BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE

July 16, 2026
Board Retreat

The Board of Trustees of Frederick Community College met for a **board retreat** on Thursday, July 16, 2026 at Maryland National Golf Club, 8836 Hollow Rd., Middletown, MD 21769. Attending in person were: Dr. William Reid, Chair; Dr. Carmen R. Hernandez, Vice Chair; Carolyn Kimberlin; Theodore Luck; and Tracey McPherson. Trustee Jan H. Gardner arrived late to the meeting due to a prior commitment. Trustee Stephen G. Slater was unable to attend. Also attending in person were President Dr. Annesa Payne Cheek, Secretary/Treasurer of the Board; Adam Konstas, PK Law, College legal counsel; and Rose Mercier, Facilitator.

CALL TO ORDER

Chair Reid called the retreat to order at 9:00 a.m. Ms. Mercier facilitated reflections on the first day of the retreat and reviewed the intended work for the second day.

PUBLIC COMMENT

There were no comments.

OWNERSHIP LINKAGE

The Board continued discussing the ownership linkage cycle. Through a preliminary prioritization exercise and subsequent discussion, Trustees identified seniors; rural, urban, and socioeconomic perspectives; and former dual-enrollment students and future learners as potential areas of focus. Trustees noted that multiple factors may need to be considered together to further segment owners' perspectives.

The Board agreed that future ownership linkage should be intentional, focused on Ends rather than operational issues, and designed to generate comparable owner input over time. Trustees discussed using plausible future scenarios and a consistent set of questions that surface possibilities, acknowledge uncertainty, challenge present assumptions, and invite participants to consider the future difference the College should make. Potential methods included facilitated focus groups, virtual conversations, surveys, and engagement through organizations serving the identified populations.

Ms. Mercier will summarize the discussion and provide a proposed framework for the Board's continued work, including steps for developing scenarios, refining questions, selecting methods, and establishing a timeline.

Trustee Gardner joined the retreat at 10:23 a.m.

The Board recessed at 10:26 a.m. and reconvened at 10:43 a.m.

STRENGTHENING POLICY GOVERNANCE PRACTICE

Ms. Mercier reviewed financial governance and fiduciary responsibilities under Policy Governance®, including the use of written policies and monitoring to define and assess unacceptable financial risk. The Board applied the framework to its recent consideration of procurement recommendations and identified the need to clarify its financial Executive Limitations, the information accompanying required approvals, and the evidence used to demonstrate policy compliance.

Trustees supported standardizing the procurement information format used for the July 14 special meeting. Ms. Mercier will prepare proposed revisions to EL-3 Communication and Support to the Board and GP-7 Board Planning Cycle and Agenda Control addressing required approval information and the process for Trustees to request clarification through the Chair.

Beginning in FY 2027, Board packets will generally be distributed approximately ten days before regular meetings. Material responses to Trustee questions will be shared with all Trustees, and requests requiring substantial additional research or College resources will be handled in accordance with the Board's delegation policies.

POLICY WORK

The Board discussed a multi-year policy self-monitoring and content-review schedule, using a three-year cycle to ensure regular review while reducing the volume of recurring policy work at monthly meetings. Ms. Mercier will refine the proposed schedule for the August Board meeting.

The planned review of GP-4 Board Job Contributions and GP-6 Board Linkage with Other Organizations was deferred in favor of a more comprehensive review of the Board's policies, including the Board's role in advocacy and external relations. Trustees discussed distinguishing the Board's governance role from the administration's responsibility for coordinated government relations and relationship-building. President Cheek will provide the Board with a high-level overview of the College's government relations strategy as it is developed.

The Board reviewed the FY 2027 monitoring schedule. President Cheek proposed dividing the Ends monitoring report into three sections to be presented in September, October, and November rather than presenting the complete report at one meeting. A revised monitoring schedule will be brought forward for Board consideration.

The Board recessed at 1:25 p.m. and reconvened at 1:41 p.m.

REVIEW OF FY 2027 BOARD OF TRUSTEES BUDGET

The Board reviewed the FY 2027 budget and FY 2026 actual expenditures.

A proposed FY 2028 Board governance budget will be presented in October for Trustee input, reviewed again in November, and incorporated into the College's operating budget process.

FY 2027 BOARD OF TRUSTEES CALENDAR

The Board reviewed the FY 2027 schedule of meetings, reporting and approval items, professional development opportunities, and special events. The Board agreed to proceed with the August 19 photograph with the Trustees who are available and identify by name any Trustees not pictured. Trustees expressed support for an additional retreat in early November, before the Thanksgiving break, to continue the work initiated during the July retreat. Staff will identify potential dates and poll the Board.

SUMMARY AND NEXT STEPS

Trustees expressed support for establishing an Ownership Linkage Planning Committee and a Policy Review Committee to develop recommendations for consideration by the full Board. Chair Reid, Vice Chair Hernandez, Ms. Mercier, and

College staff will develop written charges, identify participating Trustees, and establish expected deliverables and timelines.

The Board also supported making The Governance Coach's online Introduction to Policy Governance course available to all Trustees. College staff will work with Ms. Mercier, Chair Reid, and Vice Chair Hernandez to establish the course timeline and two group webinar sessions and will provide the course outline to Trustees.

Trustees discussed creating regular opportunities for strategic foresight discussion during Board meetings as the policy-review workload is reduced. Potential approaches included rotating Trustee responsibility for identifying an article or other resource and leading a future-focused discussion. Chair Reid will consider an initial foresight discussion for the August meeting if a resource is identified in time for agenda development.

ADJOURNMENT

The retreat adjourned at 2:20 p.m.

Dr. Annesa Payne Cheek

Secretary/Treasurer

Prepared by Kari Melvin
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Frederick Community College