

**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

Prepared by Kari Melvin  
Office of the President  
Frederick Community College