

**BOARD OF TRUSTEES  
FREDERICK COMMUNITY COLLEGE**

**December 4, 2025  
Board Retreat**

The Board of Trustees of Frederick Community College met for a **board retreat** on Thursday, December 4, 2025 at the Homewood Suites by Hilton Frederick, 4950 Westview Drive, Frederick, MD 21703. In Attendance: Trustees Theodore Luck, Chair; Carolyn Kimberlin, Vice Chair; Jan H. Gardner; Dr. Carmen R. Hernandez; Tracey McPherson; and Dr. William Reid. Also attending in person were Edmund O’Mealley, PK Law, College legal counsel and Rose Mercier, Facilitator. Trustee Myrna Whitworth was unable to attend.

Participating Virtually: Dr. Annesa Payne Cheek, Secretary/Treasurer of the Board (for portions of the meeting).

**CALL TO ORDER**

Board Chair Luck convened the retreat at 9:12 a.m. Trustees participated in a brief opening reflection on the prior day’s discussions.

**DEVELOPING STRATEGIC FORESIGHT**

Ms. Mercier introduced strategic foresight as a Board responsibility distinct from strategic planning and operational management. Trustees discussed the Board’s obligation to intentionally consider future contexts affecting the College’s long-term relevance and resilience as reflected through the Board’s Ends policies.

Trustees discussed the relationship between strategic foresight, ownership linkage, and the development of Ends policies. It was noted that understanding owners’ values

must be complemented by insight into emerging trends, risks, and future conditions to support sound long-term direction.

*The Board recessed for a break at 10:31 a.m. and reconvened at 10:47 a.m.*

Trustees engaged in structured scenario development exercises to explore possible future contexts for the College. Discussion focused on:

- The College's microenvironment (people, systems, and structures),
- Identification of key driving forces, and
- Consideration of how future conditions could affect institutional resilience and relevance.

It was noted that the purpose of scenario work is to surface insights that inform governance judgment rather than determine a single expected future.

### **ACTION PLAN FOR CONTINUOUS IMPROVEMENT**

The following items were identified for follow-up from the retreat:

- Adding an agenda item for discussion of ownership linkage updates,
- Developing a new multi-year review schedule for Board-CEO Delegation and Governance Process policies,
- Considering a phased review of Ends monitoring reports,
- Adding a spring retreat focused on strategic foresight,
- Building out the Ownership Linkage Plan at the summer retreat,
- Considering approval of the annual board agenda planning at the summer retreat,
- Incorporating future planning during regular meeting agendas, and

- Developing a process for how Trustee questions are addressed within a Governance Process policy.

The Board discussed the online Policy Governance® training offered to Trustees. There was consensus to explore other professional development opportunities.

Chair Luck thanked the Trustees for committing their time and Ms. Mercier for her facilitation.

### **ADJOURNMENT**

*The retreat adjourned at 12:08 p.m.*

Dr. Annesa Payne Cheek

Secretary/Treasurer

Prepared by Kari Melvin  
Office of the President  
Frederick Community College