

# FCC Board of Trustees

## FY26 Ownership Linkage Plan

The Owners of Frederick Community College are defined as the residents of Frederick County. The Frederick Community College Board of Trustees shall be accountable for the organization to its Owners as a whole. Trustees shall act on behalf of the Owners as a whole, rather than being advocates for specific geographic areas, individuals, ethnic groups or other interest groups.

The Board engages in the process of intentional and constructive dialogue through an external facilitator to elicit input from Owners around the organizational Ends. These inputs will provide diverse viewpoints that are representative of the Ownership regarding what benefits the College should provide, for whom, and the relative priority of those benefits. The outcomes of the deliberations with the Owners will be policy related matters rather than operational or customer-based matters. Such deliberations shall occur in a three-year Ownership Linkage planning cycle. FY 2026 is the first year of this cycle. Feedback from each engagement will be catalogued for annual review at a designated Board Retreat.

What follows are guidelines for linkage engagements, sample questions to be asked of the Owners, a selection of representative organizations for dialogue, methods to be used, and how they will be scheduled.

### **Guidelines for Ownership Linkage Engagement:**

- No more than three Trustees will participate in any given engagement
- Trustees closely affiliated with an individual/organization that is the focus of an ownership linkage engagement, such that it might be or might reasonably be seen as a conflict, will not participate in the engagement in accordance with Board Policy GP-3 Board Code of Conduct
- The participating Trustees will agree on no more than five questions from the Bank of Questions
- Each Trustee's responsibility is to listen and take notes (Trustees can ask clarifying questions, but should not engage in dialogue, problem-solving, ideation, etc.)

### **Bank of Questions:**

- What do you see as the most critical skills or knowledge areas that Frederick Community College graduates will need to thrive in the future workforce?
- What emerging trends or opportunities in global education, policy, and technology should we explore through strategic partnerships to position ourselves at the forefront of equitable access to higher education?
- What do you believe will be the most significant challenges facing our community in the next 5-10 years? Which of those challenges do you think our institution could address? How?

- What unique role do you believe Frederick Community College could play in shaping the future of our region?
- What emerging trends in the workforce should we anticipate and incorporate into our planning to ensure that graduates are equipped with the skills and competencies required by future industries?
- In what ways can we build stronger connections with local employers to ensure that our programs are designed to meet both immediate and long-term workforce demands?
- What future trends in technology, demographics, or public policy do we need to consider when developing long-term strategies to ensure higher education is accessible and equitable for future generations?
- What opportunities could there be for our organization to make or support positive changes in the community, in professions or trades, in business or industry? Of the benefits/positive changes you have identified, which one or two do you value most?
- How should Frederick Community College adapt to remain relevant and beneficial to future generations of students and community members?
- Looking ahead, what emerging challenges and opportunities in our region do you believe Frederick Community College should be preparing to address?

### **Ownership Organizations:**

1. Frederick County Chamber of Commerce
2. Frederick Health
3. Asian American Center of Frederick, Ausherman Family Foundation, Community Foundation of Frederick County, and Delaplaine Foundation collectively
4. Frederick Innovative Technology Center, Inc., Tech Frederick, and the Maryland Tech Council collectively

### **Method(s) of Engagement:**

In-person for the first year

### **Timing:**

The President's Office will coordinate availability with the organizations identified and the participating Trustees.