



Frederick Community College Board of Trustees

President's Baseline Insight Report

EL 3 – Communication & Support to the Board

Report Date: 6/11/2025

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-3 Communication & Support to the Board." 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.

 6/11/2025

Annesa Cheek, Ed.D.
President

Date

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:

EVIDENCE:

<p>Compliance will be demonstrated when:</p> <ol style="list-style-type: none"> a. The annual budget includes allocations for the Board's expenses. b. The Board is made aware if expenditures are anticipated to exceed the annual governance budget. c. Relevant background and context information is provided to aid in Board decision-making. d. The President will update the Board as needed regarding legal matters, 	<p>On 5/21/2025, the Executive Associate to the President and Board of Trustees confirmed the following:</p> <ol style="list-style-type: none"> a. There are budget allocations in the FY25 budget for the Board's expenses. Specifically: \$282,500 for Contracted Services; \$3,500 for Honorariums; \$1,500 for Supplies and Materials; \$100 for Shipping & Postage; \$25,000 for Travel with Accommodations; \$24,000 for Professional Dues & Fees; \$5,000 for Food for Business Purposes; and \$1,500 for Travel w/o Accommodations. b. There were no instances of expenditures exceeding the annual governance budget. c. The President meets regularly with the Chair and Vice Chair of the Board to prepare meeting agendas in accordance with the Board's governance-level responsibilities. At each Board meeting, Trustees were provided an executive summary (in the form of a memo) for each item presented for action. d. The President has updated the Board
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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:

EVIDENCE:

federal, state, and local political considerations, concerns or threats to the College’s reputation, fiscal solvency, and any related impact to the College.

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 bi-annual, 1-on-1 meetings with each Trustee, the President has confirmed Trustee’s “satisfaction” with the level of communication. Any legal matters are addressed with the Board during Closed Session and with the aid of legal counsel. While the Maryland Association of Community Colleges (MACC) represents the collective advocacy voice of Maryland’s 16 community colleges at the State level, there is no full-time position at FCC to monitor federal, state, and local political considerations that might be unique to FCC and our political environment. A lobbying firm is being considered for FY26.

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:

EVIDENCE:

Compliance will be demonstrated when:

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

- a. The Board agreed to receive Baseline Insight Reports in lieu of Monitoring Reports during FY25 as part of the transition to full deployment of the Policy Governance® Model. As of 6/6/2025, the Executive Associate to the President and Board of Trustees confirmed that all 13 Baseline Insight Reports have been submitted as scheduled.

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:

EVIDENCE:

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.

- a. As of 6/6/2025, the Executive Associate to the President and Board of Trustees confirmed that the following eleven (11) Baseline Insight Reports were submitted as documented in the Board meeting minutes:

- EL-1 Treatment of Students on 10/16/2024 (partially compliant)
- EL-2 Treatment of Students on 10/16/2024 (partially compliant)
- EL-4 Financial Conditions and Activities on 11/16/2024 (partially compliant)
- EL-6 Planning on 1/15/2025 (partially compliant)
- EL-7 Land Use on 1/15/2025 (fully compliant)
- EL-9 Asset Protection on 2/19/2025 (partially compliant)
- EL-10 Investments on 2/19/2025 (fully compliant)
- EL-0 General Executive Constraint on 3/19/2025 (fully compliant)
- EL-5 Organization Culture on 3/19/2025 (partially compliant)
- EL-8 Access to Education on 4/23/2025 (fully compliant)
- EL-11 Compensation and Benefits on 4/23/2025 (partially compliant)

The remaining two Baseline Insight Reports were submitted in the 6/11/2025 Board meeting packet as follows:

- EL-3 Communication and Support to the Board (fully compliant)
- E-1 Ends (partially compliant)

Areas of compliance will be expected to be maintained and areas of non-compliance

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:

EVIDENCE:

will be expected to be addressed prior to the submission of the formal Monitoring Report.

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:

EVIDENCE:

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

On 5/15/2025, the Chief of Staff confirmed the following:

- a. For the 12 preceding months, the President has regularly communicated, in person, via email and phone calls, to Trustees regarding media coverage; actual or anticipated legal actions; changes in executive personnel; anticipated noncompliance with federal law, state law or local law; and urgent matters.
- b. Quarterly financial statements were submitted at the 9/18/2024, 11/20/2024, 2/19/2025, and 6/11/2025 Board meetings. The annual audit report was submitted at the 10/16/2024 Board meeting.
- c. 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.

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:

EVIDENCE:

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.
- 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.

- a. On 5/15/2025, the President confirmed that there were no instances that reflected a lack of compliance with established Board policies during Board meetings for the 12 preceding months.
- b. At the July 9, 2024 Board Retreat, the President and Trustees had a teambuilding exercise, the Board developed a policy review and monitoring schedule, and the Board discussed the process for their self-evaluation per the retreat meeting minutes.

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:EVIDENCE:

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

On 6/6/2025, the Executive Associate to the President and Board of Trustees confirmed the following:

- a. All ten (10) Board regular meeting packets for FY25 included items that were labeled clearly and an executive summary memo was provided for each information/discussion item and action item. Executive summaries are not provided for Board Policy Reviews and Board Survey reviews as the items do not lend themselves to an executive summary format.
- b. Each regular meeting agenda for FY25 included an item titled "Meeting Content Review" regarding the quality and relevance of the information presented during the Board meeting.

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:

EVIDENCE:

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.

- a. On 5/15/2025, 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 and Legislative Summit, MACC Leadership Conference, and Govern for Impact Conference, and coordinated participation for all who registered to attend

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:EVIDENCE:

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.

- a. On 5/15/2025, the 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.

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.