Developing a "High-Impact" Industry Advisory Board

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Background

The process of benchmarking an IAB was explained in the paper entitled: *Industry Advisory Board (IAB) Growth Management Model (GMM): A Framework for Understanding IAB Outcomes and IAB Management* which was presented at the 2014 IAB Event in Tampa, Florida. The IAB GMM provides a framework for understanding the process of internal and evolutionary growth that occurs within an IAB. Proper understanding of the implications of that growth stage requires the adoption of appropriate managerial practices that are consistent with standards of the academic program and the American Council for Construction Education (ACCE).

Participant feedback from the 2014 IAB Event led to the development of this paper: "Developing a High-Impact Industry Advisory Board. The primary goals of this paper are to enhance the Managerial Proficiency of an IAB which is attempting to improve IAB Outcomes (best practices).

It must be noted that the term "IAB" is generic in nature and refers to any Industry Advisory Board, Committee, Council, or otherwise named advisory group.

Introduction

The purpose of this paper is to provide a comprehensive overview of all of the duties, responsibilities, activities, and operational procedures of an IAB which are based on fundamental managerial theories as documented in the IAB GMM. This model (which is explained in more detail later in this paper) states that IAB Outcomes, i.e., best practices are a function of IAB Managerial Proficiency. Presented below is an outline of this paper which is intended to serve as a "roadmap" for the process of thought that was used to develop this paper. Section titles are noted in red and subsection titles in blue.

Initially, the Purpose of an IAB is defined which is followed by a brief explanation of the IAB GMM. The following sections deal with IAB Managerial Proficiency which is defined as the IAB Organizational Structure and Staffing; the IAB Planning Systems; and the IAB Quality Systems.

The section describing the IAB Organizational Structure and Staffing contains: General IAB Guidelines; Duties and Responsibilities of IAB Officers and Individual Members; Delivering High-Impact IAB Meetings, and IAB Bylaws. IAB Planning Systems include: IAB Strategic Planning and IAB Plan of Work. The IAB Quality Systems focus on: Self-Assessing and Evaluating IAB Performance; Quality of IAB Outcomes (best practices); and IAB Benchmarking.

The information and reference material located in the Appendices includes: a Sample Confirmation Letter, a Sample Meeting Notice, a Sample IAB Meeting Agenda, a Sample IAB Meeting Minutes, and a template for developing IAB Bylaws.

Based on the fundamental theory presented in the IAB GMM, "*an increase in the number of IAB Outcomes or quality of IAB Outcomes necessitates an increase in IAB Managerial Proficiency.*" Increasing IAB Managerial Proficiency requires a thorough understanding of the organizational structure, the planning systems, and the quality systems of an IAB. The intent of this paper is to provide a structured and sequential approach to improving IAB Managerial Proficiency with the ultimate goal of enhancing IAB Outcomes.

Purpose of an IAB

The sole purpose of any IAB is to add value to their associated academic program. An IAB has no legislative, administrative, or programmatic authority. The role of an IAB is *advisory,* exclusively. IAB members are volunteers who work cooperatively with the academic program and administration in an effort to share their expert knowledge of career-related tasks and professional competency requirements within the academic discipline. An IAB exists to *advise, assist, and support & advocate* for their associated academic program and the constituents of that program, as outlined below.

- **Advise** – IAB's assess specific areas of the academic program. Suggestions designed to improve specific content areas could include: reviewing program goals and objectives, incorporating industry standards into the course material, and suggesting materials and equipment needed to update the laboratories. Suggestions should be presented in writing to the academic administrators of the program and the college.

- **Assist** – IAB's assist both instructors and administrators with departmental activities. These activities could include: judging competitive skills events, setting up a scholarship program, or serving as a guest lecturer in the classroom.

- **Support & Advocate** – IAB's are established to promote and market the academic program locally, regionally, and nationally. Promotion and marketing could include: talking to legislators, speaking for career and technical education at professional and community meetings, and arranging for publicity in the media.

Effective IAB's understand the needs of the academic program and develop a plan of action to address the identified needs; set priorities for action (rather than trying to everything all at once); target specific IAB Outcomes (best practices) that have the greatest impact as assessed and evaluated through the benchmarking process; and have the proper balance of personnel and expertise on the IAB to successfully complete the work required.

The following section presents a brief overview of the IAB GMM. The model provides the fundamental theory needed to understand the relationship between IAB Outcomes and IAB Managerial Proficiency.

IAB Growth Management Model (GMM)

The IAB GMM (as illustrated in Figure 1 on the following page) is based on fundamental management and organizational theories; the Leadership - Management Growth Model; and information collected from the participants of the ACCE IAB Events over the past five (5) years. The basic hypotheses of the IAB GMM state that:

- IAB Outcomes are a function of IAB Managerial Proficiency.
- IAB Outcomes are defined as the number and quality of best practices conducted by an IAB.
- Managerial Proficiency represents the IAB Organizational Structure and Staffing: the IAB Planning Systems; and the IAB Quality Systems.
- An increase in IAB Outcomes or quality of IAB Outcomes necessitates an increase in IAB Managerial Proficiency.
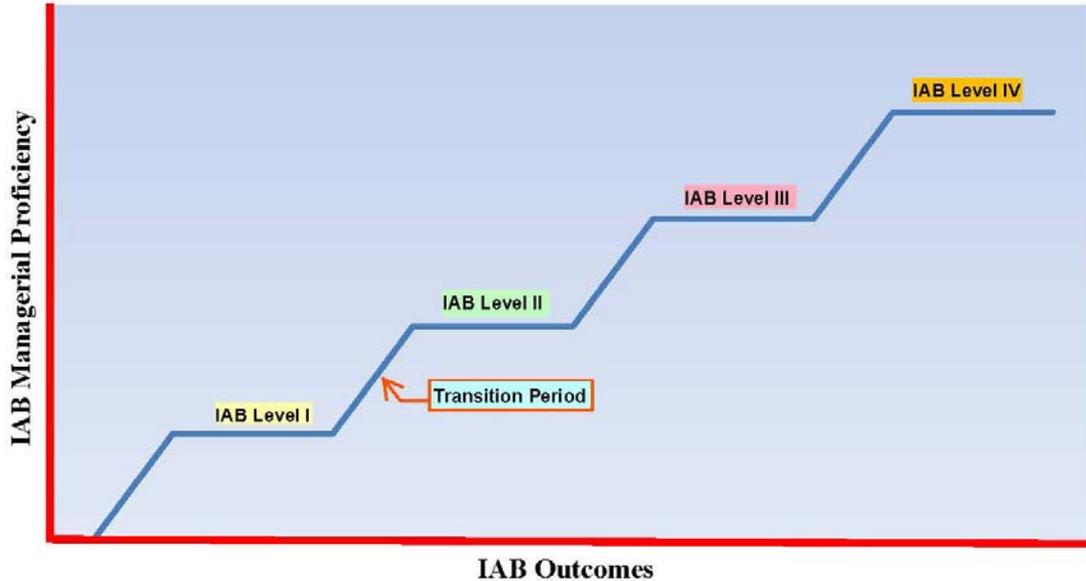
Figure 1 - IAB Growth Management Model

Within the model, the vertical axis represents IAB Managerial Proficiency. The horizontal axis relates to IAB Outcomes. The model is based upon the premise that the IAB Managerial Proficiency required is a function of the IAB Outcomes desired.

The IAB Managerial Proficiency vs. IAB Outcomes relationship is represented by a series of management plateau levels linked by transition periods. The four management plateaus (IAB Level I to IAB Level IV) are associated with the IAB Outcomes that can be achieved at each level of IAB Managerial Proficiency. These levels or plateaus are "stability zones" where the IAB Outcomes matches the IAB Managerial Proficiency. Between each level are transition periods when an IAB makes a conscious effort to move to a higher level. Modifications to the current form of IAB Managerial Proficiency must be identified and administered when considering increasing the number or quality of IAB Outcomes.

Transition periods occur when an IAB makes a conscious decision to increase or enhance IAB Outcomes which necessitates an increase in IAB Managerial Proficiency. This increase is the result of an iterative process of learning through personal experience and the adoption of the next level of management systems practices (which is the basic purpose of this paper). A transition period often causes anxiety and frustration for the individuals within the IAB and sometimes within the academic program, as in the case of senior faculty who were instrumental in establishing and initially leading the IAB. They may feel a sense of abandonment once the IAB reaches a level of maturity and self-autonomy. Transition periods can result in interpersonal conflicts because of new expectations and higher anticipated efficiencies. During the transition periods, IAB members are typically being asked to step out of their personal "comfort zones" and meet new challenges. It is important to note that a transition period is probably the most critical time for an IAB.

The IAB GMM provides the fundamental theory for understanding the magnitude and critical importance of effective IAB Managerial Proficiency which is presented in the following sections.

IAB Managerial Proficiency

The primary components of IAB Managerial Proficiency (as shown in Figure 2) are defined as: 1.) IAB Organizational Structure and Staffing: 2.) IAB Planning Systems; 3.) IAB Quality Systems. This illustration represents a hierarchy for creating or reorganizing an IAB. Initially an IAB must review the Organizational Structure and Staffing, prior to developing the Planning Systems. Once the planning is in place, the Quality System are defined and developed, all of which are explained later in this paper.

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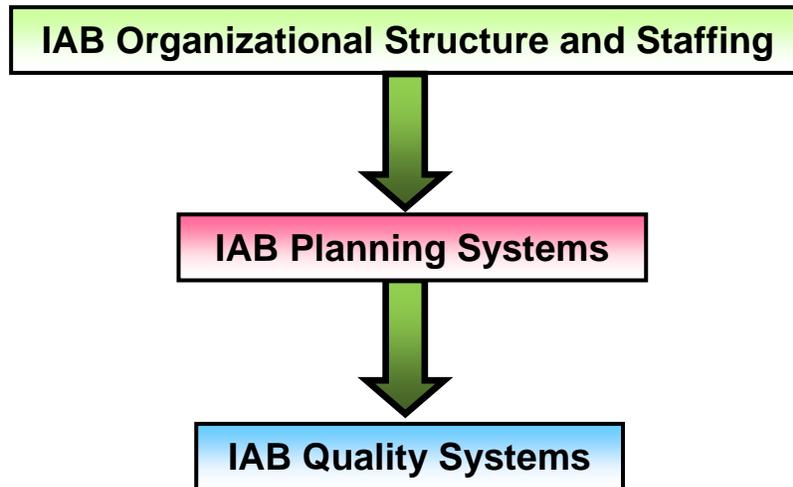
Figure 2 - Components of the IAB Managerial Proficiency Hierarchy

IAB Managerial Proficiency focuses on the processes required to operate an IAB more efficiently with moderate increases in the energy expended. An increase in Managerial Proficiency is limited only by the level of effort, training, innovation, and expertise of the membership of the IAB. IAB Managerial Proficiency is dictated by the structure and systems used by an IAB which must be defined in very specific terms in order to provide a means of assuring consistency and continuity.

All IAB's are similar, but each IAB is unique, so the organizational structure and general operating procedures should be developed by the IAB members and are typically documented in the IAB Bylaws or the IAB Operating Manual. The following sections of this paper discuss the IAB Organizational Structure and Staffing, the IAB Planning Systems, and the IAB Quality Systems, respectively.

IAB Organizational Structure and Staffing

The organizational structure and staffing of an IAB provides the foundation for developing the planning and quality systems used by an IAB. Some of the key points that need to be addressed, as related to IAB Organizational Structure and Staffing, are listed below:

- Work under a written set of Bylaws which are periodically reviewed and amended.
- Recruit, select, and place (on a committee or task force) "active" IAB members.
- Deliver high-impact IAB meetings.
- Have well-defined lines of responsibility and authority (task allocation, coordination, communication, and follow-through).
- Operate under a formal organizational structure which includes committees, subcommittees, and/or task forces with clearly defined responsibilities and deliverables.

Within the context of this paper, the following interrelated topics concerning IAB Organizational Structure and Staffing are addressed:

> *General IAB Guidelines.*
> *Duties and Responsibilities of IAB Officers and Individual Members.*
> *Delivering High-Impact IAB Meetings.*
> *IAB Bylaws.*

General IAB Guidelines

• Size of the Committee

Effective IAB's are large enough to reflect the diversity of the community and provide a cross-section of the expertise required to effectively advise the academic program. On the other hand, the IAB needs to be small enough to manage effectively. Some IAB's are all inclusive, but have an Executive Committee that manages the operations. It is suggested that an IAB consist of a minimum of ten (10) members, since membership less than that number may have limited perspectives, inadequate information on the career fields, and too little diversity.

• Term of Service

A rotational, three-year term of service allows for both continuity and change. One-third of the total membership changes each year. To establish this rotation with a new committee, the members draw for one-year, two-year or three-year terms, with one-third of the committee in each category. Term limits may be imposed with a minimum leave of absence specified between terms.

• Selection of Members

Members may be appointed (by the academic program administrator) or elected (by the IAB membership). IAB membership should be representative of the general program service area. Members could include the following groups:

> • Industry representatives (construction, engineering, architecture, etc.) who may, or may not, be alumni of the academic program.
> • Program administrators and faculty (ex-officio members).
> • Current and former students of the academic program.
> • Parents of current students.

It is of utmost importance that the membership of the IAB be gender balanced and include representatives of special populations (minority groups).

• Attributes of IAB Members

Interest: Motivated persons who express a sincere interest in the academic program and the responsibilities of service. Members must be willing to devote the attention and energy required.

Availability: Members are expected to attend all IAB meetings, work on projects, and work in the industry and community on behalf of the academic program. It is important that the place of employment of an IAB member is supportive of their involvement in the IAB.

Character: IAB members must have a high level of respect within the industry and the community. Exceptional reputations enhance the standing of the IAB and the academic program.

> *Skill and Experience:* Members must be knowledgeable about: 1.) the target career occupations and opportunities for the students of the academic program; 2.) the educational requirements of the academic program; and 3.) the standards of the accrediting organization (ACCE).

Duties and Responsibilities of IAB Officers and Individual Members

The success of the IAB depends, in large part, on the leadership abilities of the IAB officers. IAB officers include the Chair, Vice Chair, Secretary, and Treasurer (if necessary or allowed by jurisdictional regulations). The duties and responsibilities of the IAB officers should be outlined and documented in the IAB Bylaws. It is not recommended that every duty and responsibility of the officers needs to be included in the Bylaws, but they could be included in the IAB Operating Manual. However for reference purposes, a comprehensive list of the duties and responsibilities of the IAB officers is provided below.

IAB Chair

The IAB Chair is responsible for leading the IAB in its activities and for serving as the primary liaison between the academic program and the IAB. The Chair should possess the following skills and characteristics:
- Experience in business or industry.
- Ability to manage meetings, plan and adhere to schedules, involve members in ongoing activities, and the negotiation and communication skills needed to reach consensus and closure on issues.
- Skills in oral and written communications, as well as, a willingness to make appearances before academic and community groups to present, explain, justify IAB recommendations, and advocate for the academic program.
- Ability to delegate responsibility and a willingness to accept responsibility for the actions and recommendations of the IAB.
- Personal characteristics such as empathy, fairness, tolerance, sound judgment, and attentiveness.

The duties and responsibilities of the IAB Chair include:
- Assist in arranging all IAB meetings and presiding at each meeting.
- Work with IAB members to plan and carry out the Plan of Work.
- Assist in preparing meeting agendas and with the logistics of the meetings.
- Provide accurate and up-to-date information to all IAB members.
- Keep all IAB members focused and involve each member in at least one task.
- Delegate tasks and follow-up work.
- Arrange for presenting background information and reports to the IAB and academic program.
- Appoint standing IAB committees and subcommittees.
- Serve as an ex-officio member on all committees.
- Preside at IAB Executive Committee meetings.
- Appoint all committee chairs and call for membership on those committees.
- Represent the IAB at official meetings and functions.
- Submit recommendations of the IAB to appropriate administrators and external organizations.
- Follow-up on committee recommendations or actions.
- Assist in recruiting new IAB members.

IAB Vice Chair

The skills and responsibilities of the IAB Vice Chair are identical to those of the IAB Chair. The Vice Chair assumes the responsibilities and duties of the Chair due to absence or inability to serve. The duties and responsibilities of the Vice Chair include:

- Attend all IAB meetings.
- Serve on the IAB Executive Committee.
- Understand the duties and responsibilities of the IAB Chair.
- Be able to perform the duties of the Chair.
- Participate as a vital part of the IAB leadership.

IAB Secretary

The IAB Secretary shall be responsible for record keeping and clerical duties. The duties and responsibilities of the IAB Secretary include:

- Attend all IAB meetings.
- Serve on the IAB Executive Committee.
- Maintain all records, ensure their accuracy, and archive all of the records.
- Take minutes at meetings, transcribe, and distribute minutes.
- Send agendas, announcements, minutes, and other information to IAB members.
- Assist in assembling and distributing necessary background information to IAB members.
- Correspond with representatives of the academic program and the community, as needed.

IAB Treasurer

The primary duties of the IAB Treasurer are to oversee the financial administration of the IAB. The duties and responsibilities of the IAB Treasurer include:

- Attend all IAB meetings.
- Serve on the IAB Executive Committee.
- Ensure that the IAB is aware of its financial obligations.
- Assist in the preparation of the budget.
- Monitor the budget.
- Ensure the IAB financial policies are being followed.
- Prepare and deliver a Financial Report at the IAB meetings.
- Maintain all bank accounts.
- Oversee all financial transactions.
- Keep up-to-date records, as well as, an audit trail for all transactions.

Individual IAB Members

Individual IAB Members are not officers, but must share in duties and responsibilities of conducting the business and activities of an IAB. These duties and responsibilities include:

- Attend all IAB meetings, functions, and special events.
- Understand the IAB's mission, services, policies, and Plan of Work.
- Suggest and develop agenda items prior to the meetings.
- Review the agenda and supporting materials, prior to the meetings.
- Respect the rights and opinions of other IAB members.

- Serve on committees or task forces and offer to take on special assignments.
- Make a personal financial contribution to the IAB or academic program (where permitted).
- Be an advocate for the IAB and the academic program.
- Suggest possible nominees as new members who can make significant contributions to the IAB.
- Keep current on developments related to the academic program, accreditation, and the industry.
- Assist with the orientation of IAB members.

Orientation of IAB Members

Orientation of IAB members should include existing, as well as, new members. It is suggested that the following items be accomplished during the orientation process:

- Review of the IAB Bylaws and the IAB Plan of Work.
- Review past IAB accomplishments.
- Tour of the facilities of the academic program.
- Presentations by academic administrators, faculty, current students, and graduates.
- Review of the mission, objectives, curriculum, and standards of the academic program.
- Review of accreditation standards that are applicable to the academic program.

Following the acceptance to serve on the IAB, a confirmation letter should be sent to new and returning IAB members from the IAB Chair or academic program administrator. A sample confirmation letter is located in Appendix A. The IAB Chair should contact the new members to welcome them to the IAB and provide them with the required material (documents) that are necessary to serve as effective members of the IAB. A list of IAB members and their affiliations should be posted on the website of the academic program.

IAB and Academic Program Conflicts

IAB's do not work independently of the academic program. The academic program administrator (chair or director) is an integral part of the success of an IAB. However, the academic administrator must be cognizant of the roles and responsibilities required of that position, as related to the IAB. It is equally important that IAB members are also aware of the duties and responsibilities of the academic administrator. At times, an IAB and an academic administrator may experience conflicts on the operation of the IAB or the academic program. The following five (5) steps can be used as a guide for addressing conflicts. They are not meant to serve as a "cure all," but are only presented as a means for reflective thought, proactive discussions, and positive actions.

Step 1 - Take time to evaluate yourself and your personal perceptions.
Step 2 - Take the first steps in building trust with other IAB members and the academic program administrator.
Step 3 - Collectively, as an IAB, take stock of your current situation in order to clarify the values and expectations of your IAB and the academic program.
Step 4 - Listen carefully to the opposing parties and try to gain a measure of understanding from their point of view.
Step 5 - Take positive and effective actions to resolve the conflicts through a spirit of mutual respect and cooperation.

Characteristics of High-Impact IAB's

High-Impact IAB's add significant value to their academic program and academic institution. The difference between responsible and High-Impact IAB's is grounded in thought, intentions, engagement, action, knowledge, and communication. The following characteristics offer a description of a High-Impact IAB that is a strategic asset that can be leveraged to support the academic program.

Constructive Partnership
  High-Impact IAB's govern in constructive partnership with the academic program. This partnership is built on trust, candor, respect, and honest communication.

Mission Driven
  High-Impact IAB's shape and uphold their mission, articulate a compelling vision, develop associate objectives, and ensure the congruence between decisions and core values. They treat questions of mission, vision, and objectives, not as exercises to be done once, but as statements of crucial importance to be woven into the fabric of all deliberations, subsequent actions, and eventual recommendations of the IAB.

Strategic Thinking
  High-Impact IAB's allocate time to what matters most and continuously engage in strategic thinking to focus the direction of the IAB. They align agendas and goals with strategic priorities and are aware of the strategic plans of the academic program and the academic institution.

Culture of Inquiry
  High-Impact IAB's institutionalize a culture of inquiry, mutual respect, and constructive debate that leads to sound and shared decision making. They seek more information, question assumptions, and challenge conclusions so that they may advocate for recommendations that are based on information, data, and analysis.

Independent Mindedness
  High-Impact IAB's are independent minded. They apply rigorous conflict-of-interest procedures, and their members put the interests of the organization above all else when making decisions. They do not allow their votes to be unduly influenced by loyalty to the academic administrator, the reputation of fellow IAB members, or financial donors.

Ethos Of Transparency
  High-Impact IAB's promote an ethos of transparency by ensuring that donors, stakeholders, constituents, and interested members of the public have access to appropriate and accurate information regarding finances, operations, and results. They also extend transparency internally, ensuring that every IAB member has equal access to relevant materials when making decisions.

Compliance with Integrity
  High-Impact IAB's promote strong ethical values and disciplined compliance by establishing appropriate mechanisms for active oversight. They use these mechanisms, such as independent audits, to ensure accountability and sufficient controls; to deepen their understanding of the organization; and to reduce the risk of waste, fraud, and abuse.

Sustaining Resources
  High-Impact IAB's link bold vision and ambitious plans to financial support, expertise, and networks of influence. When linking budgeting to strategic planning, they approve activities that

can be realistically financed with existing or attainable resources, while ensuring that the IAB and the academic program have the infrastructure and internal capacity required for the approved activities.

Results Oriented
High-Impact IAB's are results oriented and measure their progress toward the IAB mission and Plan of Work. They gauge efficiency, effectiveness, and impact, while simultaneously assessing the quality of their services and deliverables.

Flexibility
High-Impact IAB's structure themselves to support their priorities, thus making governance intentional, not incidental or accidental. They can thoughtfully adapt their organization and associated activities to accommodate changing circumstances.

Continuous Learning
High-Impact IAB's embrace the principles of continuous learning by evaluating their own performance and assessing the value they add to the academic program. They embed learning opportunities into routine governance, as well as, all of their programs and activities.

Revitalization
High-Impact IAB's energize themselves through planned turnover, thoughtful recruitment, and inclusiveness. They see the correlation between mission, strategy, and member composition. They understand the importance of fresh perspectives and the risks of closed groups. They revitalize themselves through diversity of experience and through continuous improvement.

Common IAB Shortcomings

There exist many pitfalls for effective IAB operation. Some of these weaknesses, omissions, mistakes, and flaws are summarized below.

Veering from the IAB Mission
The most important decision-making guideline for an IAB is the mission statement. If the mission is not the central theme at every IAB meeting, it is all too easy for an IAB to lose the focus of their true purpose.

Complacency
A core obligation of every IAB member is active participation. Some symptoms of complacency might include IAB members who miss meetings, put off their assigned tasks, do not participate in the discussions, or disregard the fundamental responsibilities that come with being an IAB member.

Misguided Motivations
IAB members must always think of the IAB first. Allowing personal preferences to affect decision making places the IAB in a secondary role. Misguided or unethical motivations, the pursuit of personal benefit, and undeclared conflicts of interest are detrimental and pose real threats to the operations of an IAB.

Multiple Voices
An IAB only has authority as a group and must speak as one voice which is formulated through deliberation and discussion and is <u>not</u> the voice of just one individual. Individual IAB

members are bound by the collective decisions. Differing opinions need to be resolved at the meetings and not declared outside to constituents of the academic program or the media.

Micromanaging

An IAB is an advisory group. The role of an IAB is to "advise" the academic program to assure that it is functioning in the best interests of the constituents of that program. An IAB should not be involved with the day-to-day operations of the academic program which is the responsibility of the academic administrator and vice-versa.

Limitless terms

Every IAB must accept and even thrive on change. New perspectives and different ideas allow an IAB to keep moving forward. Term limits can help an IAB avoid stagnation.

Lack of Self-Assessment

By studying its own behavior, sharing impressions, and analyzing the results, an IAB is able to develop a program for self-improvement and to assess performance. Periodic self-assessment is a futile process if it is not followed by self-improvement, i.e., corrective actions.

Financial Support

IAB activities must respect the legal requirements of each state or jurisdictional district. Those requirements can vary widely with regard to sanctioned fund raising activities. However, giving, and asking for, money are inherent to IAB membership. IAB's are often responsible for fundraising (scholarships, endowments, etc.), but often don't have a 100% personal contribution rate which fails the ultimate commitment test. If individual members (and/or their place of employment) do not financially support the IAB fundraising activities, then it is difficult to convince external entities to contribute to the fundraising efforts.

Delivering High-Impact IAB Meetings

It is suggested that IAB's meet at least two times per year. It is recommended that the dates and times of IAB meetings be publicized, since in certain jurisdictions the meetings are open to the public. The officers of the IAB must collaborate with the academic administrator to coordinate the meeting which should focus on specific content and issues.

A portion of the first meeting of the year can be reserved for orienting new (and existing) members and for establishing the IAB Plan of Work which is described later in this paper. Meeting dates for upcoming meetings should be set during the initial meeting.

Meetings may be held at the academic institution, at the place of business of an IAB member, or at a neutral site. Meetings held at the academic institution provide an opportunity for IAB members to view the facilities of the program. Meetings held at a business or industry location provide a measure of recognition to the host IAB member(s) and provides the academics in attendance to view the facilities of the company where students may seek employment.

Efficiency and effectiveness are key objectives of a high-impact IAB meeting. Without concerted effort, it is easy to waste time and resources; dampen enthusiasm and interest; and end the meeting without demonstrable results. Creating structure for the meetings can assist in the productivity of the IAB and make the meetings worthwhile and interesting for the participants.

Well planned meetings can help the IAB move closer to having efficient meeting procedures and outcomes that meet with the expectations and mission of the IAB. An agenda is the key ingredient for effective IAB meetings.

A meeting agenda is typically crafted by the IAB Chair in collaboration with an academic liaison or the academic administrator. A sample agenda, that can be used as a template and modified accordingly, can be found in Appendix B. The agenda is a tool used by the IAB Chair to help guide the discussion and keep the meeting participants focused. The agenda should indicate which items are open for discussion and which ones are simply informative. Action items and assignments should also be identified to enforce accountability. Time limits or a time-line should be set for each item on the agenda so that no one issue will monopolize the entire IAB meeting.

For certain items on the agenda, a consensus vote is often applied which requires little or no discussion and leaves more time for constructive debate on other topics. The agenda can also introduce a specific issue that the IAB needs to consider in a later communication or at a future meeting. Without due preparation, meetings may end up as aimless get-togethers. The following tasks should be done *prior* to each meeting.

- Arrange for an appropriate meeting room with required AV equipment.
- Notify all IAB members, academic representatives, and invited guests of the date, time, and location of the meeting along with a copy of the agenda, past meeting minutes, and other documentation required for the meeting. Appendix A contains a sample meeting notice that can be modified to fit the needs of an IAB.
- Arrange for refreshments, meals, special presentations, etc., if appropriate.
- Confirm all arrangements several days before the meeting.
- Prepare materials related to the topics and issues outlined on the agenda.
- Assign maximum length and format to reports that are expected from the committees.
- Assign a contact person for questions and clarifications for consent agenda items.
- As an individual IAB member, read the materials to prepare for the meeting, be punctual, and be ready to participate.

High-Impact IAB meetings are efficiently managed. Meeting participants quickly lose interest if they are not challenged and able to utilize their unique skills. Listening to repetitive jargon and circular conversation is not a constructive way of using limited meeting time. The majority of the allocated time should be spent on the action items and issues listed on the agenda. The following suggestions can be used to organize and energizing IAB meetings.

- Select a comfortable room for the meeting which is not too hot, too cold, or too crowded.
- State the purpose of the meeting and review the agenda.
- Follow parliamentary procedures, such as Roberts Rules of Order.
- Encourage open and informal discussion.
- Distribute and explain the work assignments.
- Take meeting minutes.
- Create a code of conduct for the meetings: cacophony will not be tolerated, no personal attacks allowed, and respect differing opinions.
- Change the layout and seating arrangement of the room periodically to initiate interaction and contact between different IAB members. If the group is large, take advantage of small group discussions.
- Use graphic displays, pictures, or slides as much as possible to keep all participants actively engaged and focused on the same issue.
- Have themed meetings when applicable. Serious issues may warrant additional time for discussion, such as, fundraising and IAB composition.
- Bring in experts to add an outside point of view.

- Try to avoid overly structured and procedural meetings which will allow more time for constructive and open discussion and deliberation.
- Have a resource table in the room to place additional materials for IAB members to browse.
- Use name tags or place cards for everyone at every meeting. It's embarrassing to have seen people at several meetings and not know their names.
- Post an acronym chart. Make a poster of frequently used external and internal acronyms (such as, ACCE for American Council of Construction Education) and post it on the wall or on an easel. If the list is distributed on paper, it is soon lost in the shuffle.
- Make sure that each person speaks at least once at every IAB meeting.
- Don't include committee reports on the agenda that are not in the stream of discussion. If a committee has done the work but doesn't need it discussed, put the committee report in the informational packet that is sent to each IAB member. At the meeting be sure to recognize the work of the committee and refer attendees to the written report in the packet.
- Encourage questions, respectful dissent, and authentic disagreements. Look for opportunities at each meeting to foster encouragement and support of varying points of view.
- Adjourn the meeting on time.

IAB Bylaws

Effective IAB's are guided by policies and procedures that describe the organization of the IAB. These are typically outlined in the IAB Bylaws which are written documents that are tailored to the needs and requirements of the IAB and the academic program that it serves. Bylaws should be periodically reviewed, discussed, and amended as part of the IAB's operational procedures. At a minimum, Bylaws include the following.

Article I: Name
Article II: Purpose
Article III: Members
Article IV: Officers
Article V: Meetings
Article VI: Subcommittees
Article VII: Parliamentary Authority
Article VIII: Amendment of Bylaws

Appendix D provides a model for IAB Bylaws. Individual IAB's can edit, embellish, and otherwise tailor it to fit the needs of their IAB and the academic program.

IAB Planning Systems

The purpose of IAB Planning Systems is to increase the likelihood that mission and objectives of the IAB will be accomplished. IAB Planning Systems help to bridge the gap between "where we are and where we want to go." The two primary IAB Planning Systems are 1.) *Strategic Planning* and 2.) *Plan of Work*.

The initial stages of developing a strategic plan may use a tool commonly employed in business, industry, and academia, namely, a SWOT analysis. A SWOT analysis identifies the strengths, weaknesses, opportunities, and threats faced by an organization. However, within the structure of an IAB, it is recommended that IAB Benchmarking be used in lieu of a SWOT analysis and be conducted prior to developing a strategic plan. The process of IAB Benchmarking is discussed in the *IAB Quality Systems* presented later in this paper.

IAB Strategic Planning

When you don't know where you want to go than any road will do. This is certainly true of an IAB when attempting to achieve its goals and objectives. Once a strategic plan is in place the annual process of reviewing, revising and updating the strategic plan becomes, not only much easier, but very beneficial. Strategic planning provides IAB members with a sense of direction and satisfaction about the goals and objectives with an assurance of avoiding at least some unnecessary detours.

Strategic planning is like creating a map for an exciting journey. A map helps to stay on course, but it isn't so stringent that you can't deviate from the plan. The strategic plan is used as a guide to make decisions, explore new opportunities, and avoid time-wasting distractions. The following discussion focuses on the components of a strategic plan.

Mission, Vision, and Objectives

> The mission statement is a short and descriptive text that expresses the purpose of an IAB. The mission statement is a declaration of why an IAB exists and could be included in the header of the IAB meeting agendas and/or other IAB documents.

> The vision statement is the IAB's future direction for a set time period (i.e., for five years).

> Objectives are specific, quantifiable, measurable and time-bounded. Objectives need to be ambitious, but realistic. Objectives can be short-term or long-term. Short-term objectives fall within a one to two-year time horizon. They state "the what," "the when," and "the who." Long-term objectives span a time frame of three to five years. They focus on what needs to happen in order to achieve the mission and vision of an IAB.

Action Plans

> For *each* objective, an action plan needs to be created in order to achieve the desired outcome. The action plans should offer a step-by-step process that defines the milestones, the time needed to reach the milestones, and what resources are needed to reach the milestones. A plan should be in place to acquire additional resources, if necessary. Review the objectives and action plans and determine if they are realistic and are aligned with the IAB mission and vision.

> The action plans contain the desired results (what will happen or what benefit will occur); potential obstacles and barriers (what might stand in the way or prevent progress); and support (what resources, people, tools are required and available to meet each objective). The action plans must explain how the plan will be implemented, the responsible parties, the deliverables, and the deadlines.

Communicating the Strategic Plan

> The strategic plan needs to be communicated to all affected parties. The strategic plan may be disseminated in whole or in part, as appropriate. The strategic plan can be distributed in printed or electronic format. Many IAB's conduct meetings which focus solely on strategic planning.

Monitoring, Assessment, and Evaluation

> Implementing a strategic plan requires ongoing review and adjustment. Establish when and how the plan will be reviewed, as well as, who will conduct the reviews. Establish methods to adjust

the strategic plan to assure that critical objectives are met. Consider if certain objectives need to be modified or additional objectives added or deleted, dependent on internal and external changes. Assessment and evaluation, as well as, the IAB Plan of Work will be discussed in more detail later in this paper; however, a progress review which is a component of strategic planning should be completed periodically to determine:

- The extent to which the IAB is accomplishing the Plan of Work.
- The extent to which the recommendations and actions have strengthened and improved the academic program and the students of the academic program.
- Future directions, functions, and activities for the IAB.

Assign Responsibilities

The entire IAB should discuss the strategic plan and each action plan so that there is a very clear understanding of the plan and each associated task. Individual members should be assigned to the tasks and have a well-defined realization of what is expected and when. Timelines allow the individuals assigned to a given task to plan for its completion with a specific deadline and interim status reports. Status reports should be presented at the IAB meetings.

Recommendations

Recommendations are the desired outcomes for any action item. They should be recorded in the minutes and approved by consensus or majority vote. Recommendations should be brief, clear and concise. Some recommendations may need to be preceded by a rationale which includes why such recommended changes are needed and how they would be beneficial to the IAB or the academic program. The number of recommendations should be kept to a minimum and should be submitted in writing to the IAB and the academic administrator for review and consideration, since all IAB recommendations are advisory in nature.

IAB Plan of Work

The IAB Plan of Work involves the determination of IAB Outcomes, i.e., best practices as introduced in the IAB GMM. The Plan of Work focuses on the number of best practices conducted by an IAB and the parties responsible for each best practice. The quality aspects of the Plan of Work are discussed in the *IAB Quality Systems* section of this paper.

When developing a Plan of Work, several issues need to be kept in mind: the needs of the academic program, the accreditation standards, the resources of the IAB, and the time required to accomplish each IAB Outcome. The Plan of Work should also establish the priority of each IAB Outcome. The initial stage of developing a Plan of Work simply lists the IAB Outcomes (best practices).

Based on the information collected from the IAB Event participants, best practices can be categorized into the following four (4) IAB Outcome classifications:

- *IAB Operating Procedures.*
- *IAB Department and Curricula Involvement.*
- *IAB Industry Awareness and Recognition.*
- *IAB Funding Mechanisms and Deliverables.*

The best practices associated with each of these four (4) classifications are listed on the following two pages. It must be noted that several best practices have been added since the 2014 IAB Event.

IAB Operating Procedures
- Operate under a written set of periodically reviewed and updated Bylaws
- Develop an IAB strategic plan, associated action plans, and IAB Plan of Work
- Organize and deliver regularly scheduled "high-impact" meetings with recorded minutes
- Recruit "active" IAB members
- Post activities on the website of the academic program (Bylaws, officers, activities, etc.)
- Attend an ACCE IAB Event
- Become a member of ACCE
- Participate in ACCE Visiting Team Training
- Participate as a member of ACCE Visiting Teams

IAB Program and Curricula Involvement
- Review program goals and objectives (compare program accomplishments with program goals and objectives)
- Recommend employability skills to be included in the curriculum (oral communication, writing, organizational skills, etc.)
- Serve on program curriculum review committees (review instructional materials for technical accuracy)
- Compare program content with actual job tasks and responsibilities
- Serve as class/course reviewers (review syllabus, observe class instruction, and provide an assessment & evaluation)
- Meet with graduating seniors to discuss the academic program
- Evaluate quantity and quality of graduates and job placements
- Active participation in the academic program's capstone course
- Serve as classroom guest lecturers
- Serve as adjunct faculty (course instructors)
- Provide skilled technicians to supplement instructor's experience
- Assist in obtaining instructional materials (suggest recommended equipment and supplies)
- Provide "real-world" projects (for use in courses)
- Provide in-service activities for course instructors concerning current business/industry methods and practices
- Provide opportunities for "site visits" and "field trips" to construction operations
- Provide equipment and facilities for specialized training needs
- Serve on the search committees for academic administrators and faculty
- Serve as a reviewer for the ACCE Self-Study (accreditation report)
- Meet with the ACCE Visiting Team (during the accreditation site visit)
- Support student organizations (AGC, ASC, NAHB, CMA, etc.)
- Serve as coaches and reviewers for student competition teams and events

IAB Industry Awareness and Recognition
- Assist in recruiting potential instructors
- Assist in recruiting potential students
- Provide opportunities for student internships (and job shadowing)
- Sponsor or conduct leadership development seminars or workshops (for faculty and students)
- Assist in developing and delivering a marketing plan for the academic program
- Participate in career fairs and employment expositions
- Support and organize employer/student seminars and presentations
- Notify instructors of job openings for students
- Assist students in developing interview skills
- Assist in developing competitive skills events
- Sponsor or collect contributions of equipment and supplies for the skills events

- Judge competitive skills events
- Sponsor student organization activities
- Arrange for display space to promote student organizations and special events at professional or trade shows and place of employment
- Coordinate involvement with industry associations and organizations (ACE Mentor Program, AGC, NAHB, ABC, etc.) to create awareness among incoming students
- Meet regularly (i.e., lunch) with academic administrators (chair, dean, provost, and president)
- Communicate with legislators regarding academic program needs
- Promote tours for legislators
- Promote and support legislation for academic education and career advancement
- Sponsor awards (for outstanding students, faculty, and industry members)
- Establish events to recognize outstanding students, teachers, and community leaders
- Provide opportunities for faculty internships (at worksites)
- Employ graduates of the academic program
- Sponsor social events (for students and/or faculty)
- Create an IAB newsletter
- Promote coverage of the academic program in the media (newspaper, magazines radio, etc.)

IAB Funding Mechanisms and Deliverables
- Establish an IAB dues structure, if possible (in some political jurisdictions this is not allowed)
- Create internal development programs (internal fund raising)
- Sponsor student/department activities (award luncheons, banquets, etc.)
- Sponsor student scholarships (non-endowed)
- Spearhead and support efforts to establish endowments (for scholarships and faculty positions)
- Support the research efforts of the academic program (financially and administratively)
- Obtain contributions to support select activities of the academic program

Once the Plan of Work has been established and the best practices have been identified, responsible parties are assigned to each best practice. Each best practice must convey a very clear message concerning the tasks required, the desired results (deliverables), the deadlines (due dates), the assessment plan, the evaluation plan, and a timeframe for any necessary corrective actions. Several of these items are discussed in IAB Quality Systems.

IAB Quality Systems

Prior to a discussion of *IAB Quality Systems*, some definitions are provided in order to clarify the terminology.

Assessment
Assessment is one or more processes that identify, collect, and format data in order to evaluate the quality of IAB Outcomes (i.e., best practices).
Evaluation
Evaluation is one or more processes for interpreting the assessment data and other evidence accumulated through assessment processes. Evaluation determines the extent to which IAB Outcomes are being achieved from a quality perspective.
Corrective Action
Corrective Action identifies and administers the actions dictated by the evaluation of IAB Outcomes to address the root causes of problems or concerns in order to prevent their occurrence (preventive action) or recurrence.

IAB Quality Systems consist of the following three (3) measures:

> *Self-Assessing and Evaluating IAB Performance.*
> *Quality of IAB Outcomes (best practices).*
> *IAB Benchmarking.*

Self-Assessing and Evaluating IAB Performance is initially presented since it offers a streamlined approach to the process of assessing the quality of IAB performance. It is not as detailed or rigorous as the techniques and methods required in determining the *Quality of IAB Outcomes* or *IAB Benchmarking*, but it provides a stepping stone for further discussion and action. IAB Benchmarking is the final component of the IAB Quality Systems since it requires the results of the assessment and evaluation derived from the *Quality of IAB Outcomes*.

Self-Assessing and Evaluating IAB Performance

Ensuring organizational accountability is a key role for any IAB. On behalf of the constituents of the academic program, an IAB must ensure that organizational resources are effectively used. Through periodic performance assessments and evaluations an IAB can identify ways to enhance IAB operations and services to the academic program. A number of tools (which can be found on-line) are available to help nonprofit organizations achieve greater clarity about their own effectiveness. Most are designed as generic self-assessment questionnaires or surveys.

An IAB assessment and evaluation serves many purposes, some internal to the IAB and some in relation to the academic program. A systematic assessment process can:

- Give individual IAB members an opportunity to reflect on their individual and collective responsibilities.
- Identify different perceptions and opinions among IAB members.
- Point to questions that need attention.
- Serve as a springboard for IAB improvements.
- Increase the level of IAB teamwork.
- Provide an opportunity for clarifying mutual IAB expectations.
- Provide accountability.
- Provide credibility with the academic program, potential funding agencies, accreditation organizations, and other external audiences.

An IAB assessment and evaluation must be legitimate in the eyes of IAB members. The opinions of outsiders can be somewhat discounted, but what an IAB says about itself must be taken seriously. A self-assessment is more likely to lead to changes in the way an IAB operates. However, a self-assessment does not necessarily exclude input from other sources. The IAB may choose to ask the academic administrator or faculty to also provide feedback.

A full-scale assessment may be desirable only once every two or three years with interim assessments conducted to monitor progress on the Plan of Work or action items. The time at which a full-scale self-assessment may be particularly useful include:

- At the outset of a strategic planning process.
- In preparation of a major expansion of IAB programs or capital campaigns.
- When there is a sense of low energy, high turnover, or uncertainty about IAB member responsibilities.
- After a financial or executive leadership crisis.

Self-Assessing and Evaluating involves a number of steps, which include:
- Decide to conduct the assessment and evaluation. This must be a collective decision.
- Assign the responsibility for making the necessary arrangements to a small task force or to the IAB Executive Committee.
- Decide whether to use a standard instrument designed for "board" evaluations, design a process from scratch, or use the IAB Self-Assessment, as presented in Table 1 below.
- Distribute the assessment tool and ask IAB members to complete and return the questionnaire to the designated person.
- Compile and document the responses in a written report that is distributed to IAB members.
- Discuss and evaluate the results of the self-assessment, perhaps in a closed session, and identify actions that will lead to improved IAB performance.

Self-Assessing and Evaluating IAB Performance, when properly conducted and with corrective actions can have a profound impact upon an IAB. It can provide the impetus to move an IAB forward. It can also bring IAB members closer together and help break down barriers, establish camaraderie, and open-up dialogue. Self-Assessment and Evaluation may be the best method in which to reach the root of governance problems and find lasting solutions that will make for a more dynamic and effective IAB. Table 1 - IAB Self-Assessment provides a tool for determining the performance of an IAB. This table is also available on the ACCE website in Word format.

Table 1 - IAB Self-Assessment

IAB SELF-ASSESMENT		
Assessment Item	**Response**	
The IAB held at least two meetings during the calendar or academic year	Yes	No
IAB members are notified of meetings in a timely manner.	Yes	No
The IAB agendas are prepared and distributed in advance of each meeting	Yes	No
The IAB delivered high-impact meetings	Yes	No
Percentage of IAB members who attended all meetings this year (from the IAB Secretary)	Percent	
The IAB meeting minutes are maintained as a permanent record and are distributed to the IAB members and appropriate administrators	Yes	No
The IAB elects officers on a regular systematic basis (yearly)	Yes	No
The IAB reports formally to the academic administrator	Yes	No
The IAB recruits "active" members	Yes	No
The IAB membership is diverse in gender and ethnicity, and is composed of individuals who represent a broad cross-section of the construction industry	Yes	No
IAB members are publicly recognized for their service	Yes	No
IAB members are aware of the IAB mission	Yes	No
The IAB utilizes up-to-date Bylaws to govern its operations	Yes	No
The IAB has an up-to-date Strategic Plan	Yes	No
The IAB develops and delivers an annual Plan of Work	Yes	No
The IAB uses Quality Systems to assess and evaluate _all_ of their services and programs	Yes	No
The IAB takes corrective actions to address problems and deficiencies	Yes	No
IAB members are knowledgeable about accreditation standards	Yes	No
IAB members are familiar with the curriculum of the academic program	Yes	No
The IAB has reviewed the current academic program curriculum to determine if it is meeting the needs of the students and the employment needs of business and industry	Yes	No
The IAB reviews outcome data from the program, including: student competencies, placement rates, etc.	Yes	No
The IAB promotes and advocates for the academic program	Yes	No

The IAB Self-Assessment could be completed individually or collectively at an IAB meeting. It is recommended that the IAB Self-Assessment be completed individually and anonymously. The risk of completing the assessment collectively at an IAB meeting is that the assessment of an individual member may be influenced by peer pressure or the impression of not being a team player.

An individual assessment could be completed using an electronic survey from unbiased parties, such as, the academic program administration and staff. The academic administrator or staff could send the survey as an attachment, collect the responses, and summarize the results (removing any identifiers) and send the results electronically to all IAB members prior to the meeting. At the meeting, the IAB members could evaluate the responses and set in place a plan of corrective action to address concerns and problem areas. Within the IAB Self-Assessment table there is no space provided for a "not sure" response. If an individual is "not sure" of a response to any assessment item, that is a "red flag" indicator to that individual and to the collective membership of the IAB.

Once an IAB has reached a level of maturity and competency the *Quality of IAB Outcomes (best practices)* can be assessed and evaluated, as outlined in the following section.

Quality of IAB Outcomes (best practices)

Determining answers and solutions to questions related to the IAB or the academic program is the most important reason to conduct assessment and evaluation and then take corrective action. It should be noted that corrective action includes acknowledging the outstanding efforts of individual members, as well as, the outstanding best practices of the entire IAB. Assessment and Evaluation can provide an IAB with the information and evidence which can assist in making data-based decisions.

As detailed in the Plan of Work (and subsequent action plans), the IAB Outcomes, i.e., best practices are identified and assigned to designated parties. Each best practice must have established standards of expected performance. Data must be collected to measure each of the best practices. Evaluation of the data identifies unacceptable variance between the expected and the actual performance. The data must be credible, applicable to decision making, and relevant.

The overall process of determining the *Quality of IAB Outcomes* requires that each identified best practice must have associated assessment methods using both direct and indirect measures. Direct data sources include written performance reviews and actual observations. Indirect data sources include surveys and opinions polls.

For example, take the best practice of *organizing and delivering regularly scheduled "high-impact" meetings with recorded minutes*. On face value this could be interpreted as simply a yes or no response, but a more rigorous approach needs to be applied to determine the rationale used to determine a yes or no vote. Not all meeting minutes are created equal. Were the meeting minutes reviewed from a quality perspective and do they properly document the actual sequence of events? Corrective action may be required to improve the quality of the meeting or the meeting minutes.

Using another example, *evaluate quantity and quality of graduates and job placements*. The quantity of job placement can typically be obtained from the Career Center (or similarly named unit) of the academic institution. This is usually given as a percentage, but does not specify if the placements of the graduates are in a position with managerial responsibilities. It is difficult to determine if the graduates have secured meaningful employment in the industry unless the academic program or the Career Center actually tracks the specific employment placement (by job title and responsibility). With regard to the quality of the graduates, often a cumulative grade point average is used and sometimes the actual grades in specific course are used to measure the quality of the graduates.

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A more rigorous approach would be to interview the graduating seniors, attend their capstone presentations, observe their performance during their internships, and review the performance reviews of the internship supervisors.

Each IAB is unique and thus uses different tools, methods, and measurements to assess and evaluate their best practices. Therefore, there is not a "one-size fits all" technique that applies to assessment and evaluation. So, for each best practice, how does an IAB identify the assessment tools and evaluation techniques needed? For some of the best practices, such as *meet with the ACCE Visiting Team (during the accreditation site visit)*, this is a rather easy one to assess (yes or no), but it gets a bit more complicated when you consider the following question, were the IAB members properly prepared for the ACCE Visiting Team meeting? Once again, corrective action may need to be taken.

For other best practices the academic administrator, faculty, and/or academic institution can provide assistance since they are typically well versed in assessment and evaluation and probably have already collected some of the assessment data. IAB's are strongly encouraged to work with these individuals to assist in collecting assessment data, evaluating performance of IAB best practices, and developing corrective actions for all identified best practices.

IAB Benchmarking

The IAB Benchmarking process cannot be properly accomplished until the *Quality of IAB Outcomes (best practices)* has been completed. IAB Benchmarking is part of the initial Strategic Planning process of an IAB, but is actually an *IAB Quality System*. The benchmarking process begins by determining the IAB Outcomes (best practices) which are identified on the IAB Plan of Work. Benchmarking is actually an extension of the Plan of Work. An associated measure of quality is determined for each best practice (as listed on pages 18 and 19) as determined from the process related to the *Quality of IAB Outcomes*.

Benchmarking requires that a numerical measure of quality (i.e., quality "ranking") is determined for each identified best practice using the following scale:

    4 - Our IAB really excels at this best practice.
    3 - Our IAB does pretty well for this best practice, but we could use some improvement.
    2 - Our IAB does OK with this best practice, but we need to do a much better job.
    1 - Our IAB pays lip service to this best practice and we need to vastly improve in this area.

Once each identified best practice has been given a "ranking" the mathematics of determining the "level" of the IAB can be calculated. A simple summation of the quality ratings provides a total quality score for the IAB Outcomes.

Since there are a total of 63 listed best practices, the maximum total quality score is 252 (if all 63 best practices were rated at a 4). A Level I IAB is has a quality rating of 0-63 (0%-25%). A Level II IAB has quality rating of 64-126 (26%-50%). A Level III IAB has a quality rating of 127-189 (51%-75%). A Level IV IAB has quality rating of 190-252 (76%-100%).

An auto-sum Excel spreadsheet is available on the ACCE website that can be used for IAB Benchmarking. The spreadsheet contains all of the best practices listed on pages 18 and 19 and is organized using the IAB Outcome classifications (IAB Operating Procedures, IAB Department and Curricula Involvement, IAB Industry Awareness and Recognition, and IAB Funding Mechanisms and Deliverables).

Summary

This paper attempts to provide a comprehensive overview of the overall duties, responsibilities, and operational procedures of an IAB with a focus on Managerial Proficiency. The fundamental tenet for the guidelines, suggestions, and recommendations presented in this paper is that, "*IAB Outcomes (best practices) are a function of IAB Managerial Proficiency.*" When an IAB makes a conscious effort to increase the number of IAB Outcomes or the quality of IAB Outcomes (i.e., moving to a higher level) an increase in IAB Managerial Proficiency is required.

Managerial Proficiency is an all inclusive term which is defined as the 1.) IAB Organizational Structure and Staffing: 2.) IAB Planning Systems; and 3.) IAB Quality Systems. They are presented in a sequential format within this paper, but in practice, they are totally interrelated and do not work as independent components. By now, it must be apparent that all three systems need to in place and functioning properly in order to truly develop a "High-Impact" IAB.

So, where does an IAB begin? Start by conducting an IAB Self-Assessment. Then, review your IAB Organizational Structure and Staffing, since this is truly the keystone function of the operation and management of an IAB and lays the foundation for the planning and quality systems. Then, develop an IAB Strategic Plan (including the Benchmarking process) and an associated IAB Plan of Work. Establish a priority list of which best practices are the top priorities of the IAB and determine the best ways in which to develop and deliver these best practices. In association with this effort, define the quality systems (assessment and evaluation) that will be used for each of the top priority best practices. Once these systems are in place and working properly, move to the next highest priority best practices and do likewise. Then proceed down the priority list until all IAB best practices can be defined as "high-impact" and have associated quality systems. This process will take time, perhaps several years, so realistic expectations concerning the level of effort, expertise of the IAB, and resources of the IAB and the academic program need to be examined. The term "High-Impact" IAB necessitates that the "*bar is set*" very high, indeed.

A comprehensive examination of IAB Managerial Proficiency by an IAB is not trivial and can be time consuming. It may appear to be overwhelming to certain IAB members, which may lead to a sense of frustration and perhaps disassociation. But, do not be discouraged. The benefits gained from the guidelines, suggestions, and processes described in this paper can lead to meaningful results and greatly improve the overall performance of an IAB.

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Appendix A

Sample Confirmation Letter
"Acceptance to Serve on the IAB"

Date
Name
Affiliation
Address

Dear (name):

Thank you for your willingness to serve on the (name of the IAB) for the (name of the academic program). Your knowledge and contribution will be quite valuable as we work to enhance the (name of the academic program). Your three-year term will begin on (date). We will hold (inset number) of meetings a year with the first meeting scheduled for (date, time, and location). I would like to talk to you prior to our first meeting to review the agenda and other materials. Please call me at your earliest convenience at (phone number) so we can set up a time and location for our meeting.

We look forward to working with you.

Sincerely,
IAB Chair

Sample Meeting Notice

Dear (name):

The next meeting of the (name of the IAB) will be (date, time, and location). Enclosed is a copy of the minutes from the last meeting and an agenda for the upcoming meeting (additional relevant attachments may be included also). Please notify me by (date) if you are unable to attend the meeting and provide me with the name and contact information of the person who will substitute for you at the meeting. I look forward to seeing you at the meeting.

Prior to the meeting please review the attached materials and if you have any questions or comments related to this meeting or the attached materials, please contact me.

Sincerely,
IAB Chair

Appendix B

Sample IAB Meeting Agenda
(excerpted and modified from *Robert's Rules of Order Newly Revised Edition*)
http://www.robertsrules.com

Name of the IAB
Location
Date
Time

(Time Frame)   Call to Order – (IAB Chair)

(Time Frame)   Opening Ceremony or Exercise (Invocation or Welcome) – (party or group responsible)

(Time Frame)   Roll Call (Introductions) – (party or group responsible)

(Time Frame)   Reading and Approval of Minutes – (party or group responsible)

(Time Frame)   Reports of Officers and (permanently established) Standing Committees – (parties or groups responsible)

(Time Frame)   Reports of Special Committees or Task Forces (groups appointed to exist only until they have completed a specified task - announced only if such groups are prepared or instructed to report) – (party or group responsible)

(Time Frame)   Special Orders (announced only if there are special orders) – (party or group responsible)

(Time Frame)   Unfinished Business and General Orders (matters previously introduced which have come over from the preceding meeting) – (party or group responsible)

(Time Frame)   New Business (matters initiated in the present meeting) – (party or group responsible)

(Time Frame)   Good of the Order (solicit comments, suggestions, and resolutions) – (party or group responsible)

(Time Frame)   Announcements (including next meeting date, time, and location) – (party or group responsible)

(Time Frame)   Program (only if a program or a speaker is planned for the meeting) – (party or group responsible)

(Time Frame)   Adjourn – (IAB Chair)

Appendix C

Sample IAB Meeting Minutes

Name of the IAB
Location
Date
Time

Note: The IAB mission statement could be included here.

Note: The meeting minutes are actually an extension of the meeting agenda, but include discussion and decisions concerning each agenda item; actions taken; next steps; motions taken or rejected; voting outcomes; and tabled items.

Welcome and Introductions

Names of the meeting participants and those unable to attend (i.e., "regrets")

Acceptance or corrections/amendments to previous meeting minutes

Reports of the Officers and Standing Committees

Reports of the Special Committees (or Task Forces)

Special Orders (if applicable)

Unfinished Business

New Business

Good of the Order (comments, suggestions, resolutions, etc.)

Announcements (including: next meeting date, time, and location)

Program (guest speakers, if applicable)

Adjourn (time)

Minutes respectfully submitted by (name), Secretary, (name of IAB)

(Name of the Academic Program)
(Name of the IAB) Bylaws

Note: The term "Board" may be replaced by Committee, Council, or other likewise named advisory group.

Article I: Name

The name of this advisory group shall be (*official name of the advisory group*).

Article II: Purpose

The purpose of the (*official name of the advisory group*) shall be to advise, assist, support, and advocate for the (*name of the academic program*) on matters pertaining to all constituents of the program related to student learning and instruction, facilities of the program, student activities, and career placement and advancement. *Note: Other or additional wording may be added to provide additional detail concerning the purpose and goals of the Board.*

Article III: Members

Section 1. Members shall be elected (or appointed) by the Board (or the academic administrator). The current Board may suggest potential members.

*Section 2. M*embers shall represent a cross-section of the industry (or occupation for which the Board serves as related to the academic program). Note: instructor(s) and/or administrator(s) may serve as ex-officio members of the Board.

Section 3. Member terms shall be three years with one-third of the membership appointed (or elected) each year. Two-thirds of the members will be retained each year, with no member serving more than two consecutive terms (six years). A former Board member may be reappointed or reelected after a one-year absence from the Board.

Article IV: Officers

Section 1. Officers shall be the Chair, Vice Chair, Secretary, and Treasurer. These officers shall be members of the (name of the IAB) Executive Committee.

Section 2. Officers shall be elected by simple majority at the final meeting of the year and shall assume their offices immediately following the meeting. Officers may be reelected.

Section 3. The duties of Officers shall be those commonly ascribed to these offices, as described in the following sections of these Bylaws. Note: a comprehensive list of the duties of the officers could be included in the IAB Operating Manual.

Section 4. The Chair shall be elected from among those members who have served on the Board for at least one year. The duties of the Chair shall be:
    a. To preside at the meetings of the Board;
    b. To serve as chair of the Executive Committee; and
    c. To appoint special subcommittees which may include individuals other than Board members.

Section 5. The Vice Chair shall assume all of the duties of the Chair due to absence or incapacity to serve.

Section 6. The Secretary shall:
    a. Keep records of the attendance of members at meetings;
    b. Keep a record of discussion and recommendations;

c. Maintain a permanent record file of Board activities; and

d. Distribute minutes of Board meetings and copies of other Board documents to Board members, the academic program, and other interested or associated parties.

Section 7. The Treasurer shall:

a. Assists in the preparation of the budget;

b. Monitors the budget;

c. Prepares and delivers a Financial Report at the Board meetings; and

d. Keep up-to-date records, as well as an audit trail for all transactions.

Section 8. The Executive Committee shall consist of the Chair, Vice Chair, Secretary, and Treasurer (and possibly some "at-large" members). The Executive Committee shall:

a. Act on urgent Board matters between meetings;

b. Prepare an agenda for each meeting in conjunction with the academic administrator; and

c. Call special meetings of the Board, as needed.

Article V: Meetings

Section 1. The Board shall comply with the requirements for the minimum number of meetings. Additional meetings shall be scheduled as necessary to accomplish the Plan of Work.

Section 2. A quorum at the meetings shall consist of a simple majority of appointed members.

Section 3. Decisions will commonly be made by a Board vote (or consensus). A formal vote shall be taken when a recommendation is to be forwarded to the academic administrator.

Article VI: Subcommittees

Section 1. Subcommittees shall be appointed by the Chair as needed to accomplish the Plan of Work.

Section 2. Subcommittees shall be of the size necessary to carry out their assigned tasks.

Section 3. Subcommittees shall elect their own chairs.

Section 4. Subcommittees shall report regularly to the Board.

Section 5. A subcommittee will automatically be discharged upon accomplishing the task(s) for which it was established.

Article VII: Parliamentary Authority

The Board shall be governed according to Robert's Rules of Order (Newly Revised), except as otherwise provided by these Bylaws.

Article VIII: Amendment of Bylaws

These Bylaws may be amended at any meeting of the Board by a two-thirds (2/3) majority vote, provided that the amendment has been submitted to Board members in writing at least thirty (30) days in advance of the meeting and providing that a quorum has been established at the meeting.

Bylaws adopted (date)
Bylaws amended (list of all amended dates or just the most recent amendment date)