BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE

July 15, 2026
Board Retreat

The Board of Trustees of Frederick Community College met for a **board retreat** on Wednesday, July 15, 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; Jan H. Gardner; Carolyn Kimberlin; Theodore Luck; and Tracey McPherson. 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 reviewed the agenda and intended outcomes for the two-day retreat.

PUBLIC COMMENT

There were no comments.

ANNUAL BOARD SELF-ASSESSMENT

Ms. Mercier facilitated review of the annual Board self-assessment regarding fidelity to the Policy Governance® model. The Board received an overall average rating of 3.64 out of 4.00, interpreted as generally consistent with the model.

The Board identified the following priorities for its FY 2027 governance work: targeted Board education; strengthening its understanding of ownership, future forces, and policy development; establishing a multi-year schedule for Board policy content review; discussing self-monitoring results when Trustee ratings or comments reflect materially different perspectives; incorporating regular strategic, future-focused, and ownership linkage discussions into Board meetings; and communicating with ownership linkage participants regarding how their input informed the Board's work.

Ms. Mercier will provide written feedback and planning recommendations based on the self-assessment discussion.

The Board recessed at 10:25 a.m. and reconvened at 10:45 a.m.

ENDS REVIEW

Ms. Mercier reviewed the fundamental elements of Ends policies, including intended beneficiaries, intended results, and the worth or cost of producing those results, as well as the principle of writing policies in progressively narrower levels of detail. The Board reviewed proposed revisions to the Ends policy.

Trustees began small-group work comparing the proposed Ends with key messages received through ownership linkage and identified areas that might warrant clarification or refinement.

The Board recessed for lunch at 12:04 p.m. and reconvened at 1:00 p.m.

The Board continued the Ends review and considered the future forces identified during the May retreat. The Board's preliminary conclusion was that the current Ends policy broadly encompasses most of the themes identified. Areas noted for possible clarification or further refinement included financial accessibility; digital readiness and artificial intelligence literacy; information discernment; the growing importance of human skills; non-linear career pathways and workforce transitions; navigation for first-generation learners and their families; partnerships and the College's role as a connector; and community resilience in response to climate and demographic change.

The Board recessed at 2:45 p.m. and reconvened at 3:00 p.m.

Ms. Mercier led a summary of the Ends review. The Board identified artificial intelligence and demographic shifts as priorities for continued Board education and noted that additional scenario development and risk analysis may be needed before future forces are translated into policy. Ms. Mercier will consolidate the Board's comments and prepare a revised draft to be considered at the August Board meeting.

OWNERSHIP LINKAGE

Ms. Mercier reviewed ownership linkage as an ongoing cycle that includes identifying representative owner segments, defining the purpose and questions for each engagement, selecting appropriate methods, recording and applying the input to possible Ends policy revisions, communicating back to participants, and regularly reviewing and updating the plan.

Trustees brainstormed potential ways to segment Frederick County residents for ownership linkage during the next two years. Ideas included geography, including rural, suburban, and urban perspectives; age and life stage; income; race and ethnicity; language and cultural background; education; profession, industry, or community role; history with the College; organizational affiliation; and political perspectives. The Board also considered parents and families, prospective and dual-enrollment students, seniors, essential workers, the agricultural community, faith leaders, people with disabilities and the Deaf community, alumni, donors, and individuals receiving services from community organizations. Trustees noted that multiple segmentation factors may need to be considered together to reflect meaningful differences in values and perspectives.

Ms. Mercier will organize the ideas for further prioritization on July 16, when the Board will continue identifying appropriate linkage methods, future-focused questions, and the purpose of each proposed activity. Trustees discussed the value of skilled professional facilitation for focus groups and of reflecting on key takeaways promptly after each engagement, in addition to reviewing the facilitator's written report.

ADJOURNMENT

The retreat adjourned at 3:48 p.m.

Dr. Annesa Payne Cheek

Secretary/Treasurer

Prepared by Kari Melvin
Office of the President
Frederick Community College