

Los Angeles City College presents...

The Advisory Board Handbook

GET WHAT YOU NEED TO SUCCEED

A project of the Title V Cooperative
...a partnership for advancement



The Los Angeles City College Advisory Board Handbook.

Utilizing lessons learned from fellow institutions of higher education, corporate researchers, and a planning committee comprised of your peers, the Advisory Board Handbook was developed for vocational departments that are required by current federal legislation to hold one advisory board meeting per year, as well as other faculty and administrators looking to generate additional resources for their departments.

For your convenience the handbook is also available on our website, along with helpful templates and current economic data by industry.

To learn more please contact us at (213) 891-0675, or visit our website at <http://fundinggap.laccd.edu>.

We look forward to working with you soon.

The *Title V Cooperative* was formed in 2001 to pursue grants, establish effective Foundations, and build partnerships with local businesses and industries. Four colleges in the Los Angeles Community College District are a part of The Title V Cooperative:

Los Angeles City College
East Los Angeles College
Los Angeles Southwest College, &
Los Angeles Trade-Technical College.

The Cooperative engages in capacity building activities that develop and strengthen all four partners in the key areas of Grantsmanship, Foundation Organization, & Business Partnerships.

Los Angeles City College

Advisory Board Handbook

A cknowledgements

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WHY ADVISORY BOARDS?

“In the popular TV show ‘Who Wants to Be A Millionaire’ each contestant receives three lifelines. Almost every time, these lifelines provide the person ‘in the hotseat’ the guidance to make the correct answer. As smart as many of these contestants are, rarely does anyone have all the answers. And without the lifelines, the odds the contestant wins are slim.” (www.geehanadvisorygroup.com)

Advisory boards are essential for building and maintaining vital partnerships between the college and the community, and can be thought of as one of the college’s lifelines – their purpose to provide guidance, advice, and support to ensure that LACC’s programs remain competitive and in keeping with the needs of the community.

The boards provide a formal means of communication between the community and the college, improving the learning environment for students, and affording a more informed view of the community [and the job market] for academic personnel.
www.provost.uncg.edu/publications.

Advisory boards have been around for decades because they work. “Advisory boards...provide real world counsel on what you are doing right, what you are doing wrong, and most important – how to stay competitive.” (Lemberg, www.lemberg.com).

Many organizations have prospered and gained advantage over the competition as a result of advisory boards, and there are tangible reasons why this is so. First, advisory boards are easy to establish and have widespread application. Second, recruitment is targeted towards people who are objective, experienced, and have no hidden agenda. Finally, advisory boards provide honest, diverse perspectives on critical issues facing the organization, as well as solutions to address them. Consider a few of the success stories:

- ◆ In Texas at Wharton County Junior College, advisory boards were used to effectively shape the vocational programs during a period of rapid growth – the college’s enrollment doubled between 2001 and 2003.

- ◆ At SCT, a provider of technology solutions for colleges and universities, advisory boards help the company gain greater insight into the education industry. Their guidance and advice helps SCT better serve its clients.
- ◆ Advisory boards also assisted the Art Institute of Philadelphia maintain its tradition of being responsive to industry needs, assisting with adjustments to the curriculum that better reflected changes in entry-level hiring requirements.

WHO BENEFITS?

Advisory boards bring direct benefits to both the community and the college, ultimately benefiting students in a real way. They bridge the gap between industry and academia—where industry leaders get the chance to impact the education and training of their future workforce on the front end – saving them time and money – and the college has direct access to field experts who can influence the quality of education delivered to its students.

ADVISORY BOARD FUNCTIONS

The primary functions of an advisory board involve keeping programs current and in-step with industry demands, promoting the college, providing a range of extracurricular opportunities for students, and assisting the Chair with resource development.

1. Keeping programs current ensures student-learning outcomes are aligned with industry skill and training requirements.

Under this function board members:

- ◆ Advise on curriculum design and development
- ◆ Assist with long-range program planning
- ◆ Evaluate the program of instruction and the competency of its graduates
- ◆ Recommend equipment selection
- ◆ Inform the college of changes and trends in the labor market, including job availability, skill requirements, and new areas

of training needs, particularly related to advances in technology.

2. Promoting the college ensures program visibility, markets the college's reputation for quality education, and strengthens the department's capacity to recruit qualified students.

- ◆ With their permission, list the names of your advisors on your business stationary, marketing materials, and website. (www.boardseat.com.)
- ◆ Create a department newsletter
- ◆ Submit articles to local newspapers and related journals
- ◆ Give presentations at local, regional, and national conferences

As leaders in their field and supporters of LA C C 's programs, advisory board members serve as ambassadors to promote the college and increase its visibility within the community.

3. Increasing extracurricular opportunities for students ensures they have full access to a wide range of career options, and are supported in their transition to direct employment, and/or continued education at a four-year college or university.

Board members can assist current students and department alumni, directly or through their network of contacts, by increasing student access to internship opportunities; field trips, guest lectures, and seminars; and job placement assistance

4. Assisting the department with resource development ensures students have access to state-of-the-art equipment and more.

Keeping pace with industry and higher education requires access to a steady flow of resources, and advisory boards can be effective vehicles for securing those resources.

In order to deliver a state-of-the-art program, board members should work with the department chair to:

- ◆ Identify federal, state, and local grant opportunities
- ◆ Write or review draft proposals and grant applications

- ◆ Solicit in-kind donations for equipment and other needs
- ◆ Make a personal, monetary donation to the scholarship fund

The best way to start and maintain your department's scholarship fund is to ask your advisory board members to make an annual contribution of \$50 to \$100. If an individual has agreed to volunteer their time and expertise, it is likely they will be willing to make a monetary donation as well. In fact, in many cases board members are expecting to be asked for a donation, as a condition of membership to the board. This practice accomplishes two important things: first, it increases your advisors sense of ownership and provides them with a greater stake in the success of your program; second, donating their own money makes it easier for the board members to ask

FORMING YOUR ADVISORY BOARD

Now that you better understand the rationale behind implementing an advisory board in your department, it might be helpful to better understand some of the logistics of forming your board.

Voting versus Non-Voting Members

Feedback, advice, guidance, and support from the community are critical elements in the success of an advisory board.

While department faculty and staff should be active participants in the board meetings, they have ample opportunity to impact the business of the college through their monthly department meetings, and other committees' campus wide. It is for this reason that community members have voting rights; the college's representatives do not. The division between officio and ex-officio members exists to ensure that the most prominent voice in the decision-making process *belongs to the community*.

Roles and Responsibilities of Board Members

The core function of an advisory board is to advise. However, while this should be the primary focus of the board's activities, efforts should be made to make yours a working group as well. Julia Gamon, Department of Agricultural Education at Iowa State University, has found that the strength of a group is proportional to its level of activity. For this reason, make sure your board's activities are relevant and timely; require input from all members; have tangible results; and can be completed in a short period of time.

Graduates from your department are prime candidates for board membership and recruitment of other potential board members. For this reason, it is important to maintain your department's alumni records.

Most advisory boards number between 10 and 25 members, not including college representatives. *Size matters.* Boards should be large enough so that all groups benefiting from the program of instruction are represented, but not so large that the group is difficult to manage. Advisory boards are most effective when every member's role is clear.

Department Chair or Designee

- ◆ Establishes the advisory board
- ◆ Invites community and college representatives to participate
- ◆ Orients board members as to their duties and responsibilities
- ◆ Conducts general operation of the board
- ◆ Cultivates working relationships with board members
- ◆ Serves as liaison between the board and the college
- ◆ Determines frequency of meetings
- ◆ Assists and supports the board's chairperson
- ◆ Notifies board members and college administrators of meetings
- ◆ Arranges for meeting places and parking permits
- ◆ Provides information regarding the educational program
- ◆ Informs board members of program needs and changes as well as all decisions and actions taken
- ◆ Maintains a current membership list

Advisory Board Chairperson

- ◆ Presides over all board meetings
- ◆ Works with the department chair to prepare meeting agendas

Secretary

- ◆ Records, prepares, and distributes the minutes from each meeting

Facilitator

- ◆ Promotes discussion and equal participation among the board's members
- ◆ Summarizes the discussion as it moves forward

"The facilitator should use a white board or flip chart to help summarize the discussion as it progresses. This strategy helps keep the group on topic and greatly contributes to everyone's understanding of the action(s) taken."

Paul DiStefano & G. Edward Kalbaugh

A dvisory Board Composition

An advisory board should be composed of a representative cross-section of those involved in the education, training, and employment of LACC's students. Careful and planned selection of members is the first step toward forming an effective advisory board. When compiling a list of potential candidates, start with whom you know. Select your board members for qualities and values they bring. Benefit from their insight, perceptions, motivations, and ability to communicate – perhaps even their contraire view. Avoid figureheads picked for their visibility or high positions – they are likely to skip meetings, and when they show up they'll have little to contribute (Lemberg).

A dvisory board members will be much more active--individually and collectively-- if you take the time to inform each person of his or her individual function before

At a minimum, advisory board members should be drawn from:

- ◆ Local industry leaders
- ◆ College faculty, staff, and administrators
- ◆ Representatives from four-year institutions

The most successful advisory boards, however, also draw from groups such as:

- ◆ Students currently enrolled in the program
- ◆ Graduates working in the relevant field of instruction
- ◆ Retired faculty members
- ◆ Members of professional organizations/ associations
- ◆ Employment agencies
- ◆ Local government representatives (if applicable)

Screen out those candidates who might potentially create a conflict of interest. The extent to which this is an issue will vary from board to board and should be addressed on a case-by-case basis, with the final decision made by the department chair.

www.4h.unl.edu/volunteers

It's likely that individuals within your department have existing ties with the very people you want on your board. Department chairs should ask faculty for the names of potential advisory board members on an annual basis.

Narrowing the Field

Once potential board members are identified, the department chair should informally screen candidates to establish a clear and mutual understanding of expectations. Incoming members should be fully aware of how the board operates, the roles and responsibilities of the current membership, and the overall time commitment required.

Board members who will excel in their role and produce the most for your department will be dependable, willing to work, knowledgeable of community needs, enthusiastic, creative, experienced experts in their field, and good communicators, and will come from a variety of fields.

When recruiting [business representatives] to your advisory board, let them know how their influence can ensure better products and services for their company.

www.4h.unl.edu/volunteers

Maintain regular contact with your department's advisory board. You don't have the board simply for window dressing, so make sure to stay in touch and listen to the members' advice.

Marc Kramer, President
Kramer Communications

The Appointment Process

It is recommended that board members serve a term of three (3) years with one-third of the board coming up for election on an annual basis. Reappointment to the committee is allowed, if desired. The recommended process for appointment is as follows:

1. Department staff makes contact with potential members to inquire about their level of interest, and to determine the specific skills they might *volunteer* to the department. It is a good idea to create a spreadsheet/checklist that lists all board members and their expertise, along with desired, yet un-represented, expertise.
2. The list of recommended names is forwarded to the department chair, and the Voc-Ed Dean of the college if applicable.
3. The department chair prepares and mails out letters of invitation to all prospective members (enclosing a stamped Confirmation Letter for their reply).
4. Confirmation letters are returned to the department chair (and copied to the Voc-Ed Dean if applicable) and new board members are added to the official Board Roster, indicating the term of appointment.

Documentation -- Documenting board membership and participation is important. A n up-to-date membership list of all advisory board members should be on file with the department chair. T he membership list should contain each person's name, title, affiliation, address, phone number, fax number, email, and term of appointment.

MEETING GUIDELINES

Each department should run its meetings in a style and manner that promotes the best results. However, while the format and structure of advisory meetings are flexible, the meetings should ideally:

- ◆ Begin and end on schedule
- ◆ Be facilitated by an effective leader
- ◆ Keep to a strong and focused agenda
- ◆ Review past actions and commitments
- ◆ Encourage equal participation
- ◆ Keep communication open
- ◆ Log action items
- ◆ Avoid side conversations once the meeting has begun
- ◆ Summarize meeting results
- ◆ Send meeting minutes within one week

Frequency of Meetings

Federal funding requirements mandate all vocational departments hold at least one formal board meeting per year. However, for board cohesion and optimal functioning it is recommended that departments hold a minimum of two formal board meetings per year.

Maintaining contact with individuals who likely have very busy schedules may seem like an overwhelming undertaking; however, you might find that the more you make your advisory board a part of your schedule, the more they will make you a part of theirs.

Informal or committee meetings should also take place throughout the calendar year. Additionally, the department Chair and faculty should maintain informal contact with board members in between officially scheduled meetings, as a way of keeping them continuously involved in departmental activities. The format of these meetings may be structured similarly to the formal meetings of the full board, or may be as simple as the exchange of periodic phone calls or emails, and perhaps the department's quarterly newsletter.

Meeting Preparation

When attempting to establish a meeting date, it is recommended that the department chair – with the assistance of the department staff – contact advisory board members via email and/or by telephone as a means to identify the most convenient date for board members.

After a date is identified, announcements should be sent out at least two weeks in advance of the meeting. Department faculty and members of the administration should also receive announcements. Meeting announcements should include the name of the advisory board (i.e. Rad-Tech), the date, time, place (including the room number), as well as other information including parking arrangements.

The Meeting Agenda

The agenda should determine the format – and ideally the length – of the meeting. The department chair, with the assistance of the chairperson, should develop the agenda. It is a good practice to include estimated times for each item. This will help keep things on track and prevent the meetings from running longer than necessary.

When meeting announcements are sent to the board, make sure to include a draft agenda for the chair's approval. Sending the agenda to the full board prior to the meeting is optional however, and depends upon the time and resources available to you. Include an open item at the end of the agenda for new business and/or other items to cover any oversights. This practice also helps to promote active member participation among the full board.

Always have food! This is a good way to get people to the meeting on time. It also serves as a pre-meeting "ice breaker" and promotes networking among board members.

Marc Kramer, President

The fall and spring meetings will likely have a slightly different focus. For the fall meeting, there will be new members. A brief overview of the role and function of the advisory board, as well as a report on the state of the program, is essential. The spring meeting

should focus on the status of recommendations made at the fall meeting. As voting members of the advisory board, the membership will want to know what actions the department has taken since the last meeting.

Keep the following points in mind when putting together the agenda:

- ◆ Everyone's time is valuable, so ensure that topics are of high importance to the college.
- ◆ Don't structure an overly ambitious agenda. Cover only what can be realistically accomplished in a particular session.
- ◆ Think outside the box and focus on strategic issues.
(www.roughnotes.com/rnmagazine/1999/may99/05p92.htm)

Conducting the Meeting

Before calling the meeting to order it is good practice to allow time for informal interaction among board members. Board members may not know one another, and allowing time for mingling and sociability will further engage board members, helping to build group cohesiveness, and returning dividends in group morale and productivity (www.joe.org/joe/1987fall/f2.html).

"...the department should act on the board's advice. Your department's advisory board will give you its best only when you act on its recommendations."

Prepare the room before anyone arrives.

The room should have adequate seating, and the seating should be arranged in a manner conducive to discussion.

Nametags, paper and pencils, and a sign-in list should be available at the door as people enter.

Make sure that people actually sign in. It is important that all members print and sign their names. This is the only way that attendance can be verified. Sign-in sheets are also a good way for board members to update their contact information (if applicable). At the beginning of the meeting pass the sign-in sheet around the table just in case some people decided to go straight for the food.

Meetings should follow the pre-approved agenda. Every attempt should be made to promote equal participation. The following are suggested agenda items/areas of discussion:

- ◆ Performance of graduates
- ◆ Changes in the workforce
- ◆ Emerging trends
- ◆ Review of the catalog
- ◆ Certificate and degree programs
- ◆ Articulation efforts
- ◆ Brochures and marketing materials

A primary objective of the advisory boards is to receive advice and feedback from the community; let community representatives do most of the talking. Remember: the college is to seek advice, not give it.

After an open and thorough discussion of relevant topics – within an appropriate time frame as outlined on the agenda – board members should recommend *action items*. The decision-making process for recommending action items can take place through consensus or by formal vote, whichever works best within the context of the group dynamic. (Remember that only non-college representatives have voting rights.)

The department should ideally act on the board's advice; however, board recommendations are advisory, not mandatory. The final decision to implement a board recommendation is made by the department chair in conjunction with department faculty and administration.

Your department's board should be given the satisfaction of being "in the know" and of seeing that its ideas have a real impact on the program. Otherwise, the board can rapidly lose interest and its degree of participation will quickly decline.

Dana Cohen, Department Chair
Dental Technology, Los Angeles City College

Meeting Follow-up

The department chair and department faculty/staff should meet within three (3) days after the board meeting to review the draft of the meeting minutes, and to begin the process of deciding which recommendations to accept.

A draft copy of the meeting minutes should be distributed to all advisory board members – college as well as non-college representatives – *within one (1) week* after the board meeting, and regardless of actual attendance. This practice keeps all members in the loop regarding the most recent board activities. The department chair should allow one additional week for feedback and corrections to the minutes before they are finalized. At the end of the second week, the final minutes should be distributed.

BEST PRACTICES FOR IMPLEMENTATION

Implementing an advisory board takes time. While time may be a real scarcity for faculty and staff, the results of implementing and maintaining an advisory board will be well worth it. In the end, your department can reap tangible benefits including:

- ◆ Effective transfer of knowledge and exchange of ideas between the college and the business community
- ◆ Implementation of a collaborative decision-making process
- ◆ Increased access to vital resources including state-of-the-art equipment and other teaching tools
- ◆ Student-learning outcomes aligned with industry skill and training requirements
- ◆ Increased opportunities for students direct employment in entry-level positions
- ◆ Increased student transfer to four-year educational institutions for advanced degrees

For Best Results...

Ensuring that your department's desired outcomes are achieved means choosing qualified and motivated individuals from a range of professions and experiences; utilizing organizational tools and methodologies for optimal use of all available resources (specifically the time of board members and college personnel); incorporating best practices in board and time management; fully integrating strategic planning principals to ensure the board's goals are relevant, and subsequent objectives and activities are attainable; and leveraging the achievements of the board into award-winning grants. To ensure the best results for your advisory board:

- ◆ Recruit qualified and motivated individuals to your board
- ◆ Utilize proven methodologies and organizational tools
- ◆ Incorporate best practices in board and time management
- ◆ Integrate strategic planning principals into board operation
- ◆ Leverage the boards achievements by applying for grants

Whenever possible, make sure to actively involve your board in activities that actually show the fruits of their labor. For example, involving your advisors in the scholarship selection process will give them tangible evidence that their participation makes a difference in people's lives. It will make them feel good, and ultimately encourage them to continue with their hard work and dedication.

(For additional information on best practices in advisory board management and implementation, see pages 15-16 for a list of web-based resources.)

RESOURCES

We have included Economic Data from around the LACC Vicinity to give you a glimpse of the businesses in our midst. We have also included a list of web pages that can be of use in looking at models and ideas that are being generated at other schools and institutions across the country. Lastly, you will find a list of templates that will provide the framework for developing, preparing or starting an advisory board. For your added convenience we have included a CD-Rom that contains all the templates in Word and Excel formats.

As we continue to gain new knowledge in the area of advisory boards we will share them with you through our website. If you come across models in this area we will welcome your suggestions.

1. CCRC: Community College Research Center

CCRC is a clearinghouse of knowledge on post-secondary institutions and offers reports of research findings, occasional papers, and briefs on issues related to post secondary education, including 2- year college and vocational education.

www.tc.columbia.edu/ccrc/

2. For Faculty.org

This website is an online professional development network of resources and learning modules designed specifically for the needs of community college faculty.

www.4faculty.org/index.jsp

3. Academy for Community College Leadership, Advancement, Innovation and Modeling

ACCLAM is a leadership development program focused on community colleges in Maryland, North Carolina, South Carolina, and Virginia.

www.ncsu.edu/ncsu/cep/acce/acclaim.html

4. Adult Education Network (ADENET)

ADENET is an international discussion group, operated via listserv, which enables researchers, practitioners, and graduate students in adult and continuing education to share information, and discuss topics of mutual interest.

www.nova.edu/Inter-Links/education/aednet.html

5. Association for Career and Technical Education (ACTE)

ACTE is the largest national education association dedicated to the advancement of education that prepares youth and adults for careers.

www.avaonline.org

6. Facts About Community Colleges

The American Association of Community Colleges provides this handy reference of current facts and demographics.

www.aacc.nche.edu

7. League for Innovation in Community College

This is a non-profit educational consortium of leading community colleges organized to stimulate innovation and experimentation in all areas of development.

www.league.org

8. National Center for Postsecondary Improvement (NCPI)

NCPI is dedicated to helping institutions, policymakers, students, parents, and the business community adapt to a growing set of pressures facing postsecondary education.

www.ncpi.stanford.edu

9. National Council for Staff, Program and Organizational Development

The council provides resources for people doing faculty, staff, or organizational development. National association affiliated with AACC.

www.ncspod.org

TEMPLATES

For your convenience, the following templates have been compiled, and are also available on the CD-ROM enclosed with this handbook.

1. Letter of Invitation
2. New Member Confirmation Letter
3. Next Meeting Notification Letter
4. Sample Meeting Agenda
5. Advisor Unable to Attend Letter
6. Thank You Letter – 1
7. Thank You Letter – 2
8. Foundation Thank You Letter – 1
9. Foundation Thank You Letter - 2
10. Advisory Board Questionnaire
11. Instructors Self-Check Questionnaire
12. Advisory Board Checklist
13. Advisory Board Membership

'Letter Of Invitation'

[Date]

Dear [_____]:

Los Angeles City College [department/program] extends an invitation to you or your representative to participate as a member of the [department/program] Advisory Board. The main function of the Advisory Board is to keep us abreast of current trends and technologies and to recommend improvements to our program. Because of your experience, we know you will make a valuable contribution, and by accepting this invitation you will help assure the continued success of the program.

As a member of the Advisory Board, you will serve a term of three years, and will be expected to attend one or two advisory meetings over the course of each academic year. The department also asks for a small contribution of [\$_____] to support the department's scholarship fund. Your donation is tax deductible, and you will assist the department in selecting the recipient of the annual award.

Enclosed you will find a confirmation letter and a self-addressed stamped envelope. Please return the letter no later than [day/date], as notifications for our first meeting will be going out soon.

I sincerely hope you'll join us.

Sincerely,

[Name, Title]

'New Member Confirmation' Letter

[Date]

I am pleased to accept your offer to become a member of the **[department name]** Advisory Board, which will act in accordance and be conducted under the auspices of Los Angeles City College for the current academic year. I look forward to supporting the college by serving as an advisor for the future development of this program.

Print Name: _____

Affiliation: _____

Address: _____

City Zip: _____

Telephone: _____

Signature: _____

Date: _____

'Next Meeting Notification' Letter

[Date]

Dear [_____]:

Once again we are taking time to evaluate our Program. We are doing this in keeping with our philosophy to stay abreast of the latest developments in the field, and primarily to provide well-trained entry-level employees for placement in industry.

We are seeking your expertise and assistance in determining our future program developments. Your advice will enable us to provide meaningful training to students or professionals seeking new skills or upgrading current skills. We are planning a meeting on:

Date: _____

Time: _____

Location: _____

Room: _____

Parking: _____

Enclosed is a copy of the course outline and last year's minutes for your review. We are looking forward to seeing you at this meeting. Please confirm your attendance by responding to **[name]** at **[phone number/email]**.

Sincerely,

[Name, Title]

Sample Meeting Agenda

1. Introductions of Members & Guests 8:00 – 8:05
2. Purpose of Meeting 8:05 – 8:10
3. Review of Minutes 8:10 – 8:15
4. Review of Curriculum 8:15 – 8:45
 - ◆ Previous Year's Committee Recommendations
 - ◆ Course Description - Job Titles
 - ◆ Course Outline and Hours of Instruction
(or Proposed Course Outline & Hours of Instruction)
 - ◆ Training Plans
5. Review of Textbooks and Instructional Materials 8:45 – 9:00
6. Review of Equipment 9:00 – 9:15
7. Job Market Information - Future Trends 9:15 – 9:30
 - ◆ Review of Labor Market Analysis
 - ◆ Job Placement
8. Motion to continue operation of the program and approve curriculum 9:30 – 9:45
9. Suggestions & Recommendations 9:45 – 10:00
10. Set Date & Time for Next Meeting (*optional*)
11. Tour of Facility (*optional*)

'Advisor Unable to Attend' Letter

[Date]

Dear [_____]:

We are sorry that you were unable to attend the advisory meeting of the Program. The advice and recommendations from leaders in your industry help us update our instructional program, stay abreast of changing technology, and train students for your industry's needs. We will review recommendations made by the committee and, within the limitation of our resources, will attempt to implement those recommendations.

Enclosed is a copy of the minutes from the last advisory meeting on [date]. Please take time to review information and contact me via phone or email if you have any questions.

Thank you again for your support.

Sincerely,

[Name, Title]

'Thank You' Letter – 1

[Date]

Dear [_____]:

On behalf of Los Angeles City College we thank you for attending the **[department]** advisory meeting. The advice and recommendations from leaders in your industry help us update our instructional program, stay abreast of changing technology, and train students to succeed. We will review recommendations made by the committee, and within the limitation of our resources we will implement appropriate recommendations.

Enclosed is a copy of the minutes of the advisory meeting held on **[date]**, as well as a copy of the course outline with recommended revisions.

Please review this material and contact me at your convenience if you have any questions. Thank you again for your support.

Sincerely,

[Name, Title]

'Thank You' Letter – 2

[Date]

Dear [_____]:

Thank you for serving as a valuable member of the **[department]** Advisory Board. Your ideas, input, and enthusiasm at the last meeting were most helpful and will assist us in improving our program. It is a pleasure to have members from the business/industrial community on hand to extend meaningful input and to support the occupational training programs provided by Los Angeles City College.

Enclosed is a copy of the meeting minutes, and thank you once again for your contribution, time, and effort in serving on the Advisory Board.

Sincerely,

[Name/Chairperson or Administrator, Instructional Programs]

Enclosure

'Foundation Thank You' Letter – 1

Sample acknowledgement of a financial donation to a 501(c)(3) nonprofit:

Los Angeles City College Foundation
855 North Vermont Ave
Los Angeles, CA 90029
(213) 891-0675

[Date]

[Donor Name]

[Donor Address]

[Donor City, State, Zip]

Dear [_____]:

Thank you for your contribution of **[\$ amount]** on **[date]**. Your support will **[add brief description of what this donation will do, either using the basic purpose of the organization or the purpose of the specific program for which the contribution was made]**.

The Los Angeles City College Foundation is a 501(c)(3) nonprofit organization. Your contribution is tax deductible to the extent allowed by law. No goods or services were provided in exchange for your generous financial donation.

On behalf of the college and its students, the Los Angeles City College Foundation thanks you once again for your generous gift and your continued support of our **[department/program]**.

Very truly yours,

[Name/Title]

'Foundation Thank You' Letter – 2

Sample acknowledgement of a donation in which a piece of equipment valued at "x" was given to a 501(c)(3) nonprofit:

Los Angeles City College Foundation
855 North Vermont Ave
Los Angeles, CA 90029
(213) 891-0675

[Date]

[Donor Name]

[Donor Address]

[Donor City, State, Zip]

Dear [_____]:

Thank you for generously donating [**specific cash/in-kind donation**] to Los Angeles City College's [**department/program**] on [**date**]. Your gift will [**add brief description of what this donation will do, either using the basic purpose of the organization or the purpose of the specific program for which the contribution was made**].

The Los Angeles City College Foundation is a 501(c)(3) nonprofit organization. Your contribution is tax deductible to the extent allowed by law, and it is the responsibility of the donor to determine the fair market value of donated items. No goods or services were provided in exchange for your generous financial donation.

On behalf of the college and its students, the Los Angeles City College Foundation thanks you once again for your generous gift and your continued support of our [**department/program**].

Very truly yours,

[Name/Title]

Advisory Board Questionnaire

Course: _____ Respondent: _____
Instructor: _____ Company: _____
Date: _____ Job Title: _____

1. Is the course outline used for this class realistic and up-to-date?
 yes no

2. Are allotted hours appropriate?
 yes no

3. Does the course outline reflect adequate training, current practices, and job duties of your company?
 yes no

4. Does your training site offer opportunity for students to become proficient in the skills indicated?
 yes no

5. Are students adequately prepared in the classroom to perform the tasks required by your company?
 yes no

6. What do you see as the trend for the next few years regarding employment in this field?

7. What entry-level job titles related to the industry does your company use?

8. What is the current hourly pay rate for an entry-level position in your company?

9. What will your company's employment outlook be by the end of the semester/year?

10. Would you consider for employment a LACC student who has completed his/her training?

11. Please identify three areas of knowledge and/or skills that you believe are critical for LACC's students to possess upon completion of the program.

Instructor's Self Check Questionnaire-1

1. Do you feel that the services of the Advisory Board are benefiting your program?
 yes no
2. Have Advisory Board activities for your program developed community understanding and support?
 yes no
3. Do Advisory Board members understand what is expected of them?
 yes no
4. Do Advisory Board members possess adequate knowledge of the philosophy and objectives of your program?
 yes no
5. Are Advisory Board members provided information on new developments in vocational education that affect your program?
 yes no
6. Have Advisory Board members received sufficient orientation to your program to function effectively?
 yes no
7. Is the Advisory Board given sufficient information and an opportunity to study and discuss the issues before making recommendations?
 yes no
8. Does Board membership and representation reflect varying or opposing viewpoints, which should be taken into consideration?
 yes no
9. Are Advisory Board members invited to attend other college functions?
 yes no
10. Are Board meetings conducted in an impartial, parliamentary manner to allow all members to express opinions and give information?
 yes no
11. Is the importance of Board members' time recognized through keeping meetings on schedule and directed to the agenda? ©
 yes no

Instructor's Self Check Questionnaire-2

12. Are Board members presented the facts and consulted when changes are made in your program?
 yes no
13. Do Advisory Board members receive adequate advance notice of meetings and prompt reports of minutes?
 yes no
14. Are Board members involved based on their expertise?
 yes no
15. Does the chairperson dominate or allow a college representative or Advisory Board member to dominate meetings?
 yes no
16. Are Board members given recognition for contributions in publications, news releases or by other methods?
 yes no
17. Are thank you letters, certificates, or other methods used to express appreciation for services?
 yes no
18. Is there a reflection of positive support from administrators and instructors regarding the contribution Advisory Boards make to programs?
 yes no
19. Has the Advisory Board been utilized in ways that both identify and support student learning outcomes?
 yes no

Los Angeles City College [Department] Advisory Board Checklist

Membership

_____	Advisory Board Chair elected to serve for the academic year.
Date	
_____	New members selected (if applicable) and Letters of Invitation mailed (with enclosed Confirmation Letters)
Date	
_____	Expiring memberships renewed for non-college representatives (i.e. voting members)
Date	
_____	Advisory board orientation materials mailed to board members (e.g. college information, department newsletters, department brochure, meeting minutes, meeting dates, research, etc.)
Date	
_____	Meetings held (1 required, 2 recommended)
Date - #1	

Date - #2	

Meetings

_____	Agenda submitted to the Chair of the Board for approval	_____	Minutes submitted to the Chair of the Board for approval
Date		Date	
_____	Agenda mailed to the board at least 2-weeks prior to meeting	_____	Minutes mailed to the board at least 2-weeks prior to meeting
Date		Date	
_____	Department faculty and administrators notified of meeting	_____	Thank you letters mailed to the board
Date		Date	

General Business & Issues Addressed

_____	Curriculum evaluation	_____	Identification of employment trends
_____	Program review/restructuring	_____	Advisement regarding equipment needs
_____	Student recruitment	_____	Advisement regarding facilities
_____	Student job placement/ internships	_____	Advisement regarding staffing
_____	Program outreach/ marketing/public relations	_____	Technology/skill needs
_____	Identification of program needs	_____	Labor market trends
_____	Identification of training needs (based upon industry trends)	_____	

Advisory Board Recommendations (list below or attach additional pages)

Evaluation

_____	All board members serving for the current academic year complete/submit "Advisory Board Evaluation"
Date	
_____	Submit checklist with agenda, meeting minutes, and board membership list to Voc-Ed Dean, along with the Program Review.
Date	

