

**BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE**

**November 5, 2022
Board Retreat
Maryland National Golf Club – South Mountain Room
8836 Hollow Rd., Middletown, MD 21769**

Call to Order

Board Chair Kimberlin convened the retreat at 9:02 a.m. and called the meeting to order. In attendance: Trustees Carolyn Kimberlin, Chair; Tom Lynch, Vice Chair; Ellis Barber; Gary Fearnow; Theodore Luck; Dr. April Miller; and Dr. John Molesworth. Also present were President Dr. Annesa Payne Cheek, Secretary/Treasurer of the Board; Avis Boyd, Chief of Staff to the President; and Kari Melvin, Recording Secretary.

Chair Kimberlin welcomed Trustees and thanked everyone for attending.

Chair Kimberlin overviewed a presentation she observed while attending the Association of Community College Trustees (ACCT) Leadership Congress last month. It was developed by Daniel J. Phelan, Ph.D., President/CEO and John Crist, Board Chair of Jackson College in Michigan, and titled “Advancing Student Success by a Board’s Use of Covenant Governance.” Dr. Phelan gave her permission to share it. She commented that this presentation brought reality to the governance process for her as Jackson College has thoroughly adopted this governance concept. Chair Kimberlin asked Trustees to think about what they learned from Dr. Charlene Dukes at the July Retreat while reviewing the presentation. Topics included board policy vs. operational policy, the essential interior work of board and presidential culture, policy development and governing by policy, and covenant governance meaning, context, practices, and design thinking principles. Trustees reviewed and discussed the board functioning levels of the Governance Hierarchy.

Attendees engaged in discussion regarding the presentation. Key takeaways included: the Board declares expectations through policies, providing a clear direction that is forward thinking; the culture the Board creates should be addressed through policy; the Board focus should be on driving strategy; an agreed upon framework between the Board and the President should be established; regular assessment and monitoring is important for both the institution and the Board; day-to-day operations are the responsibility of the President, not the Board; Board members need to be clear about the constituents they serve; end results need to be data-oriented and monitored throughout the year; the Board should develop a more comprehensive orientation process for new members; Trustees are encouraged to broker community connections as a collective Board; a process for environmental scanning needs to be developed; and annual strategic priorities should be aligned with the development of the budget. Trustees agreed the next step is to review College policies and procedures and to develop a vision and shared framework. Another retreat will be scheduled in the spring.

On a motion made by Trustee Molesworth and seconded by Trustee Luck, the Board unanimously approved to adjourn at 10:51 a.m.

Administrative Function

The Board met in Administrative Function at 11:03 a.m. on November 5, 2022 in the South Mountain Room at Maryland National Golf Club. In attendance: Trustees Carolyn Kimberlin, Chair; Tom Lynch, Vice Chair; Ellis Barber; Gary Fearnow; Theodore Luck; Dr. April Miller; and Dr. John Molesworth. Also present were President Dr. Annesa Payne Cheek, Secretary/Treasurer of the Board; Avis Boyd, Chief of Staff to the President; and Kari Melvin, Executive Associate to the President and Board of Trustees. President Cheek provided updates to the Board of Trustees regarding her observations on College operations.

Reconvene and Call to Order

Board Chair Kimberlin reconvened the retreat at 11:30 a.m. and called the meeting to order. In attendance: Trustees Carolyn Kimberlin, Chair; Tom Lynch, Vice Chair; Ellis Barber; Gary Fearnow; Theodore Luck; Dr. April Miller; and Dr. John Molesworth. Also present were President Dr. Annesa Payne Cheek, Secretary/Treasurer of the Board; Avis Boyd, Chief of Staff to the President; and Kari Melvin, Recording Secretary.

Attendees viewed a video on parallel reality technology. Chair Kimberlin commented that this video made her think about what FCC needs to do to produce students who think like this, and that Trustees need to be visionary. Trustees reviewed a blog post by Ellen Chaffee titled “Engaging the Board in Top Strategic Issues.” The Association of Governing Boards of Universities and Colleges publication “Top Strategic Issues for Boards, 2022-2023” identifies five current major challenges in higher education. Chair Kimberlin encouraged Trustees to read the full publication. Trustees engaged in a discussion about the Board’s role in shaping FCC’s future. The need to address each of these challenges through policies was emphasized. Trustees also discussed the need to have a communication plan to respond to crises, communicating the value of FCC to the community, and growing our partnership with Frederick County Public Schools.

Trustees who attended the ACCT Leadership Congress shared observations from the sessions they attended. Topics included marketing at the middle school level, developing short-term training curriculum in collaboration with businesses to meet their workforce needs, and interviewing juniors and seniors in high school to develop profiles to assist in creating internships and partnerships with local businesses. President Cheek commented that FCC should be having conversations regularly about the needs of students and businesses. She noted that recognizing our classes and programs as our “products” will help better inform appropriate investment strategies in our marketing.

Trustee Miller left the meeting at 12:37 p.m.

Closing comments included acknowledging the Board’s role to provide the President with direction through policies and a clear delegation of authority. Dr. Phelan will be invited to

facilitate the retreat in the spring to help order the Board's steps. Establishing a foundation for governance is critical and will help to position FCC for the future.

On a motion made by Trustee Luck and seconded by Trustee Fearnow, the Board unanimously approved to adjourn at 12:50 p.m.

**Dr. Annesa Payne Cheek
Secretary/Treasurer**

**Prepared by Kari Melvin
Office of the President
Frederick Community College**