



## Frederick Community College Board of Trustees

### President's Baseline Insight Report

### EL 11 – Compensation and Benefits

Report Date: 4/23/2025

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-11 Compensation and Benefits." 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.

4/23/2025

Annesa Cheek, Ed.D.  
President

Date

**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:

EVIDENCE:

Compliance will be demonstrated when:

- a. The College has a compensation philosophy that guides the administration of an equitable total compensation program.
- b. Key considerations such as institutional goals, position responsibility, and market information are used in determining employee salaries.
- c. Offers of employment are equitable and fall within compensation classifications and wages as negotiated in a collective bargaining agreement as applicable.

- a. The VP of Talent and Culture confirmed on 4/1/2025 that in partnership with an experienced compensation consultant, the College is currently undertaking a comprehensive classification study. This study will strengthen the College's institutional capacity and help to inform a compensation philosophy and structure that will assist in decision-making, policy development, and standard operating practices. The next phase of the study will include a market analysis, based on the aforementioned classification study, as well as the development of a compensation philosophy by the end of FY26.
- b. The VP of Talent and Culture confirmed on 4/1/2025 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).
- c. The VP of Talent and Culture confirmed on 4/1/2025 that their office regularly conducts analyses to ensure employee salaries are equitable 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). As part of the current comprehensive classification study (as noted above in item

**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:

EVIDENCE:

a.), a market analysis will be conducted to ensure incumbent workers are also being compensated equitably. It is an industry best practice to conduct this type of analysis every 3-5 years and, moving forward, the College will align itself with this guidance.

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:

EVIDENCE:

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.
- 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).

- a. On 4/1/2025, 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.
- b. On 4/1/2025, 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.

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:

EVIDENCE:

Compliance will be demonstrated when:

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

- a. The VP for Talent and Culture 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.
- b. On 4/1/2025, the VP for Talent and Culture confirmed that Human Resources reviewed (the review did not include the CFO/VPA) 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 in FY2025. Beginning in FY2026, the CEO, the VP for Talent and Culture, and the CFO/VPA will meet annually in the Spring to review the salary surveys.

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:

EVIDENCE:

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.

- a. The VP for Talent and Culture and CFO/VPA confirmed on 4/1/2025 that the College does not currently have a collective bargaining agreement in place.

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:EVIDENCE:

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.

- a. On 4/1/2025, the VP for Talent and Culture and CFO/VPA confirmed that compensation and benefits agreed to within employment contracts in FY 2025 do not exceed the forecasted budget for the term of the agreement. The VP for Talent and Culture and CFO/VPA further confirmed on 4/1/2025 that the College does not currently have a collective bargaining agreement in place.

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:	EVIDENCE:
<p>Compliance will be demonstrated when:</p> <p>a. All employees are issued an employment agreement for no more than two years.</p> <p>b. No one has been offered College employment beyond the standard protocol employed by the Talent and Culture/Human Resources department.</p>	<p>a. On 4/1/2025, the VP for Talent and Culture confirmed all employment contracts were issued for a one-year time period.</p> <p>b. On 4/1/2025, 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 issued to date in FY2025.</p>
<p>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.</p>	



**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:

EVIDENCE:

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.

- a. On 4/1/2025, 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 only personnel at the College who extended offers of employment issued to date in FY2025.

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.