

ARIZONA

Career and Technical Education

Local Advisory Committee
Leadership Guide

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FOREWARD

One of the most common characteristics associated with *quality programs* in career and technical education is their link with the business community. Local advisory committees are, in many cases, the most effective way to develop and strengthen such partnerships.

Local advisory committees are designed to increase the participation of the public in local career and technical education programs and to provide greater cooperation between career and technical education and the private sector in:

- Preparing individuals for employment and entrepreneurship
- Promoting quality career and technical education
- Making career and technical education more responsive to, and reflective of, both the labor market and business/industry

The *purpose* of this guide is to help local advisory committee chairpersons, members, administrators and instructors to improve the overall quality of career and technical education in Arizona. This guide outlines a process that advisory committees *may* follow to establish or improve the organizational structure of the committee and to plan and carry out a program of work based on the needs of the program and the requirements of the community it serves.

PART I

PURPOSE AND ROLES OF LOCAL ADVISORY COMMITTEES

Purpose of the Committee

The primary purpose of advisory committees is to help schools and institutions improve the quality of instruction in career and technical education programs. These committees are selected by local schools and are drawn primarily from the private sector with appropriate public sector representation. Members are volunteers who share an expert knowledge of the job tasks and competency requirements for specific occupations.

Roles of the Committee

Advisory committees have three major roles:

- **To advise** – The advisory committee assesses specific areas of the career and technical education program and makes suggestions and recommendations designed to improve that specific area. Such recommendations could include the modification of curriculum, purchase of new instructional materials or equipment or adoption of a new safety policy.
- **To assist** – The advisory committee helps the instructor and/or administrator carry out specific activities. These activities could include judging competitive skill events, setting up a scholarship program or obtaining media coverage for special events.
- **To support and advocate** – The advisory committee promotes the career and technical education program throughout the community. Promotion or marketing could include talking to legislators, speaking for career and technical education at board meetings, writing articles for local newspapers or arranging publicity.

Roles of the Chairperson

The chairperson is critical to the effectiveness of the committee. The chairperson sets the tone for the committee, because it is she or he who develops the agenda with the instructor and moves the committee through each agenda item. There are four major elements to becoming a successful chairperson:

- **Keep the committee's purpose in mind**

The advisory committee's purpose is to strengthen the career and technical education program it serves. The committee exists to advise, to assist and to support and advocate for career and technical education. It has *no* legislative or administrative authority. The committee works cooperatively with school officials in planning and carrying out committee work.

- **Take charge**

The main objective of the chair is to create and maintain a cohesive working group. The chairperson, together with the instructor, creates an environment for positive committee action. Draw on the expertise of individual committee members. Give committee assignments to individual members who have the most expertise or show the most enthusiasm for a given topic.

- **Expect results**

An effective committee is one that knows something positive will occur as a result of their work. The committee must decide what they want to accomplish and then develop a plan to accomplish it. The chairperson guides the members through discussion resulting in a program of work that will enable the committee to meet its stated goals.

- **Be organized**

Well-organized meetings add to the advisory committee's effectiveness. Busy committee members are more likely to remain involved when their time is used well. To accomplish this, schedule meetings well in advance and start and end them on time. Distribute the agenda to members several days prior to the meeting. Pace the meeting accordingly, so to, complete all the agenda items. And, set a tentative date for the next meeting prior to adjourning.

Roles of the Instructor

The instructor is key to the effectiveness of the committee. In order for committee members to gain a sense of satisfaction from serving on an advisory committee, the instructor must believe in the concept of the advisory committee and be willing to accept and act on the committee's advice. To work effectively with advisory committees, instructors should:

- **Appoint leaders to the committee**

Nominate persons whose opinions are respected. The value of any recommendation of the committee will be equal to the collective respect the community, institution and/or board have for the members of the committee. If opinions differ, try to have several viewpoints represented on the committee.

- **Provide information and follow through**

Provide accurate and concise information so members can make informed decisions and recommendations.

Be honest and candid. Don't hesitate to lay out actual or potential problems or to point out worthwhile accomplishments. The committee needs to be able to see both sides of the coin.

Follow through with any reasonable request from or promise to the committee. If you cannot comply with a request, tell the committee why it is not possible to carry out their request.

- **Provide guidance and support**

The committee's success depends on how well the members understand their role. New members should be orientated to their responsibilities and tasks. The instructor should also meet with the newly elected chairperson to review this guide, committee bylaws, past accomplishments and to answer any questions the chairperson may have.

- **Expect results**

Let the committee members know that they are important, that they can provide valuable service to the program and that results are expected. When recruiting potential members, discuss expectations and provide an accurate assessment of time commitments. Providing accurate information at the start will enhance member attendance at meetings and activities.

One of the best ways to encourage attendance and participation is to give the committee real problems and situations to discuss or work on. The persons who help plan the committee meetings should assure that meetings will solicit input from members.

- **Recognize outstanding members**

Rewards encourage attendance and involvement. Recognition activities also attract the attention and interest of other qualified people who may someday serve on the advisory committee. They also bring public attention and goodwill to the organization because they demonstrate that the organization appreciates the efforts of its members.

Members are not paid for their efforts, therefore rewards and recognition are especially important to advisory committees. Rewards should not be given indiscriminately but should be based on actual contribution to the committee's activity.

The best types of rewards or recognition are those that can stimulate productivity, improve committee interaction and increase member satisfaction. Most members are willing to attend regularly and work hard as long as their expertise and talents are used, their recommendations are seriously considered and they are given feedback concerning their efforts.

The following are some ways to recognize your committee members:

- Issue press releases announcing member appointments.
- Report periodically at meetings and in the media on the results of committee recommendations and the ways the committee has been of service.
- Invite members to visit programs to see the results of their recommendations.
- Invite members to attend special career and technical education events.
- Introduce advisory committee members at program or CTSO meetings or events.
- Hold a banquet in honor of the committee and present certificates of service.
- Schedule a meeting whereby administrators of the school or institution can attend.
- Place members' names on a display board or plaque at the school or institution.
- Include members' names on program information disseminated to the public.
- At the end of the year, send each member a letter of thanks and appreciation, signed by the appropriate school official. (Illustration 1.1)
- Send a letter of appreciation to the committee member's supervisor and/or company, explaining the work being done by the member and committee and thanking the company for its support. (Illustration 1.2)
- Provide a certificate that the member can display at work, identifying him or her as a current advisory committee member. (Illustration 1.3)

Illustration 1.1

Sample Thank-you Letter to Committee Member

[Date]

[Mr. Member Name, Job Title
[Company Name]
[Street Address]
[City, State Zip Code]

[Dear Mr. Last Name:]

Thank you for your dedicated service on the [CTE Program Name] Advisory Committee. This program's effectiveness depends upon the cooperation and participation that you have so freely given.

With your help and recommendations, we have developed a better program that will prepare students for successful careers. Our students have already benefited from your ideas, and we plan to make other improvements resulting from your suggestions.

Please accept my sincere appreciation.

Sincerely yours,

[Program Instructor Name]
[High School Name]

Illustration 1.2

Sample Letter to Committee Member's Supervisor

[Date]

[Mr. Supervisor's Name, Job Title]

[Company Name]

[Street Address]

[City, State Zip Code]

[Dear Mr. Montoya:]

Arizona Career and Technical Education and the [High School Name] administration appreciate the important role that [committee member name] of your organization has played in helping to develop the [CTE program name] program at [High School Name]. [She/He] has faithfully attended the [CTE program name] Advisory Committee meetings throughout the school year and participated in related activities. With [committee member's] help, we have improved learning experiences for students.

We are grateful that [committee member] served on our [CTE program name] Advisory Committee.

Sincerely,

[Administrator]

[High School Name]

Illustration 1.3
Sample Certificate of Appreciation

Certificate of Appreciation

Presented to

[Committee Member]

On behalf of

[High School/School District]

**For the dedicated service on the
[Program] Advisory Committee**

PART II

ESTABLISHING LOCAL ADVISORY COMMITTEES

Each advisory committee is unique, so the committee members should develop the organizational structure. The structure and procedures are generally outlined in the committee's bylaws. This section outlines areas to consider as rules and procedures are developed.

Size of the Committee

Effective advisory committees are large enough to reflect the diversity of the community, yet small enough to be managed effectively. Committees with fewer than five members may have limited perspective, inadequate information on the career fields and too little diversity. Committees with more than 12-18 members can become unmanageable.

Term of Service

To allow for both continuity and change, it may prove beneficial to incorporate a rotational three-year term of service. To establish this rotation with a new committee, the members draw lots for one-, two-, or three-year terms, with one-third of the committee in each category. New members are appointed as terms expire.

Selection of Members

To provide effective communication between the career and technical education programs and the community, advisory committee membership should be representative of the total school service area. Members may be selected from the following:

- The geographical area served by the school
- Business and industry related to the program area
- Labor and management
- Community's economic development or chamber of commerce members
- Parents of students enrolled in the career and technical education program
- Current and former students of the career and technical education program
- Various age levels
- Different education levels
- Gender diversity, individuals with handicaps and racial and ethnic minorities found in the area and served by the program

Broad representation will include viewpoints of segments of the community being served by career and technical education. A career and technical education instructor and a representative of the administration are also recommended to serve on the committee.

Personal qualities that are desirable in members include:

- **Interest**

Choose motivated persons who express sincere interest in the program. Members must be willing to devote the energy and attention required to do a good job. This means being dedicated both to their occupation and to the training process.

- **Availability**

Seek members who will be available in terms of time and location. Members are expected to attend meetings, work on projects and work in the community on behalf of the career and technical education program.

- **Character**

Seek members who have earned the confidence of others in the community. Their good reputation will enhance the program's standing with the community. Members should have the courage to express their own ideas and to respect, tolerate and work with ideas conveyed by others.

- **Skill/Experience**

Seek members who are knowledgeable about the target occupations of the educational program. Usually this means selecting members who have work experience in the occupation. Seek members who demonstrate good communication skills, administrative skills, social vision, intelligence and leadership.

Selection Process

Members may be elected or appointed. One procedure for nominating members is for the career and technical education instructor(s) and the appropriate administrator to recommend a list of possible nominees. Another procedure is for the program instructor, committee or school to contact specific businesses or organizations and have them select someone from their business or organization to serve on the committee. The invitation to serve should be in writing. (Illustration 2.1)

Following the nominee's acceptance of the invitation to serve, a confirmation letter should be sent. (Illustration 2.2) This appointment should be released to the local media for publicity.

The advisory committee chair and/or program instructor should contact the new members to welcome them to the committee and to provide them with appropriate material, such as an Advisory Committee Member's Guide.

Selection and Duties of Officers

The success of the committee depends in part, on the leadership ability of the officers.

Election of officers may be at the first or last meeting of the school year. The first meeting of the new year can be reserved for orienting new members and for establishing the program of work. Suggested officers are a chair, a vice chair and a secretary.

- **Chair**

The chair's leadership is key to the success of the advisory committee. It is suggested that a member other than a school representative assume this role. However, in certain cases the program instructor may be the more likely choice to chair the committee. The chair should possess skills and characteristics such as:

- Experience in business/industry in the community served by the program
- Ability to manage meetings, plan and adhere to schedules, involve members in ongoing activities and reach closure and consensus on issues
- Skill in oral and written communications as well as willingness to make appearances before school and community representatives
- Experience as a committee member
- Ability to delegate responsibility as well as willingness to accept responsibility for the committee's actions
- Personal characteristics such as empathy, fairness, tolerance and sound judgment

The responsibilities of the chair include:

- Work with school and community representatives to plan and carry out the committee's program of work.
- Prepare agendas and assist the instructor in handling details regarding meetings.
- Preside at meetings.
- Keep group efforts focused and all members involved in tasks.
- Delegate tasks and follow-up work.
- Arrange for presenting of background information and reports to the committee.
- Represent the committee at official meetings and functions.
- Submit recommendations of the committee to appropriate administrators and group.
- Follow up on committee recommendations or actions.

- **Vice Chair**

The skills and responsibilities of the vice chair are identical to those of the chair. The vice chair takes charge when the chair is absent or cannot serve.

- **Secretary**

The secretary records meeting minutes and performs other clerical duties. Committees may use a school representative in this position because of their access to computers and reproduction facilities.

The qualifications and skills of the secretary include:

- Experience with committees and an understanding of the program
- Ability to organize detailed material and possess proficient writing skills
- Ability to work well with school personnel, employment representatives and committee members

The responsibility of the secretary include the following:

- Take minutes at meetings; prepare and distribute minutes.
- Mail agenda, announcements, minutes and other information to members.
- Help assemble and distribute necessary background information to members.
- Correspond with representatives of school and community as needed.

Orientation of New Members

The committee's success depends on how well members understand their role at the first meeting. New members should be orientated to their responsibilities and tasks. Orientation for all members should continue as needed, throughout the school year.

New member orientation may include a review of the member's guide, the committee's bylaws, a summary of past accomplishments, a tour of the facilities and presentations about the program by the instructor, program graduates and current trainees. Discussion of current issues within the program should also be included.

Bylaws

Effective advisory committees are guided by policies and rules that describe the purposes of the committee, its scope of responsibility and what is expected of committee members.

Bylaws are a formal written description of committee operation. At a minimum, they include:

- Name of the committee
- Purpose
- Membership
- Officers and their duties
- Meetings
- Committees
- Parliamentary authority
- Amendment procedure

Bylaws should be tailored to the needs and requirements of the program and the school in which the program operates. (Illustration 2.3)

Illustration 2.1
Sample Invitation Letter

[Date]

[Ms./Mr. First/Last Name, Title]
[Business Name]
[Street Address]
[City, State Zip Code]

[Dear Ms./Mr. Last Name:]

You have been recommended for membership on the Local Advisory Committee for the [CTE program name] program. The committee is composed of business, industry and civic representatives from the community. The goal of the committee is to improve career and technical preparation for students by developing closer cooperation between business and education. Your knowledge of training needs and worker competencies would be valuable to the program.

There will be two or possibly three meetings a year. I will telephone you later this week about your potential commitment and to answer any questions you may have.

We invite you to become a member of the advisory committee. We look forward to working with you to advance the goals of our program and broaden opportunities for youth in the community. If you need additional information, please feel free to call me at [555-0000].

The committee looks forward to working with you.

Sincerely,

[Instructor Name/Title]
[High School Name]

Illustration 2.2

Sample Confirmation Letter

[Date]

[Ms./Mr. First/Last Name, Title]

[Business Name]

[Street Address]

[City, State Zip Code]

[Dear Ms./Mr. Last Name:]

[School District] thanks you for your willingness to serve on the Local Advisory Committee for the [CTE program name] program. Your experience in this field and active participation on the committee will contribute significantly to our effort to offer the best [CTE program name] program possible.

[Dept. Chair Name] or, [CTE program Advisory Committee Chair name] Advisory Committee Chair will contact you to provide you with a tentative agenda and other materials. This meeting will help you better understand the role of the committee and how you can contribute. Thank you for your interest in Career and Technical Education.

Sincerely,

[Administrator]

[High School Name]

Illustration 2.3

Sample Local Advisory Committee Bylaws

[HEALTH CAREERS] ADVISORY COMMITTEE BYLAWS

Article I: Name

The name of the committee shall be the [School/Institution] [Health Careers] Advisory Committee.

Article II: Purpose

The purpose of this committee shall be to advise, assist and support and advocate for the [Health Careers] program on matters that will strengthen instruction and expand learning opportunities for students.

Article III: Members

- Section 1. Members shall be selected and appointed by the program coordinator, advisory committee or administration.
- Section 2. Members shall represent a cross-section of the industry or occupation for which training is provided and the community served by the program.
- Section 3. Member terms shall be three years, with one-third of the membership appointed each year. No member shall serve consecutive terms, but a former member may be re-appointed after a one-year absence from the committee.

Article IV: Officers

- Section 1. Officers shall be a chair, vice-chair and secretary. These officers shall be the Executive Council for the advisory committee.
- Section 2. Duties of officers shall be those commonly ascribed to these offices.
- Section 3. Officers shall be elected by simple majority at the first meeting of the school year. Officers may be re-elected.

Article V: Meetings

- Section 1. A quorum shall consist of a simple majority of appointed members.
- Section 2. Decisions will commonly be made by consensus. A formal vote shall be taken when a decision is to be forwarded to the instructor or administration as a recommendation.

Article VI: Subcommittee

- Section 1. Subcommittees shall be appointed by the chair as needed to accomplish the program of work.

Article VII: Parliamentary Authority

Except as otherwise provided in its Bylaws, the advisory committee shall be governed in its proceedings by the current edition of Robert's Rules of Order, Newly Revised.

Article VIII: Amendment of Bylaws

These bylaws may be amended at a meeting of the committee by a two-thirds vote.

Bylaws adopted [date]

Bylaws amended [most recent amendment date]

PART III

PLANNING AND CONDUCTING ADVISORY COMMITTEE MEETINGS

Planning Meetings

Successful committees meet *regularly*. The committee may set tentative meeting dates for the year during development of the annual program of work.

Each meeting should be focused on specific issues, held in a comfortable location and planned well in advance of the meeting date. A sample agenda for an advisory committee meeting is shown in Illustration 3.1.

To prepare for the meeting:

- ◆ Establish and publicize time, date and location of each meeting.
- ◆ Arrange for meeting room and equipment.
- ◆ Arrange for refreshments, meals and special presentations, etc. if appropriate.
- ◆ Confirm all arrangements several days before the meeting.
- ◆ Call committee members and staff to remind them of the meeting.
- ◆ Prepare materials on the issues that are on the agenda.
- ◆ In writing, notify committee members and appropriate school officials of meeting date. Along with the notification, include the agenda and minutes of the last meeting. A sample meeting notice is shown in Illustration 3.2.

Providing refreshments shows appreciation for committee member attendance and may be used to generate a group feeling.

Consider varying the location of meetings. Holding meetings at the school enables committee members to gain a better picture of how the program operates. Meeting at business or industry sites gives recognition to committee members and their organizations and brings the instructor to the sites where she or he hopes to place students.

A pattern — scheduling all meetings at the same time of day and on the same day of the week can help members remember meetings. Some committees have had success “piggy-backing” their meetings onto other activities that members generally attend, such as scheduling a meeting prior to a school sports event or an all-school open house.

Conducting Meetings

The following guidelines are useful for managing group interaction at committee meetings.

- Structure the meeting to avoid wasted time. This conveys a sense of organization, purpose and productivity.
- State the purpose of the meeting and review the agenda. Some committees set goals or objectives for each meeting as a way to focus on their work.

- Use parliamentary procedure for decisions; otherwise, encourage open and informal discussion. The majority rules, but the minority must be heard.
- Encourage all members to speak and to respect the rights and opinions of each individual.
- Periodically summarize discussion and point out connections between points.
- Consider and resolve one issue at a time.
- Distribute work assignments throughout the group.
- Make assignments and work tasks clear and specific; explain expectations, time lines and products. Discuss background of issues so that everyone shares a common understanding.
- Keep members informed of activities and progress.
- Recognize and reward members. Even a simple thank-you is effective reinforcement.
- Evaluate committee work regularly.

The meeting atmosphere is critical. Members use discussion to present views and develop findings while moving toward consensus. Taking time to create a supportive and productive atmosphere is time well spent.

Maintaining Minutes of Meetings

Minutes are the official record of committee activities. Minutes keep individuals and groups informed about the committee's concerns, decisions and actions. They remind members of their progress and document the committee's productivity and contribution to the program.

It is not necessary to record all discussions; however, the minutes should include:

- Any decisions or recommendations made by the advisory committee (recommendations should be recorded in the same wording that will be reported to the administration)
- Responses to questions or recommendations made at previous meetings
- Assignments to be carried out following the meeting (include what is to be done, who is in charge and date of completion)
- Items to be addressed at the next meeting

A sample of typical minutes for an advisory committee meeting is shown in Illustration 3.3.

Illustration 3.1

Sample Agenda for Meeting to Organize Committee

[CTE Program Name] ADVISORY COMMITTEE
[Location]
[DATE/TIME]

Call to Order

[-Committee Chair]

Welcome and Introduction of Member and Guests

[-Committee Chair and Program Instructor]

Approval of Minutes

Role of the Advisory Committee

[-Committee Chair]

Overview of the [Program name] Program and Tour of Facility

[-Instructor]

Unfinished Business

- Report of Response to Previous Committee Recommendations
- Update on Program of Work for Year

New Business

- Discussion of a Program of Work
- Establish Time, Date and Location of Next Meeting
- Assess Equipment and Facilities

Scheduling of Next Meeting

[-Committee Chair]

Adjourn

Illustration 3.2

Sample Notice of Meeting

[Date]

[Ms. First/Last Name, Title]

[Business Name]

[Street Address]

[City, State Zip Code]

[Dear Ms./Mr. Last Name:]

The next meeting of the [CTE program name] Program Advisory Committee will be [time/date] at [location]. Enclosed is a copy of the agenda for the meeting. We plan to tour the facility and discuss curriculum concerns. We want to provide a [CTE Program] that will satisfy community needs and your input is important.

We look forward to seeing you. Please notify me if you cannot attend—[555-0000].

Sincerely,

[Name, Committee Chair]

[CTE Program Advisory Committee]

Illustration 3.3

Sample Advisory Committee Minutes

**[CIBOLA HIGH SCHOOL]
[HEALTH CAREERS]
ADVISORY COMMITTEE MINUTES
[DATE OF MEETING]**

MINUTES

Members Present. Karen Long (Chair), Helen Chen, Chuck Dunn, Cecilia Day, Carrie Johnson, Kris Kristoph, Lane Nelson, Carl Cox and Mattie Walk.

Members Absent. Elizabeth Alexander, Brad Luftus.

Other Present. Dr. Jane Doe, Vocational Director.

Call to Order. Committee Chair Karen Long called the meeting to order at 12 noon and expressed appreciation for attendance and participation. She stressed the importance of the committee's continuing support and assistance. Dr. Jane Doe, Vocational Director, greeted the committee. Her greeting further assured the committee of its importance to the educational goals and program vitality.

Minutes. Minutes of the last meeting were approved as submitted.

Unfinished Business. No unfinished business was brought before the committee.

New Business. Ms. Long asked the committee to make suggestions concerning "What new requirements does the health field ask of entry-level employees?"

Mr. Nelson indicated that a computer or data processing background would be helpful for employees since most tasks require the use of a central computer connecting all county hospitals. Ms. Johnson further emphasized the need for computer training. She indicated that a job applicant with computer knowledge has an advantage. It was the consensus of the committee that computer training should be added to the Health Careers program as soon as possible. The chair was asked to appoint a subcommittee to investigate several kinds of computers and software for possible purchase. A report should be given at the next advisory committee meeting.

Adjournment. The meeting was adjourned at 1:05 pm.

Mattie Walk, Secretary

PART IV

PLANNING A PROGRAM OF WORK

The overall purpose of the advisory committee is to help programs and schools improve the quality of instruction in career and technical education. As they develop a program of work, committee members should keep two things in mind: first—the needs of the program; second— the requirements of the business community.

To assist advisory committees plan an effective program of work, this guide suggests that a sequence of five planning steps be used:

Establishing Annual Priorities

First decide what the committee wants to accomplish. Advisory committees are usually involved in some or all of the following broad areas:

- Community Relations
- Curriculum Review and Updating
- Community Resources
- Career and Technical Student Organizations
- Job Placement
- Program Review
- Staff Development
- Recruitment

These areas of advisory committee involvement are not meant to be all-inclusive, but rather are starting points for discussion to determine the overall needs of the program. Instructors and/or administrators are excellent resources to help identify the needs of the program.

These items should be considered as the committee discusses the selection of priorities.

- Past accomplishments
- Current and future needs of the program
- Current and future needs of the community

The number of priorities the committee selects should be kept manageable. In other words, don't take on more than the committee can realistically accomplish.

Specifying Committee Activities

Once the committee has identified its priorities, the discussion will become more specific as the committee determines exactly what it wants to accomplish. Possible activities in each priority area include:

- **Community relations activities**
 - Present programs to civic and service groups.
 - Establish ways to recognize outstanding students, teachers and community leaders.
 - Obtain contributions to promote programs.
 - Participate in and promote special school events.
 - Provide information at school board meetings.
 - Set up and support a scholarship program.

- **Curriculum activities**
 - Review instructional materials for technical accuracy.
 - Assist in obtaining instructional materials.
 - Recommend equipment and supplies.
 - Recommend core curriculum content.
 - Recommend safety policies.
 - Provide equipment and facilities for specialized training needs.

- **Community resource activities**
 - Identify community resource people.
 - Provide tours and field trip experiences.
 - Provide speakers.

- **Career and Technical Student Organization activities**
 - Assist in developing competitive skill events.
 - Judge competitive skills events.
 - Sponsor student organization activities.
 - Collect contributions of equipment and supplies for skill events.

- **Job placement activities**
 - Organize employer/student conferences.
 - Notify teachers of job openings for students.
 - Provide training sites for students.
 - Encourage other employers to provide training sites.
 - Assist students to develop interviewing skills.
 - Recommend employability skills.
 - Hire career and technical education graduates.

- **Program review activities**
 - Review program goals and objectives.
 - Participate on program evaluation teams.
 - Compare student performance standards to business/industry standards.
 - Review adequacy of the facility.
 - Make recommendations for program improvement.

- **Staff development activities**
 - Provide in-service activities on new and current business/industry methods and processes for instructors.
 - Provide skilled technicians to supplement instructor’s experience.
 - Provide summer/part-time employment to instructors for technical upgrading.
 - Support instructor participation in professional development activities.

- **Recruitment activities**
 - Assist in reviewing teacher selection criteria.
 - Assist in recruiting new staff.
 - Assist in recruiting potential students.

This list of activities is not all-inclusive, but should give the advisory committee some ideas to consider. The functions and activities chosen for the program of work should match the needs of the program and community.

Developing Planning Tasks

Once committee activities have been selected, identify steps to carry out the activities. Several factors need to be considered, including time, cost, people power and community/school support. Some of these factors may influence how the committee carries out a given activity.

Assigning Responsibilities

With most projects, little is accomplished unless an individual is assigned to assure it is carried out. Even if the entire committee will work on the project, someone needs to get the action started, keep the process moving and keep everyone working toward the goal. Individuals assigned, should have a clear understanding of what is expected.

Establishing Timelines

In addition to clearly understanding what is to be accomplished, each person assigned to a specific planning task should know when the task is to be completed. Tasks completed by the entire committee may be performed during regular committee meetings. This will necessitate the setting of future meeting dates well in advance. Tasks assigned to individual members may need to be completed prior to meetings so that a status report can be presented at the committee meeting.

Part V

ASSESSING ADVISORY COMMITTEES

Reviewing the Program of Work

Like the career and technical education program itself, the work of the advisory committee should be reviewed periodically. The primary reasons for this review are to determine:

- The extent to which the committee is accomplishing the program of work
- The extent to which the recommendations and actions have strengthened and improved the career and technical education program
- The future direction, functions and activities for the committee

It is suggested that assessment be part of the agenda for the advisory committee's final meeting of the school year. Assessment of the program of work might include answering the following questions.

- **Were annual priorities established?**

To make an impact on the career and technical education program, build the advisory committee program of work around the function(s) that have the highest priority for that year.

- **Did the activities or projects help to carry out the established priorities?**

As advisory committees begin developing their plans, it is easy to forget that individual projects which help carry out the overall priority for the year are likely to have a greater impact than an equal or larger number of projects which do not relate to a common goal.

- **Was the program of work realistic in scope?**

An enthusiastic committee may develop an ambitious program of work and then find that they cannot complete or even begin, all the tasks they have set for themselves.

- **Were specific time lines established for each planning task?**

Timelines help to keep committee members on task. In complex projects or those, which require several months to complete, setting intermediate timelines can help members see progress even when the ultimate goal has not been reached.

- **What impacts has the committee seen as a result of the program at work?**

It's important to recognize successes of any size. *Did the brochure on cooperative education recruit or stimulate interest of prospective employers? Have two new pieces of equipment been donated to the program as a result of publicity about program needs?* Rejoice in your successes—they help to maintain enthusiasm among advisory committee members.

Management Factors Affecting Success

The success of an advisory committee can also be affected by the way in which the committee is managed. While each advisory committee may operate differently, certain factors can help to predict whether the committee will be able to function effectively. These factors include:

- **Number of meetings each year**

The number of meetings required will be determined by the advisory committee's annual goals and program of work. There should be enough meetings to move beyond the "information" stage and into action that addresses specific issues of program improvement.

- **Attendance at meetings**

Adults frequently "vote with their feet". If they feel an activity is not a good use of their time, they attend less often or even end their involvement.

- **Length of service on the advisory committee**

Service on the advisory committee should be long enough that members become well acquainted with the program and are able to make knowledgeable suggestions or recommendations. Furthermore, staggering membership terms assures that there will always be some experienced advisory committee members who can help educate the new members.

- **Representation from diverse populations**

A committee has greater credibility when it is perceived to represent the entire community, program and student population it serves. Where occupations in a business or industry had been traditional to one sex, extra care should be taken to change the perception by securing advisory committee representation from among non-traditional employees in that field.

- **Meeting agenda**

Having the agenda prior to the date of the meeting gives members an opportunity to consider the issues that will be discussed. A written agenda may also keep members on task.

- **Distribution of minutes**

Minutes of meetings remind members of what was done and what remains to be done. The minutes also inform decision-makers within your school about what is being discussed and/or proposed for the career and technical education program.

- **Public recognition of committee members**

When individuals volunteer their time, appropriate recognition can let advisory committee members know that their investment of knowledge and time is worthwhile and appreciated.

- **Recommendations are given careful consideration**

Knowing they make a difference can inspire advisory committee members. Therefore, inform the advisory committee when recommendations are implemented.

Illustration 5.1
Sample Teacher's Evaluation Form

Advisory Committee Annual Assessment

1. Number of meetings this year. ____
2. Percentage of committee members who attended all meetings this year.
 100% 90% 80% 70% 60% 50%
3. Number of current members who have served on committee for
 ____ more than two years
 ____ two years
 ____ one year
 ____ just appointed
4. ____Yes ____No Membership appointments are staggered so that continuity is maintained.
5. Committee has appropriate representation:
 ____Yes ____No both sexes
 ____Yes ____No racial and ethnic populations served by the school
 ____Yes ____No occupational area(s) for which training is provided
 ____Yes ____No students and/or former students served by the program
 ____Yes ____No current and/or former employers of students
 ____Yes ____No parents of students enrolled in the program
6. ____Yes ____No Committee has written guidelines for operation.
7. ____Yes ____No Committee members are informed in writing about purpose, function and responsibility of the committee.
8. ____Yes ____No Agenda is distributed to committee members prior to meetings.
9. ____Yes ____No Minutes of meetings are distributed to local school administration, as well as to each committee member.
10. ____Yes ____No Committee members are given public recognition by the career and technical education program.
11. ____Yes ____No Recommendations made by the committee are given serious consideration by local program personnel and administration.
12. ____Yes ____No Members are informed of action taken on advisory committee recommendations.