

**BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE**

**May 13, 2026
Board Retreat**

The Board of Trustees of Frederick Community College met for a **board retreat** on Wednesday, May 13, 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; and Dr. William Reid. Vice Chair Kimberlin and Trustees Jan H. Gardner and Stephen G. Slater were 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.

CALL TO ORDER

Board Chair Luck convened the retreat at 9:00 a.m.

The Board reflected on day one of the retreat and discussed how strategic foresight may strengthen governance by supporting greater attention to emerging forces, long-term mission protection, and future-focused thinking. Discussion emphasized the distinction between governance and operations and considered how future-oriented thinking may inform Ends policies, Executive Limitations, ownership linkage, and Board practices. The Board also discussed whether future-focused expectations should be expressed more explicitly in policy language while preserving presidential discretion and flexibility in implementation.

STRATEGIC FORESIGHT DAY 2

Ms. Hatch continued the Horizon Scan discussion by reviewing the remaining future forces: Climate Change Triage, Gen Alpha Rising, and Shifting Information Ecosystems. The Board considered how these future forces may influence community expectations, student needs, workforce preparation, facilities, trust in information, and future ownership linkage, while identifying possible implications for Ends policies, Executive Limitations, Board education, and institutional adaptability. Discussion included potential implications for sustainability, emergency preparedness, future learner expectations, student supports, technology-enabled learning, information reliability, and civic resilience.

The Board recessed for a break from approximately 10:51 a.m. to 11:00 a.m.

Ms. Hatch introduced characteristics of forward-looking questions, emphasizing questions that surface future possibilities, acknowledge uncertainty, privilege plausibility over prediction, challenge assumptions, and support future-oriented inquiry. Trustees discussed how future ownership linkage questions may be framed through scenarios and considered themes related to artificial intelligence, future learners, enrollment, student support needs, physical and virtual learning environments, and the evolving role of the College.

Trustees discussed next steps for continuing foresight practice, including ongoing Board education, exposure to emerging perspectives and signals of change, and opportunities to incorporate future-focused discussions into regular meetings.

Chair Luck identified the July retreat as the next opportunity to connect ownership linkage input with the future-focused lens developed during this retreat. Trustees discussed synthesizing owner input, considering future-oriented policy language, and identifying additional information to support future Board work.

Trustees considered the value of student perspectives in understanding emerging needs while reaffirming the distinction between ownership linkage, stakeholder input, and operational feedback. The Board reaffirmed its responsibility to remain within its governance role when using information to inform policy direction.

Ms. Hatch thanked Silent James for graphic recording. Chair Luck thanked Ms. Hatch, Ms. Mercier, President Cheek, College staff, legal counsel, and Trustees for their participation and noted the value of the retreat in informing the Board's continued governance work and future discussions.

ADJOURNMENT

The retreat adjourned at 11:58 a.m.

Dr. Annesa Payne Cheek

Secretary/Treasurer

Prepared by Kari Melvin
Office of the President
Frederick Community College