



BOARD OF TRUSTEES

Board Retreat

Wednesday, December 3, 2025 – 9:00 a.m.

**Homewood Suites by Hilton Frederick
4950 Westview Drive, Frederick, MD 21703**

- 1. Call to Order**
- 2. Framework for Board Effectiveness**
- 3. The Role of the Trustee**
- 4. Policy Governance in Action**
 - A. Ownership Linkage**
 - B. Policy Development, Review, and Monitoring**
 - C. Governance Succession Planning**
 - D. Consent Agenda vs. Required Approvals Agenda**
- 5. Adjournment**

(The meeting is expected to adjourn at approximately 4:00 p.m.)

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