

**Industry Advisory Board
Resource Guide**

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Office of Institutional Advancement

Office of Vocational Education

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Purpose of this Guide

In Fall 2006, the Offices of Institutional Advancement and Vocational Education surveyed 23 career and technical education programs to better understand engagement of community partners through Industry Advisory Boards (IABs) and determine ways to support the success of these boards. Program and department chairs overwhelmingly identified two primary challenges to organizing and maintaining these groups: time and resources. Respondents also suggested that guidance on certain aspects of recruiting, organizing and following up with board members would prove useful. See the Appendix for a summary of the survey results.

Find following a guide that aims to offer tools to support the efficient, effective and long-term engagement of your program's Industry Advisory Board. Consider this guide a basic "how to" which we hope expand over time as departments strengthen their engagement with and share the successes of their IABs. CCSF thanks the Colorado College System Office of Educational Services for offering their *Guide to the Operation of Career and Technical Education Advisory Committees* which served as a basis for this document. We also thank every CCSF career and technical education department that completed the survey and shared innovative ideas for IAB engagement. You will find these examples throughout and we welcome the continued exchange of these tips and hints.

Purpose of Industry Advisory Boards

According to the California Education Code, all career and technical education¹ programs receiving VTEA funding through the State of California are required to maintain Industry Advisory Boards. An IAB is a representative group of individuals whose experience and abilities represent a cross section of a particular occupational area. IAB members are recruited to provide a direct and vital link to industry trends, opportunities and challenges and offer a regular forum for educators, students, alumni and industry representatives to connect. In turn, members assist educators in establishing, operating, evaluating and continuously improving programs which serve the needs of students, business and industry.

More than just a mandate, Industry Advisory Boards present benefits and opportunities for both your program's faculty, students and the members involved. IABs offer your career and technical education program a critical means for keeping current with, if not a step ahead of workforce development and economic trends. At the same time, members benefit from the development of appropriately-prepared graduates who add value to their workforce. Through this mutual exchange, students, faculty, alumni and employers all contribute to a program's success.

With a strong focus on accountability in the new Perkins legislation, close ties with industry will become even more critical for the College's programs. Industry Advisory Boards that provide direct and relevant feedback and maintain active engagement in program planning and implementation will

¹ For the purposes of this document and others moving forward, the College will now refer to "vocational education" as "career and technical education". This new terminology reflects not only the most recent Carl Perkins legislation but also the shift toward developing and supporting career and technical programs that prepare students for long-term career advancement and success.

better position your program to access funds and show success with preparing students for our region's current and future workforce.

Industry Advisory Board Engagement

The following outlines key roles an Industry Advisory Board can play in your department and different ways to engage your IAB members:

Curriculum Development:

- Reviewing curriculum materials for state-of-the-art content
- Identifying competency levels and performance standards
- Conducting occupational surveys and employment forecasts to direct program development
- Identifying employability skills
- Encouraging and/or assisting with applied education in the classroom
- Reviewing textbooks and other instructional material

Program Evaluation:

- Reviewing goals/objectives of your career and technical education program
- Examining outcomes relating to quality and quantity of graduates and job placement
- Participating on program evaluation teams
- Assuring that programs are up-to-date and technologically current

Resource Development:

- Connecting your program with in-kind donation and funding opportunities
- Securing industry-compliant supplies, equipment and technology either at reduced or no cost
- Sponsoring scholarships and/or providing financial assistance to students
- Providing individual contributions to your program

Professional Development and Training:

- Providing summer and part-time employment experiences for teachers
- Providing in-service activities for teachers on current methods and processes
- Obtaining counsel and assistance on special problems and new undertakings
- Supporting departments to send teachers to professional meetings and conferences
- Encouraging and stimulating personal initiatives

Job Placement:

- Providing students with cooperative training opportunities and internships

CCSF IABs in Action:

- The Computer Networking and Information Technology Department engages its IAB in the curriculum review and development process—ensuring that courses remain current with industry demand. Department Chair Carmen Lamha credits this close connection with industry to increasing student enrollments. Students know CNIT courses will lead to employment in high growth, high demand occupations.
- The Nutrition Assistant program engages IAB members as field placement mentors for students.
- The Radiologic Technology Department uses IAB meets to work on specific tasks with members. For example, members recently revised and implemented a new evaluation of clinical progress to assess student progress during field placements.

- Providing full and part-time jobs to qualified students, alumni
- Coordinating potential job openings with other employers

Public Relations:

- Obtaining effective media coverage
- Displaying poster and other publicity
- Recognizing outstanding educators, students and/or alumni
- Being visible in support of programs during public and special events
- Presenting to civic and community groups
- Providing classroom speakers from business and industry
- Providing tours and field trip experiences

Recruiting:

- Assisting in recruiting teachers
- Assisting in recruiting new students - secondary, postsecondary and adult
- Assisting in recruiting new Advisory Committee members

IAB Roles and Responsibilities

Both the program and the Industry Advisory Board should clearly understand their roles and responsibilities for the effective functioning of the IAB.

Programs accept the responsibility to:

- Recruit members
- Orient members to program scope and service, IAB roles/responsibilities and ways they can contribute to program success
- Host meetings on a regular basis (1-2 times per academic year)
- Distribute minutes and follow up on all action items resulting from meetings to all participants
- Maintain regular communications with members (e.g., email updates, invitations to program events, distribution of course offerings each semester)
- Keep College administration updated on IAB activities, outcomes

Industry Advisory Board members accept the responsibility to:

- Participate in regular meetings
- Keep abreast of program news as they receive information
- Recruit other advisors to participate
- Notify program of opportunities for funding and resource development, student experiences, faculty training and professional development, industry updates

Member Recruitment

Consider the following steps for recruiting IAB members.

1. Start with a conversation among your faculty about program goals, future directions and needs. This strategic planning will help determine the kind of members your program needs to recruit to help steer the program in your desired direction.
2. Think about a mix of representatives with direct, hands-on experience in the field, individuals with strong industry knowledge and members with high-level influence and industry vision. Your program may focus more heavily on certain individuals depending on goals and needs (e.g., if your program needs a significant infusion of new technology, consider a mix of high-level decision makers with access to organization resources and those with day-to-day working knowledge of the technology).
3. Discuss “warm leads” with both full-time and part-time faculty and department/school administration. Aim to recruit 15-20 members.
 - Ask all faculty to contribute a minimum number of contacts from the sector and encourage their involvement in inviting these individuals to the IAB.
 - Target employees of CCSF alumni.
 - Recruit current or past donors or program supporters.
 - Engage representatives from associations, agencies or community-based organizations with which the program partners.
 - Consider establishing both a permanent alumni and current student position on your IAB. Recruit alumni working successfully in a related field and a student who shows particular commitment and leadership in your program.
 - Invite retired faculty and/or staff.
 - Recruit relevant K-12, four-year partners whose programs connect or articulate with yours.
4. Send a formal letter/email of invitation to initiate a conversation with a new potential member. *See Appendix A for a sample new member invitation.* Follow up with a preliminary conversation to provide background on the program and outline goals for IAB member involvement. Consider visiting potential members at their workplaces or inviting them for a brief tour of your program.
5. Confirm participation through a formal email/letter invitation. *See Appendix B for a sample new member confirmation.* Include in your email/letter:
 - Brief program update and/or course list
 - College update (e.g., Chancellor’s Annual Report to the Community)
 - IAB Roles and Responsibilities (*See Appendix C – Sample Roles and Responsibilities*)

Meeting Organization and Implementation

Consider the following steps for meeting organization and implementation.

1. Identify a lead program faculty or team to manage all aspects of meeting organization or implementation.
2. Establish a regular IAB meeting schedule and calendar with all participating members. A consistent schedule will encourage regular participation.
 - Consider convenient times for both IAB members and faculty (e.g., lunches, end-of-day sessions, Friday afternoons).
 - Think about pre-arranged events and tag meetings onto existing program or College activities.
3. Plan a strategic agenda that focuses on engaging the feedback and input of IAB members.
 - Structure the IAB meeting to address specific program needs and solicit member input on future directions, curricula, evaluation, etc.
 - Expose IAB members to students and/or student work to direct understanding of student experience and preparation.
 - Allow ample opportunities for the IAB members to actively participate and do the talking.
 - Consider engaging a current IAB member to review the agenda and supporting material prior to distribution. *See Appendix D for a sample agenda.*
4. Engage a facilitator and note-taker in advance; include them in agenda planning meetings.
5. Send an invitation and briefing packet to all participants at least two weeks prior to the meeting. *See Appendix E for a sample meeting invitation.* Include:
 - Agenda
 - Brief program update and/or course list
 - College update (e.g., Chancellor's Annual Report to the Community)
 - College donation remittance envelope (donations can be identified for specific program needs)
 - A map and parking permits
6. Hold meeting. Allow facilitator and note-taker to implement the meeting agenda to afford faculty/staff reflection on IAB input and engagement.
7. Provide a brief survey to IAB participants to both gather information on the meeting's effectiveness and on their availability to support the program outside of IAB meetings. *See Appendix F for a sample survey.*

CCSF IABs in Action:

The Broadcast Electronic Media Arts Department engages students in all aspects of their IAB organization. Advanced students in *BCST 150 – Special Projects* receive credit for their assistance in preparing for and implementing the Department's meetings. Students take part in a variety of ways, from selecting a theme to organizing presentations and materials to day-of assistance. Students "host" IAB members at the meeting—greeting them when they arrive on campus, showing them around the department, introducing them to other guests and following up with personalized thank you notes.

TIP:

CCSF's Office of Workforce and Economic Development now has a postcard produced by the region's Center of Excellence which can be used for customized invitations. Contact Kelley Karandjeff to receive blank copies of this postcard for IAB meeting invitations.

Maintaining the Relationship

Ultimately, the long-term success of your Industry Advisory Boards rests on relationship cultivation—maintaining communications with members, making them feel appreciated for their time and contributions and offering ongoing ways for members to connect to your program’s faculty and students. Consider the following suggestions for following up with IAB members after your regular meetings to nurture a strong relationship.

- Thank each participant for their participation and contribution to the program’s success
 - Include a copy of minutes, action items and meeting outcomes
 - Remind members of future meeting dates and/or program activities and events
- Based on end-of-meeting survey results, identify enthusiastic, lead members interested in ongoing partnership and collaboration
 - Invite these individuals to take part in specific program projects
 - Engage in classroom speaking activities, field work, hands-on projects
- Send communications to all IAB members each semester; e.g. email program updates; feature new courses; highlight noteworthy student, alumni or faculty accomplishments
- Invite IAB members to program events, guest lectures, graduation ceremonies
- Include a remittance envelope in all communications to allow IAB members the opportunity to donate to your program (available through the Office of Institutional Advancement).

Support and Resources

The Offices of Vocational Education and Institutional Advancement are eager support your program’s ongoing success with Industry Advisory Boards. Programs can engage our offices for the following support.

- Agenda preparation and strategic planning
- Meeting facilitation
- Alumni identification
- Employer, alumni surveying and data collection
- Funds for food up to \$150 (programs requesting such funding must receive advanced approval and will be required to provide a sign-in sheet, agenda and all original receipts to the Office of Vocational Education)

Please contact either Kelley Karandjeff (550-4418 or kkarandj@ccsf.edu) or Gohar Momjian (452-4711, gmomjian@ccsf.edu) for further information.

Appendices

Appendix A – Sample New Member Invitation

Current Date

Mr. Bill Smith
Lark's Construction Company
3814 Place Drive
Your Town, CA 94100

Dear Mr. Smith:

[Referring contact name] suggested I contact you about City College of San Francisco's [Department] given your expertise and leadership in the field of [sector]. To continue providing students with valuable education that meets your sector's workforce demands, our department seeks your help in ensuring that our program remains current with, if not a step ahead, of trends in the industry.

As you may know, our department graduated XXX students over the last XXX years with skills and knowledge to work in the XXX industry. [If numbers are small, consider replacing with a sentence about a new program area, a program highlight or success, a student story, etc.]. [Referring contact name] believed that your knowledge of the industry [and/or your company's leadership in the sector] would help our department continue to grow its success.

In turn, we invite you to join our Industry Advisory Board (IAB). IAB members provide a direct and vital link to industry trends and workforce opportunities. Our department requires no specific terms of service. Industry Advisory Board meetings typically take place [insert time of day, time of year, location]. We offer many ways for members to contribute during and outside of IAB meetings.

As a member, you will have the opportunity to assist our faculty in establishing and continuously improving programs which serve the needs of both students and your sector. At the same time, you will benefit from the development of prepared graduates who add value to your workforce and from connecting with other change agents in your field with a vested interest in effective and efficient postsecondary education and training.

Please find enclosed both a list of our department's current course offerings and CCSF's most recent *Report to the Community* which will help you learn more about our program and the College. I will follow up with you next week to discuss this opportunity further. In the meantime, please feel free to contact me directly at (xxx) xxx-xxxx or xxxxxx@ccsf.edu. Thank you in advance for your consideration.

Sincerely,

Department Chair

Encl: XXX Department Brochure
Current Course Listing

Appendix B – Sample New Member Confirmation

Current Date

Mr. Bill Smith
Lark's Construction Company
3814 Place Drive
Your Town, CA 94000

Dear Mr. Smith:

It is with great pleasure and appreciation that City College of San Francisco's (Department) welcomes you as a member of our Industry Advisory Board.

Your knowledge and expertise in the industry and your interest in ensuring that our program remains current with workforce needs qualifies you as a highly valuable member of the committee. We hope you will find your participation a rewarding experience.

Thank you for your interest and willingness to serve. We look forward to working with you and please feel free to contact me at any time with questions at (xxx) xxx-xxxx or xxxxxxx@ccsf.edu.

Sincerely,

Department Chair

Appendix C – Sample IAB Roles and Responsibilities

Thank you for your participation in the CCSF [Department] Industry Advisory Board. To ensure a quality experience, we offer the following roles and responsibilities for both our program and your participation as an advisory board member.

Programs:

- Recruit new members
- Orient new members to program scope and service, member roles/responsibilities and ways they can contribute to program success
- Host meetings on a regular basis (1-2 times per academic year)
- Distribute minutes and follow up on all action items resulting from meetings to all participants
- Maintain regular communications with members
- Keep College administration updated on IAB activities, outcomes

Industry Advisory Board members:

- Participate in regular meetings
- Keep abreast of program news as they receive information
- Recruit other advisors to participate
- Notify program of opportunities for funding and resource development, student experiences, faculty training and professional development, industry updates

In addition to participating in regular meetings, Industry Advisory Board members can support programs in the many ways listed below. Let us know what interests you by contacting [insert contact name and information]!

Curriculum Development:

- Review curriculum materials for state-of-the-art content
- Identify competency levels and performance standards
- Conduct occupational surveys and employment forecasts to direct program development
- Identify employability skills
- Encourage and/or assist with classroom projects
- Review textbooks and other instructional materials

Program Evaluation:

- Review program goals/objectives
- Examine outcomes relating to quality and quantity of graduates and job placement
- Participate on program evaluation teams
- Assure the program is up-to-date and technologically current

Resource Development:

- Connect the program with in-kind donations and funding opportunities
- Secure industry-compliant supplies, equipment and technology either at reduced or no cost
- Sponsor scholarships and/or provide financial assistance to students
- Provide individual contributions to the program

Professional Development and Training:

- Provide summer and part-time employment experiences for teachers
- Provide in-service activities for teachers on current methods and processes
- Obtain counsel and assistance on special problems and new undertakings
- Support departments to send teachers to professional meetings and conferences

Job Placement:

- Provide students with cooperative training opportunities and internships
- Provide full and part-time jobs to qualified students, alumni
- Coordinate potential job openings with other employers

Public Relations:

- Help obtain effective media coverage
- Display posters and other publicity
- Recognize outstanding educators, students and/or alumni
- Be visible in support of programs during public and special events
- Present to civic and community groups
- Provide classroom speakers from business and industry
- Provide tours and field trip experiences

Recruiting:

- Assist in recruiting teachers
- Assist in recruiting new students - secondary, postsecondary and adult
- Assist in recruiting new advisory board members

Appendix D – Sample Meeting Invitation

Current Date

Mr. Bill Smith
Lark's Construction Company
3814 Place Drive
Your Town, CA 94000

Dear Mr. Smith:

We look forward to seeing you at our next [Department] Industry Advisory Board meeting. We will meet [date, time, location...provide any other relevant meeting information].

[Insert a paragraph about the importance of this particular meeting...e.g. a focus on a new program where industry input is vital, a hands-on activity that will require their expertise, a panel discussion of new relevant technology the department is considering adopting, etc.]

Please find enclosed the following materials to help you prepare for our conversation.

- a. Agenda
- b. Brief program update [and/or course list]
- c. College update (e.g., Chancellor's Annual Report to the Community)
- d. Campus map and parking permit
- e. College donation remittance envelope (donations can be identified for specific program needs).

[These can be obtained from the Office of Institutional Advancement]

Please RSVP to me no later than [date] to confirm your availability at (xxx) xxx-xxxx or xxxxxxx@ccsf.edu.

Thank you in advance for your participation.

Sincerely,

[Department Chair]

Enc: Agenda
Program Update
College Update
Campus Map and Parking Permit
Remittance Envelope

Appendix E – Sample Agenda

1. Welcome and introductions (lead by department chair)
2. Review of committee purpose and role
3. Presentation of sector trends
 - Labor market information, workforce development needs/opportunities, presented by designated IAB member
4. Discussion of programmatic issues based on sector trends and departmental priorities
 - Selection of courses/curriculum outline for new program, feedback on new student assessment, review and selection of standards/certifications appropriate for program, etc.
5. Review of next steps, future program needs
6. Tour of facilities/presentation of student work/networking with students, faculty
7. Adjourn

Appendix F – Sample IAB Member Survey

Thank you for your participation in today’s Industry Advisory Board meeting. Please complete the following survey so that we can best support and engage you in the future. Your feedback is greatly appreciated!

Name: _____ **Organization:** _____

Email: _____ **Phone:** _____

Department: _____ **Meeting Date:** _____

1. I received adequate information in advance of the meeting to prepare me for the discussion (circle one).

Strongly Agree Agree Neutral Disagree Strongly Disagree

2. The meeting was effectively facilitated (conducted in a timely manner, covered appropriate agenda items, engaged all members).

Strongly Agree Agree Neutral Disagree Strongly Disagree

3. I had sufficient opportunity to contribute my expertise and experience and share my ideas throughout the meeting.

Strongly Agree Agree Neutral Disagree Strongly Disagree

4. The meeting time and location is convenient for me.

Strongly Agree Agree Neutral Disagree Strongly Disagree

5. Types of support I am able to provide and interested in sharing outside IAB meetings (select all that apply):

- Guidance for curriculum, program development
- Professional development opportunities for instructors
- Information on industry and labor market trends
- Classroom speakers
- Hands-on experiences for students (e.g. field opportunities, internships, mentorships)
- Employment opportunities for students, alumni
- Advocacy for program in community
- Guidance on industry-appropriate technology, equipment
- Donations of technology, equipment donations
- Donations of funds
- Other (specify):

6. Additional Comments:

Appendix G - Department IAB Survey Results Summary

Note: 19 of 23 programs surveyed responded, and not all of those answered every question. Survey findings from small samples cannot be relied upon to be representative and will tend to fluctuate from year to year. Additionally, although percentages are provided for comparison purposes, it should be understood that a difference of a single response can equate to several percentage points.

Summary of Findings

- Just under half of respondents (43% or 10 of 19) indicated IAB meetings in their program in 2005 or 2006, although meeting intervals of once or twice a year were typically (69%) reported by programs having an IAB. Respondents from 3 programs reported their programs had no IAB.
- 75% of respondents consider their IABs "valuable" or "highly valued" and most often as a means of keeping up with industry changes (50%) and for employment and internship opportunities for students (50%).
- The main challenge (cited by 69%) is seen as the difficulty of scheduling meetings and securing the attendance of busy people, typically mid-level managers (57%), but sometimes executives (29%).
- Some programs find that staffing (31%) and the difficulty of recruiting and retaining members (25%) impede their efforts to maintain an active IAB.
- Identification and recruitment of members (59%) is the main type of institutional support desired, with development of supporting documents desired by slightly fewer than half of respondents (47%).
- 75% of respondents indicated alumni participation in IABs but 4 programs (21%) did not indicate any form of program contact with alumni. Program alumni (53%) as well as IAB members in general (63%) are often tapped as classroom speakers.

All Findings

Question: Does your program maintain an Industry Advisory Board?

- 86% of the 19 respondents indicated yes. (Film, Architecture, and Automotive responded to the survey, but did not have IABs at the time of the survey.)

Question: How frequently does your IAB meet?

- 69% of respondents (with existing IABs) report meeting intervals of either once or twice a year.
- 50%—Once a year
- 19%—Twice a year
- 19%—Every other year
- 13%—Less than every other year, no response

Question: When did the IAB last meet?

- 25% in 2006
- 38% in 2005

- 13% in 2004
- 25% no response (Non-responses were counted in the percentages for this question.)

Question: What types of support does your LAB currently provide? (multiple answers)

- 94%—Guidance for curriculum, program development
- 69%—Guidance on industry-appropriate technology, equipment
- 75%—Hands-on experiences for current students (e.g. field opportunities, internships, mentorships)
- 81%—Information on industry and labor market trends
- 63%—Classroom speakers
- 63%—Employment opportunities for students, alumni
- 56%—Advocacy for program in community
- 44%—Professional development opportunities for instructors
- 38%—Donations of technology, equipment donations
- 13%—Donations of funds
- 13%—Other: Network with people within the company, assist with development and administration of performance-based tests and development of program evaluation.

Question: What kinds of organizations participate in your LAB? (multiple answers)

- Most respondents (81%) indicated multiple types of organizations, while 19% indicated a single type of organization (2 indicated only corporate organizations and 1 indicated only community-based organizations). Frequency of mention:
 - 94%—Corporate
 - 56%—Community-based
 - 56%—Government
 - 26%—4-year college/university
 - 13%—Union/apprenticeship
 - 13%—Foundation
 - 13%—K-12
 - 6%—Other (freelancers; professional organizations such as hospital or ambulance groups)

Question: How would you characterize the majority of your LAB members? (14 responses)

- 57%—Mid-level managers with strong knowledge of industry, moderate influence on organizational decisions
- 29%—High-level decision makers with industry vision, ability to make organizational commitments
- 14%—Workers with direct/hands-on experience, minimum ability to influence organizational decisions

Question: Do retired CCSF faculty and/or staff participate on your LAB? 31%—Yes

Question: Do CCSF alumni participate on your LAB? 75%—Yes

Question: In what other ways does your program currently connect with alumni?

- 53%—Maintain personal communications with alumni
- 53%—Engage alumni as classroom speakers
- 42%—Seek program satisfaction data from alumni
- 37%—Seek industry advice from alumni
- 32%—Communicate with alumni about departmental events, news
- 26%—Involve in program promotions, student recruitment
- 21%—Keep track of current place of employment
- 21%—Engage alumni in departmental activities
- 21%—None, no response (4 survey respondents)
- 11%—Keep track of student transfer
- 5%—Request equipment or cash contributions from alumni

Question: How valuable is the IAB to your program? (16 responses)

- 56%—Highly Valuable
- 19%—Valuable
- 25%—Somewhat valuable
- 0% —Not at all valuable
- Those who rated their IAB as *highly valued* cited the following reasons:
 - 50%—Curriculum development/keeping current with industry changes
 - 50%—Employment/mentoring/internships
 - 25%—Fundraising/donations
 - 25%—Resources/support (not specific)
 - 13%—Source of guest speakers
 - 13%—Source of new faculty

Two of the respondents who rated their IAB slightly lower, as *valuable* or *somewhat valuable*, both mentioned the role of confirming the direction taken by the program, with one respondent saying it was a little too much like a rubber stamp, while the other stated that the role could lead either to confirmation or a shift in direction. A third mentioned that in a fast-changing industry, previous members tended to relocate or move on to new businesses and it was hard to motivate people to attend.

Question: Please describe the biggest obstacles to IAB engagement. (16 responses, some with multiple comments)

- 69%—Difficulty of scheduling meetings due to busy participants /poor attendance
- 31%—Planning meetings requires a great deal of faculty and staff time/insufficient staff
- 25%—Difficulty of recruiting members/people change jobs
- 19%—Expense/ money to feed participants
- 13%—Challenge of maintaining communication over time

Question: What kind of institutional support would make your IAB more productive?

- 59%—Identification, recruitment of members (e.g. alumni, industry reps)
- 47%—Development of supporting documents (multiple responses) as follows:
 - 24%—Guidelines for member recruitment
 - 18%—Guidelines for IAB roles and responsibilities
 - 24%—Sample communications
 - 12%—Sample agendas
 - 6%—Want documents, unspecified
- 35%—Creation of proposals to IAB members/organizations for resources, funding
- 35%—Facilitation of IAB meetings
- Other types of support desired (write-ins):
 - 18%—Money, funds for meals
 - 12%—More staff or more institutional support for staff involved
 - 6%—Institutional support to do it in Web conference format
 - 6%—Institutional help recruiting high level executives from major companies

Question: Please provide any additional insights and comments.

Many respondents mentioned in write-in comments **successful strategies** that they had discovered for working with their IABs. Most frequently mentioned was **providing a meal or buffet**. Other strategies:

- Meeting in evening
- Keeping it short, e.g., 11AM to noon (provide lunch afterwards)
- Protecting privacy of high level participants
- Obtaining funding to provide meals
- Providing a well-organized agenda
- Having members do any needed work at the meeting itself instead of expecting them to bring it already done

Summary of Additional Comments:

- We are in the process of developing an IAB.
- There is a fun, social aspect to meetings. Love our advisory committee. Our programs are dependent on IAB insight and advice.
- Did not understand Question 6, what organization is referred to in organizational decisions (perhaps because our advisors are self employed).
- Our IAB is a requirement of accreditation. We are required to have an advisory board that meets twice a year.
- Supposed to meet annually, but have not met for a while due to time conflicts and personal obligations.
- Faculty drafted the initial document (the Evaluation of Clinical Progress, a tool used to evaluate students at the clinical levels), but the IAB revised, configured, and implemented it.

- Would like Institutional Advancement staff to attend to observe or facilitate. Contact with alumni and help in facilitating contact would be beneficial.
- This survey is a welcome sign of College interest.

Survey findings reported by Susan Lopez of the Office of Research, under the direction of Vice Chancellor Robert Gabriner of the CCSF Division of Institutional Advancement.