governance training and contribute to the development of policy interpretations and Baselines Insight Reports as documented in the SLT meeting agendas. Monitoring Reports will be implemented in FY26.

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