



## Frederick Community College Board of Trustees

### Monitoring Report: EL 6 – Planning

### **Full Compliance**

Report Date: 3/18/2026

Reporting Period: 7/1/2024 – 6/30/2025

This is the annual report on compliance with the Board’s Executive Limitation Policy: “EL-6 Planning.” I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

*Annesa Cheek* 3/18/26

Annesa Cheek, Ed.D.                      Date  
President

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

**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**

*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.*

### **Evidence**

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:

- a. Model educational excellence by designing and delivering student learning experiences, pathways, and programs that increase student access, success, and completion.
- b. Support the student learning experience through data-informed enrollment management, responsive programming, and efficient systems.
- c. Lead the College with excellence, transparency, and accountability.
- d. Ensure the fiscal stability and sustainability of the College.

### **Status**

In compliance.

*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

*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.*

### Evidence

On 3/5/2026, the Chief Foresight and Decision Support Officer (CFDSO) confirmed that the College defined annual strategic priorities in FY25 aligned with the 2020-2025 FCC Forward Strategic Plan. On 2/9/2026, the CFO/VPA confirmed that the FY25 budget, including the planning assumptions and environmental factors, was presented and approved by the Board on 6/4/2024.

### Status

In compliance.

*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

*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.*

### **Evidence**

On 2/9/2026, 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 and that no capital projects were undertaken by the College that were not included in that plan.

### **Status**

In compliance.

*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**

*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.*

### **Evidence**

The CFO/VPA confirmed on 2/9/2026 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.

**Status**

In compliance.

*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**

*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.*

**Evidence**

On 2/9/2026, 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.

**Status**

In compliance.

## Interpretation

- b. *Cashflow projections are reviewed and monitored by the CFO and VP for Administration.*

### Evidence

On 2/9/2026, the CFO/VPA confirmed that cashflows were reviewed and monitored in conjunction with the presentation of the FY25 quarterly financial reports to the Board on:

- The 1<sup>st</sup> quarter ending 9/30/2024, was presented to the Board on 11/20/2024.
- The 2<sup>nd</sup> quarter ending 12/31/2024, was presented to the Board on 2/19/2025.
- The 3<sup>rd</sup> quarter ending 3/31/2025, was presented to the Board on 6/11/2025.
- The 4<sup>th</sup> quarter ending 6/30/2025, was presented to the Board on 9/17/2025.

The Fiscal Year 2025 Audited Annual Financial Report was presented to the Board of Trustees on 10/15/2025

### Status

In compliance.

## Interpretation

- c. *Planning assumptions are disclosed to the Board.*

### Evidence

On 2/9/2026, the CFO/VPA confirmed that the FY25 budget, including the planning assumptions, was presented and approved by the Board on 6/4/2024.

### Status

In compliance.

*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**

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

*Compliance will be demonstrated when:*

- a. The President presents a balanced budget.*

**Evidence**

On 2/9/2026, the CFO/VPA confirmed that the FY25 balanced operating budget was presented and approved by the Board on 6/4/2024.

**Status**

In compliance.

*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**

*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.*

**Evidence**

On 2/9/2026, 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.

**Status**

In compliance.

*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, to facilitate smooth operations during key personnel transitions and ensure competent operation of the organization over the long term.**

### Interpretation

*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.*

### Evidence

On 2/9/2026, the Vice President for Talent and Culture and the CFO/VPA verified that the College’s Continuity of Operations (COOP) manuals were updated effective 1/30/2026, interim successors were identified for each Senior Leadership Team member, and are formally filed with the Office of Human Resources and the President’s Office.

### Status

In compliance.

### Interpretation

- b. Each interim successor for Senior Leadership Team members is aware of their responsibility related to the operation of the College.*

### Evidence

In the prior year’s Baseline Insight Report, the President noted the College was not in compliance with this policy requirement and outlined plans to implement a formal succession planning process in Fall 2025. This process was intended to identify critical leadership roles, assess current and emerging leaders, and establish targeted development plans for potential successors.

On 2/9/2026 the Vice President for Talent and Culture confirmed that the College successfully implemented this succession planning framework in Fall 2025. Key actions included:

- **Identification of Critical Roles:** The College designated essential leadership positions and documented second- and third-level successors within the Continuity of Operations Plan (COOP). Additionally, Talent and Culture launched a structured Performance Development Program through a phased rollout with targeted training. This program introduced a consistent framework for goal setting, leadership competency development, and performance accountability, aligning individual performance objectives with institutional priorities and strengthening leadership pipeline visibility.
- **Leadership Assessment and Development:** The College evaluated current and prospective leaders and established targeted development strategies for identified successors. In January 2026, it introduced a pilot *Foundations of Leadership Series (FOLS)* to enhance core leadership competencies, including communication, decision-making, and fostering collaborative, ethical, and inclusive team environments. The program further supports the development of internal talent pipelines and reinforces a systematic approach to leadership advancement.

Collectively, these initiatives establish a sustainable infrastructure for leadership identification, development, and succession planning, positioning the College to achieve and maintain compliance with this policy requirement.

### **Status**

In compliance.

*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

*Compliance will be demonstrated when:*

- a. *The Senior Leadership Team meets regularly regarding the current operations of the College and documents items of discussion.*

### Evidence

The CFO/VPA confirmed on 2/9/2026 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 President’s Council meetings, conducted to address the current operations of the College.

### Status

In compliance.

### Interpretation

- 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.*

### Evidence

On 3/5/2026, the President confirmed that senior leadership demonstrates understanding of Policy Governance evaluation standards by participating in interpretation drafting and refinement; validating evidence against Board policy criteria prior to submission; affirming compliance within their areas; engaging in structured pre-submission review meetings; and implementing and tracking corrective actions arising from monitoring results, when necessary.

**Status**

In compliance.

*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.*