Los Rios Community College District
CE Industry Advisory Committee Handbook

(December 2020)

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✓ PREAMBLE

The purpose of this Industry Advisory Committee Handbook is **to suggest successful practices** for the faculty and administrators who facilitate Industry Advisory Committees in the Los Rios Community College District.

Recognizing that each industry sector has its own character and objectives, the Advisory Committees are encouraged to make use of this guide to the extent that it serves them and their members in accomplishing their purpose. It is intended to serve as a living document that will be adapted and updated, through an iterative process, to reflect circumstances such as changes in the regional economy or directives from new policies or regulations. The Committee members recommend that the Handbook be reviewed on a periodic basis and updated as appropriate; a District collaborative effort will be led by the Career Education Council.

When making use of this guidebook, remember that **certain industry accreditors have their own industry-specific requirements with which the Advisory Committees may have to comply**.

The following resources were reviewed during this guidebook revision:

- The Strengthening Career and Technical Education for the 21st Century Act (the fifth reauthorization of the Carl D. Perkins Vocational and Technical Education Act), aka Perkins V;
- California Education Code;
- 2008-2012 California State Plan For Career Technical Education;
- The California Community Colleges Chancellor's Office;
- The Los Rios Community College District Chancellor's Office; and,
- Industry specific requirements that are dictated by industry-targeted regulatory agencies. Industry or program specific requirements are not included in this handbook, but program administrators must be aware of what, if any, requirements they are obligated to adhere to according to these entities.

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✓ PURPOSE OF INDUSTRY ADVISORY COMMITTEES

The foundational purpose of Career Education programs is to ensure our students have the education, training and skill sets for occupations in the region. Industry Advisory Committees provide an avenue for receiving current and critical input for career education programs in order to facilitate the success of students and the emerging workforce. The input obtained through Advisory Committees is to inform or solicit:

- o Program relevance and quality;
- o Program awareness, support, and advocacy; and,
- o Opportunities for students and staff.

While Committees recommend policies, strategies, procedures, and other ideas that will make for more effective programs, the decision to act on such recommendations is held by the college.

✓ COMMITTEE MEMBERSHIP

Although there is **no set mandate for Advisory Committee size and composition**, Committee membership should be drawn from a cross-section of stakeholders with interest and experience in a particular industry or occupational area. Examples include:

- o Industry, such as experienced professionals, employer representatives, human resources managers, and trade associations;
- o Labor representatives;
- o Regulatory entities (where applicable);
- o The college, such as program administrators, instructors, and academic and career counselors, work experience coordinators;
- o Other educational systems, such as high school or university;
- o Workforce Development Board representatives; and,
- o Students/Recent graduates.

Diverse representation will help assure holistic consideration of the issues being discussed, leading to quality decisions and quality programs.

While no general guidance exists that is applicable to all programs, **program administrators must be mindful of special conditions or requirements put in place by accreditation or other regulatory entities particular to specific programs**.

Suggested **strategies for identifying and recruiting committee members** include consulting with existing Committee members, faculty, and trade associations to identify potential recruits; leveraging the Committee's networks to provide introductions; and meeting with targets (over the phone or in person) to explore interest, expectations, and benefits of membership.

A **membership roster**, inclusive of names, affiliations, and contact information should be maintained and shared with the membership.

Ideal **committee size will vary**. When selecting members, coordinators should assure a large enough group to obtain diverse viewpoints, but contained enough to be able to effectively manage input and discussion.

Committees must be mindful of ways to encourage and honor the participation of members. Taking steps to **incentivize participation**, such as serving food/meals during meetings, finding ways to publicly recognize the members, and celebrating the accomplishments of the Committee are all ways to foster sustained engagement from the membership. While exceptions can be made, Perkins funding is not intended to pay for individual program Advisory Committees, so finding other sources of financial support are needed for any cost-incurring activities.

Employer Engagement

Industry engagement is a key factor in the success of career education programs. Likewise, employers have much to gain from taking part in Advisory Committee meetings. The benefits for employers should be communicated to encourage participation. Among other advantages, Advisory Committee participation provides employers with:

- o Direct access to the Los Rios community colleges' talent pipeline;
- o Influence over the training that students receive;
- o The opportunity to strengthen valuable professional connections with other industry leaders and the colleges;
- o Firsthand information from faculty regarding courses and curriculum.

✔ PLANNING, PROMOTING, AND HOSTING COMMITTEE MEETINGS

Section 134 of Perkins V passes authority for Advisory Committee operations to local eligible agencies, however, (as of the writing of this handbook), neither the State Chancellor's office nor the Los Rios Community College District have adopted specific guidance on administering Advisory Committees. Therefore, each program has some discretion to implement its Advisory Committee as it sees fit. The following provides suggested considerations.

Agenda and Goals

Clear and achievable meeting goals are critical to making the most out of the Advisory Committee's time together. Many Advisory Committees meet only once or twice per year. Therefore, deliberate goal and agenda setting is desirable, to ensure that meetings result in necessary decisions and actions, as well as lay the foundation for ongoing networking and engagement among administration, faculty, and industry partners.

In setting agendas, the Committee should keep in mind that its primary purpose is to improve student outcomes in preparing them for the workforce. All Committee meetings should be held with the intent of advancing this purpose, and not merely to check a box. Following are some **examples of meeting goals/agenda items** for Advisory Committees.

- o Program review[1];
- o Examining and responding to labor market/workplace trends;
- o Improving student recruitment;
- o Considering pre-requisite skills;
- o Assessing and responding to regulatory/legislative changes (or initiating such changes);
- o Addressing system-level policy change;
- o Developing work-based learning opportunities;
- o Hearing directly from student representatives;
- o Supporting professional development of faculty;
- o Improving community relations/awareness; and,
- o Expanding fund/resource development.

Agenda items and overall meeting design should be designed to **maximize dialogue among members**. In other words, more discussion and less presentation is preferred. In building your agenda, some examples of discussion questions to consider include:

- o What industry certifications do you require/prefer your workers to attain?
- o When you hire workers, what educational background and/or technical experience are you looking for?
- o Are these all the courses that are needed to prepare students for entry-level positions in your field?
- o What other courses or topics do you think would be useful?
- o Is there technology or software specific to the job that workers need to be familiar with?

Meetings are effective for sharing information, generating ideas and solutions, building relationships, and making decisions. Each agenda item should have a clear intent, with these

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[1] *Note: The California Education Code does not explicitly designate the Committee to be the body to conduct this program review; however, the Committee is a convenient place to obtain the necessary feedback from faculty and industry. The practice in the Los Rios Community College District has been to conduct program review in the Committee meetings.*

goals in mind. It must also be remembered that meetings aren't the only place where these goals can be achieved – taking steps outside of meetings to share information, gather feedback, and build partnerships are encouraged.

An Agenda Template is provided in Appendix A.

Frequency and Location

Although there is **no set mandate for frequency of meetings,** it is recommended that Committees meet at least once per year. Date, time, and venue or medium for the meeting should be decided based on Committee members' availability and convenience. Technology (e.g. video conference or other virtual solutions) should be used to the extent possible to make participation easy for members.

Minutes

Minutes of all meetings should be taken and made available for public review. Minutes should include the following information:

  - o   Name of Advisory Committee/program(s) served;
  - o   Date and location of meeting;
  - o   Attendees;
  - o   Record of all actions taken; and,
  - o   Brief summary of key discussion points for each agenda item.

Minutes should be made available online for public review, on a website deemed appropriate by the College and/or Dean (e.g., the college's website; the program website; etc.).

A Minutes Template is provided in Appendix B and a Sign In Sheet Template is provided in Appendix C.

Meeting Support

Administering Advisory Committees requires time and energy, but the benefits of well-run committees far outweigh the investment. Those wanting to (or charged with) hosting Advisory Committee meetings should **consult with their Dean and other leadership to assess what supports are available**. They should also consult with their colleagues to learn about successful practices and access tools and templates that have already been tested and proven.

A Suggested Meeting Preparation Meeting Timeline is provided in Appendix D.

✓ ENGAGEMENT BETWEEN MEETINGS

Communication and activities between meetings is critical to the overall success of the program. Opportunities for engagement between meetings will likely emerge from the meeting, and individual follow-ups may be necessary to capitalize on those opportunities.

One activity that is highly encouraged is alerting members of the changes and accomplishments that have resulted from their work. Communications like these assure members that their time is being valuably spent and will help sustain ongoing participation.

Additional examples of communications and activities to highlight between meetings include:

- o Inviting members to or sharing information about Career Education-related events, such as industry events, community outreach efforts, career fairs, and student recruitment events, whether hosted by the college or other entities;
- o Forwarding studies or other emerging news relevant to the field that will help members remain at the leading edge of trends in their field;
- o Sharing job opportunities, internships, and:
- o Hosting professional development activities, such as faculty trainings and externships.

Models and Exemplars of Advisory Committee Meetings are provided in Appendix E.

Suggestions for how Deans and their staff can assist faculty in the Advisory Committee Meeting process through Administrative Support are provided in Appendix F.

College Name
Program/Advisory Committee Name
Meeting Date
Meeting Time
Meeting Location

Meeting Objectives
- A
- B

Agenda Item (Action, Information, or Discussion)	Presenter	Time Allotment
1. Welcome and Introductions (Information)	*Insert Name*	5 min
2. Call for Additional Agenda Items / Approval of Meeting Agenda (Action)	*Insert Name*	2 min
3. Approval of [Prior Meeting Date] Minutes (Action)	*Insert Name*	3 min
4. Update on Activities Since Last Meeting (Information)	*Insert Name*	5 min
5. Finalize Student Outreach/Recruitment Strategy (Action)	*Insert Name*	
6. Review Labor Market Data Update (Discussion)	*Insert Name*	
7. Examine Emerging Technological Needs (Discussion)	*Insert Name*	
8. Review Actions and Next Steps	*Insert Name*	

APPENDIX B - MINUTES TEMPLATE

College Name
Program/Advisory Committee Name
Meeting Date
Meeting Time
Meeting Location

<u>Minutes</u>

Members Attending:

Members Absent:

Guests Attending:

<u>Topic 1 Title</u>

Decisions/Actions:
- …

Key Discussion Points:
- …

Next Steps/Assignments:
- …

<u>Topic 2 Title</u>

Decisions/Actions:
- …

Key Discussion Points:
- …

Next Steps/Assignments:
- …

✔ APPENDIX C - SIGN IN SHEET TEMPLATE

College Name
Program/Advisory Committee Name
Meeting Date
Meeting Time
Meeting Location

Name	Title	Company/Affiliation	Phone	Email

Appendix D - Suggested Meeting Preparation Timeline

The responsibility for preparing and hosting meetings, as outlined in this suggested timeline, is shared between faculty and administrators.

At least 90 days before meeting	Send call for agenda items and draft initial agenda
At least 75 days before meeting	Assess availability of critical participants, desired speakers, and venue
At least 75 days before meeting	Affirm/update meeting invite list
At least 60 days before meeting	Set meeting date, time, and location and send save the date
At least 45 days before meeting	Finalize agenda and make all assignments needed to achieve agenda
One month prior to meeting	Send meeting agenda, available materials, and request for RSVPs
Two weeks prior to meeting	Send meeting reminder (including agenda, meeting materials, and RSVP request
One week prior to meeting	Send meeting reminder (including agenda, meeting materials, and RSVP request
One week prior to meeting	Order food/refreshments
Two days prior to meeting	Print materials and gather items needed for meeting
Day of meeting	Hold meeting
Approximately one week after meeting	Post written meeting summary and send to attendees

✓ APPENDIX E - MODELS AND EXEMPLARS

In light of each industry sector and Advisory Committee having its own character and objectives, the following examples are provided to demonstrate some successful and/or creative approaches for operating Advisory Committees. They are not provided to suggest the only approach, but rather to provide examples of various approaches.

American River College

Legal Assisting

"My Advisory Committee is comprised mostly of working legal professionals and we all know that in the world of law, time is money. In order to accommodate our members' busy schedules, we run our Advisory Committee meetings almost exclusively through Zoom. Our meetings are scheduled for one hour and the agenda is set in advance so everyone knows what will be discussed. I am mindful of the time, but also encourage discussion and the free flow of ideas. I find that since members are not worried about running back to work, they are fully present and able to give guidance, lead discussions, and help take our program to the next level. I don't think that meeting online detracts from the quality of the discussions either. We can all see each other, so we've become familiar over time. The Zoom meetings keep us focused and outcome driven. I think it's a fantastic way to run a meeting!"

Asha B. Wilkerson, Esq., Associate Professor & Department Chair, Legal Studies

Design and Engineering Technology

"The Design & Engineering Tech Advisory Committee is mostly composed of companies that either often hire our graduates or that are using cutting edge technology that our Department may soon need to teach. As most members are busy working in a time-demanding industry, we try to be respectful of their time by doing some of the following things each year:

- We choose a different focus group each year ... recently graduated students, mid-level designers, top company leaders. Sometimes we focus on a new industry such as our current focus on the use of drone technology in architectural and civil design; or 3d point cloud generation with conversion to VR for customer visualizations.
- For the last few years, we have met with some of our advisory members individually at their workplace so as to respect their time. This gives us the added bonus of seeing some of our former students working on projects that demonstrate how far they have advanced from their first classes in our program(s).

- We also have a google form in which our advisors can provide us their specific feedback concerning our plans and our spending priorities.

We seem to get good responses by using these methods."

Randy Schuster, Department Chair, Design Technology

Culinary Arts & Hospitality Management

"The Culinary Arts & Hospitality Management Advisory Committee is as diverse as the industry itself. Our membership includes managers and owners from different sectors of industry, with representation from fine dining restaurants, fast food, family, catering, food trucks, hotels, as well as the local industry associations. We are lucky to include program graduates who are now running their own businesses and have completed the department's curriculum and can share their experiences.

With an industry that never stops we do our best to vary meeting times and avoid times later in the week or later in the afternoon when many of our members need to run their businesses. We find having detailed discussion points published prior to our meetings not only allows our meetings to be run more smoothly but allows those who are unable to attend to contribute by providing comments ideally prior to, but sometimes even after the meeting."

Brian Knirk, EdD; Chair, Culinary Arts & Hospitality Management

ASL-English Interpreting Program

"The ASL-English Interpreting program Advisory Committee is comprised of about 30 members representing a diverse group of stakeholders. Our committee includes working interpreters, agency owners that hire interpreters, Deaf consumers of interpreting services, representatives from the ASL & Deaf culture programs from across the District and state, recent program graduates and current students. While this may seem like a large undertaking, bringing in stakeholders from various groups allows us to coordinate our efforts so that students enter the program with the foundational knowledge and skills they need, and they leave our program with clear pathways after graduation. Having students and Deaf community members engaged means that we hear from the people who are most impacted by our program's decisions and they keep us centered on developing a program that is committed to communication equity within the Deaf community.

At 3 hours per semester, our meetings probably run longer than most Advisory Committees, but our members are invested and value the opportunity to get together. We provide food and drinks and they help us make decisions to move the program forward. The benefit of having so many stakeholders together in a room is that our committee members often leave with goals

and plans for their own organizations/groups as well, resulting in coordinated efforts within our field."

Erica West Oyedele, Department Chair, ASL-English Interpreting
Jill Birchall, Department Chair, ASL & Deaf Culture Studies

Cosumnes River College

Culinary Arts Management

"For my department, being involved in a large Advisory Committee has offered many benefits. Our Advisory Committee is comprised of approximately 35 active members. The hospitality and food service industry is a large sweeping industry and having a large, diverse committee helps us ensure as many segments of that industry as possible are represented. Being a part of a larger committee has also given the department the opportunity to include past and present students, high school and university partners, and colleagues from across different departments at the college on the Advisory Committee, all of whom have provided valuable insight into the training the department provides. The Committee is structured with different subcommittees that serve the interests of the programs represented. This structure lets members really dig into topics they are interested in and feel like they are contributing to the program, and is an easy way to keep subcommittee members engaged between meetings. Although I recognize this structure would not work for every department, for us the benefits have outweighed the challenges."

Michael Frigm, Culinary Arts Management Professor, Culinary Arts Management Department

Nutrition

"Before the COVID-19 pandemic, our program has utilized remote meeting formats (with Zoom) because many of our members work full-time or have other obligations making it difficult to attend physical meetings. Virtual meeting saves on travel time, money (in addition to the environmental benefits) and is convenient. (A Zoom account is not required to attend a Zoom meeting as a participant.) In addition, our program began as one of the first programs to be completely online, so we are very familiar with virtual conferences/meetings. With virtual meetings, we can connect with our advisory board members who otherwise might not have engaged. We email a "save the date" (about a month before), the agenda (at least 2 weeks in advance), and any additional reading (background) material (emphasizing the "heart of the issues") to the members. Four to seven days before the meeting date, we remind the members of the meeting time and date. In addition, we send out a Zoom invite that will populate their Outlook Calendar. Our meeting is typically 1 to 1 ½ hour in length.

Our goal is to be succinct and effective; however, we allow some time (during the welcome or if they want to stay after) for our members to learn about each other, especially for the new

members. We are diligent in making sure our members know what we want/need from them (i.e., how to move forward, what requires further study, etc.). During the meeting, the action plans and point person(s) are identified. Before the end of the meeting, we go around the "zoom" to ensure everyone had a chance to voice their opinions, comments, feedback, questions, etc. The meeting minutes are emailed to all members within a couple of days (while things are still fresh in everyone's head) so that any errors, feedbacks, questions are addressed/corrected before the minutes are approved at the next meeting. We maintain email follow-up to continue the conversation and to maintain momentum. Virtual advisory meetings enable us to be more focused, flexible, and fast."

> *Dana Wu Wassmer, Nutrition Professor, Health and Human Services Department, Cosumnes River College*

Cosumnes River College and Folsom Lake College

CRC/Diagnostics Imaging and FLC/Advanced Imaging

Each of these departments is small and has multiple clinical partners. The clinical partners are not able to attend multiple advisory meetings. All Imaging programs in the North Region (LRCCD colleges and Yuba/Woodland) gather quarterly for a regional meeting supported by the Health Regional Director of Employer Engagement and co-chaired by a hospital system Imaging Director. The membership is made up of the program faculty, supervising administrators, and clinical partner representatives. Typically, the agenda starts with industry providing updates on labor market needs and new skills/content that should be added to the curriculum. Ideas for potential new programs are discussed as new occupations arise. Each program provides an update and seeks industry feedback to ensure curriculum, equipment, clinical experiences, etc., are meeting industry needs.

> *Vicky Maryatt, Dean, Career Education, Folsom Lake College*

Folsom Lake College

Medical Laboratory Technician

"The Medical Laboratory Technician Advisory Board consists of clinical partners, preceptors, faculty, and former students. The Advisory Board meets at least twice per year, sometimes more, depending on the needs of the program. The Advisory Board meets in person for at least one of our meetings. A typical Advisory Board meeting consists of the approval of the previous minutes, a review of the curriculum for one class, an update on current students and recent graduates, budget & accreditation review, and finally an update on any emerging issues.

The Advisory Board gives invaluable insight to the Medical Laboratory Technician program and no major decisions are made without first receiving their input."

Jason Pedro, Department Chair, Allied Health

Technical Theatre

"In recent years, the Folsom Lake College Technical Theatre faculty has partnered with the Sierra College Theatre Department to host a two-college advisory meeting that includes representatives made up of entertainment industry professionals (including the stagehands union), college and secondary educators, and students with a vested interest in the education and development of the technical theater workforce. The Committee meets biannually to discuss and advise the technical theater program. When possible, the meeting is scheduled early evening, say 4:30 - 6:30 pm, and Committee members receive optional tickets to the current student theatre production happening just after the meeting. This Advisory Committee has approximately 15 loyal members who return each semester and actively participate in the discussion."

Ian Wallace, Chair, Technical Theatre Department

Sacramento City College and American River College

Nursing

"The Los Rios Nursing programs use overlapping industry partners and share resources. There is collaboration and collegiality established among all nursing programs in the Greater Sacramento Area. For this reason, American River College, Sacramento City College, Sierra College, and Yuba College share a Regional Nursing Advisory Meeting once each year, rotating meeting facilitation with each program on an annual basis. The membership consists of clinical partner representatives, program faculty, deans and directors, and others who may be important stakeholders. Each year schools provide an update to industry partners, followed by a review of industry needs, and projection of upcoming trends in healthcare. The meetings provide important dialogue for schools and industry to meet and adjust alignment of academic rigor to meet the changing needs of the healthcare environment."

Dr. Carel Mountain and Dr. Sandra Wyrick, Directors of Nursing Sacramento City College and American River College respectively

Sacramento City College

Design and Digital Media Department

"Our program focuses on four distinct areas - graphic design, Web design, 3D modeling and animation, and video game design. While these areas have crossover in the industry, they are distinct enough that convening a single Advisory Committee is not productive. Our approach is to focus on one area or two combined areas each semester and gather a new ad hoc committee for each meeting instead of having the same committee members each time. We have a core group of design, animation and game professionals that we do tend to include each time their industry is the focus, but we try to bring in new representatives as well, along with relevant high school and university representatives. Additionally, we often (not always) focus our meetings on a specific theme to be addressed, such as 'sustainable practices in the local graphic design industry' or 'forecasting trends in animation and game design tools.' This coming year it is likely we will focus on 'distributed project teams' and/or 'hiring and training practices in the online-only world.'"

Don Button, Professor/Department Chair, Design and Digital Media, (formerly Graphic Communication)

Sacramento City College - Mechanical-Electrical Technology (MET) Department

"Sacramento City College's Mechanical-Electrical (MET) Technology Department has two distinct programs: Commercial Heating, Ventilation, and Air Conditioning/Refrigeration (HVAC/R), commonly known as the MET program, and Industrial Mechanic Technology (IMMT). Due to the unique differences, the MET Department has formed two separate Industry Advisory Committees.

The MET Program typically has at least one formal Industry Advisory Committee meeting a year. These meetings are held in the fall, as spring and summer months tend to be very busy for our Committee members. Since the HVAC/R community encompasses a very diversified industry sector, we try to have Committee members from each of the major industry sectors. In the event input is needed from one particular sector, only those Committee members representing that sector are consulted. The IMMT Program is relatively new to the College. As with the MET Program, the IMMT Program will have one formal Industry Advisory Committee Meeting a year, more if required. This program covers three basic industry sectors: Advanced Manufacturing, Food Processing, and Product Distribution. If specialized input is required, the appropriate industry sector will be contacted."

Jonathan Zeh, Professor, Mechanical-Electrical Technology Department, Sacramento City College

✓ APPENDIX F - ADMINISTRATIVE SUPPORT

Advisory Committee meetings are critical for Career Education program relevancy to prepare students for success in the workplace with current knowledge, skills, and attitudes. Industry input also serves as an avenue for LRCCD CE programs to create program awareness and identify opportunities for students and staff. As such, Advisory Committee meetings should focus on active engagement and dialogue with industry partners.

In the process of this major handbook revision, the LRCCD Committee noted that there was a previous focus on checking off compliance boxes and Perkins requirements during advisory meetings. Research discovered that most Perkins "requirements" do not actually exist, or are applicable specifically to K-12. This resulted in a significant paradigm shift for advisory meetings. All CE programs should host advisory meetings, not solely those receiving Perkins funding. Administration can support CE faculty with this new approach, ensuring that effective information sharing and relationship building are at the core of advisory meetings.

Hosting an advisory board meeting requires work and planning. Deans and their staff can help faculty in the following manner:

- Encourage and assist faculty to identify and invite industry partners to meetings. This may also include identification of students who provide a valuable perspective. Generally, meetings are 15 people or less. The needs of the program and industry will dictate the size and composition of the group and timing of the meetings during the year. Some programs may meet as a regional group. The **Models and Exemplars in *Appendix E*** provide examples of how CE programs across the District effectively engage with community members.
- Assist faculty by identifying program needs that will benefit from industry input. These needs will dictate the agenda items that will change from year to year. Agendas will not be the same among CE programs; one size does not fit all.
- Provide clerical staff as available to type up agendas, send out invites and collect RSVPs, arrange meeting rooms (including virtual options), provide parking passes, etc. A best practice is to provide clerical staff to take minutes where possible. It is very difficult to take accurate minutes while engaging in dialog. NOTE: In work on this handbook, CCCCO clarified that Perkins funding *may not* pay for food for department meetings. If possible, find resources to purchase food for Committee members.
- Encourage faculty to consider a virtual approach if it leads to meaningful engagement. Remote education is changing the landscape of Advisory Committee meetings. Some programs successfully met virtually before current circumstances.
- Attend the Advisory Committee meetings. Industry members will provide input to policies, curriculum, procedures, etc. Deans can support faculty communicating that acting on the highly valued recommendations is ultimately up to the program and college.
- Support faculty's active engagement with the Advisory Committees. Activity suggestions are found on page 5 of this handbook.