



Frederick Community College
BOARD OF TRUSTEES
Regular Monthly Meeting

Wednesday, June 10, 2026 – 4:30 p.m.
Conference Center (E126AB)

Zoom Option:

<https://frederick-edu.zoom.us/j/83796594017?pwd=RKi3hibGV2bXs2yYW59Gn3yFLwGnbt.1>

Call-in Option:

Phone Number: 301-715-8592 | Webinar ID: 837 9659 4017 | Passcode: 346533

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. April 22, 2026 Regular Meeting Minutes (**Enclosure 1**)
- B. May 12, 2026 Board Retreat Minutes (**Enclosure 2**)
- C. May 13, 2026 Board Retreat Minutes (**Enclosure 3**)

VI. Required Approvals Agenda

- A. Approval of Liability Insurance Renewal (**Enclosure 4**)
- B. Approval of Piggyback contract with Bell Techlogix for Microsoft Licensing (**Enclosure 5**)
- C. Approval of Award to Hanbury for Architectural/Engineering Services for the Innovation & Technology Center Catocin Hall Addition/Renovation (**Enclosure 6**)
- D. Approval of Award to Barton Malow for Construction Manager at Risk Services with Guaranteed Maximum Price for the Innovation & Technology Center Catocin Hall Addition/Renovation (**Enclosure 7**)
- E. Approval of Piggyback Contract with Civic Initiatives for Procurement Centralization and Transformation (**Enclosure 8**)
- F. Approval of FY 2027-2029 Cultural Diversity Plan (**Enclosure 9**)

VII. Information/Discussion Items

- A. Ownership Linkage Updates

B. Fiscal YTD Unaudited Financial Report for the Quarter Ending March 31, 2026 (**Enclosure 10**)

C. Monitoring Board Performance

Policy Survey Results:

1. GP-3 Board Code of Conduct (**Enclosure 11**)

Policy Review:

2. GP-9 Investment in Governance (**Enclosure 12**)

3. BCD-0 Global Board Delegation Statement (**Enclosure 13**)

VIII. Action Items

A. Board Nominating Committee Report and Election of Board Officers (**Enclosure 14**)

B. Approval of Schedule of Board Meetings for 2027 (**Enclosure 15**)

C. Approval of Proposed Agreement for Legal Services for FY 2027 with Pessin Katz Law (**Enclosure 16**)

D. Approval of FY 2027 Fee for AttainEdge Learning™ (**Enclosure 17**)

E. Approval of FY 2027 Operating Budget, Capital Budget, and Salary/Wage Scales (**Enclosure 18**)

IX. Meeting Content Review (Enclosure 19)

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)(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; 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 discuss the evaluation of the President; to obtain legal advice related to collective bargaining strategy and potential positions; and review and approval of closed session minutes from April 22, 2026 pursuant to Section 3-306(c)(3)(ii) of the General Provisions Article of the Maryland Annotated Code.

XI. Adjournment

NEXT MEETINGS: Wednesday – July 15, 2026

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

Thursday – July 16, 2026

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

Wednesday – August 19, 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.

Minutes for April 22, 2026 Regular Meeting

Context: The April 22, 2026 minutes are being presented to the Board for approval via the Consent Agenda. Minutes of the proceedings of every Board meeting shall be prepared by the College President (or the President's designee) with all motions accurately and completely recorded, noting the names of those who make motions, the nature of the motion, and those who vote 'yea' and 'nay.' The minutes of the prior Board Meeting will be provided to and considered by the Board as part of the subsequent Board Meeting materials.

Board Policy Reference: [Bylaws of the Board of Trustees of Frederick Community College](#)

Background: The Board of Trustees held a regular meeting on April 22, 2026.

Attachment: Minutes of the April 22, 2026 regular meeting

**BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE**

**April 22, 2026
Regular Meeting**

The Board of Trustees of Frederick Community College met in **regular session** on Wednesday, April 22, 2026 in the Conference Center (E126AB). A virtual option to participate was provided. Participating in person were: Trustees Theodore Luck, Chair; Jan H. Gardner; Dr. Carmen R. Hernandez; Tracey McPherson; Dr. William Reid; and Stephen G. Slater. Vice Chair Carolyn Kimberlin was unable to attend. Trustee Slater was appointed by Governor Wes Moore to serve the remainder of the term of former Trustee Myrna Whitworth (July 1, 2024 – June 30, 2029). Trustee Slater was sworn in at the Office of the Clerk of the Circuit Court for Frederick County on April 20, 2026. 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 welcomed Trustee Stephen Slater. He then reflected on the College’s Celebration of Excellence event, noting the importance of recognizing employees and the

strong culture of appreciation across the institution. He reminded Trustees of the upcoming Board retreat scheduled for May 12–13, 2026.

Trustee Slater expressed appreciation for the opportunity to serve and shared his intent to listen, learn, and contribute.

Trustees McPherson and Reid also commented positively on the Celebration of Excellence event.

President Cheek reported on recent external engagements, including participation as a panelist at a Women’s History Month event at Coppin State University focused on leadership and sustainability, and a meeting with Mount St. Mary's University President Dr. Gerard Joyce to explore expanded transfer pathways and student alignment opportunities. She also met with the newly appointed Director of Frederick County’s Division of Economic Opportunity Heather Gramm to strengthen collaboration in workforce and economic development.

President Cheek acknowledged the success of the Celebration of Excellence and expressed appreciation to Trustees who attended. She thanked County Executive Jessica Fitzwater for her continued support of the College, as reflected in her proposed FY 2027 budget, and noted her upcoming participation in the County Council’s budget workshop to advocate for FCC funding.

President Cheek concluded by highlighting Commencement, scheduled for May 21 at Mount St. Mary’s Knott Arena, with Lieutenant Governor Aruna Miller serving as Commencement speaker, and encouraged Trustee attendance.

PUBLIC COMMENT

There were no comments.

CONSENT AGENDA

On a motion made by Trustee Gardner, the Board approved the following item 6-0-1, as presented, with Vice Chair Kimberlin absent:

- March 18, 2026 regular meeting minutes

REQUIRED APPROVALS AGENDA

A clarifying question was raised regarding the reported increase in group health insurance costs. President Cheek clarified that the \$299,960 figure reflects the increase for employee-only coverage, and that the total estimated annual increase to the College is approximately \$840,000 when all coverage types are included.

On a motion made by Trustee Hernandez, the Board approved the following items 6-0-1, as presented, with Vice Chair Kimberlin absent:

- Renewal of Group Health, Prescription Drug Insurance to CareFirst BlueCross BlueShield for FY 2027
- Award to Aetna for Group Dental Insurance and Renewal with Aetna for Group Vision Insurance for FY 2027
- Award to The Hartford for Group Basic Life/AD&D, Long Term Disability, and Supplemental and Dependent Life Insurance for FY 2027-FY 2029
- Award to Little Diversified Architectural Consulting for the Visual & Performing Arts Center Feasibility Study
- Piggyback Contract with BSN Sports, LLC for Athletic Uniforms and Related Apparel

INFORMATION/DISCUSSION ITEMS

Ownership Linkage Updates – Chair Luck reported that the consultant’s summary of recent ownership linkage engagements has been received and will be discussed at the July retreat. Trustees expressed appreciation for the report, noting alignment with the Ends Policy and the value of synthesizing input across engagements.

FY 2027 Budget Development Update – President Cheek noted that the County Executive’s proposed budget includes the College’s full funding request and that the process is now in the County Council review phase. Scott McVicker, Chief Financial Officer and Vice President for Administration, detailed adjustments made since the Board approved the budget in February based on the County providing \$367,715 over what FCC requested, due to additional in-kind funding. The total operating budget is now nearly \$84 million. Due to the higher budget level, an increased contribution to the operating fund balance reserve is required to maintain compliance with reserve policy requirements. Mr. McVicker also noted adjustments to the capital budget due to reduced state funding for certain projects, while confirming that core priorities remain funded.

Trustees discussed the distinction between in-kind funding and new operating dollars, the College’s use of the County Executive’s proposed \$1.5 million increase to sustain operations and support enrollment growth, and ongoing challenges related to state funding caps and rising costs, including healthcare.

MONITORING BOARD PERFORMANCE:

Policy Survey Results for GP-4 Board Job Contributions – Chair Luck reported on the results of this survey. Trustees discussed opportunities to strengthen engagement with

local, state, and federal officials and improve information flow from external organizations. Variation in responses was noted, reflecting differences in Trustee tenure. Chair Luck corrected for the record that five Trustees have completed the Open Meetings Act training.

Policy Survey Results for GP-2 Role of the Vice Chair – Chair Luck reported on the results of this survey.

Board Policy Review of BCD-5 President Succession – The Board reviewed this policy for currency. Trustees noted no action has been necessary on this policy and agreed no revisions are needed at this time. There was discussion regarding whether certain policies require annual review or could be reviewed on a multi-year cycle.

Board Policy Review of GP-3 Board Code of Conduct – The Board reviewed this policy for currency. Trustees discussed expectations regarding information sharing and adherence to Open Meetings Act requirements. It was clarified that Trustees may not deliberate outside public meetings and that items requiring discussion should be placed on a future agenda. Chair Luck encouraged Trustees to bring forward topics for consideration, noting that agenda requests may be submitted to the Chair. Trustees also discussed using the Meeting Content Review agenda item to surface future topics for Board consideration. There were no suggested revisions.

ACTION ITEMS

Approval of Revision to GP-1 Role of the Board Chair – The Board reviewed a proposed revision identified at the meeting last month regarding information items to revise the language in item 1.2 from “will be avoided or minimized and always noted as such” to “will always be noted as such.”

On a motion made by Trustee Hernandez, the Board approved the revision to GP-1 Role of the Board Chair 6-0-1, as presented, with Vice Chair Kimberlin absent.

President Cheek requested clarification regarding interpretation of the revised language and its alignment with the Board's governance role. Trustees noted the revision was intended to remove negative phrasing rather than change policy direction, while acknowledging potential differences in interpretation. A hypothetical example was offered, and Trustees noted the language allows for discretion. Trustees suggested clearly identifying informational items on the agenda, including those presented under comments.

MEETING CONTENT REVIEW

Trustees discussed opportunities to improve clarity of agenda items, including identifying informational topics more explicitly and ensuring alignment with governance-level discussion.

CLOSED SESSION

At 5:28 p.m., the motion was made by Trustee Reid 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)(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 Board convened in closed session in the Conference Center (E126AB) on April 22, 2026. Attending in person were: Trustees Theodore Luck, Chair; Jan H. Gardner; Dr. Carmen R. Hernandez; Tracey McPherson; Dr. William Reid; and Stephen Slater. Vice Chair Carolyn Kimberlin was unable to attend. Also attending in person were President Dr. Annesa Payne Cheek, Secretary/Treasurer of the Board; Avis Boyd, Chief of Staff to the President; Dr. Bridgette Cofield, Vice President for Talent and Culture; Dr. Anne Davis, Provost and Vice President of Teaching, Learning, and Student Success; 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 March 18, 2026.

On a motion made by Trustee Reid, the Board approved the March 18, 2026 closed session minutes 5-0-1-1, as presented, with Trustee Slater abstaining and Vice Chair Kimberlin absent.

The Board obtained legal advice on matters related to collective bargaining strategy and potential positions.

On a motion made by Trustee Slater, the Board approved 6-0-1, with Vice Chair Kimberlin absent, for the Chief Negotiator to bargain up to a specified amount on fiscal items for FY 2027.

The meeting adjourned at 5:55 p.m.

NEXT MEETING

The next regular meeting of the Board will be held on Wednesday, June 10, 2026.

Dr. Annesa Payne Cheek

Secretary/Treasurer

Prepared by Kari Melvin
Office of the President
Frederick Community College

DRAFT

Minutes for May 12, 2026 Board Retreat

Context: The May 12, 2026 minutes are being presented to the Board for approval via the Consent Agenda. Minutes of the proceedings of every Board meeting shall be prepared by the College President (or the President's designee) with all motions accurately and completely recorded, noting the names of those who make motions, the nature of the motion, and those who vote 'yea' and 'nay.' The minutes of the prior Board Meeting will be provided to and considered by the Board as part of the subsequent Board Meeting materials.

Board Policy Reference: [Bylaws of the Board of Trustees of Frederick Community College](#)

Background: The Board of Trustees held a retreat on May 12, 2026.

Attachment: Minutes of the May 12, 2026 board retreat

**BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE**

**May 12, 2026
Board Retreat**

The Board of Trustees of Frederick Community College met for a **board retreat** on Tuesday, May 12, 2026 at Maryland National Golf Club, 8836 Hollow Rd., Middletown, MD 21769. Attending in person were: Trustees Theodore Luck, Chair; Dr. Carmen R. Hernandez; Tracey McPherson; Dr. William Reid; and Stephen G. Slater. Trustee Jan H. Gardner was unable to attend. Also attending in person were President Dr. Annesa Payne Cheek, Secretary/Treasurer of the Board; Edmund O’Mealley, PK Law, College legal counsel; Rose Mercier, Facilitator; Rachel Hatch, Facilitator; and Silent James, Graphic Recorder.

Participating virtually was Vice Chair Kimberlin (for a portion of the meeting).

CALL TO ORDER

Board Chair Luck convened the retreat at 9:02 a.m. and welcomed attendees. He recognized retreats as an important learning and governance-development opportunity for the Board. President Cheek introduced the facilitators and noted the College’s ongoing work with the Institute for the Future to build foresight capacity within the institution.

Trustees and attendees introduced themselves. The Board reviewed the retreat agenda and intended outcomes.

GROUNDING IN GOVERNANCE

Ms. Mercier provided a governance framing for the retreat and connected the strategic foresight work to the Board's responsibilities under Policy Governance®. She reviewed the Board's role in shaping meaningful futures, noting that the Board is accountable for specifying intended results through Ends policies and defining unacceptable means through Executive Limitations policies. Discussion focused on how strategic foresight strengthens the Board's ability to govern with outward vision, future focus, and proactive risk awareness.

Trustees discussed how ownership linkage questions may either focus participants on present conditions or invite consideration of plausible future scenarios. Ms. Mercier encouraged the Board to frame future-oriented questions that surface owner values and expectations regarding the difference the College should have over time.

STRATEGIC FORESIGHT

Ms. Hatch introduced strategic foresight as a set of tools, processes, and mindsets for making decisions under conditions of uncertainty. Trustees discussed how strategic foresight differs from prediction, noting that forecasts are intended to be plausible, provocative, and informed by data rather than definitive statements about what will occur.

The Board participated in exercises exploring assumptions about the future and discussed cognitive traps that can limit future-oriented thinking, along with practices to strengthen foresight capacity.

Trustees discussed drivers and signals of change and considered how early signals can help move governance thinking from foresight to insight to action.

The Board recessed for a break from approximately 11:30 a.m. to 11:45 a.m.

During a working lunch, Ms. Hatch facilitated a panel discussion with external participants experienced in organizational foresight to support the Board's understanding of strategic foresight as a developing governance capacity. Discussion emphasized that strategic foresight develops over time and requires sustained commitment, shared language, and intentional attention to long-term thinking amid immediate demands.

Following the panel, Trustees reflected on the Board's role in future-focused governance. Discussion included how foresight may inform future ownership linkage questions, how the Board can set direction without prescribing operational responses, and how policy language may express the Board's long-term values while preserving presidential discretion in implementation.

Trustees discussed the implications of artificial intelligence and other emerging issues for education, ethics, and governance, including the importance of critical thinking, discernment, and adaptability in an evolving information environment.

The Board recessed for a break from approximately 12:45 p.m. to 1:08 p.m.

Ms. Hatch facilitated exercises to make potential futures more tangible and to help the Board consider how emerging forces may affect people, services, and learning environments. The Board reviewed the IFTF Horizon Scan for Frederick Community College, which identified five future forces affecting community colleges from 2025–2035:

AI Acceleration, Social Fabric Fraying, Climate Change Triage, Gen Alpha Rising, and Shifting Information Ecosystems.

The Board considered the Horizon Scan through a governance lens, discussing the implications of AI Acceleration and Social Fabric Fraying for education, work, trust, critical thinking, and future ownership linkage. Discussion included how changing conditions may inform Ends policies, Executive Limitations, Board education, and future-focused governance.

Ms. Hatch facilitated an artifacts-from-the-future activity through which Trustees considered how learning environments, human connection, and the role of community colleges may evolve over time. Discussion included how future conditions may influence the balance between technology-enabled and human-centered learning, expectations of learners, and the distinctive value community colleges may provide in a changing environment.

Chair Luck offered closing reflections and noted that the retreat provided concepts and language to support continued discussion and strengthen the Board's future-focused governance practice.

ADJOURNMENT

The retreat adjourned at 3:57 p.m.

Dr. Annesa Payne Cheek

Secretary/Treasurer

Minutes for May 13, 2026 Board Retreat

Context: The May 13, 2026 minutes are being presented to the Board for approval via the Consent Agenda. Minutes of the proceedings of every Board meeting shall be prepared by the College President (or the President's designee) with all motions accurately and completely recorded, noting the names of those who make motions, the nature of the motion, and those who vote 'yea' and 'nay.' The minutes of the prior Board Meeting will be provided to and considered by the Board as part of the subsequent Board Meeting materials.

Board Policy Reference: [Bylaws of the Board of Trustees of Frederick Community College](#)

Background: The Board of Trustees held a retreat on May 13, 2026.

Attachment: Minutes of the May 13, 2026 board retreat

**BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE**

**May 13, 2026
Board Retreat**

The Board of Trustees of Frederick Community College met for a **board retreat** on Wednesday, May 13, 2026 at Maryland National Golf Club, 8836 Hollow Rd., Middletown, MD 21769. Attending in person were: Trustees Theodore Luck, Chair; Dr. Carmen R. Hernandez; Tracey McPherson; and Dr. William Reid. Vice Chair Kimberlin and Trustees Jan H. Gardner and Stephen G. Slater were unable to attend. Also attending in person were President Dr. Annesa Payne Cheek, Secretary/Treasurer of the Board; Edmund O’Mealley, PK Law, College legal counsel; Rose Mercier, Facilitator; Rachel Hatch, Facilitator; and Silent James, Graphic Recorder.

CALL TO ORDER

Board Chair Luck convened the retreat at 9:00 a.m.

The Board reflected on day one of the retreat and discussed how strategic foresight may strengthen governance by supporting greater attention to emerging forces, long-term mission protection, and future-focused thinking. Discussion emphasized the distinction between governance and operations and considered how future-oriented thinking may inform Ends policies, Executive Limitations, ownership linkage, and Board practices. The Board also discussed whether future-focused expectations should be expressed more explicitly in policy language while preserving presidential discretion and flexibility in implementation.

STRATEGIC FORESIGHT DAY 2

Ms. Hatch continued the Horizon Scan discussion by reviewing the remaining future forces: Climate Change Triage, Gen Alpha Rising, and Shifting Information Ecosystems. The Board considered how these future forces may influence community expectations, student needs, workforce preparation, facilities, trust in information, and future ownership linkage, while identifying possible implications for Ends policies, Executive Limitations, Board education, and institutional adaptability. Discussion included potential implications for sustainability, emergency preparedness, future learner expectations, student supports, technology-enabled learning, information reliability, and civic resilience.

The Board recessed for a break from approximately 10:51 a.m. to 11:00 a.m.

Ms. Hatch introduced characteristics of forward-looking questions, emphasizing questions that surface future possibilities, acknowledge uncertainty, privilege plausibility over prediction, challenge assumptions, and support future-oriented inquiry. Trustees discussed how future ownership linkage questions may be framed through scenarios and considered themes related to artificial intelligence, future learners, enrollment, student support needs, physical and virtual learning environments, and the evolving role of the College.

Trustees discussed next steps for continuing foresight practice, including ongoing Board education, exposure to emerging perspectives and signals of change, and opportunities to incorporate future-focused discussions into regular meetings.

Chair Luck identified the July retreat as the next opportunity to connect ownership linkage input with the future-focused lens developed during this retreat. Trustees discussed synthesizing owner input, considering future-oriented policy language, and identifying additional information to support future Board work.

Trustees considered the value of student perspectives in understanding emerging needs while reaffirming the distinction between ownership linkage, stakeholder input, and operational feedback. The Board reaffirmed its responsibility to remain within its governance role when using information to inform policy direction.

Ms. Hatch thanked Silent James for graphic recording. Chair Luck thanked Ms. Hatch, Ms. Mercier, President Cheek, College staff, legal counsel, and Trustees for their participation and noted the value of the retreat in informing the Board's continued governance work and future discussions.

ADJOURNMENT

The retreat adjourned at 11:58 a.m.

Dr. Annesa Payne Cheek

Secretary/Treasurer

Prepared by Kari Melvin
Office of the President
Frederick Community College



Enclosure 4
June 2026

Recommendation for Liability Insurance Renewal

Context: The recommendation to approve the renewal of the College's FY 2027 insurance coverages totaling \$370,285 and related brokerage fees of \$22,000 for a total amount of \$392,285 is being presented to the Board for approval via the Required Approvals Agenda. This document summarizes the recommended renewals 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-9 Asset Protection](#)

Background:

- Pursuant to the Code of Maryland Regulations §21.05.07, the Board is required to approve any procurement of over \$100,000.
- Frederick Community College maintains an established agreement with McGriff, a Marsh & McLennan Agency LLC to secure the College's required annual insurance coverages. McGriff obtained and negotiated renewal quotations for the College's property, casualty, workers' compensation, cybersecurity, and international insurance coverages for FY 2027.
- Based on the quotations received and negotiated by McGriff, the most favorable rates and coverages are recommended from the following carriers:

Company	Policy	Premiums
Affiliated FM	Property	\$130,500
Utica National	Casualty	\$130,035
Hanover	Workers' compensation	\$ 94,440
Tokio Marine	Cyber liability	\$ 12,810
Chubb	International	\$ 2,500
Total Premiums		\$370,285
Consultant	Fee	Cost
McGriff	Brokerage fees	\$ 22,000
Total Premiums + Fees		\$392,285

- Total property insurance premium decreased 3.9% as a function of higher deductibles required by the carrier.

- The casualty insurance premium reflects an estimated increase of approximately 11.5%, driven by higher education industry claim trends, including discrimination and sexual assault claims, as well as increased settlement costs.
- The College's workers' compensation rate increased 6.3% due to payroll growth.
- The College's cyber liability insurance and international premiums are unchanged from FY 2026. International insurance coverage provides protection for students, employees, and chaperones who may require medical or related assistance while participating in College-sponsored travel outside the United States.
- All recommended carriers maintain an AM Best Rating of A (Excellent) or better as required by EL-9 Asset Protection.
- Funding for the recommended insurance coverages and brokerage fees is included in the FY 2027 operating budget.

Attachment: Frederick Community College 2026-2027 Renewal Premiums

**Frederick Community College
2026 - 2027 Renewal Premiums**

Coverages	2023-2024	2024-2025	2025-2026	2026 - 2027				Notes
				Expiring Exposures		Updated Exposures		
	Audited	Annualized	Annualized	Premium	Rate change	Premium	Premium change	
Property								
Property (Includes Business Income, Extra Expense, Flood, & Earthquake)	\$121,129	\$128,815	\$131,697	\$120,076	-8.8%	\$126,500	-3.9%	Total Insured Value ↑ 5.06%. AOP Ded ↑ from \$10K to \$25K, W/H Ded to \$100k, Water Damage Ded ↑ From \$50K to \$100K in 2025
Terrorism	\$3,750	\$3,900	\$4,000	\$4,000		\$4,000		Can be excluded for premium savings.
FM Total	\$124,879	\$132,715	\$135,697	\$124,076	-8.6%	\$130,500	-3.8%	
Casualty								Utica 5 year Loss Ratio over 400%!
General Liability (Includes Educators Legal, Health Student Professional, Abuse or Molestation, & Employee Benefits)	\$47,380	\$55,333	\$68,825	\$79,567	15.6%	\$78,899	14.6%	Higher Ed Industry claim increases driving rate.
Crime	\$2,480	\$2,480	\$2,480	\$2,480	0.0%	\$2,673	7.8%	
Auto (Includes Garagekeepers)	\$23,681	\$23,365	\$25,443	\$26,617	4.6%	\$26,717	5.0%	Delete 96 Big T Trailer
Umbrella	\$16,818	\$18,409	\$19,858	\$21,746	9.5%	\$21,746	9.5%	Industry, GL, and Auto Increases driving Umbrella
Utica FCC Total	\$90,359	\$99,587	\$116,606	\$130,410	11.8%	\$130,035	11.5%	
Workers Compensation	\$109,487	\$112,778	\$88,877	\$88,877	0.0%	\$94,440	6.3%	Payroll ↑ 6%, Current Year Loss Ratio 58%
Cyber Liability	\$10,081	\$11,626	\$12,810	\$11,785	-8.0%	\$12,810	0.0%	Projected revenue ↑ 8% (3 year average)
International (3/8/26 - 27)	\$2,500	\$2,500	\$2,500	\$2,500	0.0%	\$2,500	0.0%	
TOTAL	\$337,306	\$359,206	\$356,490	\$357,648	0.3%	\$370,285	3.9%	
Rate Change	4.7%	2.7%	-3.5%	0.3%				
FCC Foundation & Fund								
Package	\$663	\$737	\$726	\$821	13.1%	\$837	15.3%	Business Personal Property ↑ 7%
Umbrella	\$2,689	\$2,689	\$3,469	\$2,500	-27.9%	\$2,500	-27.9%	
D&O/EPLI/Crime	\$4,918	\$4,932	\$5,093	\$4,932	-3.2%	\$5,094	0.0%	Assets ↑ 6%
FCC Foundation Total	\$8,270	\$8,358	\$9,288	\$8,253	-11.1%	\$8,431	-9.2%	
Fee	\$20,500	\$20,500	\$21,000			\$22,000		

Affiliated FM - AM Best Rating A+ (Superior)
 Utica National - AM Best Rating A (Excellent)
 Hanover A (Excellent)
 Travelers - AM Best Rating A++ (Superior)
 Tokio Marine/HCC - AM Best Rating A++ (Superior)

Recommendation for Piggyback Contract with Bell Techlogix

Context: The piggyback contract with Bell Techlogix for the licensing of Microsoft software products for the campus 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 by President Cheek, with preparation support provided by Dr. Jerry DeSanto, CIO and Vice President for Information Technology.

Board Policy Compliance Monitoring References:

- [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.
- The College currently makes extensive use of Microsoft software systems and services for instructional as well as administrative purposes.
- The College recommends renewing the agreement with Bell Techlogix, a value-added reseller for Microsoft, utilizing the Maryland Education Enterprise Consortium UMD-8132024 contract for Microsoft software and services for the term of August 1, 2026, through July 31, 2027.
- The total contract with Bell Techlogix is \$122,898.68, based on current student plus employee counts, to include the licensing of software and provision of related services.
- The funding for this purchase is included in the FY 2026 budget.

Attachment: None

Recommendation for Award to Hanbury for Architectural/Engineering Services for the Innovation & Technology Center Catoctin Hall Addition/Renovation

Context: The recommended award of Request for Proposals (RFP) 26-CCPM-01, Architectural/Engineering Services for the Innovation & Technology Center; Catoctin Hall Addition/Renovation, to Hanbury in the amount of \$4,572,584 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 Architectural/Engineering services to construct a 28,352 GSF addition and renovate 30,245 GSF of the existing original Catoctin Hall for Science and Biotechnology Lab functions, an Innovation Center servicing the FCC community and other entrepreneurial initiatives, instructional space for STEM programs, offices, lecture classrooms, and support spaces.
- The project supports the College's ongoing capital improvement and facilities planning efforts by expanding and renovating instructional and technology-focused space within Catoctin Hall to better support current and future academic programming needs.
- Seventeen proposals were received; four proposals met the minimum qualifications and were advanced to evaluation. Following a two-phase process -- technical and oral presentations (70%) and pricing (30%), Hanbury achieved the highest overall score and was determined to provide the best value.
- A Notice of Intent to Award was issued on May 6, 2026. The procurement process was conducted in a fair and compliant manner.
- Design will be conducted in FY 2027 and FY 2028, and a portion of FY 2029. Construction will occur in FY 2029 and FY 2030.
- Funding for this project will be funded from the FY 2027 through FY 2030 State and County Capital Improvement Plan (CIP) budget.

Attachment: None

Recommendation for Award to Barton Malow for Construction Manager at Risk Services with GMP for the Innovation & Technology Center Catoctin Hall Addition/Renovation

Context: The recommended award of Request for Proposals (RFP) 26-CCPM-02, Construction Manager at Risk (CMAR) Services with Guaranteed Maximum Price (GMP) for the Innovation & Technology Center; Catoctin Hall Addition/Renovation, to Barton Malow in the amount of \$8,756,517 is being presented to the Board for approval via the Required Approvals Agenda. This amount includes the pre-construction and construction phase fees, as well as construction general conditions and GMP contingencies. 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 issued RFP 26-CCPM-02 to solicit qualified firms to provide Construction Manager at Risk (CMAR) services with Guaranteed Maximum Price (GMP) for the Innovation & Technology Center Catoctin Hall Addition/Renovation project.
- The project supports the College's ongoing capital improvement and facilities planning efforts by expanding and renovating instructional and technology-focused space within Catoctin Hall to better support current and future academic programming needs.
- Sixteen proposals were received; ten proposals met the minimum qualifications and were advanced for evaluation.
- Following a two-phase process -- technical and oral presentations (70%) and pricing (30%), Barton Malow achieved the highest total score and was determined to provide the best overall value.
- A Notice of Intent to Award was issued on May 6, 2026. The procurement process was conducted in a fair and compliant manner.
- Design will be conducted in FY 2027 and FY 2028, and a portion of FY 2029. Construction will occur in FY 2029 and FY 2030.
- Funding for this project will be funded from the FY 2027 through FY 2030 State and County Capital Improvement Plan (CIP) budget.

Attachment: None

Recommendation for Piggyback Contract with Civic Initiatives

Context: The piggyback contract with Civic Initiatives for the procurement centralization and transformation is being presented to the Board for approval via the Required Approvals Agenda. This document summarizes the recommended piggyback 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-9 Asset Protection](#)

Background:

- Pursuant to the Code of Maryland Regulations §21.05.07, the Board is required to approve any procurement of over \$100,000.
- During FY 2026, the College conducted a comprehensive review of its procurement practices and policies, resulting in 13 recommended improvements.
- Based on this assessment, the College determined that external consulting support is necessary to advance procurement centralization and transformation efforts.
- The College recommends entering into an agreement with Civic Initiatives in an amount not to exceed \$300,000 utilizing the competitively bid master agreement #EI00171-2021MA through E&I Cooperative Services.
- One-time funding is included in the FY 2027 Operating Budget from Strategic Reserves.

Attachment: None

Approval of FY2027-2029 FCC Cultural Diversity Plan

Context: The proposed FY 2027–2029 Frederick Community College Cultural Diversity Plan is presented to the Board of Trustees for approval via the Required Approvals Agenda. This document summarizes the plan and is presented to the Board by President Cheek, with preparation support by Dr. Bridgette N. Cofield, Vice President for Talent & Culture.

Board Policy Compliance Monitoring References:

- [E-1 Ends](#)
- [EL-1 Treatment of Students](#)
- [EL-2 Treatment of Employees](#)
- [EL-8 Access to Education](#)

Background:

- Pursuant to §11-406 of the Maryland Education Article, the College is required to develop and implement a Cultural Diversity Plan.
- The FY 2027–2029 FCC Cultural Diversity Plan is intentionally designed as an integrated institutional framework—not as a separate or parallel body of work. The strategies outlined throughout this plan are embedded within and drawn directly from existing divisional priorities, operational strategies, and institutional improvement efforts already underway across the College. Rather than creating separate diversity initiatives disconnected from core operations, this plan organizes and aligns institution-wide work related to student success, employee engagement, belonging, access, and continuous improvement under a unified framework that reflects the College’s values and responsibilities.
- Developed in partnership with Teaching, Learning, and Student Success (TLSS); Student Experience; and Talent and Culture, the plan demonstrates how divisional strategies collectively advance the College’s institutional priorities of Student Retention and Continuous Improvement while strengthening learning environments, student experiences, and workplace culture for all members of the campus community.
- The plan is informed by a systematic assessment of institutional initiatives.
- This plan builds on the 2025–2026 bridge plan, moving the College into a more coordinated, sustainable, and data-informed approach that tracks trends over time and informs division strategies, and supports ongoing refinement.
- The submission also includes required hate-crime reporting information and process; however, this information is not part of the plan’s strategies, goals, or activities.

Attachment: FY 2027–2029 Frederick Community College Cultural Diversity Plan

FREDERICK COMMUNITY COLLEGE



FY2027 - 2029

CULTURAL DIVERSITY PLAN



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Introduction

Cultural Diversity Plan at Frederick Community College

At Frederick Community College, this three-year plan brings together key elements of the College's future-ready planning, data-informed decision-making, and research-based strategies to strengthen engagement and belonging. Through this work, we aim to ensure that our policies, practices, and campus culture reflect a deep and sustained commitment to the growth and development of all members of our campus community. This plan is a compilation of existing and emerging strategies developed in partnership with Teaching, Learning, and Student Success (TLSS); Student Experience; and Talent and Culture, aligning learning environments, student success, and employee experience, with the College's institutional priorities of Student Retention and Continuous Improvement.

Grounded in the College's core values of Learning, Innovation, Diversity, Excellence, Community, and

Integrity, this plan outlines how we are strengthening our capacity to serve an increasingly diverse community of students and employees. It reflects a shared responsibility across the institution to create environments where individuals feel seen, valued, and supported, and where equitable outcomes are intentionally pursued for all members of our community.

This plan emphasizes data-informed decision-making, cross-functional collaboration, and continuous improvement, and is aligned with the requirements of [Maryland Education Article §11-406](#). Through clear goals, measurable indicators, and ongoing assessment, Frederick Community College advances equity, access, and campus climate while meeting annual reporting expectations to the Maryland Higher Education Commission (MHEC).



Institutional Priorities

Over the past year, Frederick Community College engaged in a cycle of discovery, reflection, future-ready planning, and continuous improvement to identify and clarify its Strategic Priorities and support a culturally diverse student body. These priorities represent the College’s highest areas of focus and are assessed at the institutional level through clearly defined Key Performance Indicators (KPIs).

The College’s primary Strategic Priorities are:

1

Retention

The College is focused on increasing new-to-college retention and strengthening persistence.

- **Baseline:** 79.4% for all new-to-college, non-dual enrolled, credit students.
- **Target:** Achieve an 81.5% retention rate for all new-to-college, non-dual enrolled, credit students.

2

Continuous Improvement

The College is committed to building and sustaining a culture of data-informed decision-making, institutional learning, and accountability. This priority ensures that institutional efforts remain responsive, effective, and aligned with student and employee needs.

Demonstrated progress through organizational assessment, reporting, and alignment of strategies and tactics is key to drive priorities.

To advance these priorities, each division established a Division Commitment and Goal, defining what they aim to improve and how success will be measured. These commitments are supported by:

- **Strategies:** High-leverage approaches that advance divisional and institutional priorities and are assessed through defined Key Performance Indicators (KPIs).
- **Tactics:** Time-bound, operational actions that drive implementation and measurable progress toward strategy outcomes.

Teaching, Learning, & Student Success Embedded Plan

Division Commitment: Advance Learning for All Students

The plan establishes three strategies, intended outcomes, and KPIs for strengthening student learning, retention, and achievement through intentional coordination of academic strategies, professional learning, and evidence-based practices. Each strategy connects divisional work within TLSS to institution-wide goals, integrating faculty development, curriculum innovation, and student-centered design to ensure that every student can succeed and thrive at FCC.

Division Goal

Increase course success rate (C or Higher)

Key Performance Indicators

- All Students: from 70.8 to 72%

	Strategy	Intended Outcomes	Key Performance Indicators
1	<p>Institutional Skill Development Plan Develop and implement an institutional plan to build students’ college-ready skills and knowledge that support their academic success.</p>	<ul style="list-style-type: none"> • Establish early success habits, belonging, and self-advocacy behaviors among new-to-college students within the first 6 weeks of the semester. • Embed college-ready success skills directly into classroom instruction through evidence-based teaching practices. • Close institution performance gaps in new-to-college retention and strengthen persistence. 	<ol style="list-style-type: none"> 1. Increase in Fall-to-Spring retention rate for extended onboarding completers vs. non-completers by 5-7 percentage points. 2. Reduction in the number of Early Alerts issued for extended onboarding completers vs. non-completers by 10%. 3. Increase in attendance at belonging-building activities over the previous fall by 15%. 4. Increase student retention and success in courses utilizing evidence-based teaching practices over the previous fall.

Teaching, Learning, & Student Success Embedded Plan (Cont.)

Division Commitment: Advance Learning for All Students

Strategy	Intended Outcomes	Key Performance Indicators
<p>2 Early Identification & Intervention Toolkit Identify and support credit students who are not meeting course objectives within the first 20% of a course.</p>	<ul style="list-style-type: none"> • Increase first-term course success rates • Improve early academic engagement • Close institution performance gaps in new-to-college retention and strengthen persistence. • Strengthen coordination of student success response 	<ol style="list-style-type: none"> 1. Increase in % of courses implementing early alerts within the first 20% of a course. 2. Increase course success rates.
<p>3 Inclusive and Bias-Free Curriculum Conduct a structured audit of curriculum and instructional practices to identify bias and access barriers and implement inclusive revisions that improve course success and student experience.</p>	<ul style="list-style-type: none"> • More inclusive and culturally responsive curriculum. • Increased faculty capacity to apply inclusive practices • Improved student sense of belonging and engagement. 	<ol style="list-style-type: none"> 1. Increase in % of faculty completing curriculum self-assessment. 2. Increase in % of courses adopting inclusive materials/practices. 3. Increase in student success in courses.





Student Experience Embedded Plan

Division Commitment: Cultivate an inclusive and supportive environment where all students feel a strong sense of belonging.

This plan provides three strategies, intended outcomes, and KPIs for advancing the student experience in support of student learning, retention, and success. Aligned with institutional priorities, it focuses on strengthening the first-year experience, increasing students’ sense of belonging, improving access to support services, and using data-informed practices to ensure all students can successfully navigate the College and persist toward their goals at Frederick Community College.

Division Goal

To increase a sense of belonging for all students, with a focus on male Black and Hispanic students.

Key Performance Indicators

- Establish a baseline percentage of students reporting a sense of belonging.

	Strategy	Intended Outcomes	Key Performance Indicators
1	<p>First-Year Experience & Retention</p> <p>Improve the first-year experience and increase second-semester retention for all students through proactive advising, onboarding, and student support programs.</p>	<ul style="list-style-type: none"> • Increased second-semester retention. • Improved student navigation of services and early connection to support. • Close institution performance gaps in new-to-college retention and strengthen persistence. 	<ol style="list-style-type: none"> 1. Increase retention from 79.5% to 81.5%. 2. % of students meeting with an advisor from 84% to 88%. 3. Increase in % of participation in onboarding.

Student Experience Embedded Plan (Cont.)

Division Commitment: Cultivate an inclusive and supportive environment where all students feel a strong sense of belonging.

	Strategy	Intended Outcomes	Key Performance Indicators
2	<p>Sense of Belonging & Engagement Deliver inclusive co-curricular experiences, basic needs services, and community-building opportunities that foster well-being and belonging for all students.</p>	<ul style="list-style-type: none"> • Increased student sense of belonging. • Stronger engagement in student life, wellness, and community-building. • Improved connection to campus resources and relationships. 	<ol style="list-style-type: none"> 1. Establish baseline in FY27 and set targets for FY29. 2. Increase in % of students reporting sense of belonging. 3. Increase participation in student life/programs by 15%. 4. Increase utilization of basic needs and support services (e.g., food, housing support, counseling).
3	<p>Equitable Access & Student Support Advance equitable student access as the foundation for a true sense of belonging by ensuring all core student services align with federally protected requirements are delivered with clarity, consistency, and an equity-informed approach—supported by strong compliance infrastructure, clear documentation, and seamless student-facing processes across Student Experience.</p>	<ul style="list-style-type: none"> • Reduced barriers to accessing essential services (financial aid, accommodations, advising). • Increased consistency, timeliness, and transparency of services. • Improved student experience for priority populations. 	<ol style="list-style-type: none"> 1. Establish baseline in FY27 and set targets for FY29. 2. Increase in % of units implementing process improvements. 3. Reduction in number of delays/errors in service delivery.

Talent & Culture Embedded Plan

Division Commitment: Foster a positive and engaging work environment that supports employee sense of belonging and engagement.

This plan provide two strategies, intended outcomes, and KPIs for advancing employee engagement, development, and organizational effectiveness in direct support of student learning, retention, and success. By aligning Talent and Culture strategies with institutional priorities, it integrates performance development, leadership capacity, and inclusive workplace practices to ensure employees are equipped to create environments where all employees and students can succeed and thrive at Frederick Community College.

Division Goal

Increase overall employee engagement and sense of belonging.

Key Performance Indicators

- Increase the overall mean score of the 10 areas of growth opportunity on an annual employee survey.

	Strategy	Intended Outcomes	Key Performance Indicators
1	<p>Inclusive Workplace & Culture of Belonging Engage faculty, staff, and students in structured dialogues or trainings to understand experiences of inclusion across roles, identities, and organizational systems.</p>	<ul style="list-style-type: none"> • Increased employee sense of belonging and voice. • Improved workplace culture and cross-functional collaboration. • Greater awareness and application of bias mitigation and cultural humility practices. 	<ol style="list-style-type: none"> 1. Establish baseline in FY27 and set targets for FY29. 2. Increase in overall employee engagement and belonging scores. 3. Increase in participation rates in dialogue sessions and trainings. 4. Increase in qualitative themes demonstrating improved inclusion, communication, and trust.

Talent & Culture Embedded Plan (Cont.)

Division Commitment: Foster a positive and engaging work environment that supports employee sense of belonging and engagement.

	Strategy	Intended Outcomes	Key Performance Indicators
2	<p>Performance & Development Management Program Implement a Performance and Development Management Program designed to support employee career progression, drive high performance, strengthen engagement and employee voice, and establish clear, consistent administrative processes.</p>	<ul style="list-style-type: none"> • Increased employee engagement and motivation. • Clear pathways for career advancement. • Improved alignment between individual performance and institutional priorities. 	<ol style="list-style-type: none"> 1. Establish baseline in FY27 and set targets for FY29. 2. Increase in employee engagement survey scores (growth opportunity areas). 3. Increase in % of employees participating in performance development processes. 4. Improvement in perceptions of fairness, clarity, and advancement opportunities.



Process for Reporting Campus-Based Hate Crimes

Note: While not part of the FY2027-2029 Cultural Diversity Plan described in the previous pages, MHEC requires inclusion of the following information per these instructions:

Identify process for reporting campus-based hate crimes, as defined under Title 10, Subtitle 3 of the Criminal Law Article and consistent with federal requirements under 20 U.S.C. 1092(f), known as the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act.

Reports may be made through several channels depending on the nature and urgency of the concern. In an emergency, individuals should call or text 911 and then contact FCC Campus Police & Public Safety at 301-846-2453 or extension 4444. If the situation is not an emergency, but safety concerns exist, individuals may contact Campus Police & Public Safety by phone, campus extension, or email. If there is no immediate safety concern, reports may also be made to the Vice President for Talent and Culture, Provost, Office of Engagement and Belonging, or, when students are involved, through the Student Behavioral Incident Report Form. Individuals who are unsure where or how to report, or who wish to discuss confidential or anonymous reporting options, may contact the Office of Engagement and Belonging for guidance.

The College recognizes that some incidents may constitute hate-bias incidents that do not rise to the level of a criminal offense, while others may meet the legal definition of a hate crime under applicable state or federal law.

Once a report is received, the College makes reasonable efforts to acknowledge receipt in a timely manner, generally within 72 hours, and

provides information about next steps and available resources. FCC prohibits retaliation against individuals who report concerns and makes reasonable efforts to protect confidentiality consistent with College policy and legal obligations.

Upon notification of a hate-bias incident or suspected hate crime, the College assesses the reported concern and coordinates appropriate safety, administrative, supportive, and investigative responses. FCC Campus Police & Public Safety may coordinate with the Frederick Police Department and other appropriate agencies when criminal conduct is suspected or alleged. The College may also consult with relevant administrators and offices, refer affected individuals to support resources, offer services to impacted individuals and community members, and coordinate educational or community outreach efforts to address campus climate concerns and help prevent recurrence.

FCC confidentially tracks reported hate-bias incidents in a secure College tracking system to identify patterns, areas of concern, and opportunities for prevention. Suspected or confirmed hate crimes and other reportable offenses are also handled consistent with the College's Clery Act obligations, including appropriate reporting, documentation, and inclusion in the College's [Annual Security Report](#) as required. The Annual Security Report communicates campus crime statistics, relevant safety policies, and reporting procedures to the campus community.

Fiscal Year-to-Date Unaudited Financial Report for the Quarter Ending March 31, 2026

Context: Frederick Community College's fiscal year-to-date financial reports are prepared and distributed to the Board of Trustees every quarter. Attached is the fiscal year-to-date financial report, which provides unaudited financial statements through the quarter ending March 31, 2026, for your information and review.

Board Policy Reference:

- [EL-4 Financial Conditions and Activities](#)

Revenues

- With 75% of the fiscal year completed, the College has received 96% of its budgeted revenue, reflecting performance above projections. This outcome is driven primarily by stronger-than-anticipated tuition revenue and enrollment growth.
- Fall semester tuition revenue exceeded projections by \$320,562, reflecting higher enrollment and improved retention.
- Final enrollment data show a 2.2% year-over-year increase in non-dual enrollment and a 4.1% increase in dual-enrolled students compared to the prior spring semester.
- Continuing Education tuition and fee revenue has reached 102% of budget, with three months of the fiscal year remaining, indicating sustained demand and strong program engagement.

Expenses

- As of March 31, 2026, total expenditures account for 68% of the adopted annual budget, trending 7% below expectations at this point in the fiscal year.
 - All functional areas reported higher spending compared to the same period last year, primarily due to enrollment growth, and a 3% cost-of-living adjustment (COLA) for staff salaries approved for FY 2026.
 - Additional drivers of increased operating expenses include an 11% year-over-year increase in fringe benefit costs, and higher expenditures for course costs, program fees, and computer equipment.
- As of March 31, 2026, \$780,304 including encumbered funds or 34% of the \$2.3 million Strategic Reserve allocation for FY26 has been utilized for strategic planning, future-proofing initiatives, and technology projects. We project that approximately \$1.5 million of this year's allocation will be expensed by June 30 as some projects will carry over into FY27.

Fund Balance

- As of March 31, 2026, revenues exceeded expenses by \$22.1 million, reflecting enrollment strength and revenue performance above budgeted expectations.

Bookstore Auxiliary

- Year-to-date Bookstore revenues (excluding College subsidy) increased by 5%.
- Cost of Goods Sold decreased 10%, from \$703,466 to \$631,829, reflecting improved cost management compared to the same period last fiscal year.
- Operating expenses remained flat year over year, with a modest decrease of \$5,170.
- As of March 31, 2026, the Bookstore required \$20,100 in College subsidy, compared to \$163,464 for the same period in the prior fiscal year (including year-to-date losses), representing a significant reduction in institutional support.

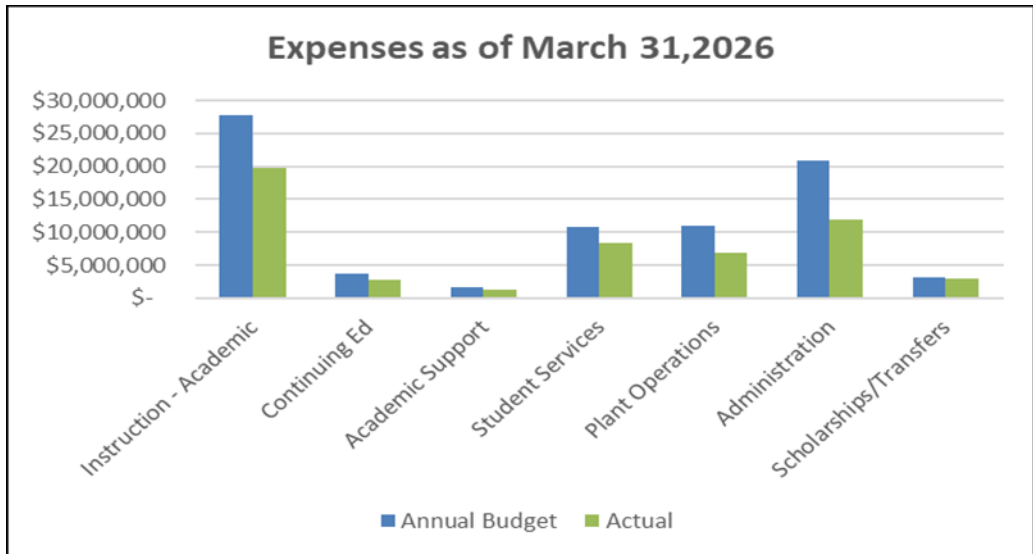
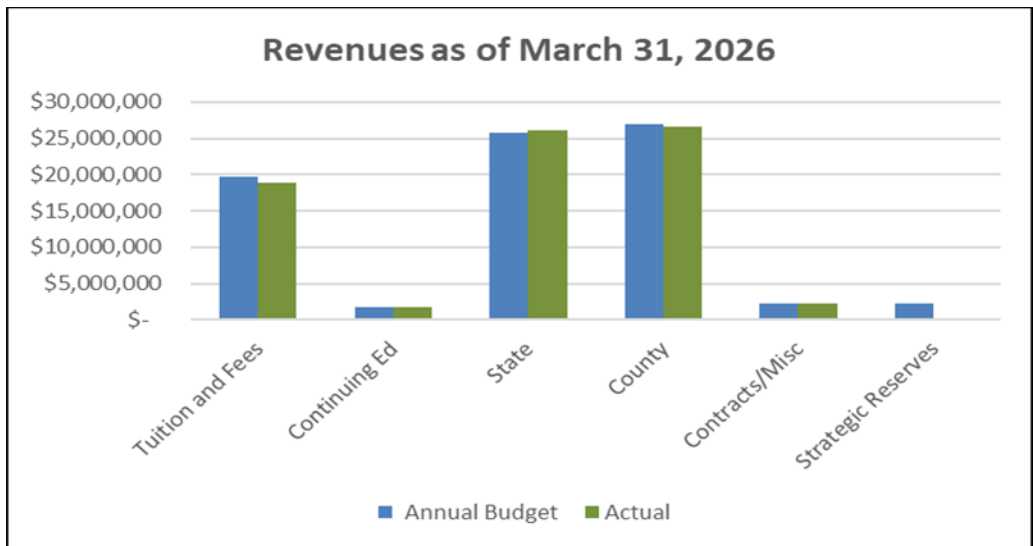
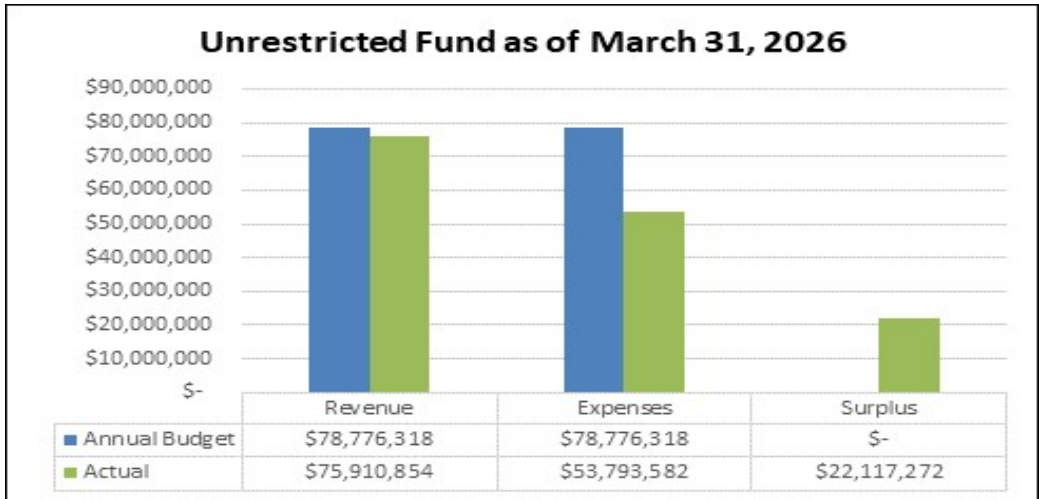
Balance Sheet Highlights

- Cash and Investments: \$60.5 million, reflecting a strong liquidity position and compliance with Board policy requiring reserves equal to 16.6% of budgeted expenditures.
- Accounts Receivable increased by \$1.5 million, primarily related to corporate receivables for spring semester registrations.
- Current Liabilities decreased by \$4.3 million, driven by reductions in accrued salaries, accounts payable, and unearned revenue.
- Long-Term Liabilities remain low, with noncurrent bond debt totaling \$4,114,183.
- Net Position: \$145.9 million, inclusive of the year-to-date surplus of revenues over expenses.

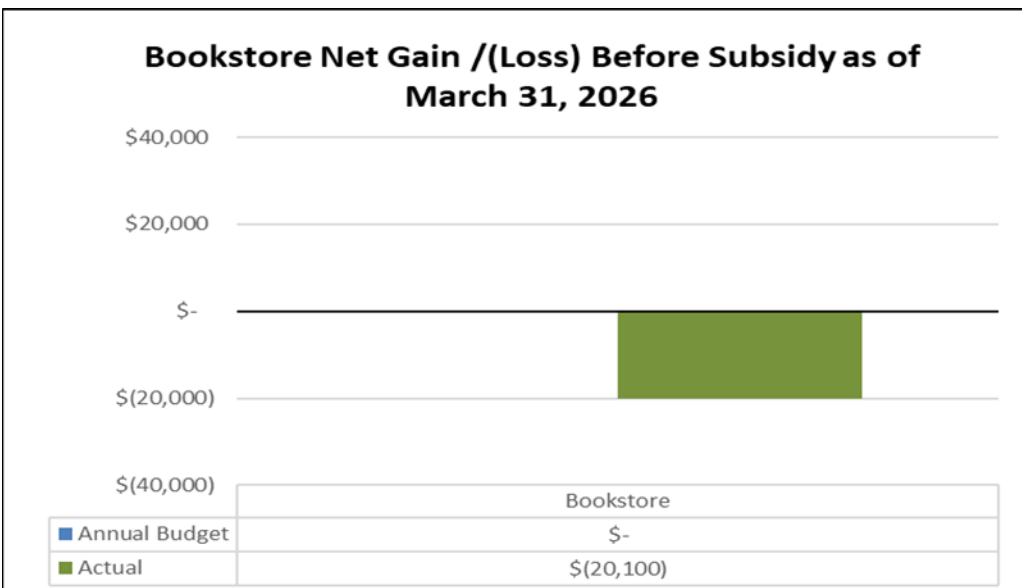
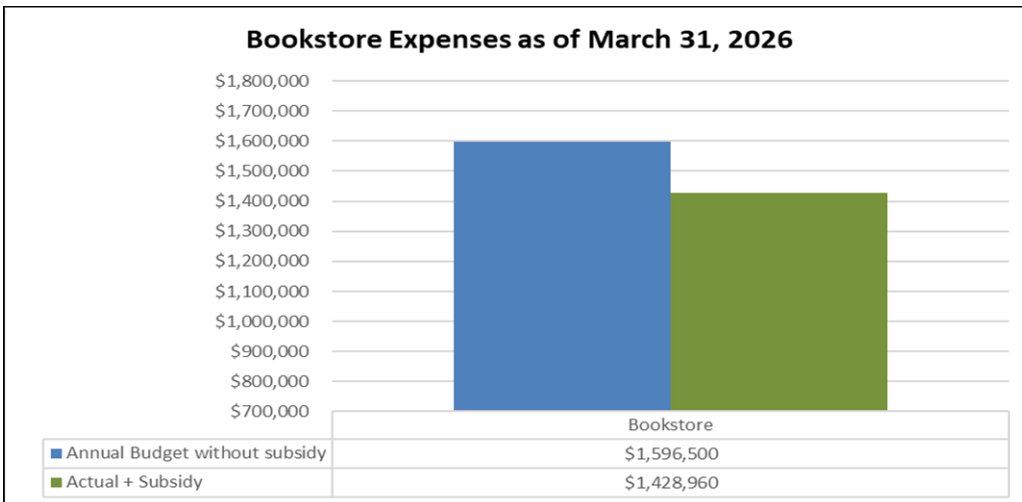
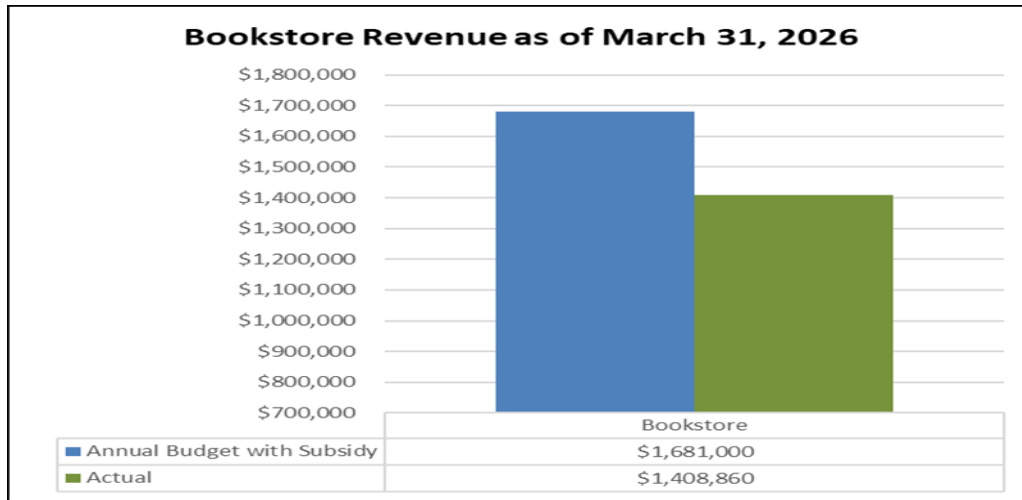
The College remains financially strong, with revenues outperforming projections, expenditures well-managed, and reserves exceeding policy requirements. As the fiscal year progresses, the College will continue to closely monitor enrollment trends and remain attentive to potential impacts from federal policy changes and state and county budget conditions that could affect future funding streams.

Attachment: Fiscal year-to-date Unaudited Financial Report through the quarter ending March 31, 2026.

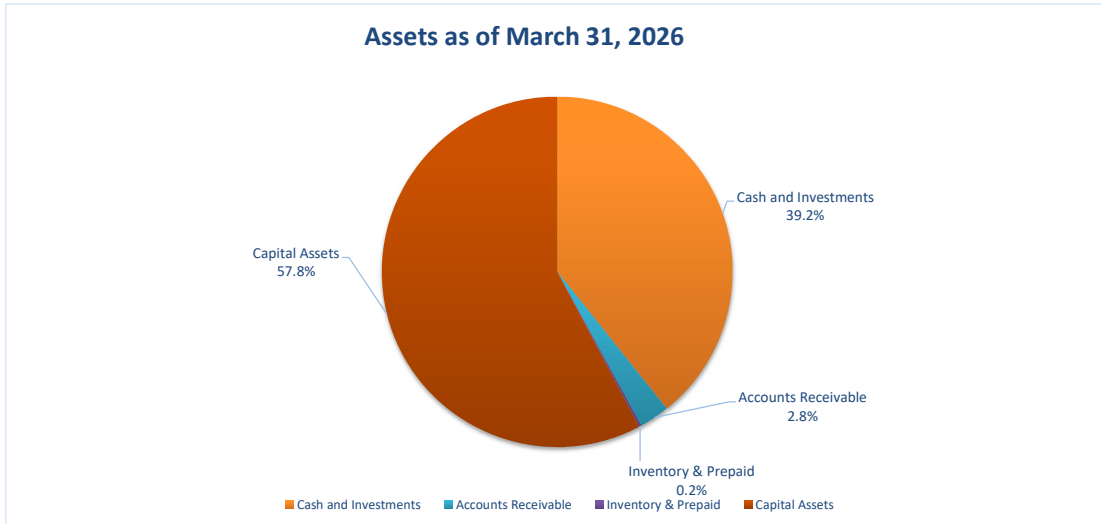
**FREDERICK COMMUNITY COLLEGE
FINANCIAL STATEMENT ANALYSIS AS OF MARCH 31, 2026
75% OF THE FISCAL YEAR EXPIRED**



FREDERICK COMMUNITY COLLEGE
FINANCIAL STATEMENT ANALYSIS AS OF MARCH 31, 2026
75% OF THE FISCAL YEAR EXPIRED
 (Expenses Include Cost of Goods Sold and College Contribution)
 (Any variances due to rounding)

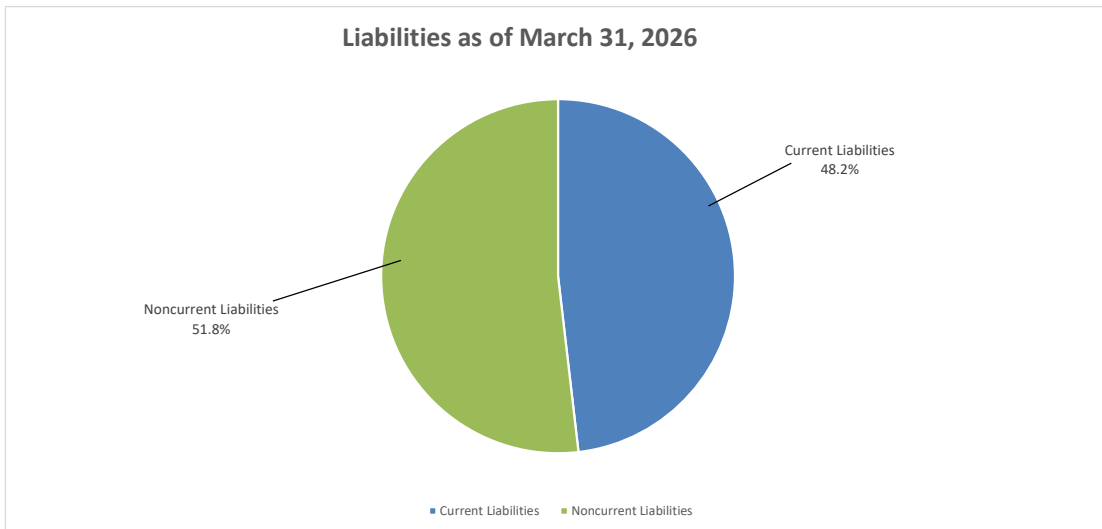


**FREDERICK COMMUNITY COLLEGE
FINANCIAL STATEMENT ANALYSIS AS OF MARCH 31, 2026
75% OF THE FISCAL YEAR EXPIRED**



Assets:

Cash and Investments	\$	60,514,407
Accounts Receivable	\$	4,294,634
Inventory & Prepaid	\$	331,651
Capital Assets	\$	89,068,013
	\$	<u>154,208,705</u>



Liabilities and Net Position:

Current Liabilities	\$	4,024,040
Noncurrent Liabilities	\$	4,332,977
Net Position	\$	<u>145,851,688</u>
	\$	154,208,705

Financial Ratios as of March 31, 2026			
Current Ratio	(current assets/current liabilities)	16.2	A ratio > 1 indicates liquidity is sufficient to meet current obligations.
Debt Ratio	(liabilities/assets)	0.05	A low debt ratio (< .5) indicates conservative financing. The College finances most of its assets from net assets (similar to equity).

FREDERICK COMMUNITY COLLEGE
STATEMENTS OF REVENUE, EXPENSES AND TRANSFERS
CURRENT UNRESTRICTED FUND - EDUCATIONAL AND GENERAL
FOR THE PERIOD MARCH 31, 2026
75% OF THE YEAR EXPIRED

	FY25 PYTD ACTUAL	FY26 YTD ACTUAL	ACTUALS TO ACTUALS VARIANCE	FY26 BUDGET	(OVER)/UNDER BUDGET	ACTUAL % OF BUDGET
Revenue						
Tuition and Fees						
Fall Tuition	\$ 7,065,562	\$ 7,558,513	107%	\$ 7,237,951	\$ (320,562)	104%
Spring Tuition	7,246,868	7,078,364	98%	6,993,006	(85,358)	101%
Summer Tuition	861,963	1,063,090	123%	2,008,336	945,246	53%
Fees	3,054,366	3,231,608	106%	3,549,570	317,962	91%
Total Academic	18,228,759	18,931,574	104%	19,788,862	857,289	96%
Continuing Education	1,685,867	1,838,824	109%	1,800,000	(38,824)	102%
Total Tuition and Fees	19,914,626	20,770,397	104%	21,588,862	818,466	96%
State Aid	23,863,673	26,140,165	110%	25,676,415	(463,750)	102%
County Revenue	25,755,452	26,589,452	103%	26,999,083	409,631	98%
Investment Income	1,041,474	977,230	94%	650,000	(327,230)	150%
Miscellaneous Income	478,669	541,615	113%	200,000	(341,615)	271%
Contract Revenue	849,080	624,930	74%	1,151,958	527,028	54%
Indirect Cost Recovery	215,250	75,750	35%	210,000	134,250	36%
Strategic Reserves	362,433	191,315	53%	2,300,000	2,108,685	8%
Total Revenue	\$ 72,480,657	\$ 75,910,854	105%	\$ 78,776,318	\$ 2,865,465	96%
Expenses and Transfers						
Instruction						
Academic	\$ 18,667,001	\$ 19,691,369	105%	\$ 27,764,427	8,073,058	71%
Continuing Education	2,412,539	2,675,761	111%	3,719,985	1,044,224	72%
Total Instruction	21,079,540	22,367,129	106%	31,484,412	9,117,283	71%
Academic Support	1,153,413	1,211,632	105%	1,565,631	353,999	77%
Student Services	7,810,062	8,409,617	108%	10,829,018	2,419,401	78%
Plant Operation and Maintenance	6,037,803	6,807,798	113%	11,008,505	4,200,707	62%
Administration	11,132,992	11,957,655	107%	20,795,785	8,838,130	58%
Scholarships and Transfers	3,300,722	3,039,750	92%	3,092,967	53,217	98%
Total Expenses and Transfers	\$ 50,514,533	\$ 53,793,582	106%	\$ 78,776,318	\$ 24,982,736	68%
Fund Balance	\$ 21,966,124	\$ 22,117,272	101%	\$ -	\$ (22,117,272)	
Use of Strategic Reserves						
SR - Strategic Planning & Future-Proofing	\$ 575,000	\$ 20,902	\$ 35,000	\$ 519,098	\$ 554,098	10%
SR - Capital Projects - Building M	1,000,000	-	-	1,000,000	1,000,000	0%
SR - Technology Projects	725,000	170,413	553,989	599	554,588	100%
	\$ 2,300,000	\$ 191,315	\$ 588,989	\$ 1,519,696	\$ 2,108,685	34%

* Per the Financial Conditions and Activities policy number EL-4, section 5.1, the President shall not allow a combined operating fund balance reserve to be less than the Government Finance Officers Association recommended minimum of 16.6% (two months) of annual operating expenses not including Strategic Reserves. For FY 2025, this amounts to \$13,076,869

**FREDERICK COMMUNITY COLLEGE
BOOKSTORE
FINANCIAL REPORT FOR THE PERIOD ENDING MARCH 31, 2026
75% OF THE YEAR EXPIRED**

	FY25 PYTD ACTUAL	FY26 YTD ACTUAL	ACTUALS TO ACTUALS VARIANCE	FY26 BUDGET	(OVER)/UNDER BUDGET	ACTUAL % OF BUDGET
Revenue						
Books	\$ 767,645	\$ 946,637	123%	\$ 950,000	\$ 3,363	100%
Supplies	167,373	146,799	88%	225,000	78,201	65%
Clothing	54,670	64,745	118%	75,000	10,255	86%
Convenience	60,737	63,639	105%	77,000	13,361	83%
Gift	42,771	28,919	68%	35,000	6,081	83%
Non Merchandise	439	856	195%	2,500	1,644	34%
Commissions - Books/gifts	2,099	6,125	292%	7,000	875	87%
Dual Enrollment-Slingshot	226,468	131,040	58%	225,000	93,960	58%
College Subsidy	99,500	20,100	20%	84,500	64,400	24%
Total Revenue	1,421,703	1,408,860	99%	1,681,000	272,140	84%
Cost of Goods Sold	703,466	631,829	90%	752,000	120,171	84%
Gross Profit	718,237	777,030	108%	929,000	151,970	84%
Operating Expenses						
Compensation						
Admin/Support Staff Compensation	161,486	149,091	92%	222,000	72,909	67%
Auxiliary PT	40,103	28,228	70%	77,500	49,272	36%
Benefits	70,259	62,873	89%	83,000	20,127	76%
Total Compensation	271,849	240,192	88%	382,500	142,308	63%
Contracted Services	34,363	41,161	120%	75,000	33,839	55%
Advertising	1,598	-	0%	2,500	2,500	0%
Supplies	992	5,160	520%	7,500	2,340	69%
Digital Subscription	162,288	263,433	162%	130,000	(133,433)	203%
Shipping and Postage	986	651	66%	1,000	349	65%
Telecommunications	228	-	0%	-	-	-
Software	9,269	13,794	149%	25,000	11,206	55%
Travel/Professional Development	5,633	(458)	-8%	-	458	-
Dual Enrollment-Slingshot	217,377	135,474	62%	202,000	66,526	67%
Other Expenses	(8)	(1)	12%	-	1	-
Deferred Maintenance	1,875	1,875	100%	2,500	625	75%
Depreciation	-	-	-	-	-	-
Equipment Under \$5,000	-	-	-	-	-	-
Total Operating Expenses	706,451	701,281	99%	828,000	126,719	85%
Operating Profit (Loss)	\$ 11,786	\$ 75,750	643%	\$ 101,000	\$ 25,250	75%
College Contribution						
Indirect Cost Transfer	75,750	75,750	100%	101,000	25,250	75%
Total College Contribution	75,750	75,750	100%	101,000	25,250	75%
Net Income (Loss)	\$ (63,964)	\$ -	\$ 5	\$ -	\$ -	\$ -
Gross Profit %	50.5%	55.2%		55.3%		
Operating Expense % Revenue	49.7%	49.8%		49.3%		
Net Income % Revenue	-4.5%	0.0%		0.0%		

FREDERICK COMMUNITY COLLEGE
BALANCE SHEET - ALL FUNDS
AS OF MARCH 31, 2026

	PRIOR FYE	FY26 ACTUAL	CHANGE	% CHANGE
Assets				
Current Assets				
Cash	\$ 3,335,613	\$ 13,433,181	\$ 10,097,568	303%
Investments	39,154,688	47,081,226	7,926,538	20%
Total cash and investments	42,490,301	60,514,407	18,024,106	42%
Accounts Receivable				
Students, net of allowance	659,075	781,705	122,630	19%
Governmental	1,199,882	1,342,638	142,756	12%
Other	630,286	2,170,291	1,540,005	244%
Total accounts receivable	2,489,242	4,294,634	1,805,392	73%
Prepaid expenses	809,668	37,416	(772,252)	-95%
Inventory	217,612	294,235	76,623	35%
Total Current Assets	46,006,823	65,140,692	19,133,869	42%
Noncurrent Assets				
Capital assets, net of accumulated depreciation	92,638,383	89,068,013	(3,570,370)	-4%
Total Noncurrent Assets	92,638,383	89,068,013	(3,570,370)	-4%
Total Assets	\$ 138,645,205	\$ 154,208,705	\$ 15,563,500	11%
Liabilities and Net Position				
Liabilities				
Current Liabilities				
Accrued salaries	\$ 1,009,155	\$ 104,852	\$ (904,303)	-90%
Accounts payable	1,772,792	211,445	(1,561,347)	-88%
Accrued liabilities	574,847	484,736	(90,111)	-16%
Accrued leave	2,239,228	2,239,228	-	0%
Bond payable	345,000	345,000	0	0%
SBITA payable	236,614	236,614	0	0%
Unearned revenue	2,180,383	164,381	(2,016,002)	-92%
Deposits held for others	-	237,784	237,784	-
Total Current Liabilities	8,358,019	4,024,040	(4,333,979)	-52%
Noncurrent Liabilities				
Bond payable, net of discount	4,114,183	4,114,183	0	0%
SBITA payable	191,799	191,799	(0)	0%
Accrued leave	26,995	26,995	-	0%
Total Noncurrent Liabilities	4,332,977	4,332,977	0	0%
Total Liabilities	12,690,996	8,357,017	(4,333,979)	-34%
Net Position				
Net Position Prior Year Balance (per audit)	120,129,458	125,954,209	5,824,751	5%
Net Income (Loss) - All funds	5,824,751	19,897,479	14,072,728	242%
Total Net Position	125,954,209	145,851,688	19,897,479	16%
Total Liabilities and Net Position	\$ 138,645,205	\$ 154,208,705	\$ 15,563,499	11%

Policy Survey Results: GP-3 Board Code of Conduct

Context: Board Self-Monitoring Survey Results for GP-3 Board Code of Conduct 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-3 Board Code of Conduct* at the April 22, 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-3 Board Code of Conduct

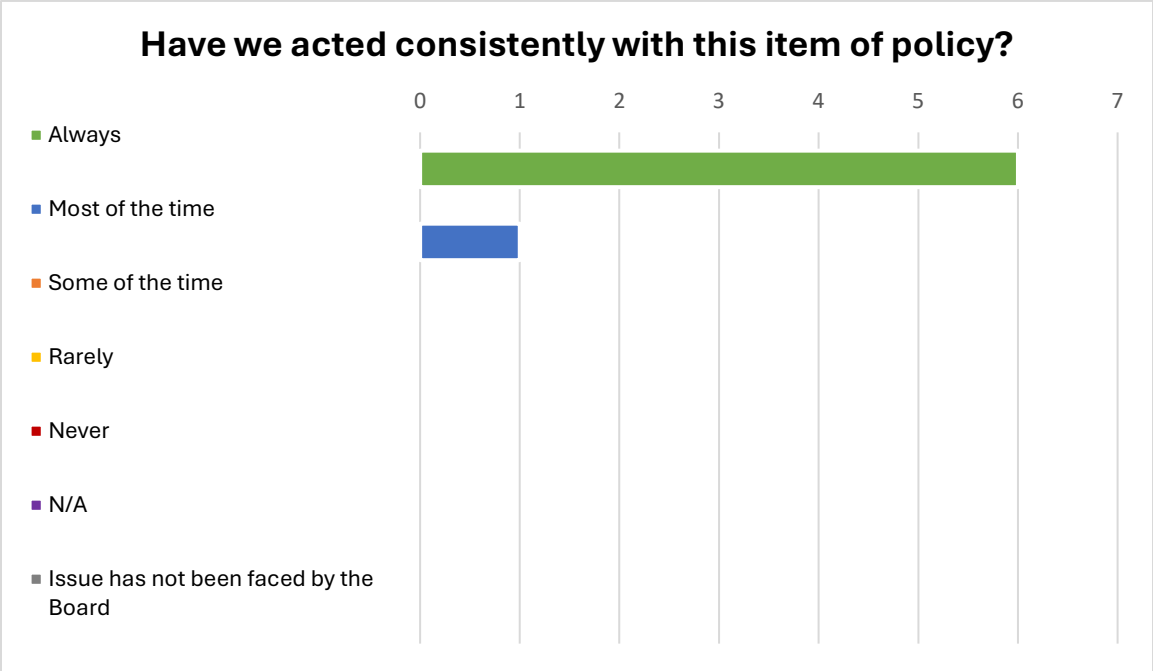


Frederick Community College Board of Trustees

**Board Self-Monitoring Survey Results:
GP-3 Board Code of Conduct
Date: 6/10/2026**

Number of Responses: 7

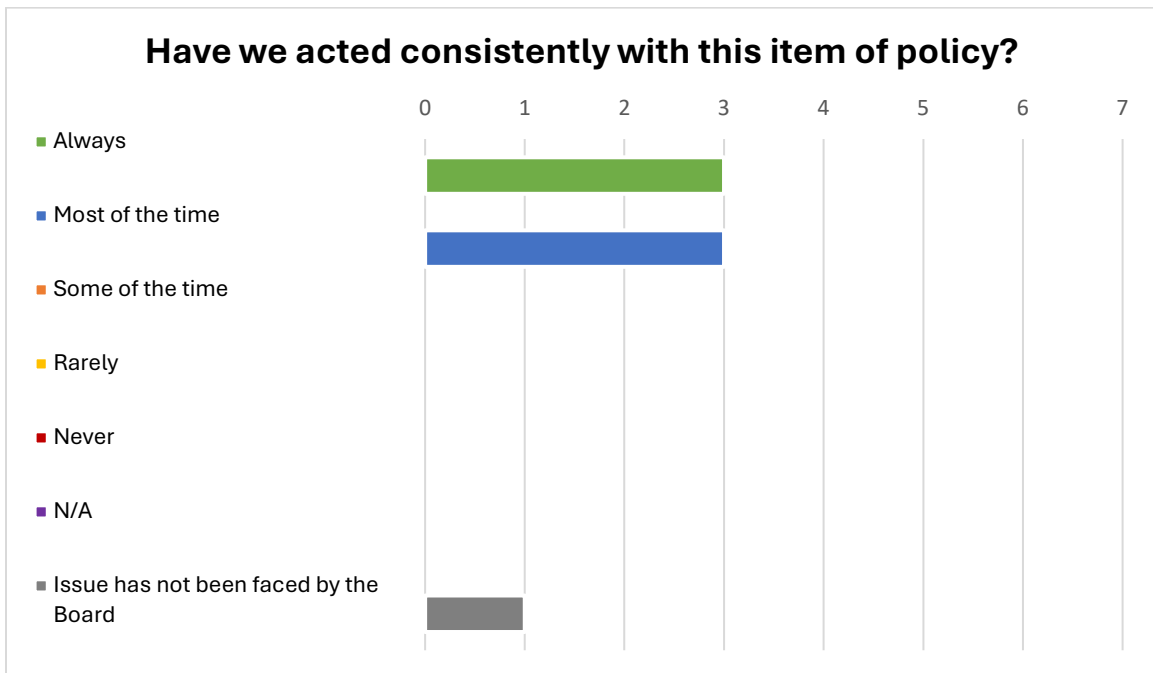
The Frederick Community College Board of Trustees expects of itself and its members, ethical business-like and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Trustees. This Code of Conduct is intended to set basic rules of conduct for Trustees in order to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



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

- With respect to lawful conduct, we report conflict of interests at the beginning of each meeting. We also follow closed session requirements. We are respectful of each other.
- There has not been an incident in which Board members have not expected of themselves and their members ethical, business-like, and lawful conduct.
- We have acted accordingly.
- I do believe our Trustees display ethical behavior and a conduct of integrity. Personally, I had an incident that allowed my emotion overcome my sense of professionalism. I will be more careful in the future.

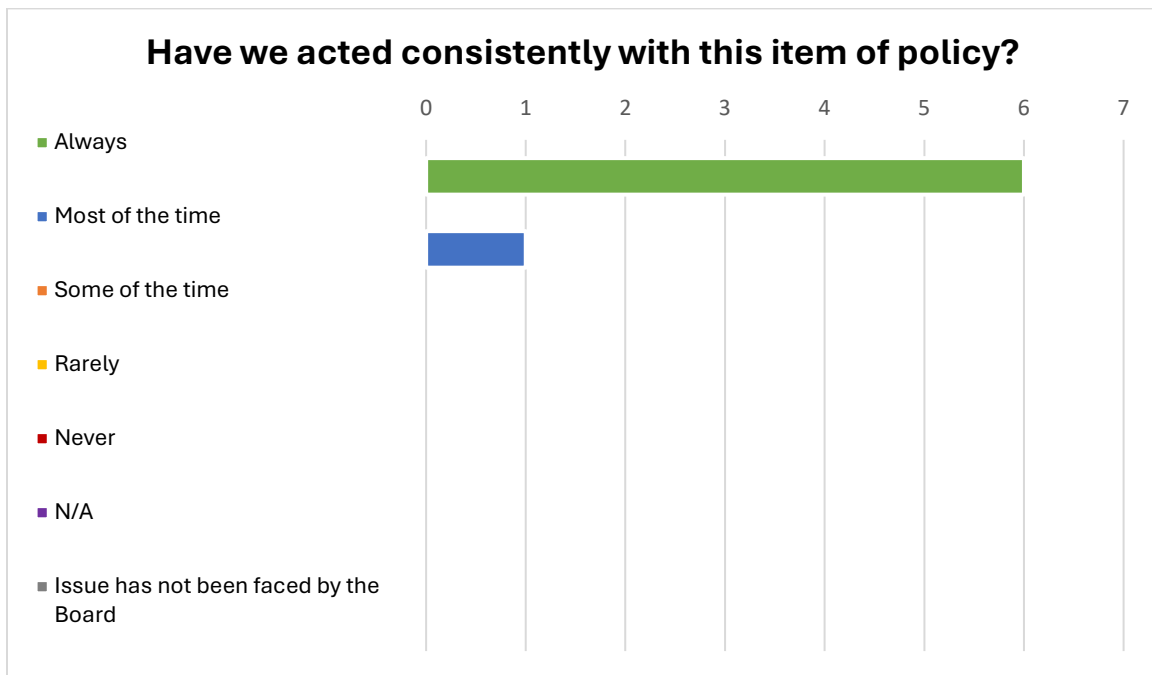
1. Ever mindful of their responsibilities under State law, Trustees must have loyalty to the Ownership (the residents of Frederick County) that supersedes any loyalties to the appointing authority, the President, College employees, other organizations or any personal interest as a consumer. This accountability also supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs.



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

- We have not faced an issue where there is blatant disloyalty to the Ownership due to misaligned loyalties.
- I believe that some political loyalties may have been stronger than the board’s commitment to ownership, when we were dealing with the Bill (SB 534) presented by the State Senator.
- Recently the Trustees have held meetings with ownership which have resulted in important information for identifying a future FCC. Our obstacle comes in the form of political agendas. The Trustees must assure loyalty to the ownership and not interference by the political views of others. Every effort should be made by Trustees to continue our dedication to our students and should be our only focus.

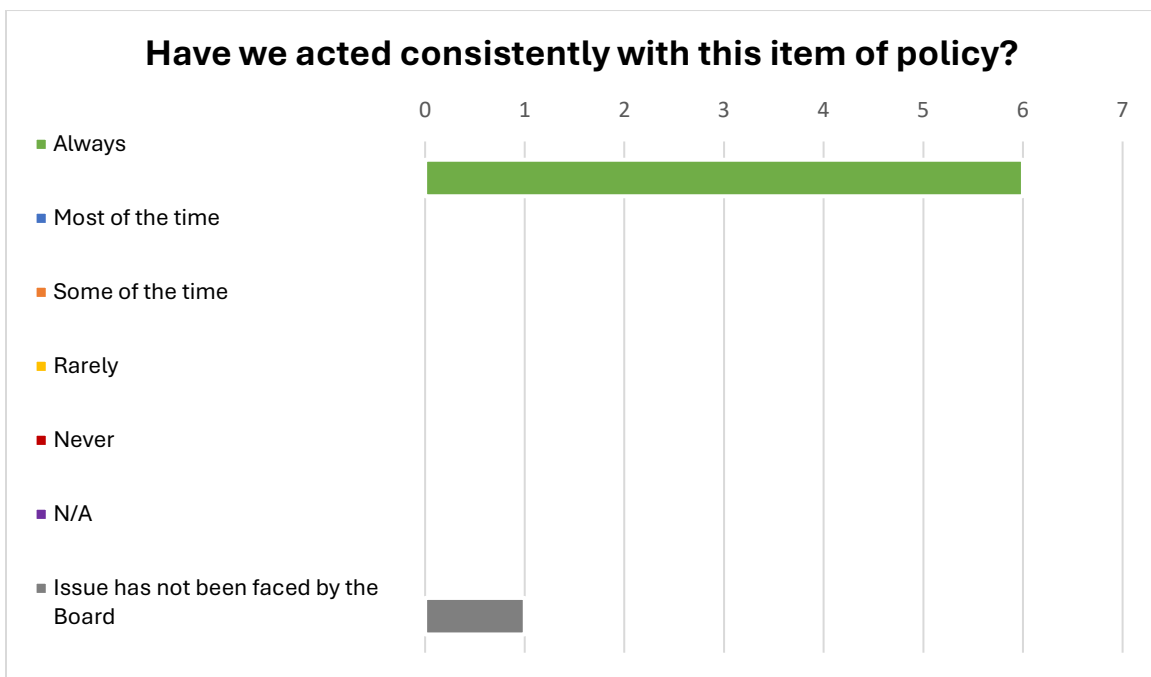
2. Trustees are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Trustees shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.



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

- I believe all Trustees are following this policy by being prepared for the meetings, and attending events.
- FCC Trustees always exercise their duties honestly and in good faith with an "eye on" ownership values and strategic foresight.
- Can not think of anytime when we have been inconsistent.

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.

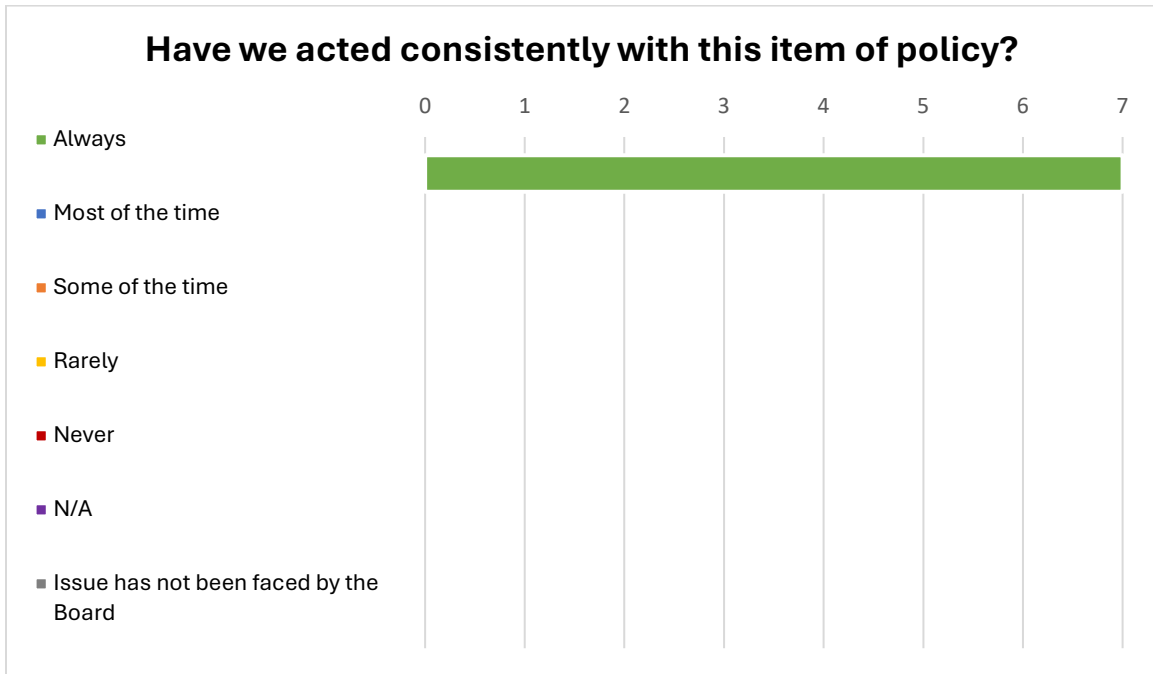


Provide specific representative examples to support your above response when applicable.

- I am unaware of any Trustee breaking confidentiality. I believe, therefore, that all Trustees are following this policy.
- Cannot speak for anyone but myself and I have kept closed session items confidential.
- I believe the Trustees adhere to this policy.

4. Trustees must avoid a conflict of interest with respect to their fiduciary responsibility.

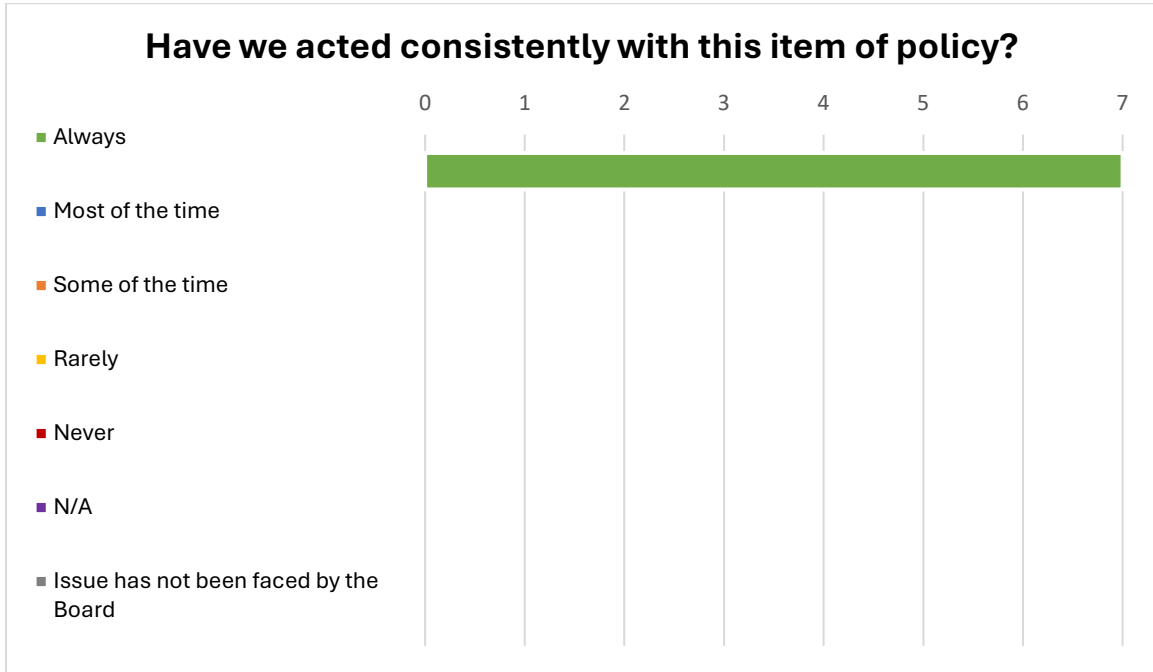
4.1. There must be no self-dealing or any conduct of private business or personal services between any Trustee and the organization, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise “inside” information. Trustees must stay informed on requirements of the State Ethics Law.



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

- At the beginning of each meeting we are asked if there is any conflict of interest that has developed since our previous meeting and the answer has been consistently, "No".
- I am not aware of any incidents.
- I am not aware of any Trustee who does not abide by this policy.

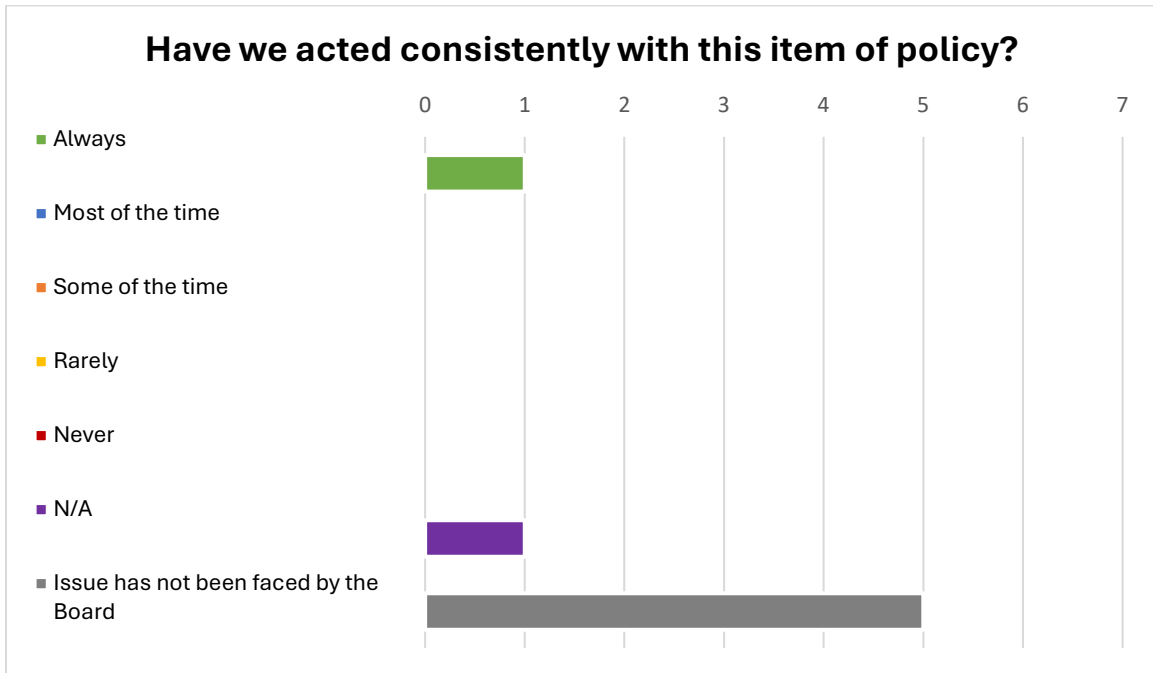
4.2. Trustees will disclose at the regular monthly meetings any new involvements with other organizations, vendors, or any associations that might be or might reasonably be seen as being a conflict.



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

- The Board chair always asks Trustees whether they have any conflicts of interest to disclose at each public Board meeting.
- No conflicts have been noted and I am unaware of any.
- Accomplished at every meeting.

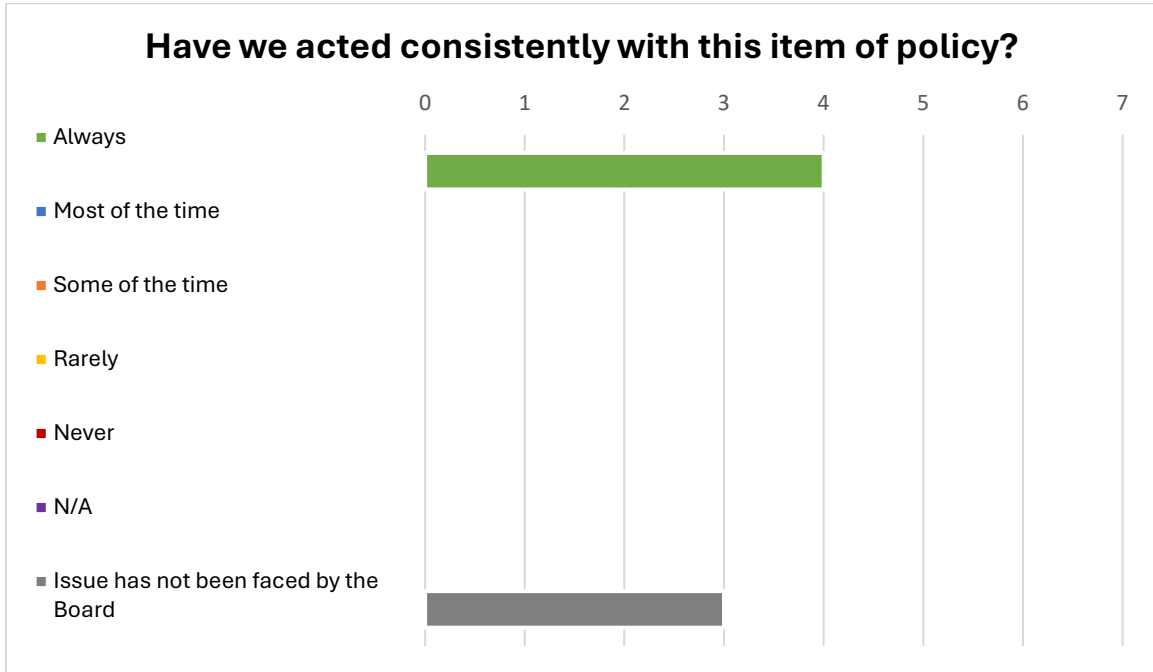
4.3. When the Board is to decide upon an issue, about which a Trustee has an unavoidable conflict of interest, that Trustee shall recuse themselves without comment, from not only the vote, but also excuse themselves from the physical or virtual deliberation. This absence shall be recorded in the minutes.



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

- I am not aware that this issue has come up. I believe all Trustees are aware and compliant with this policy.
- Unaware of any Trustee having any conflicts of interest.

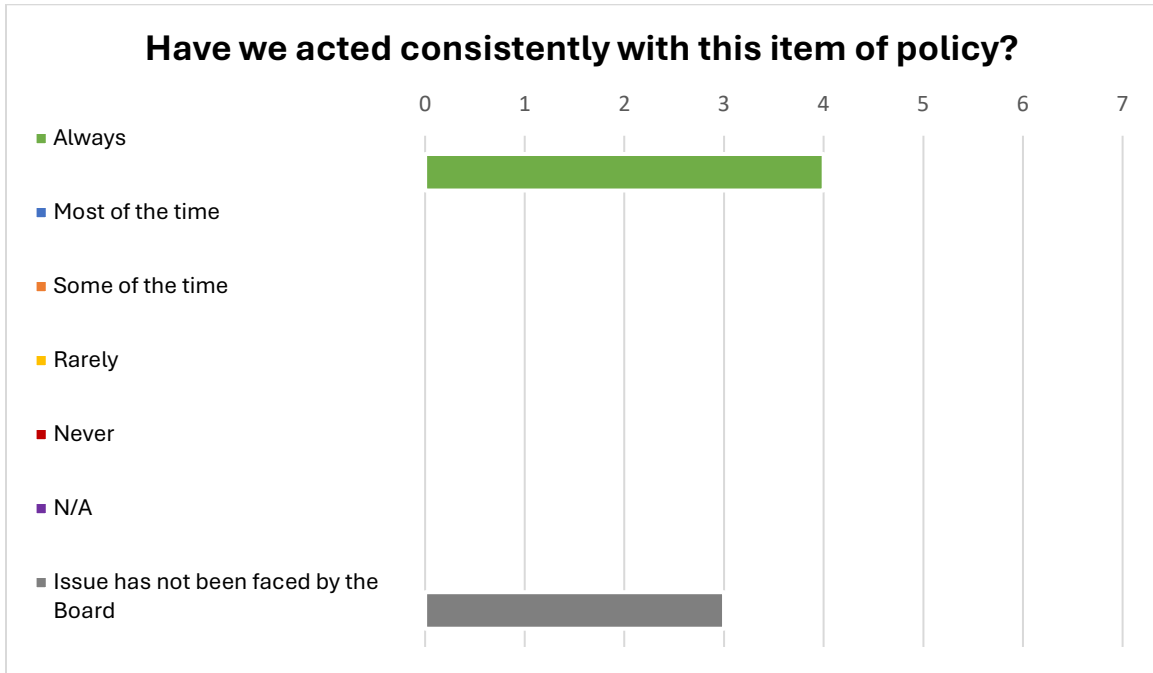
4.4. Trustees will not use their Board position to furnish services or goods of the College to themselves, family members, associates or organizations upon which a Trustee serves as a Board member.



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

- I am unaware of any Trustee breaking this policy, so I will assume that all Trustees have been compliant with this policy.
- I am not aware of a time when a Board member did not follow this policy.

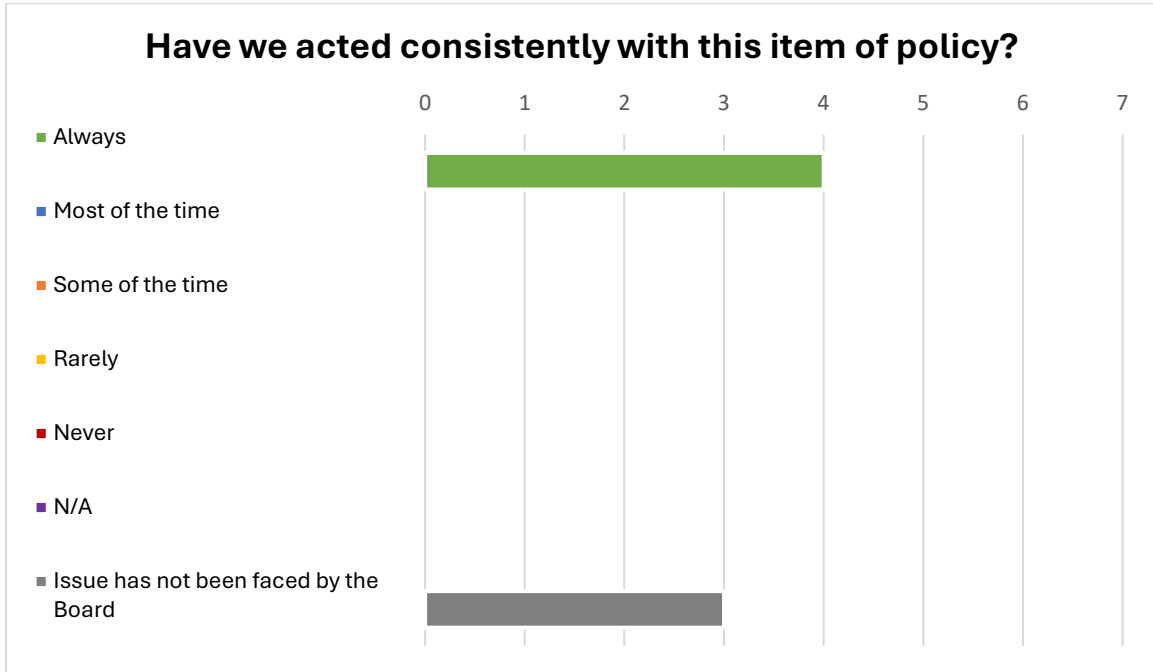
4.5. Trustees will not use their Board position to obtain College employment for themselves, family members, or associates. Should a Trustee become employed by the College, they must resign from the Board before the first day of said employment.



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

- Again, not aware that this issue has come up, so I will assume that all Trustees have been fully compliant with this policy.
- I am not aware of a time when a Board member did not follow this policy.

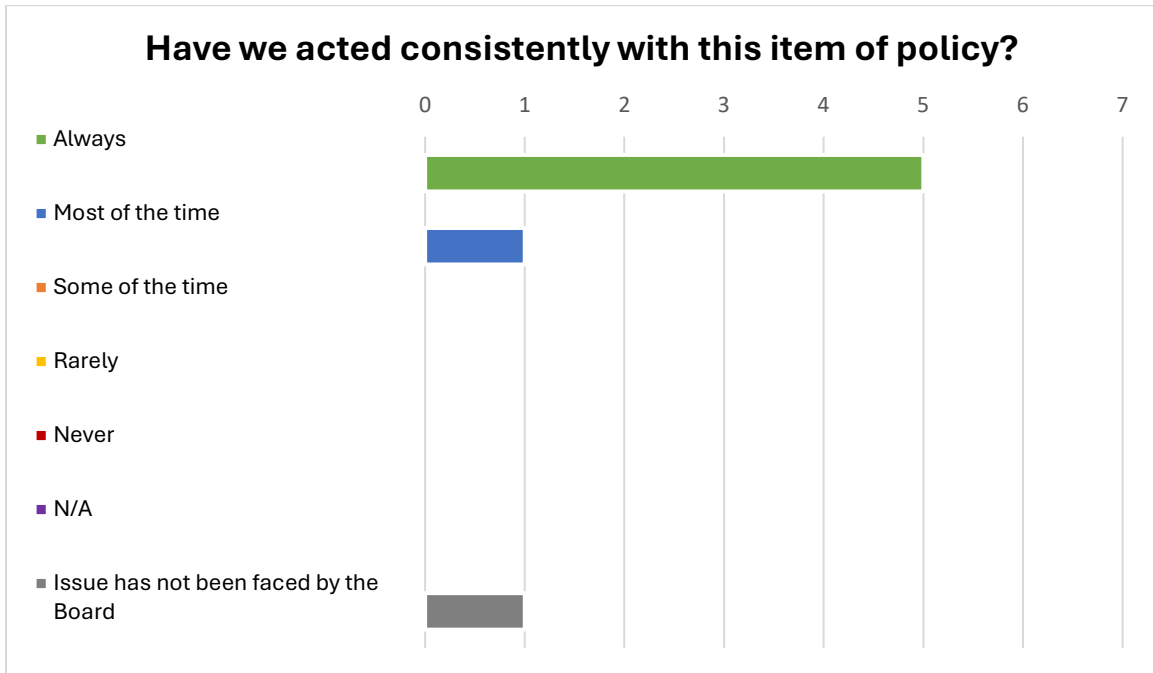
4.6. Trustees will maintain impartiality in hiring by neither writing letters of recommendation nor acting as a reference for candidates for any position at the College.



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

- I am unaware that any Trustee has acted in this manner. I feel all Trustees have been fully compliant with this policy.
- I am not aware of a time when a Board member did not follow this policy.

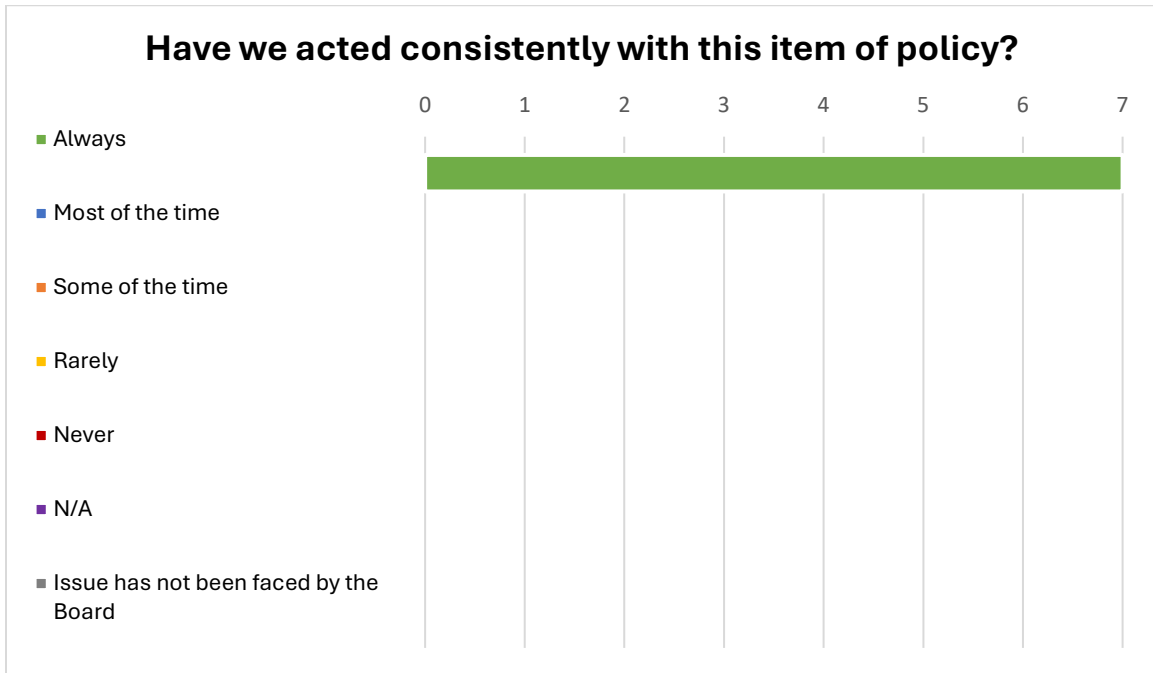
5. Trustees shall not attempt to exercise individual authority over the organization or the President.



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

- Our governance policy review has stressed the divide between the Board's duties and the President's (or organizational) duties. I am unaware of any individual trying to exercise authority over the organization or President.
- I can only speak for myself and I have acted consistently.

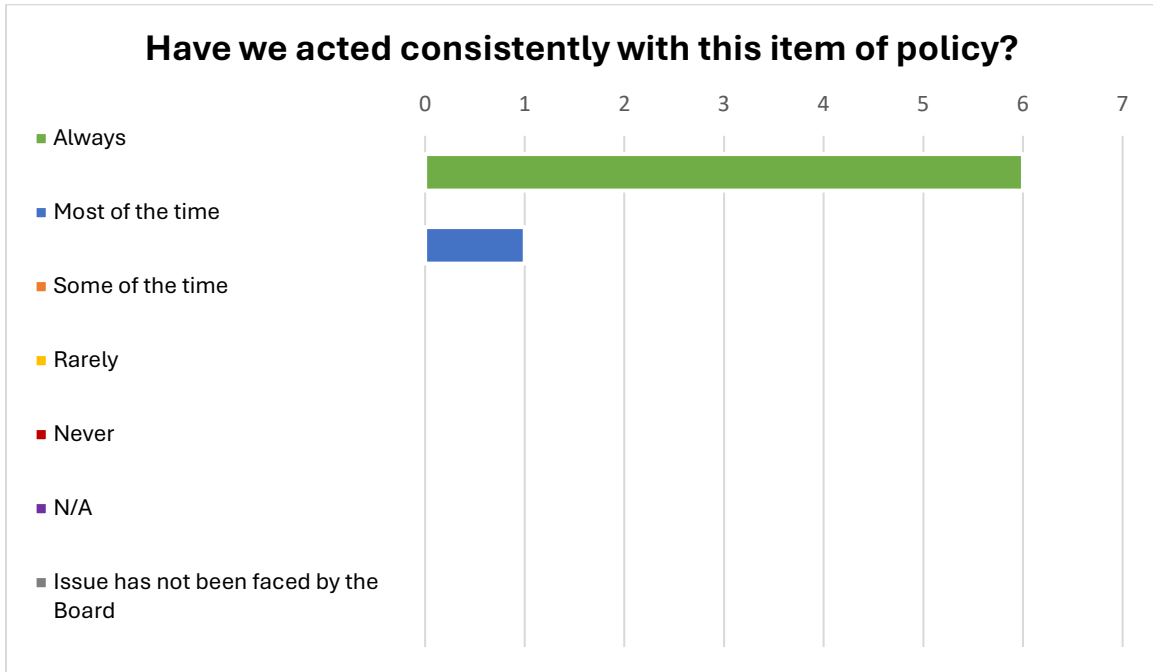
5.1. When interacting with College employees, Trustees must recognize that individual Trustees have no authority to instruct or evaluate employees, and no authority to insert themselves into employee operations.



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

- I don't think the Board has faced this issue; however I believe the Trustees are aware of this policy and would comply.
- I am not aware of a time when a Board member did not follow this policy.
- Again only speak for myself.
- I am not aware of any Trustee who has violated this policy.

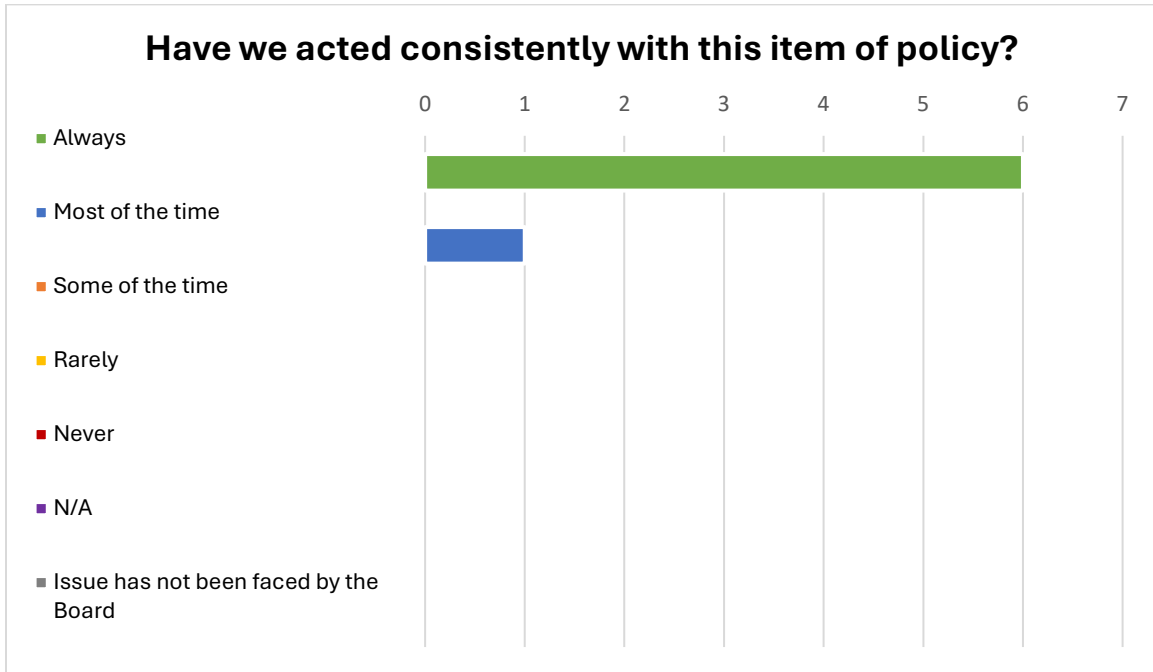
5.2. The Board Chair or designee is the only person authorized to speak to the public, the media or other entities on behalf of the Board. Trustees shall not presume to speak for the Board when interacting with the press or the public. Media inquiries should be directed to the Board Chair.



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

- I believe one Trustee was approached by the media for a comment over an issue and she referred them to the Chair. I believe the same happened after a Frederick Delegation meeting where another Trustee was asked to comment and she referred them to the Chair.
- Cannot think of anytime when we were inconsistent.
- I am not sure if this policy is being followed by all of us. When approached by the public with questions or comments, it does place the Trustees in a difficult situation. Trustees must be unified in sharing information and that can only be accomplished through one spokesperson, the Chair of the Board.

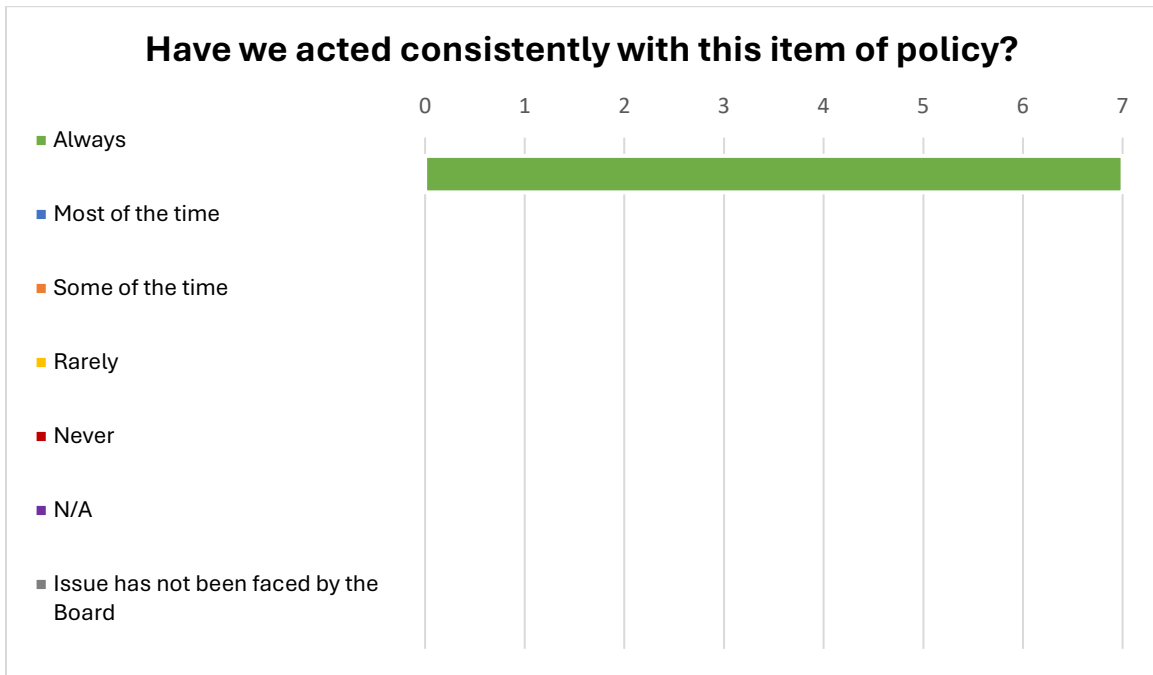
6. Trustees shall be familiar with the incorporating documents, relevant legislation and regulations, by-laws, governing policies of the organization, issues pertaining to higher education, as well as the rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.



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

- I believe Trustees are familiar with by-laws, governing policies of the organization, rules of procedure and proper conduct of a meeting. As a Trustee, I don't know what I don't know about relevant legislation and regulations or issues pertaining higher education other than what is presented at the meetings.
- I believe that the Board is prepared. We are provided with documentation prior to meeting and additional requested information. We are also provided access to other resources to inform our decisions.
- Trustees must remain up to date and knowledgeable in higher education through reading sources of information pertaining to higher education.

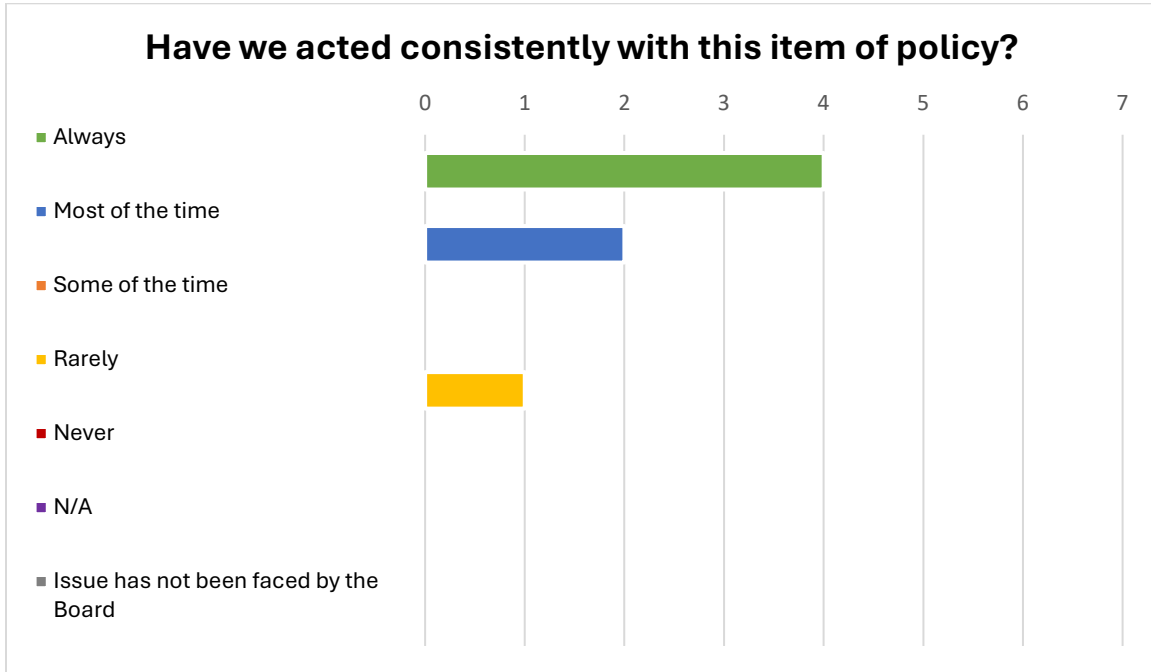
7. Trustees will be properly prepared for Board deliberation through the review of all Board meeting materials in advance of Board meetings.



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

- I believe the questions asked during our meeting show that we all are reading through all material provided for our meetings.
- All Trustees are prepared for board meeting deliberations.
- Can't think of anytime we have not been provided info.

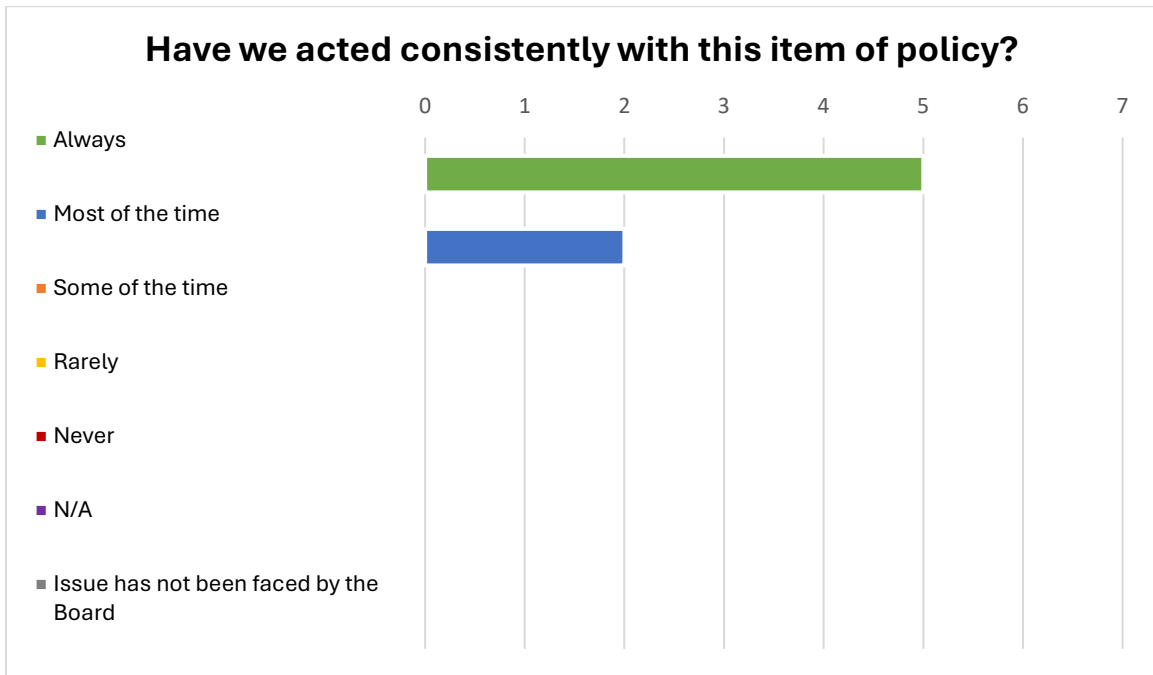
8. Trustees will collaborate with other Trustees and share information on matters of substance related to their governance role so that no one Trustee possesses information that all other Trustees should have. Such collaboration must adhere to legal requirements of board assemblage.



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

- I believe the sharing of information regarding governance issues is at times inhibited by the interpretation of the open meeting rules. I do not feel there is anything wrong with doing research on an issue to be discussed, and sharing that research with the other Trustees. This is how we learn from one another. This is how our diverse point of views help us come to the best answer.
- As noted at our last meeting, Board member collaboration and discussion on issues related to the Board’s role have often been limited. The Board members now know they can add items to the agenda for discussion and the sharing of information.
- I do believe that the Chair and Vice Chair have access to information regarding developing the agenda, but I guess that is just necessary.

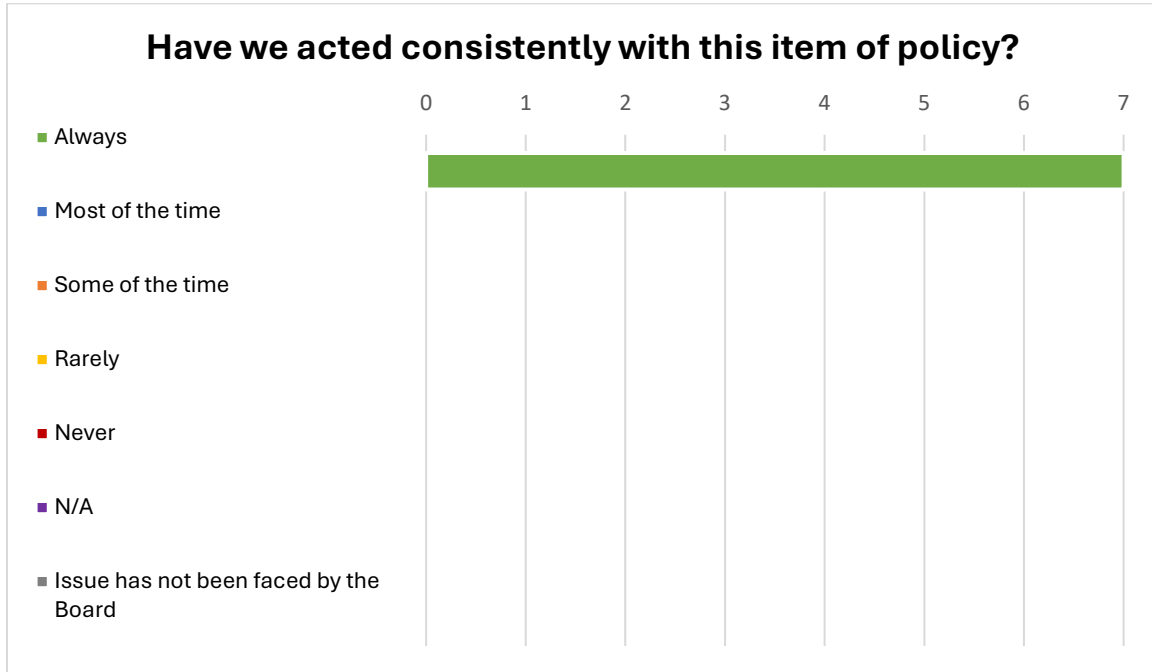
9. Trustees will support the authority of Board decisions, regardless of the member’s personal position on the issue.



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

- Our vote to oppose the recent bill was not unanimous, but accepted, with documentation of dissent.
- I do not think all of the Trustees supported our decision to speak against the bill, but I do not believe that we required a 100% consensus.
- I am not sure if we are adhering to this policy. An example to consider might be the the nonsupport of the recent legislative bill.

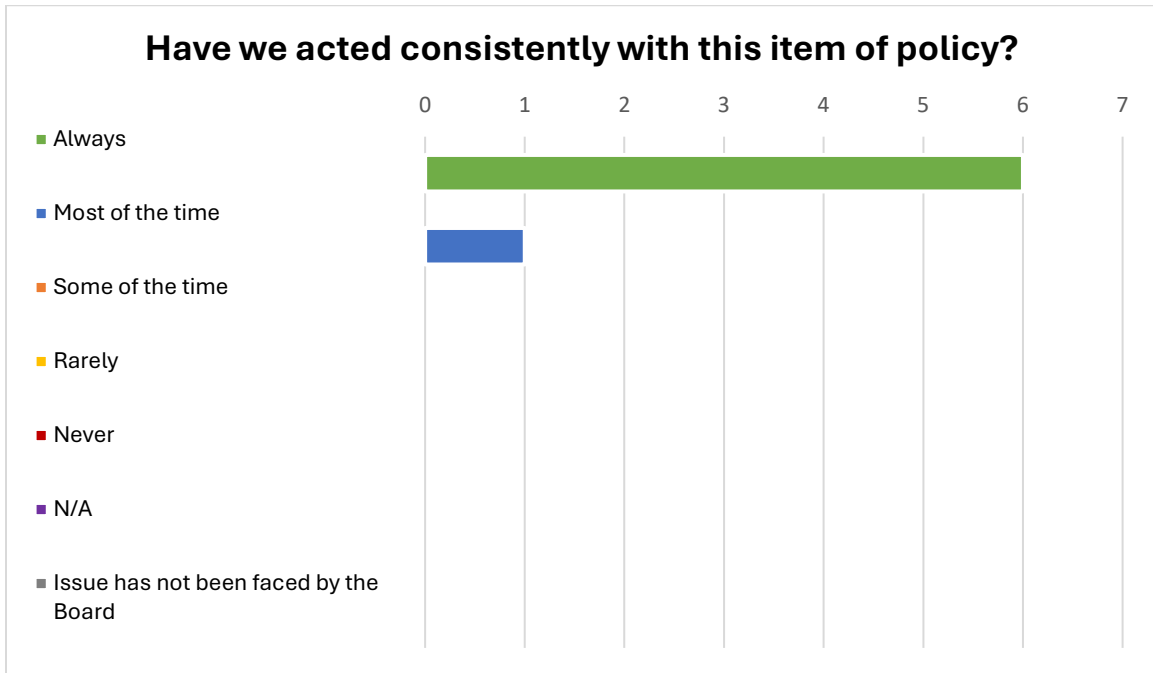
10. Trustees shall review community college publications and regularly take part in educational activities including state, regional and national meetings and events that will assist them in their ability to serve effectively as a member of the College's governing Board.



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

- We all receive the FCC's publications. We will be attending a national meeting annually.
- Board members are definitely interested in events and conferences. Board members have regularly attended conferences and meetings to learn new information and to assist in becoming more effective board members.
- All of the Trustees have participated in multiple educational conferences.

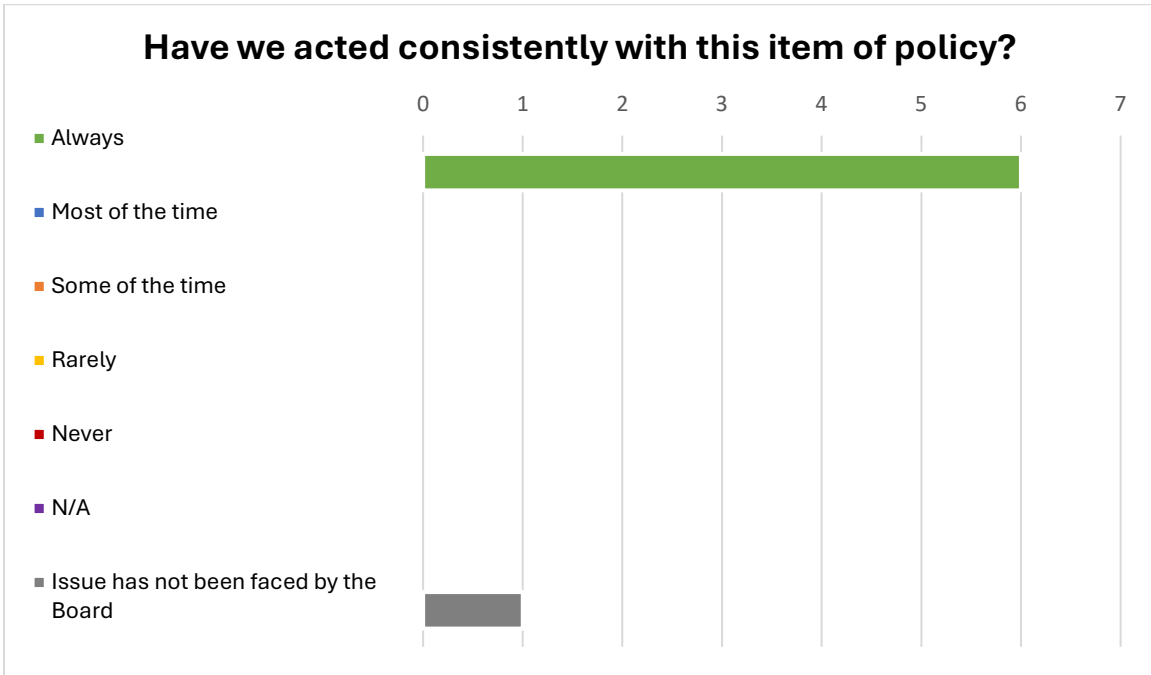
11. Trustees are encouraged to communicate the Board’s interest and respect for student accomplishments by attending student commencement ceremonies and events.



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

- If the Trustee is in town, they attend as many student events as possible.
- These events are wonderful to attend to witness and celebrate student accomplishments.
- The Board of Trustees in all or part participate in all events and ceremonies.
- It is an honor to do so.
- Certain circumstances prevent a Trustee from attending all events, but every effort should be made by a Trustee to be actively involved in the College events.

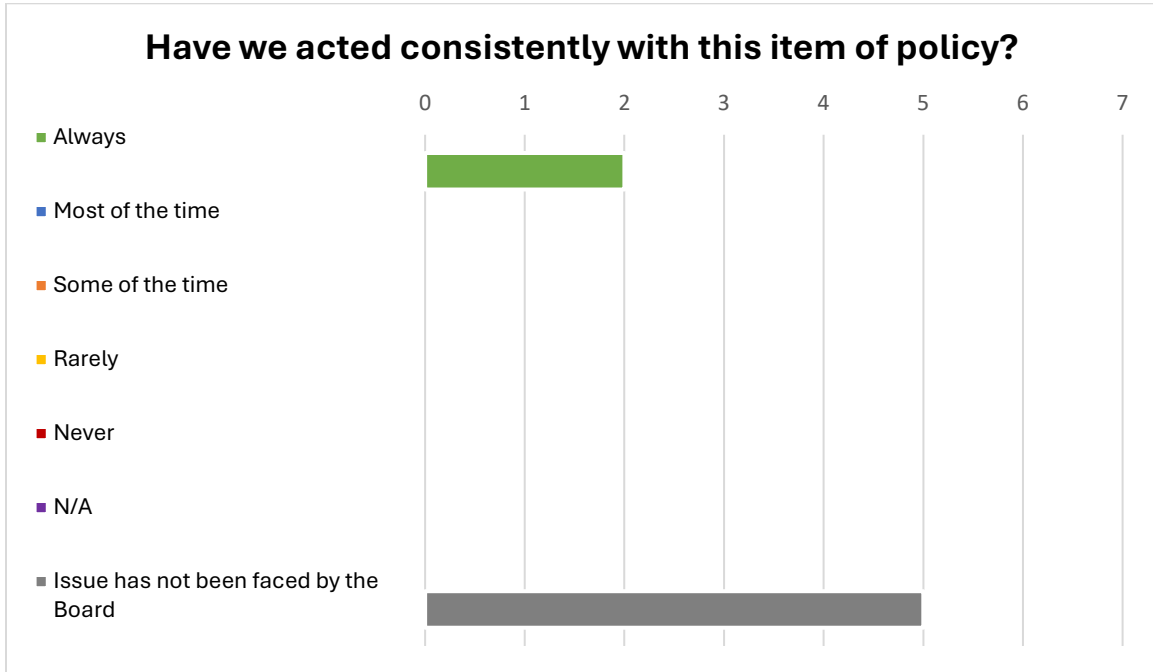
12. Trustees shall hold themselves and other Trustees accountable for complying with this Code of Conduct.



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

None

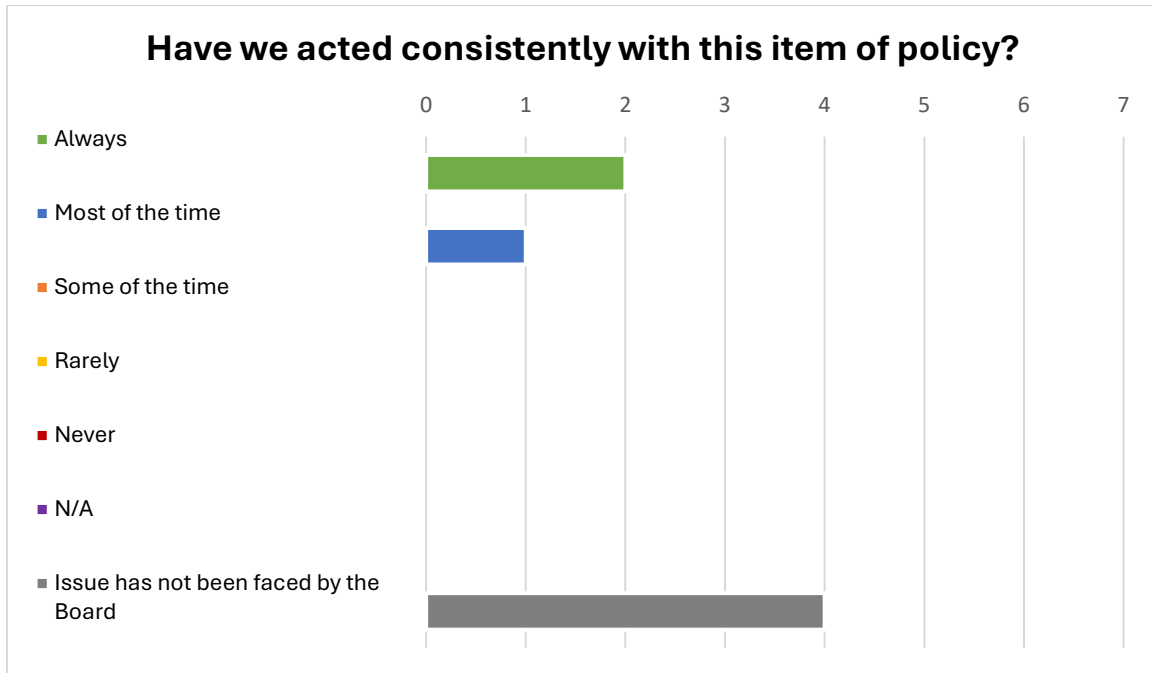
13. If there is a perceived violation by a Trustee(s), it is incumbent upon the involved members to attempt to resolve the conflict. If resolution is not reached, members will engage the Chair in an attempt to reach resolution prior to engagement of the Board as a whole.



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

- Trustees are aware of this policy and in compliance.
- I believe it is understood by all.

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.



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

- Trustees are aware of this policy and since there have been no problems, there has been compliance with the policy.
- I believe there may have been one mistake made with a former Trustee that was handled in accordance with the policy.

Policy Review: GP-9 Investment in Governance

Context: Policy GP-9 Investment in Governance is being presented for review according to the approved [FY 2026 Board Policy Review & Monitoring Schedule](#). This policy commits the Board to invest in its governance capacity to ensure excellence in Policy Governance. This includes providing training and information for all Trustees, ensuring sufficient Board skills and support, arranging outside monitoring assistance as needed, and establishing an annual budget for its governance functions. The Board will also evaluate its own performance against its governance policies.

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-9 Investment in Governance



FCC BOARD OF TRUSTEES POLICY

Policy Type: Governance Process

Policy Title: Investment in Governance

Policy Number: GP-9

Date Adopted: 5.22.2024

Version: 1.0

Date Last Reviewed: 6.11.2025

Office Responsible: President's Office

Reviewing Committee: Board of Trustees

Consistent with its commitment to excellence in Policy Governance, the Frederick Community College Board of Trustees will invest in its governance capacity.

1. All new and existing Trustees shall be provided with training and access to information that clearly details the role of the Board and the Board's expectations of a Trustee, including the Policy Governance methodology, and shall be provided a copy of Board policies.
2. Board skills, methods, and support will be sufficient to ensure governing with excellence.
 - 2.1. New Trustees shall receive a complete orientation to ensure familiarity with the organization's history, issues and structure and the Board's governance process.
 - 2.2. Trustees shall have ongoing opportunities for and be encouraged to pursue continued education to enhance their Policy Governance capabilities.
 - 2.3. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to Owners' viewpoints and values.
 - 2.4. Outside monitoring assistance will be arranged and available as needed so that the Board can exercise sufficient control over organizational performance. This includes, but is not limited to, access to professional assistance as deemed necessary, including accounting experts capable to conduct a fiscal audit.

3. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior governance capability.
 - 3.1. The Board, in consultation with executive leadership, and as part of the institution's annual budgeting process, shall establish an annual budget for its own governance and related functions, which shall include funds for Board meeting costs; Board education and orientation; costs of a fiscal audit, legal counsel, and any other outside monitoring assistance required; and costs of methods such as focus groups, surveys and opinion analyses to ensure the Board's ability to listen to Owner viewpoints and values, professional development, travel, etc. The Board shall be accountable for the use of this budget.
4. The Board will use its governance means policies (Governance Process Policy) as measurable standards against which the Board's performance can be evaluated.
 - 4.1. The Board will evaluate and discuss the Board's process and performance at each meeting.
 - 4.2. Under the leadership of the Board Chair, the Board will conduct self-evaluation on an ongoing basis and, at least annually, a self-evaluation with such facilitation as may be deemed appropriate. As a result of this evaluation, the Board will establish a governance action plan for improving any identified areas.
 - 4.2.1. The Board will regularly monitor its adherence to its Governance Process and Board-CEO Delegation policies. Upon the choice of the Board, policy adherence or compliance may be monitored at any time. However, at minimum, the Board will undertake such self-monitoring and evaluation according to an established schedule.

Date Of Change	Version	Description of Change	Responsible Party
5.22.2024	1.0	First release following Policy Governance consulting work.	President

Policy Review: BCD-0 Global Board Delegation Statement

Context: Policy BCD-0 Global Board Delegation Statement is being presented for review according to the approved [FY 2026 Board Policy Review & Monitoring Schedule](#). This policy establishes that the Frederick Community College Board of Trustees' sole official connection to the operational organization, its achievements, and conduct is through a single chief executive officer, titled President & CEO.

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-0 Global Board Delegation Statement



FCC BOARD OF TRUSTEES POLICY

Policy Type: Board-CEO Delegation

Policy Title: Global Statement

Policy Number: BCD-0

Date Adopted: 6.4.2024

Version: 1.0

Date Last Reviewed: 6.11.2025

Office Responsible: President's Office

Reviewing Committee: Board of Trustees

The Board's sole official connection to the operational organization, its achievements and conduct will be through a chief executive officer, titled President & CEO, hereinafter "President."

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

Board Nominating Committee Report for Election of Officers

Context: The officers of the Board are elected by the Board from among its members at the June meeting before the expiration of the term of the previous officers. The officers of the Board are Chair and Vice Chair.

Board Policy Compliance Monitoring References:

- [Bylaws of the Board of Trustees](#)

Background:

- Board Chair Theodore Luck appointed Vice Chair Carolyn Kimberlin and Trustees Tracey McPherson and Dr. Carmen Hernandez to serve as the Board Nominating Committee. The Committee was instructed to present its report at the June 10, 2026 Board meeting.
- The Board Nominating Committee respectfully submits the following slate of officers for the FCC Board of Trustees for FY 2027 (July 1, 2026 through June 30, 2027). The nominees have expressed a willingness to serve in these positions, if elected.
 - Dr. William Reid, Chair
 - Dr. Carmen Hernandez, Vice Chair

Attachment: None

Schedule of Board Meetings for 2027

Context: The Board shall hold at least eight regular meetings per year. The dates for the regular meetings shall be set by a majority vote of the Trustees.

Board Policy Compliance Monitoring References:

- [Bylaws of the Board of Trustees](#)

Background:

- Regular meetings are typically held on the third Wednesday of each month, except May, July, and December.
- The proposed schedule has been adjusted to move the April meeting to the fourth Wednesday of the month due to a holiday and the June meeting to the first Wednesday of the month due to the County budget cycle.
- The July Retreat date will be identified in the spring based on Trustee availability.

Attachment: 2027 Board of Trustees Meeting Schedule

2027
BOARD OF TRUSTEES
MEETING SCHEDULE

January 20

February 17

March 17

April 28 (4th Wednesday)

May – No Meeting

June 9 (2nd Wednesday)

July – Retreat TBD

August 18

September 15

October 20

November 17

December – No Meeting

All meetings are held on the third Wednesday of the month at 4:30 p.m.
(unless otherwise indicated)

Recommendation for Agreement for Legal Services for FY 2027

Context: Board Governance Process Policy GP-4, Board Job Contributions, Section 6 states that the Board has direct responsibility to "... provide a transparent process of review and disclosure that enhances owner and stakeholder confidence in the organization's legal counsel and auditor utilization." Further, Section 6.1 states "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."

Board Policy Compliance Monitoring References:

- [GP-4 Board Job Contributions](#)

Background:

- The Board appointed Pessin Katz Law, P.A. as College legal counsel in June 2013. A retainer agreement has been executed each year since then.
- The annual retainer of \$115,000 for FY 2027 is an increase of \$15,000 over FY 2026.
- The proposed agreement includes a \$25 increase in the hourly rate, from \$350 per hour to \$375 per hour.
- Any fees in excess of the retainer are billed at the end of June at 80% (a 20% discount). All ordinary out-of-pocket expenses will also be billed at the end of June.
- Any extraordinary expenses (e.g., expert witness fees, transcription services, etc.) will be billed as they are incurred.
- The FY 2026 fees have not been finalized. However, below are the amounts paid for the prior four years.

FY 2022	FY 2023	FY 2024	FY 2025
\$131,977	\$97,448	\$142,988	\$133,907

Attachment: Proposed Agreement for Legal Services for FY 2027

David N. Pessin °
Drake Zaharris * ^ ●
Patricia McHugh Lambert*
Rochelle S. Eisenberg
Edmund J. O'Meally
Catherine W. Steiner
Mairi Pat Maguire *
Kimberly L. Battaglia
Gregory S. Weiner *
Paul M. Finamore *
Lauren B. Ades
Eric E. McLauchlin
Aidan F. Smith
Kimberly A. Longford
Chantelle M. Custodio *
Robert S. Campbell
Elliott D. Petty
David A. Burkhouse
Andrew G. Scott
Kambon R. Williams +
Adam E. Konstas
Helen M. Smith *
Megan G. Anderson
Susan M. Euteneuer
Augustus F. Brown
Albert John Anderson Young
Amy L. Griboff *
Christopher J. Greaney
Halle P. Gray

Gerald M. Katz (1937-2014)

* Also Admitted in DC ● Also Admitted in MA
^ Also Admitted in PA >Also Admitted in FL
° Also Admitted in GA + Also Admitted in NY
~ Also Admitted in NJ % Also Admitted in VA
< Also Admitted in NC

PESSIN KATZ LAW, P.A.

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May 15, 2026

~Meghan E. Sibiski
Jim Nghieu
>Alejandro Camacho
<Christopher A. Vernick
Nathan H. Adams
%*Ryan J. Carter
M. Elisabeth Silva
*Jason C. Parkins
Clarke C. Rich
Hannah M. Wardell
Zachary W. Muir
<Sahil Shah
^Alexandria Hodge
Jeneen S. Burrell
Chelsea A. Roberts
Anastacia Topaltzas
Jacob M. Thompson
~Samantha M. Safchinsky
Cormac White
Taylor A. Hughes

Counsel
Tracey Dallahan-McLauchlin

Of Counsel
Carl R. Gold
Randall M. Lutz
Margaret M. McKee
Henry E. Schwartz
Andrew H. Vance
Andrew E. Vernick
^ Thomas J. Zagami

By Electronic Mail

Mr. Theodore M. Luck, Chair
Board of Trustees
Frederick Community College
7932 Opossumtown Pike
Frederick, MD 21702

Re: Proposed Agreement for Legal Services for FY 2027

Dear Chair Luck:

On behalf of the law firm of Pessin Katz Law, P.A, I am happy to propose that the Board of Trustees of Frederick Community College (hereinafter, the "College") retain our Firm for fiscal year 2027 in accordance with Board Governance Process Policy GP-4.

For Fiscal Year 2027, we propose a retainer arrangement similar to what we have had in the current and past years but with a modest increase to the annual retainer and to the hourly rate. For the retainer, we propose an increase from the current \$100,000 to \$115,000, which will be paid monthly at a set amount of \$9,583.33 per month. For the hourly rate, we also propose an increase from the current \$350.00 per hour to \$375.00 per hour. As in the current and prior years, the hourly charges will be applied against the retainer each month with an annual reconciliation of any fees that are incurred in excess of the retainer at the end of June billed at 80% over the retainer amount (*i.e.*, a fee discount of 20%). All ordinary out-of-pocket expenses incurred will also be billed at the end of June. As in the past, any extraordinary expenses (*e.g.*,

Mr. Theodore M. Luck, Chair
May 15, 2026
Page 2

PESSIN KATZ LAW, P.A.

expert witness fees, transcription services, etc.) will be billed as they are incurred.

My partners and I have greatly enjoyed working with the College since 2013, and we look forward to continuing our relationship in the future. We are dedicated to being responsive to the College's legal needs, are available to come to the College's campus whenever the need arises. We are committed to providing the very best advice and representation available on the many complex legal issues that arise in running a Maryland education institution. We are certain that we can meet the College's diverse and many legal needs in a thorough, prompt, and ethical manner.

If you agree to the terms set forth in this letter, please indicate your acceptance by sending us an executed copy or other writing to that effect. Should you, the other Trustees, or President Cheek have any questions in this regard, please feel free to contact me to discuss this matter further.

Very truly yours,
Edmund J. O'Meally
Edmund J. O'Meally

Agreed to this ___ day of June, 2026:

Theodore M. Luck, Chair

cc: Dr. Annesa Cheek, President

Recommendation of FY 2027 Fee for AttainEdge Learning™

Context: The FY 2027 Tuition and Fees schedule was approved by the Board of Trustees at its February 2026 meeting. Since that time, the College received authorization from the Middle States Commission on Higher Education (MSCHE) to offer instruction via correspondence education.

Correspondence education is a distinct instructional modality that differs from traditional online learning. While both formats may be delivered remotely, correspondence education is designed as a highly flexible, self-paced learning experience in which instructional materials, assessments, and feedback are provided through structured course modules that allow learners to progress independently. This model is particularly well-suited for working professionals, public safety personnel, military-affiliated learners, and others seeking flexible pathways to academic credit and workforce advancement. The College intends to pilot this instructional modality under the designation AttainEdge Learning™, providing new opportunities for learners while strengthening FCC's ability to respond to evolving workforce and professional education needs.

It is recommended that AttainEdge Learning™ courses utilize the College's existing FEMA fee structure of \$95 per credit hour. The proposed fee would become effective beginning with Fall 2026 registration. This recommendation is presented to the Board of Trustees by President Cheek, with preparation support provided by Dr. Anne P. Davis, Provost and Vice President for Teaching, Learning, and Student Success.

Board Policy Compliance Monitoring References:

- [E-1 Ends](#)
- [EL-4 Financial Conditions and Activities](#)
- [EL-6 Planning](#)
- [EL-9 Asset Protection](#)

Background:

- For many years, the Mid-Atlantic Center for Emergency Management and Public Safety (MACEM&PS) has served a national and international learner population through the evaluation of Federal Emergency Management Agency (FEMA) Independent Study coursework, awarding academic credit to approximately 1,000 learners annually.
- This model has provided a historically reliable source of enrollment and revenue while supporting learners seeking workforce advancement, promotion, certification, professional development, and compliance-related training.

- In recent years, however, the long-term sustainability of this model has become increasingly uncertain due to factors outside of the College’s control, including:
 - reductions in FEMA course availability,
 - changing federal priorities, and
 - disruptions associated with federal government shutdowns.
- These external factors create challenges for learners and employer partners, and the College alike by limiting predictability and continuity in course availability.
- To diversify and strengthen a historically successful area of workforce and professional education while providing greater institutional control over course availability, academic quality, and future growth opportunities, the College sought and received MSCHE authorization in April 2026 to offer instruction through correspondence education.
- The College is initially implementing correspondence education as a targeted pilot through the name AttainEdge Learning™, building upon the MACEM&PS’s longstanding expertise in service workforce and professional learners. This pilot will allow FCC to evaluate demand, operational effectiveness, and future growth opportunities while expanding educational options available to learners and employer partners. AttainEdge Learning™ courses will provide:
 - flexible self-paced learning opportunities,
 - academic credit and letter grades,
 - curriculum designed by subject matter experts and aligned with approved learning outcomes, and
 - structured academic oversight, assessment, and feedback.
- Unlike FEMA Independent Study coursework, which is transcribed on a pass/fail basis through a credit evaluation process, AttainEdge Learning™ courses will generate letter grades and GPA recognition. This distinction better serves learners and employer partners who increasingly require graded coursework for promotion, transfer, certification, and professional advancement purposes.
- Aligning AttainEdge Learning™ fees with the College’s existing FEMA credit-hour fee structure supports:
 - Continuity for current learners and employer partners;
 - consistency with an established and successful pricing model;
 - affordability and transparency,
 - and sound financial stewardship as the College pilots this new instructional modality.

Attachment: None

Recommendation for FY 2027 Operating Budget, Capital Budget, and Salary/Wage Scales

Context: Each February, the Board of Trustees of Frederick Community College reviews and approves a proposed operating budget that includes the College's funding request to Frederick County. This action authorizes the College President to provide testimony at the County Executive's March budget hearing and informs the development of the Executive's proposed budget.

Pursuant to the Frederick County Charter, the County Executive must submit a proposed budget to the Frederick County Council no later than April 15 for the ensuing fiscal year.

Following submission, the County Council conducts budget workshops and public hearings and may make modifications in accordance with the Charter. The Council must adopt a final budget by May 31. If a budget is not adopted by that date, the Executive's proposed budget becomes law. The County Council adopted the budget on May 12.

After the County budget is adopted and the College's allocation is determined, the Board of Trustees approves the College's final operating budget in June. The adopted College budget must then be ratified by the County Council prior to the start of the new fiscal year.

This document summarizes the administration's recommendation 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 Reference:

- [EL-4 Financial Conditions and Activities](#)

Background:

1. REVENUES:

Operating revenues proposed for FY 2027 total \$83,709,906, including \$2,320,000 in Strategic Reserves. This represents an increase of \$4,933,588 (6.3%) over the adopted FY 2026 budget.

- **Tuition and Fees - \$22,993,414 (credit and non-credit)**

The FY 2027 operating budget proposal includes a 3% increase for in-county, out-of-county, and out-of-state tuition rates. A 3% increase was also implemented in FY 2026. The FY 2027 credit tuition and fees schedule will be effective for Fall 2026 registration. Tuition and fee rates for FY 2027 are as follows:

	FY 26			FY 27				
	Current Per Credit Hour Rates			Approved Per Credit Hour Rates				
	Tuition	Fees	Tuition + Fees	Tuition	Fees	New Tuition + Fees	Change from FY 26 to FY 27	
\$							%	
In-County	\$136.00	\$29.50	\$165.50	\$140.00	\$29.50	\$169.50	\$4.00	2.4%
Out-of-County	\$297.00	\$29.50	\$326.50	\$306.00	\$29.50	\$335.50	\$9.00	2.8%
Out-of-State	\$402.00	\$29.50	\$431.50	\$414.00	\$29.50	\$443.50	\$12.00	2.8%

*Fees consist of the Consolidated Service Fee and the Student Activity Fee. The Consolidated Service Fee of \$26.00 per credit and the Student Activity Fee of \$3.50 per credit up to 10 credits per term remain unchanged.

Although enrollment has increased, tuition and fees continue to represent the smallest portion of total operating revenues when compared to State and County funding. Maintaining tuition and fees in reasonable proportion to public funding sources remains fiscally prudent. Modest annual adjustments help avoid larger, disruptive increases in future years. The 3% tuition adjustment is projected to generate approximately \$500,000 in additional revenue.

- **State Funding - \$26,654,494 includes \$23,303,494 (Cade funding) and \$3,351,000 (State Benefits).**

Beginning in FY 2025, the Governor’s proposed budget “rebased” the Cade funding formula from a 29% funding tie to selected four-year public institutions to 27.2%, effectively reducing formula funding for all Maryland community colleges. The 27.2% funding level continues in FY 2027.

Due to strong enrollment growth, FCC’s calculated Cade funding would have increased by 9.5% over FY 2026 levels; however, statutory limitations cap the annual increase at 3%, resulting in FY 2027 Cade funding of \$23,303,494.

Over the past five fiscal years, the State has fully funded the Cade formula only twice—FY 2023 and FY 2024. In FY 2022, the community college funding percentage was reduced from the statutory 29% of four-year public institution funding to 27%, and in FY 2025 and FY 2026 it was funded at 27.2%.

We recognize the many competing priorities facing the State; however, while the annual percentage reductions may appear modest, their combined impact over time has materially affected institutional resources. After adjusting for inflation, the College’s state support reflects an estimated \$4 million gap over the past five years. When the projected FY 2027 3% state funding cap is included, that gap grows to approximately \$5.5 million since FY2022.

- **County Funding - \$28,866,798 includes \$27,755,452 (Cash) and \$1,111,346 (In-Kind).**

A request was made to the Frederick County Executive for \$1,500,000 above FY 2026 funding levels to support institutional sustainability and address additional operating costs associated with enrollment growth and inflationary pressures. In addition, the In-Kind allocation increased nearly 50% due to pension expenses passed onto the County from the State and the indirect cost calculation for all county and non-county entities.

- **Other Income - \$2,875,200**

Other income represents a smaller portion of total operating revenues.

Primary sources include:

- Interest income, reflecting favorable balance and rate conditions
- Contract training revenue
- Training proceeds from the Mid-Atlantic Center for Emergency Management and Public Safety (MACEM&PS)

- **Use of Strategic Reserves - \$2,320,000**

In accordance with Board Policy EL-4, Financial Conditions and Activities, which provides that “the President shall not fail to recommend on an annual basis, as appropriate, other Strategic Reserves ... over and above the operating fund balance reserve ... for one-time expenses or projects,” the FY 2027 proposed budget includes the planned use of \$2,320,000 in Strategic Reserves.

These funds are designated exclusively for non-recurring purposes and are not used to support ongoing operating expenses. The proposed allocation supports one-time strategic initiatives, including:

- Student Success and Completion
- Academic Program Initiatives
- Technology Projects
- Strategic Planning and Future-Proofing

The recommended use of reserves is consistent with sound fiscal stewardship, preserves structural balance in the operating budget, and ensures that one-time resources are deployed for one-time needs.

2. **EXPENSES:**

Operating expenses proposed for FY 2027 total \$83,709,906, including \$2,320,000 in Strategic Reserves designated for strategic, one-time initiatives. This represents an increase of \$4,933,588 over the FY 2026 adopted budget, resulting in a structurally balanced budget.

The proposed expenditure plan reflects enrollment growth, inflationary pressures, workforce investment priorities, and the College's commitment to maintaining operational resilience.

Key expense allocations include:

- **Investments in Talent Recruitment and Retention**
Continued investment in compensation and workforce stability to attract and retain high-quality faculty and staff in a competitive labor market.
- **Health Insurance**
Employer health insurance costs are projected to increase by 12.5%. Fringe benefit costs align proportionally with projected salary and wage adjustments.
- **Instructional and Programmatic Support**
Increased funding for honorariums, course-related costs and program fees, meetings and travel, and enterprise software to support academic quality, student services, and institutional operations.
- **Non-Compensation Expenses**
Growth in non-compensation expenditures reflects the combined impact of enrollment expansion and sustained inflation across goods and services.
- **Operating Contingency – \$844,943**
The operating contingency provides flexibility to address unforeseen expenses and to respond to emerging opportunities that may arise outside the annual planning and budgeting cycle. Maintaining a prudent contingency level supports fiscal stability and responsible risk management.

3. CAPITAL BUDGET:

The Frederick County Council and the State of Maryland adopted FY 2027 capital funding that supports several Frederick Community College projects; however, final approved funding was reduced from the College's original requests in key areas.

For the Innovation and Technology Center, the State approved \$1.3 million in design funding rather than the College's \$3 million request. As a result, the County's matching contribution was reduced from \$2.3 million to \$1 million. In addition, the State reduced the Facilities Renewal Grant from the requested \$500,000 to \$327,250 for all eligible community colleges.

	County	State	Total
Campus Services Building	\$7,719,000	\$ 0	\$7,719,000
Innovation and Technology Center (design)	\$1,009,855	\$1,317,000	\$2,326,855
Systemics	\$2,467,796	\$ 0	\$2,467,796
Technology Upgrades	\$ 300,000	\$ 0	\$ 300,000
Classroom Technology Upgrades	\$ 110,250	\$ 0	\$ 110,250
State Facilities Renewal Grant	\$ 0	\$ 327,250	\$ 327,250
TOTALS	\$11,606,901	\$1,644,250	\$13,251,151

ATTACHMENTS

FY 2027 Proposed Operating Budget – Projection of Revenues and Expenditures, CIP Summary FY 2027-2032, FY 2027 Pay Scales

FREDERICK COMMUNITY COLLEGE
Operating Budget History, Actuals FY22 to FY25, Adopted FY26 Budget, Proposed FY27 Budget

REVENUE

	FY22	FY23	FY24	FY25	FY26	FY27	FY 27 to FY 26
	Actual	Actual	Actual	Actual	Budget	Budget	(budget to budget)
TUITION/FEES							
Summer	1,152,755	1,520,080	1,161,356	1,400,120	2,008,336	2,128,658	120,322
Fall	5,651,105	5,931,704	6,659,614	7,055,659	7,237,951	7,671,261	433,310
January Session	5,127,427	-	-	-	-	-	-
Spring	5,127,427	5,770,320	6,204,347	6,918,596	6,993,006	7,411,774	418,768
TOTAL CREDIT TUITION	11,931,287	13,222,104	14,025,317	15,374,375	16,239,292	17,211,693	972,401
Consolidated Service Fee	2,167,346	2,311,126	2,486,921	2,716,069	2,882,100	2,967,120	85,020
Student Activity Fee	238,736	257,931	275,290	297,382	307,650	310,312	2,662
Instr. Material Fee	-	52	-	-	-	-	-
Course/Program Fees	72,133	96,252	113,653	91,322	282,225	553,140	270,915
Testing Fees	15,667	22,739	58,083	71,881	77,595	79,149	1,554
TOTAL CREDIT FEES	2,493,882	2,688,100	2,933,948	3,176,654	3,549,570	3,909,721	360,151
TOTAL CREDIT TUITION/FEES	14,425,169	15,910,204	16,959,265	18,551,029	19,788,862	21,121,414	1,332,552
CEWD TUITION/FEES	1,440,489	1,623,211	1,607,035	1,856,126	1,800,000	1,872,000	72,000
TOTAL TUITION/FEES	15,865,658	17,533,415	18,566,301	20,407,155	21,588,862	22,993,414	1,404,552
STATE REVENUE							
State Formula Aid	13,283,580	16,429,152	18,548,628	20,743,432	22,625,215	23,303,494	678,279
State Benefits	2,724,048	2,822,038	2,904,986	3,350,946	3,051,200	3,351,000	299,800
TOTAL STATE	16,007,628	19,251,190	21,453,614	24,094,378	25,676,415	26,654,494	978,079
COUNTY REVENUE							
Cash	21,341,502	22,376,502	24,255,452	25,755,452	26,255,452	27,755,452	1,500,000
In-Kind	457,059	241,801	420,026	487,229	743,631	1,111,346	367,715
TOTAL COUNTY	21,798,561	22,618,303	24,675,478	26,242,681	26,999,083	28,866,798	1,867,715
OTHER INCOME							
Interest Income	54,847	854,706	1,370,504	1,428,111	650,000	1,200,000	550,000
Contracts	800,098	1,129,371	1,071,520	1,125,200	1,151,958	1,125,200	(26,758)
Indirect Cost Reimbursement	330,527	197,003	364,265	362,871	210,000	350,000	140,000
Other	2,509,835	1,268,720	274,171	409,355	200,000	200,000	-
TOTAL OTHER	3,695,307	3,449,800	3,080,461	3,325,537	2,211,958	2,875,200	663,242
TOTAL REVENUE	57,367,154	62,852,708	67,775,852	74,069,751	76,476,318	81,389,906	4,913,588
USE OF STRATEGIC RESERVES					2,300,000	2,320,000	20,000
TOTAL REVENUES + STRATEGIC RESERVES	57,367,154	62,852,708	67,775,852	74,069,751	78,776,318	83,709,906	4,933,588

EXPENDITURES

	FY22	FY23	FY24	FY25	FY26	FY27	FY 27 to FY 26 (budget to budget)
	Actual	Actual	Actual	Actual	Budget	Budget	
COMPENSATION							
Full-Time Faculty, Administrators, Support Staff, CEWD Instructional Specialist	26,075,027	28,914,410	31,542,880	33,766,239	38,252,770	39,446,181	1,193,411
Clinical/Field Experience Staff	683,641	825,290	872,784	820,030	906,400	855,769	(50,631)
Fee-Based Employees	4,221	15,386	20,041	17,759	20,600	23,115	2,515
Credit Adjunct Faculty	3,376,779	4,014,878	4,215,948	4,507,445	4,276,999	4,677,055	400,056
CEWD Adjunct Faculty	479,982	638,804	613,820	678,504	661,260	781,881	120,621
Coaches	72,008	139,202	104,673	148,353	149,791	152,692	2,901
Student Employment	1,248	13,813	49,759	55,651	64,163	93,042	28,879
Part-Time Variable Schedule (PTVS), LTE and Stipends	687,257	783,366	861,420	1,874,883	1,328,640	1,525,529	196,889
Extra and Overtime Hours	95,539	345,489	580,045	173,792	201,880	216,852	14,972
TOTAL COMPENSATION	31,475,702	35,690,637	38,861,371	42,042,655	45,862,503	47,772,116	1,909,613
FRINGE BENEFITS							
FICA	2,381,419	2,710,836	2,946,654	3,173,413	3,541,254	3,671,863	130,609
Opt-Out Health Insurance	366,976	378,406	407,636	406,632	428,400	426,888	(1,512)
FCC Tuition waivers for employees	89,403	97,024	111,640	151,214	140,000	149,597	9,597
Retirement	2,877,893	2,993,503	3,120,806	3,568,037	3,789,801	4,302,454	512,653
Life Insurance/ADD	115,350	124,144	138,209	140,653	142,000	152,364	10,364
Health Insurance	3,378,083	3,878,845	4,313,710	5,147,417	5,564,755	6,231,295	666,540
Dental/Vision Insurance	101,703	107,728	116,968	140,724	240,000	153,996	(86,004)
Long-Term Disability Insurance	78,388	84,381	93,626	91,422	94,000	98,983	4,983
Tuition Reimbursement	63,177	62,161	43,993	50,607	52,000	55,664	3,664
Workers Comp Insurance	97,388	84,961	102,773	101,804	145,731	102,116	(43,615)
Unemployment	1,635	9,825	101,000	9,368	200,000	9,800	(190,200)
Leave Expense	(105,725)	153,582	186,497	147,412	187,000	236,768	49,768
Rewards and Recognition	156,418	6,000	6,000	6,000	6,000	5,880	(120)
TOTAL FRINGE BENEFITS	9,602,108	10,691,397	11,689,510	13,134,703	14,530,941	15,597,668	1,066,727
FRINGE PERCENTAGE (FRINGE/COMP)	31%	30%	30%	31%	32%	33%	
TOTAL COMPENSATION + FRINGE BENEFITS	41,077,810	46,382,034	50,550,881	55,177,359	60,393,444	63,369,784	2,976,340
NON-COMPENSATION COSTS							
Contracted Services	1,823,952	2,358,751	2,865,924	3,822,597	3,122,448	3,820,208	697,760
Honorariums	41,102	37,788	40,738	43,530	81,275	130,700	49,425
In-Kind County Services (Audit/IT/Appraisal)	457,059	241,801	420,026	487,229	743,631	1,111,346	367,715
TOTAL CONTRACTED SERVICES	2,322,113	2,638,340	3,326,688	4,353,355	3,947,354	5,062,254	1,114,900
Supplies and Materials	517,181	564,185	583,916	630,764	788,722	790,247	1,525
Course Costs and Program Fees	335,413	450,672	361,404	373,040	640,753	815,088	174,335
Vehicle Fuel	12,934	18,617	19,392	16,781	33,700	20,000	(13,700)
Shipping and Postage	52,425	42,342	45,430	37,231	55,441	64,801	9,360
Telecommunications	75,018	64,630	72,294	91,302	104,692	99,682	(5,010)
Meetings Travel	70,692	291,492	279,833	357,011	470,872	596,647	125,775
Professional Licenses, Dues, and Conference Fees	242,311	309,439	378,935	443,703	510,028	533,834	23,806
Internal Meetings with Meals	58,743	112,412	151,797	-	-	-	-
Food for Student Events	-	-	-	77,372	97,900	107,873	9,973
Food for Business Purposes	-	-	-	92,252	121,170	134,875	13,705
Travel - Local and Non-local without Accommodations	5,862	9,267	16,256	13,387	60,250	57,875	(2,375)
Software and Software Licenses	578,820	1,172,890	739,200	932,468	1,339,601	1,542,676	203,075
Transfers	2,284,666	2,196,969	2,424,036	3,335,554	2,842,967	3,794,873	951,906
Utilities	713,621	823,042	1,105,699	1,095,208	1,258,300	1,200,000	(58,300)
Fixed Charges/Insurance	232,538	261,241	297,398	275,461	421,130	458,000	36,870
Furniture/Equipment	608,166	732,135	856,944	500,819	630,099	565,039	(65,060)
Computer/IT Equipment	207,587	460,545	363,737	421,406	482,200	378,860	(103,340)
Library Collection	35,654	116,561	123,692	131,266	129,905	129,905	-
Tuition Waivers/ Student Aid Expenditures	169,862	197,454	222,323	298,219	250,000	280,000	30,000
Other	260,430	(51,413)	23,679	136,874	48,100	105,000	56,900
Other Contingency Expense	-	-	-	-	830,190	844,943	14,753
New-Strategic Initiatives	-	-	-	-	1,019,500	437,650	(581,850)
SUBTOTAL NON-COMPENSATION	8,784,036	10,410,818	11,392,653	13,613,474	16,082,874	18,020,122	1,937,248
Percentage of Revenue <i>(Non-Compensation/Revenue)</i>	15.32%	16.56%	16.81%	18.38%	21.03%	22.14%	
TOTAL EXPENSES LESS STRATEGIC RESERVES	49,861,846	56,792,852	61,943,534	68,790,833	76,476,318	81,389,906	4,913,588
STRATEGIC RESERVES ALLOCATION					2,300,000	2,320,000	20,000
TOTAL EXPENSES	49,861,846	56,792,852	61,943,534	68,790,833	78,776,318	83,709,906	4,933,588



Capital Improvement Program Request FY2027-2032

June 10, 2026

Combined County and State Capital Funding Request		Total		Prior	Total	Request	Request	Request	Request	Request	Request	Request
		Project	Other *	Approval	FY27-32	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	After
	Capital Projects											
County only	Campus Services Building	16,238,000		8,519,000	7,719,000	7,719,000						
County / State	Health Education and Athletics Center (Building D Renovation/Addition)	75,633,000			8,851,000			-	-	5,851,000	3,000,000	66,782,000
County / State	Innovation and Technology Center	63,253,855			63,253,855	2,326,855	1,163,000	27,618,000	32,146,000			
County only	Systemics	11,433,831		2,189,300	9,244,531	2,467,796	1,546,765	1,623,619	1,285,911	1,160,220	1,160,220	
	Emergency repairs				212,073	37,132	31,610	32,874	39,449	35,504	35,504	
	Life Safety Systems and Fire Sprinkler				636,375	106,090	95,067	99,821	119,785	107,806	107,806	
	ADA Accessibility repairs / upgrades				477,281	79,568	71,300	74,865	89,839	80,855	80,855	
	Roof Systems- repairs / replacements				121,878	20,600	18,460	18,995	22,794	20,515	20,515	
	Site Improvements				308,920	51,500	46,149	48,457	58,148	52,333	52,333	
	Mechanical / Electrical / Plumbing				308,920	51,500	46,149	48,457	58,148	52,333	52,333	
	Building doors, windows, exterior facade				316,115	53,045	47,534	49,435	59,322	53,390	53,390	
	Other deferred maintenance / backlog				933,758	153,734	137,054	147,470	176,964	159,268	159,268	
	Facility MasterPlan 5 Year Update				500,000	500,000	-	-	-	-	-	
	Pedestrian Walkway, Circulation, and Campus Core				1,500,000	500,000	500,000	500,000	-	-	-	
	Building F Feasibility Study & Renovation				300,000	300,000	-	-	-	-	-	
	Miscellaneous Renovations				3,629,211	614,628	553,442	603,245	661,463	598,216	598,216	
	Technology											
County only	Classroom Technology Upgrades - Equipment	771,750		110,250	661,500	110,250	110,250	110,250	110,250	110,250	110,250	
County only	Technology Upgrades - PeopleSoft	2,100,000		300,000	1,800,000	300,000	300,000	300,000	300,000	300,000	300,000	
	Other											
State only	Facilities Renewal Grant - CCFRGP	1,327,250			1,327,250	327,250	-	500,000	-	500,000	-	
State only	Facilities Renewal Supplemental Funding - CCFRSF			-	-	-	-	-	-	-	-	
Combined Total County and State Capital Funding Request		170,757,686	-	11,118,550	92,857,136	13,251,151	3,120,015	30,151,869	33,842,161	7,921,470	4,570,470	66,782,000

* FCC Funding



Capital Improvement Program Request FY2027-2032

June 10, 2026

	Total	Prior	Total	Request	Request	Request	Request	Request	Request	Request
		Approval	FY27-32	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	After
County and State Capital Funding Shares										
County Capital Funding Share	61,837,770	11,118,550	50,719,220	11,606,901	2,462,015	14,019,869	15,648,161	4,109,804	2,872,470	28,983,388
State Capital Funding Share	42,137,916	-	42,137,916	1,644,250	658,000	16,132,000	18,194,000	3,811,666	1,698,000	37,798,612
Combined Total County and State Capital Funding Request	103,975,686	11,118,550	92,857,136	13,251,151	3,120,015	30,151,869	33,842,161	7,921,470	4,570,470	66,782,000

County Funding Request										
	Total	Prior	Total	Request	Request	Request	Request	Request	Request	Request
	Project	Approval	FY27-31	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	After
Capital Projects										
Campus Services Building	16,238,000	8,519,000	7,719,000	7,719,000						
Health Education and Athletics Center (Building D Renovation/Addition)	32,824,722	-	3,841,334					2,539,334	1,302,000	28,983,388
Innovation and Technology Center	27,452,855	-	27,452,855	1,009,855	505,000	11,986,000	13,952,000			
Systemics										
Emergency repairs	11,433,831	2,189,300	9,244,531	2,467,796	1,546,765	1,623,619	1,285,911	1,160,220	1,160,220	
Life Safety Systems and Fire Sprinkler			212,073	37,132	31,610	32,874	39,449	35,504	35,504	
ADA Accessibility repairs / upgrades			636,375	106,090	95,067	99,821	119,785	107,806	107,806	
Roof Systems- repairs / replacements			477,281	79,568	71,300	74,865	89,839	80,855	80,855	
Site Improvements			121,878	20,600	18,460	18,995	22,794	20,515	20,515	
Mechanical / Electrical / Plumbing			308,920	51,500	46,149	48,457	58,148	52,333	52,333	
Building doors, windows, exterior facade			308,920	51,500	46,149	48,457	58,148	52,333	52,333	
Other deferred maintenance / backlog			316,115	53,045	47,534	49,435	59,322	53,390	53,390	
Facility MasterPlan 5 Year Update			933,758	153,734	137,054	147,470	176,964	159,268	159,268	
Pedestrian Walkway, Circulation, and Campus Core			500,000	500,000	-	-	-	-	-	
Building F Feasibility Study & Renovation			1,500,000	500,000	500,000	500,000	-	-	-	
Miscellaneous Renovations			300,000	300,000	-	-	-	-	-	
			3,629,211	614,628	553,442	603,245	661,463	598,216	598,216	
Technology										
Classroom Technology Upgrades - Equipment	771,750	110,250	661,500	110,250	110,250	110,250	110,250	110,250	110,250	110,250
Technology Upgrades - PeopleSoft	2,100,000	300,000	1,800,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Total County Request	90,821,158	11,118,550	50,719,220	11,606,901	2,462,015	14,019,869	15,648,161	4,109,804	2,872,470	28,983,388

State Funding Request										
	Total	Prior	Total	Request	Request	Request	Request	Request	Request	Request
	Project	Approval	FY27-31	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	After
Capital Projects										
Health Education and Athletics Center (Building D Renovation/Addition)	42,808,278	-	5,009,666					3,311,666	1,698,000	37,798,612
Innovation and Technology Center	35,801,000	-	35,801,000	1,317,000	658,000	15,632,000	18,194,000			
Other										
Facilities Renewal Grant - CCFRGP	1,327,250	-	1,327,250	327,250	-	500,000	-	500,000	-	
Facilities Renewal Supplemental Funding - CCFRSF		-	-	-	-	-	-	-	-	
Total State Request	79,936,528	-	42,137,916	1,644,250	658,000	16,132,000	18,194,000	3,811,666	1,698,000	37,798,612

Frederick Community College
FY 2027 Salary Ranges
Administrator
Effective July 1, 2026 - June 30, 2027

Grade	FY27 Step (3.5% of Midpoint)	Minimum	Midpoint	Maximum
B01	\$1,481.00	\$ 31,825.39	\$ 42,327.00	\$ 52,828.68
B02	\$1,593.00	\$ 34,211.97	\$ 45,502.00	\$ 56,792.25
B03	\$1,712.00	\$ 36,692.51	\$ 48,925.00	\$ 61,158.20
B04	\$1,841.00	\$ 39,445.32	\$ 52,595.00	\$ 65,744.61
B05	\$1,979.00	\$ 42,406.55	\$ 56,541.00	\$ 70,675.57
B06	\$2,127.00	\$ 45,584.63	\$ 60,781.00	\$ 75,976.39
B07	\$2,287.00	\$ 49,004.86	\$ 65,340.00	\$ 81,674.77
B08	\$2,458.00	\$ 52,680.50	\$ 70,240.00	\$ 87,799.63
B09	\$2,643.00	\$ 56,632.02	\$ 75,510.00	\$ 94,387.10
B10	\$2,841.00	\$ 60,877.49	\$ 81,171.00	\$ 101,463.69
B11	\$3,054.00	\$ 65,442.22	\$ 87,259.00	\$ 109,075.19
B12	\$3,283.00	\$ 70,351.50	\$ 93,803.00	\$ 117,254.11
B13	\$3,529.00	\$ 75,627.02	\$ 100,838.00	\$ 126,049.85
B14	\$3,794.00	\$ 81,300.10	\$ 108,401.00	\$ 135,502.18
B15	\$4,079.00	\$ 87,398.45	\$ 116,532.00	\$ 145,666.50
B16	\$4,384.00	\$ 93,950.99	\$ 125,271.00	\$ 156,591.00
B17	\$4,713.00	\$ 100,998.67	\$ 134,667.00	\$ 168,334.73
B18	\$5,067.00	\$ 108,574.02	\$ 144,767.00	\$ 180,959.11
B19	\$5,447.00	\$ 116,718.00	\$ 155,625.00	\$ 194,532.82
B20	\$5,921.00	\$ 125,470.38	\$ 169,168.00	\$ 212,866.42
B21	\$6,295.00	\$ 134,880.54	\$ 179,844.00	\$ 224,807.72

Frederick Community College
FY2027 Hourly Rate Ranges
Support Staff
Effective July 1, 2026 - June 30, 2027

Grade	FY27 Step (3.5% of Midpoint)	Minimum	Midpoint	Maximum
S01	\$0.81	\$ 17.49	\$ 23.00	\$ 29.03
S02	\$0.88	\$ 18.79	\$ 25.00	\$ 31.20
S03	\$0.95	\$ 20.16	\$ 27.00	\$ 33.60
S04	\$1.02	\$ 21.69	\$ 29.00	\$ 36.12
S05	\$1.09	\$ 23.29	\$ 31.00	\$ 38.83
S06	\$1.16	\$ 25.05	\$ 33.00	\$ 41.74
S07	\$1.26	\$ 26.94	\$ 36.00	\$ 44.88
S08	\$1.37	\$ 28.95	\$ 39.00	\$ 48.25
S09	\$1.44	\$ 31.12	\$ 41.00	\$ 51.86
S10	\$1.58	\$ 33.44	\$ 45.00	\$ 55.75
S11	\$1.68	\$ 35.96	\$ 48.00	\$ 59.94
S12	\$1.82	\$ 38.66	\$ 52.00	\$ 64.43
S13	\$1.93	\$ 41.55	\$ 55.00	\$ 69.26
S14	\$2.10	\$ 44.67	\$ 60.00	\$ 74.45
S15	\$2.24	\$ 48.02	\$ 64.00	\$ 80.04
S16	\$2.42	\$ 51.61	\$ 69.00	\$ 86.04
S17	\$2.59	\$ 55.49	\$ 74.00	\$ 92.50
S18	\$2.80	\$ 59.66	\$ 80.00	\$ 99.43
S19	\$3.01	\$ 64.14	\$ 86.00	\$ 106.88
S20	\$3.22	\$ 68.95	\$ 92.00	\$ 114.91
S21	\$3.47	\$ 74.10	\$ 99.00	\$ 123.52

Frederick Community College
FY2027 Hourly Rate Ranges
Support Staff - Third Shift Night Differential
Effective July 1, 2026 - June 30, 2027

Grade	FY27 Step (3.5% of Midpoint)	Minimum	Midpoint	Maximum
N01	\$0.84	\$ 18.30	\$ 24.00	\$ 29.84
N02	\$0.91	\$ 19.67	\$ 26.00	\$ 32.08
N03	\$0.98	\$ 21.09	\$ 28.00	\$ 34.54
N04	\$1.05	\$ 22.69	\$ 30.00	\$ 37.14
N05	\$1.12	\$ 24.40	\$ 32.00	\$ 39.91
N06	\$1.23	\$ 26.23	\$ 35.00	\$ 42.91
N07	\$1.30	\$ 28.19	\$ 37.00	\$ 46.14
N08	\$1.40	\$ 30.29	\$ 40.00	\$ 49.60
N09	\$1.51	\$ 32.56	\$ 43.00	\$ 53.32
N10	\$1.61	\$ 35.00	\$ 46.00	\$ 57.31
N11	\$1.75	\$ 37.64	\$ 50.00	\$ 61.61
N12	\$1.86	\$ 40.45	\$ 53.00	\$ 66.24
N13	\$2.00	\$ 43.49	\$ 57.00	\$ 71.20
N14	\$2.17	\$ 46.76	\$ 62.00	\$ 76.55
N15	\$2.31	\$ 50.26	\$ 66.00	\$ 82.27
N16	\$2.49	\$ 54.02	\$ 71.00	\$ 88.44
N17	\$2.70	\$ 58.08	\$ 77.00	\$ 95.08
N18	\$2.87	\$ 62.43	\$ 82.00	\$ 102.22
N19	\$3.12	\$ 67.13	\$ 89.00	\$ 109.88
N20	\$3.33	\$ 72.15	\$ 95.00	\$ 118.12

Frederick Community College
FY 2027 Hourly Rate Ranges
Part-time Variable Schedule (PTVS) and Auxiliary Employees
Effective July 1, 2026 - June 30, 2027

Grade	Plan Type	Minimum	Midpoint	Maximum
A1	Auxiliary part-time	\$ 16.39	\$ 20.00	\$ 24.06
A2	Auxiliary full-time	\$ 16.87	\$ 21.00	\$ 26.05
A3	Auxiliary full-time	\$ 25.44	\$ 38.00	\$ 51.38
P1	Box Office Attendent, Art Studio Model, Art Gallery Assistant, Learning Assistant I & II, Game Room Attendants, Learning Support Assistant I, Restaurant Support I, Assistant Youth Programs, Student Assistants, Student Workers	\$ 16.39	\$ 19.00	\$ 20.85
P2	Art Studio Assistant, Theater Technician, Dual Enrollment Proctors, Learning Assistant III, Assistant Student Accounts Associates, Music Lab Assistant, HCTI Lab Assistant, Learning Support Assistant II, EM Administrative Associate II, Medical Lab Assistant, Monroe Center Instructional Assistant, Office Assistants	\$ 18.12	\$ 21.00	\$ 24.40
P3	Learning Assistant IV & V, Security Officer (on-call) Bus Drivers, Kids on Campus Youth Program Coordinators, Supplemental Academic Advisors, Part-time Athletic Trainer, Learning Support Assistant III	\$ 24.41	\$ 35.00	\$ 45.78
P4	Sign Language Interpreter, Music Program Staff, Accompanist	\$ 45.35	\$ 55.00	\$ 64.74

Frederick Community College
FY 2027 Rates
Adjunct Pay Scale and Procedures
 Effective July 1, 2026 - June 30, 2027

Entry Level*	Intermediate Level	Master Level
Professional Development Begins	46 to 89 Credits/Hrs* AND Demonstrated Professional Growth ** AND Demonstrated Positive Teaching Experiences ***	90 Credits/Hrs* AND Demonstrated Professional Growth ** AND Demonstrated Positive Teaching Experience at FCC***
\$978	\$1,029	\$1,100

Posted rates are per credit

ENTRY LEVEL:

- Faculty are hired based on discipline required educational credentials.
- Entry level faculty have less than 45 credits of teaching experience and/or are lacking documentation of professional development and/or positive teaching experience.

INTERMEDIATE LEVEL:

- Faculty document 45 to 89 credits of teaching experience.
- Faculty document professional growth in teaching.
- Faculty document positive teaching experience.

MASTER LEVEL:

- Faculty document 90 and above credits of teaching experience.
- Faculty document professional growth in teaching.
- Faculty document positive teaching experience.

Initial Placement:

- Adjunct Faculty are hired to teach courses based on discipline required educational credentials.
- *30 hours/credits at the college level equals a year. Each full year of secondary/elementary or other non-college-level teaching is credited with one-half of a year. *
- Previous experience and professional development (degrees, certifications, etc.) determines where initial placement occurs.

****Professional Growth:**

- Adjunct Faculty must demonstrate professional growth to advance to the next level. Adjunct faculty must contact the appropriate Dean and provide evidence of professional growth that is consistent with the College's definition of professional and organizational development and other appropriate educational experiences (certificates, degrees, etc.) Professional development includes, but is not limited to, participation in departmental and Center for Teaching and Learning events.

*****Positive Teaching Experience:**

- Teaching experience is calculated using hours taught at the college level. *30 hours/credits at the college level equals one year. Each full year of secondary/elementary or other non-college-level teaching is credited with one-half of a year. *
- Demonstrated successful teaching experience must be documented (letters of recommendation, observation feedback, student evaluations, etc.)
- Administrators who teach a class as a part of their job description during their scheduled work hours will not receive additional compensation for the teaching assignment.
- Administrators who teach a class outside of their scheduled work hours/job description will be compensated according to the criteria of the FCC adjunct salary scale.
- Retired full-time faculty are paid at the level they were paid for overload before retiring.

Frederick Community College
FY2027 Rates
CEWD and MACEM&PS Part-Time Faculty Pay Scale
Effective July 1, 2026 - June 30, 2027

Instructional Rates

Program/Area	Base rate per contact hour	Maximum rate per contact hour
Community Education	\$30.14	\$62.57
Workforce Development	\$42.19	\$59.92
Adult Education & ESOL	\$42.22	\$43.39
MACEM&PS	\$53.34	\$79.67

- Course outline or syllabus and lesson plan preparation (including Blackboard, if applicable) are included in the instructor pay.

- A “per- head” compensation rate or a contract training rate outside of this scale may be requested with written justification to the AVP or Executive Director.

- The base rate per contact hour may be incrementally increased to the maximum in circumstances such as: Advanced Degree related to area taught; Years of teaching experience; Specialized Training or certification in area taught; Industry experience performing work in the area taught.

Frederick Community College
FY 2027 Hourly Rates
Clinical/Field Experience Staff
 Effective July 1, 2026 – June 30, 2027

Level 1*	Level II	Level III
Professional Development Begins	45 to 89 Credits/Hrs* and Demonstrated Professional Growth** And Demonstrated Positive Teaching Experiences***	90 Credit/Hrs* and Demonstrated Professional Growth** And Demonstrated Positive Teaching Experience at FCC***
\$65.20	\$68.55	\$73.42

LEVEL I:

Clinical Instructors are hired based on discipline required educational credentials. Entry level clinical instructors have less than 45 credits of teaching experience and/or are lacking documentation of professional development and/or positive teaching experience.

LEVEL II:

Document 45 to 89 credits of teaching experience (1,801-3,560 clinical instruction hours).
 Document professional growth in teaching.
 Document positive teaching experience.

LEVEL III:

Document 90 and above credits of teaching experience (3,561+ clinical instruction hours).
 Document professional growth in teaching.
 Document positive teaching experience.

Initial Placement:

Clinical Instructors are hired to teach courses based on discipline required educational credentials.

Previous experience and professional development (degrees, certifications, etc.) determines where initial placement occurs.

****Professional Growth:**

Clinical Instructors must demonstrate professional growth to advance to the next level.

Clinical Instructors must contact the appropriate department chair, program manager, or coordinator and provide evidence of professional growth that is consistent with the College's definition of professional and organizational development and other appropriate educational experiences (certificates, degrees, etc.) Professional development includes but is not limited to participation in departmental and Center for Teaching and Learning events.

***Positive Teaching Experience:

Teaching experience is calculated using hours taught at the college level. *30 hours/credit at the college level equals a year. Each full year of secondary/elementary or other non-college level teaching is credited with one- half of a year. *

Demonstrated successful teaching experience must be documented (letters of recommendation, observation feedback, student evaluations, etc.)

SCALE MOVEMENT PROCEDURES

In consultation with department chairs/program manager or coordinator, all Clinical Instructors document requirements to move up scale. Documentation is kept by the department chair and subject to approval by the Associate Vice President and/or the Provost/Vice President for Academic Affairs.

Change in the clinical instructor pay rate is determined by the department chair/program manager/coordinator.

It is the responsibility of the clinical instructor to present documentation of amount of positive teaching experience and professional development at FCC and other colleges to the department chair/program manager for the purpose of increasing payment on the scale. It is the responsibility of the department chair/program manager to keep a record of the rationale and decision to increase pay for each adjunct faculty.

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

