Utah Valley University

Program Advisory Board: Resource Guidebook

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UVU Program Advisory Board Policy

At Utah Valley University (UVU), all program advisory boards operate under the governance and guidance of university policy. These boards play a crucial role by offering valuable industry and community insights, expertise, and recommendations to the university's executive leadership. While advisory boards provide essential consultation and deliberation, they do not possess statutory or delegated governance, financial, or administrative authority over UVU or its programs. This policy applies to all current and future advisory boards affiliated with UVU, ensuring that members act ethically, avoid conflicts of interest, and comply with all relevant university policies and legal requirements. The establishment, oversight, and potential discontinuation of advisory boards are managed by designated university executives, ensuring alignment with UVU's strategic goals and standards.

UVU POLICY 104: ADVANCEMENT BOARDS AND PROGRAM ADVISORY BOARDS

Introduction

Purpose of a Program Advisory Board

"1.1 Utah Valley University appreciates the vital contributions of individuals not employed by UVU serving on our advancement boards and program advisory boards. Board members enrich the student experience and strengthen the institution through expertise, support, insight, and private resources. This policy outlines the purpose of boards, their governance, and supports board members in their service to the University. -*UVU Policy 104: Advancement Boards and Program Advisory Boards*

Whether you are new to the program advisory board process or have years of experience, it is essential to understand the role and importance of a program advisory board for each academic program. A Program Advisory Board consists of individuals whose diverse experiences and skills reflect a specific occupational field. The main goal of the board is to support educators in creating, managing, and assessing the academic program to meet the needs of students, the community, and business/industry partners. Additionally, the program advisory board offers valuable insights and expertise on current and future industry and technological trends. In today's rapidly changing economy and workforce, your contribution is crucial for student success!

Academic programs should be designed to address both the workforce development needs of the community and the interests of individual students. Program advisory boards play a crucial role in enhancing collaboration between Utah Valley University (UVU) program leaders and the communities they serve. Without the guidance of an program advisory board or strong program advisory committees, UVU programs risk teaching outdated material, imparting obsolete skills, or missing valuable opportunities for students. Programs with robust advisory support, on the other hand, tend to offer the most current curriculum and utilize the latest technology, giving students a competitive edge. The ongoing dialogue between program advisory board members and university educators ensures that students receive real-world insights and prepares them effectively for today's workforce and society.

Many of the key activities for an effective program advisory board can be categorized into three principal areas:

- **Advisory Role**: The program advisory board evaluates specific aspects of the academic program and offers suggestions for enhancements. This might include curriculum updates, facility improvements, budget adjustments, new instructional materials and equipment, or the implementation of new safety policies.

- **Assistance Role**: The program advisory board supports instructors and administrators in carrying out specific tasks. These tasks could involve judging skill competitions, establishing scholarship programs, or organizing meaningful work-based learning opportunities for students.

- **Advocacy Role**: The program advisory board promotes UVU programs within the community and works to strengthen relationships between UVU educators, business and industry partners, and the community. This promotion might involve speaking to legislators, advocating for academic and career technical education at board meetings, authoring articles for local newspapers, or securing media coverage for unique events.

"5.1.1 University entities wishing to establish a board must complete the Board Charter Form provided by Office of General Counsel and available on UVU's website for submission to a sponsoring university executive.

- UVU Policy 104: Advancement Boards and Program Advisory Boards

Tips for Active and Effective Program Advisory Boards

4.5.1 Administrative oversight of each board will be the responsibility of a sponsoring university executive, who is responsible for chartering the board and for vetting and approving board members. The sponsoring university executive may appoint a designee (a university employee) to perform all duties of the sponsoring university executive, with the exception of presenting the charter for approval in President's Council. - *UVU Policy 104: Advancement Boards and Program Advisory Boards*

Involve the Right Stakeholders:

- Invite a diverse range of business partners to lead, including:
  - Private and public employers, small business owners.
  - Industry associations.
  - Faculty, administrators, and students.
- Follow these steps:
  - Appoint an experienced leader to chair the committee and build membership.
  - Clearly communicate expectations to invitees.
  - Ensure diverse representation on the Advisory Board (faculty, staff, employers; diversity in gender, race/ethnicity, business size).
  - Set specific, measurable, and mutually beneficial goals with assigned roles and timelines.
  - Track progress and request updates regularly.
  - Stick to a set agenda and time.

Engage Business Partners

- There are numerous ways for business partners to get involved beyond the Program Advisory board. Here are some ongoing engagement ideas:
  - Participate in the program as mentors, guest speakers, mock interviewers, competition judges, and project volunteers.
  - Visit UVU classrooms and labs and host students and faculty at your job sites.
  - Offer internships, apprenticeships, and job shadowing opportunities. Connect with UVU's Career and Internship Office for additional support and ideas.
  - Donate materials and equipment to support the program.
  - Involve UVU instructors in current industry activities, such as externships and employee training.
  - Hire program graduates.

Measure Success Indicators

- Evaluate the impact by achieving these objectives:
  - Educators gain insights into regional job opportunities and the skills needed for success.

- Business leaders contribute to curriculum development, providing content, materials, and equipment to ensure students learn current industry skills.
- Employers and educators connect students to work-based learning opportunities, offering field experience during their studies.
- Employers support graduates and feel confident in hiring them.

Industry Member Recruitment and Program Advisory Board Management

Industry Member Recruitment

UVU's guidelines for active and effective program advisory boards suggest that a range of external and internal stakeholders be involved including private employers, small business owners, public employers, industry associations, faculty, administrators, and students.

For an effective advisory board, members should include representatives from relevant businesses and industries that reflect the relevant industry occupations, especially individuals who stay informed about changes in their industries. Ideally, representation on the committee should also reflect the diversity of students enrolled in UVU programs.

Factors to Consider for recruiting potential Industry Members:

When recruiting potential industry members for a Program Advisory Board, consider the following factors:

- **Expertise and Experience**: Look for individuals with considerable experience and expertise in the relevant industry. Their knowledge can provide valuable insights and guidance.
- **Reputation and Influence**: Consider individuals who are well-respected and influential in their field. Their involvement can enhance the credibility and visibility of the program.
- **Commitment and Availability**: Ensure that potential members have the time and willingness to actively participate and contribute to the board's activities.
- **Alignment with Program Goals**: Select members whose values and goals align with those of the program. This ensures a cohesive and focused advisory board.
- **Networking and Connections**: Members with strong professional networks can help in expanding the program's reach and resources.
- **Communication Skills**: Effective communication is crucial for collaboration and decision-making. Look for individuals who can articulate their ideas clearly and constructively.
- **Previous Board Experience**: Experience on other advisory boards can be beneficial, as these individuals are familiar with the responsibilities and dynamics of such roles.

Types of Support Industry Board Members Can Provide

Industry board members can engage beyond the Program Advisory Board in various ways:

- **Advise on standards:**
  - Academic, technical, and employability.
- **Evaluate student performance:**
  - Metrics like completion rates, job placements, and licensing exam results.
- **Identify needs:**
  - Local labor market and state-of-the-art equipment.
- **Assess equipment and facilities:**
  - Provide recommendations.
- **Mentor students.**
  - Provide one-on-one interaction with current students.
- **Offer work-based learning**:
  - For students and in-service activities for instructors.
- **Open training:**
  - Industry-based training for instructors.
- **Support membership:**
  - Instructors' participation in associations.
- **Provide learning experiences:**
  - Simulations, labs, field trips, internships, clinical rotations, and work experiences.
- **Guest speaking:**
  - Present topics or workshops.
- **Advise on resources:**
  - Equipment, labs, staff qualifications, and facilities.
- **Assist with job placement.**

- **Provide resources:**
  - Equipment, materials, and facilities.
- **Advocate and advise:**
  - On career pathways.
- **Leverage community resources**:
  - Broker partnerships.

Advisory Board Management:

To ensure effectiveness, program advisory boards should be diverse enough to reflect the community while staying manageable. Boards with fewer than five members may lack the necessary perspectives, industry insights, and diversity. On the other hand, boards with more than 15-20 members can be difficult to manage and may struggle to meet their goals. The ideal size is typically between seven and eleven members, with nine being a well-balanced number.

Selection and Function of Program Advisory Board Appointments:

Chair

The Chair, in collaboration with the educational department chair, presides over meetings, calls meetings as needed, appoints necessary sub-committees, and represents the advisory committee in other groups. The Chair is responsible for fostering a cohesive and effective group, creating an environment that encourages positive committee action.

Duties Do Not Include:

- **Day-to-Day Management:** The chairperson does not oversee the daily operations of the academic program or the institution.
- **Administrative Tasks:** Routine administrative tasks, such as clerical work or managing staff, are not part of the chairperson's duties.
- **Decision-Making Authority:** The chairperson does not have the authority to make final decisions on behalf of the program or institution; their role is advisory.
- **Financial Management**: Managing the program's budget or financial resources is not typically within the chairperson's responsibilities.
- **Teaching:** The chairperson is not responsible for teaching courses or directly instructing students.

Secretary (Optional)

The role of a program advisory board secretary is crucial for ensuring smooth operations and effective governance. These tasks help the board function effectively and support the institution's goals. Some advisory board chairs will fill this role or will work with program administrative assistant staff to complete tasks. Here are the key responsibilities and tasks:

- **Meeting Management**:
  - Schedule and organize board meetings.
  - Prepare and distribute meeting agendas.
  - Take accurate meeting minutes and ensure they are approved.
- **Record Keeping**:
  - Maintain and securely store official board documents and contracts.
  - Track board member terms and attendance.
- **Advisory and Compliance**:
  - Provide guidance on the university's legal and constitutional responsibilities.
  - Ensure regulatory compliance.
- **Communication and Coordination**:

  - Manage the flow of information within the governance structure.
  - Facilitate communication between the board, administrative leadership, and other stakeholders.
- **Board Development**:
  - Assist in recruiting and developing board members.
  - Support board performance and development initiatives.
- **Support and Facilitation**:
  - Assist in setting the board agenda.

College Representative(s)

A college representative on a program advisory board plays a crucial role in bridging the gap between the institution and the industry. Here are their key responsibilities:

- **Provide Academic Insight**:
  - Offer expertise on curriculum development and academic standards.
  - Ensure that the program aligns with educational goals and standards.
- **Facilitate Communication**:
  - Act as a liaison between the college and external stakeholders.
  - Communicate the needs and feedback of the institution to the board.
- **Support Program Development**:
  - Assist in identifying industry trends and labor market needs.
  - Help integrate practical, industry-relevant skills into the curriculum.
- **Promote Student Opportunities**:
  - Advocate for student internships, apprenticeships, and job placements.
  - Facilitate connections between students and potential employers.
- **Enhance Resource Allocation**:
  - Advise on the acquisition of state-of-the-art equipment and resources.
  - Ensure that facilities and materials meet industry standards.
- **Encourage Diversity and Inclusion**:
  - Promote diverse representation within the advisory board.
  - Ensure that the program reflects the diversity of the student body.

Membership Terms of Service:

Setting term limits for program advisory board members ensures a steady influx of fresh ideas, keeping the board's guidance relevant. A common structure is a three-year term, with staggered membership so that one-third of the members are replaced each year. Department Chairs should periodically refresh the board by recruiting new members while encouraging effective members to serve consecutive terms.

Orientation and Recognition

Program Advisory Board Member Orientation

Although not required, it is recommended that new board members should be provided with an orientation to their role on the UVU Program Advisory Board. Additionally, both new and existing members should be well-informed about the UVU program offered at the school.

Some recommended ways to provide the program information to the board members are:

- Interviews with faculty.
- Tours of program facilities.
- Review of curriculum materials including textbooks, and online resources.
- Talking with students.

Additionally, what do new board members need to understand about UVU to be effective?

- Overview of UVU's Vision 2030 and university strategic goals.
- Description of programs offered.
- Roles and responsibilities as a Program Advisory Board member.
- Board management – agendas, minutes, etc.

Program Advisory Board Member Recognition

Most advisory board members will continue to serve if their experience and talents are utilized and if their recommendations, even if not accepted and implemented, are at least seriously considered by the board. Board members serve without pay, but the rewards are substantial for people who are dedicated to the welfare of their community and their local educational institutions. Members can derive satisfaction from assisting young people to successfully enter the workforce by sharing their own experiences, knowledge, and abilities.

Advisory board members should be appreciated and recognized for their dedication, expertise, and the time and energy they contribute. School or college officials should acknowledge their efforts as frequently as possible.

Here are some ways to achieve this:

- Publicly acknowledge members at meetings and school events, through press releases, personal letters of appreciation, and special certificates.
- Include members' names on program advisory board stationery and publications.
- Document significant comments made by members in meeting minutes.
- Invite members to school functions and unique events.
- Distribute pertinent materials and publications to members for their review and solicit their feedback.
- Take committee recommendations seriously, listen to, and respond to suggestions.
- Display the names of committee members prominently within the institution.
- Offer certificates, plaques, or other tokens of appreciation upon the completion of members' terms.

Program Advisory Board Priorities and Contributions

Priorities

Priorities for the advisory committee's work plan usually fall into one of these categories, but are not limited to the following:

- Curriculum and technical skills assessments
- Facilities and equipment
- Faculty/staff development
- Career development and work-based learning
- Student recruitment, mentoring and placement.
- Program resources.
- Program evaluation.

Curriculum

Program advisory boards are crucial for university curriculum development as they provide industry insights, expert knowledge, and networking opportunities. They ensure the curriculum stays relevant, identify emerging trends, and help maintain high educational standards. Additionally, they guide on essential industry credentials, safety concerns, and resource needs, bridging the gap between academia and the job market.

- **Curriculum Review:**
  - Advise on academic, technical, and employability standards, including program goals, structure, curriculum frameworks, and assessments.
- **Program Modifications:**
  - Offer insights for developing program goals. Document recommendations in meeting minutes. Ensure modifications comply with institutional, state, or accrediting guidelines.
- **Emerging Fields:**
  - Identify new or emerging fields in the technological workplace.
- **New Programs:**
  - Recommend job titles for proposed programs. Use O*Net Online for occupational information.
- **Industry Credentials:**
  - Identify essential industry standards and credentials for career pathways.
- **Safety:**
  - Provide input on safety concerns, training, and equipment.
- **Course Materials:**
  - Suggest updates or supplements for textbooks. Final decisions rest with program faculty. Promote Open Education Resources (OER) to reduce student costs.

Faculty/Staff Development:

There are several ways in which advisory boards can be engaged in faculty/staff development. These activities may include, but are not limited to, the following:

- Open industry-based training to instructors.
- Underwrite instructors' memberships or participation in trade associations.
- Provide instructors with retraining, back-to-industry training and summer work opportunities designed to help faculty upgrade their technical skills.
- Identify training or industry related conferences that may provide information and training to faculty/staff.
- Write letters of support for faculty/staff that are requesting funds to pay for training opportunities.

Students: Recruitment, Mentoring & Placement:

Program advisory boards can play a key role in identifying available jobs, recruiting, and mentoring students in a career pathway and in placing program graduates.

Program Resources (Equipment & Funding):

4.7.1 Fundraising activities by all boards are governed by UVU Policy 231 Fundraising Authority, Responsibility, and Coordination. Program advisory boards must coordinate fundraising with their college's advancement board. In accordance with this policy, all donations or gifts must be processed and receipted through Institutional Advancement. **- *UVU Policy 104: Advancement Boards and Program Advisory Boards***

Program advisory boards play a pivotal role in enhancing educational and technical programs by offering guidance on resources, facilitating donations, and assisting with fundraising efforts.

- Program advisory boards are an essential resource, providing advice on equipment, laboratories, shops, and specialized educational and training facilities. They can help leverage business and community resources.
- Program advisory board members can facilitate donations of materials, equipment, and/or services to support professional educational and technical programs when such donations follow approved processes for receiving and documenting gifts to the College.
- Program advisory board members may include individuals that can assist with fundraising for scholarships and other program needs.

Program Evaluation:

Program advisory boards are essential in the evaluation of programs at Utah Valley

University. Some of the types of program evaluations that industry voices can contribute to for:

- Instructional Program Review.
- Biennial Carl Perkins Comprehensive Local Needs Assessment (CLNA) or other grant reviews.
- Accreditation or licensure reviews as needed.