ADVISORY COMMITTEE HANDBOOK

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Community Colleges of Spokane
Spokane Community College
Spokane Falls Community College

Contents

SECTION I – INTRODUCTION

MISSION STATEMENTS

The Community Colleges of Spokane develops human potential through quality, relevant, and affordable learning opportunities that result in improved social and economic well-being for our students and our state.

Spokane Community College offers educational opportunities in college readiness, workforce training, and university transfer that meets the needs of the diverse communities we serve. We are committed to student success through active learning, dynamic relationships, and supportive environments.

Spokane Falls Community College meets the needs of our community by advancing student achievement through quality, accessible learning opportunities that embrace diversity, promote equity, and foster global awareness.

BROAD PURPOSES OF ADVISORY COMMITTEES FOR THE COLLEGE AND COMMUNITY

Per SBCTC policy, an advisory committee must be active in support of each professional-technical program including certificate and Associate of Science Degree Programs. For Spokane Community College and Spokane Falls Community College's (the Colleges) professional and technical programs to meet the frequently changing needs of business and industry locally and nationally, the colleges require the support and advice from experts employed in the targeted career fields. As a result, an advisory committee for each workforce education program (or closely related cluster of programs) offered through the colleges is established and maintained to advise educators and administrators. Each advisory committee is composed of individuals with exceptional occupational knowledge, mastery of relevant professional skills, and an on-going and proven commitment to their professions and career fields.

Although advisory committees have no administrative authority, they make positive impacts on the programs and the associated business and industries. Because of this the Washington State Board of Community and Technical Colleges (SBCTC) has mandated the establishment of advisory committees throughout the state system. The legislature has also recognized the roles of advisory committees in the statute quoted below from the Revised Code of Washington.

Each local education agency or college district offering vocational educational programs shall establish advisory committees to provide that agency or district with advice on current job needs and on the courses necessary to meet these needs.

The local program committees shall:
- *Participate in the determination of program goals;*
- *Review and evaluate program curricula, equipment, and effectiveness;*

- *Include representatives of business and labor who reflect the local industry, and the community; and*
- *Actively consult with other representatives of business, industry, labor, and agriculture.*

RCW 28B.50.252

The SBCTC also requires the publication of this handbook-<u>CCS's Program Advisory Committee Handbook.</u> The first purpose of this handbook is to familiarize the advisory committee members with the colleges' wide range of activities, projects, and work plans utilized by programs to address the objectives outlined in the statute. The second function of this handbook is to help the advisory committees facilitate the smooth transition from committee recommendations to program implementations by outlining the procedures required for such transitions.

BROAD PURPOSES OF ADVISORY COMMITTEES FOR THE STUDENTS

The professional and technical education programs offered by the colleges are unique because they recognize the need for input from business, industrial, and public service communities to verify that programs meet the needs of the community. Professional and technical education programs prepare the students to work in a highly technical, industrialized society that is characterized by current and future occupational skills, knowledge and goals. Such continual input ensures that the colleges' graduates have the workplace knowledge, and the requisite skills that the current labor market demands for success in a chosen field. To these ends, the colleges' faculty and/or their administrators carefully select the initial advisory committee members who possess the skills, experience, and commitment to contribute effectively to the relevant programs/goals.

SECTION II - ADVISORY COMMITTEE MEMBERSHIP SELECTION, QUALIFICATIONS, FUNCTIONS, AND RESPONSIBILITIES

The Colleges have established separate program advisory committees for each career and technical education program or cluster of closely related programs. Each advisory committee is composed of persons from one of the three following subgroups who are knowledgeable, have expertise, or provide an important perspective concerning the specific occupation for which training is being provided:

Subgroup One –Voting Members: Employers and Labor Representatives: Practitioners, employers, and supervisors within the occupation or technical field.

Subgroup Two –Voting Members:	Employees:	Students, graduates, 4-yr partners and consumers may also be represented on the committee.
Subgroup Three – ex-officio (Non-voting) Members: supervising	Instructors from the specific program (generally full-time faculty), their department chair and their administrator(s).	

Without these advisory members and the excellent cooperation of local industry, business, and healthcare/public service institutions that increasingly turn to the colleges for skilled employees, the success in proving prepared, skilled, and professional workers would be severely impaired.

OTHER DESIRABLE CHARACTERISTICS IN ADVISORY COMMITTEE MEMBERS

- Interest in the specific goals of the program as an employer, consumer or practitioner
- Up-to-date, extensive, and/or unique experience in the career area
- Adequate time available to participate in the advisory committee activities
- Willingness to share advice and concerns with college personnel

EXAMPLES OF WORK PLAN ACTIVITIES PERFORMED BY VARIOUS PROGRAM ADVISORY COMMITTEES OVER THE YEARS

As already stated, advisory committee members are representatives from the community who volunteer their time and energy to assure quality instructional programs. Also, while RCW 28B.50.252 (listed earlier in section I) described the general duties and responsibilities of advisory board members as designated by the State Board of Community and Technical Colleges, the expanded list below gives common examples of the possible work assignments; potential personal strengths likely to be tapped by committee members; and a wide range of activities that fall under the state's parameter of appropriate committee functions that may be addressed in any given academic year at Spokane Community College and Spokane Falls Community College. *Moreover, these general functions are presented with the colleges' clear understanding that requests for time and effort from the advisory committee members should be reasonable and convenient for members, recognizing that members have full-time occupations and are donating their time and effort for the good of the college.*

- Review current curriculum, recommend changes, and approve recommended changes suggested by instructional staff. (*Changes in the curriculum may include changes in its organization, course revisions, new course content, and/or changes in degrees offered.*)
- Update program instructors, department chairs and college administrators of changes in the labor market (e.g., specific changes/needs, surplus/shortages of personnel, national/regional trends)

- Evaluate the adequacy of existing college facilities and equipment
- Validate the specific skills/workplace competencies required of program graduates
- Offer suggestions for the selection of equipment, software and other instructional materials
- Assist in the selection and acquisition of equipment, supplies and other donations from the community.
- Help document and verify the need for this workforce education program
- Serve as a communication liaison between the colleges, relevant community groups, and professional organizations
- Identify local business/industry leaders who will provide students with external learning experiences, employment, and placement opportunities
- Inform program instructors and students/graduates about current job openings
- Assist in promoting and publicizing the program to the community, businesses, and industry
- Suggest practical, workplace-specific strategies for assessing student mastery of skills and/or outcomes
- Assist program instructors in assessing the student's skill levels, evaluating their mastery of targeted competencies, and appraising the program's level of success in achieving state student outcomes

Important Note: The advisory committees and their functions and duties are not meant to supersede or negate any requirements of a program's professional accrediting or licensing body (e.g., technical professions in the medical field; cosmetology or nursing state boards; Toyota T – TEN student outcome requirements for continued funding, etc.).

EXPECTATIONS OF COMMITTEE MEMBER AT ADVISORY COMMITTEE MEETINGS
- Attend meetings regularly
- Participate in the Committee discussion
- Serve on subcommittees when requested
- Study carefully any problems that come before the Advisory Committee and work as a team to recommend solutions

RAMIFICATIONS OF POOR MEMBER ATTENDANCE AND PARTICIPATION:
The importance of a program's advisory committee and its voting members cannot be overemphasized. All important decisions require a quorum (consisting of a simple majority) of voting members. A program that does not have an effective advisory committee, particularly due to a problem with low attendance from voting members, may adversely affect the following:

- Its quality of instruction

- The viability of its curriculum
- Its responsiveness to changing business and industry needs
- The placement and successful performance of its graduates in their professional field
- The program accreditation from its accrediting body
- The successful licensing of all or most of its graduates from its state licensing body

TERMS OF SERVICE OF EACH MEMBER ON ADVISORY COMMITTEE

One of the most commonly applied terms of service is the three-year term. The three-year term is highly recommended and encouraged for the following three reasons:

1. Frequently, new committee members need at least a year on the board to understand the issues facing the program before their participation produces maximum results.

2. Many annual work plans are part of a more comprehensive three to five-year plan. Consistent membership representation with a minimal annual turnover generally facilitates the completion of long-term advisory committee goals on schedule.

3. Those board member in their third year tends to feel more comfortable speaking as a program advocate to local professional and community groups in addition to assisting in the training of first-year advisory board members.

For a newly established advisory committee wishing to institute the three-year rotation system for its standard membership term, there is an easy and frequently utilized strategy for putting it into practice. When all the members have been confirmed in the first year of the advisory committee's existence, all the voting members will draw lots for one, two, or three-year terms. One-third of the membership will draw a one-year term; another third will receive a two-year term, and the final third will be assigned to a three-year term. In the ensuing years, new members will be appointed as terms of the existing members expire. By the third year after the establishment of the committee, all of its members will have initially started with three-year term but with different start and end dates.

While the college encourages a three-year term for the reason outlined above, each program determines the length of service for its advisory committee members. <u>The term of service is always stipulated in the advisory committee's bylaws.</u> (*Bylaws will be addressed later in this document.*)

No matter what the committee's established term of membership, the committee will review membership annually. At the end of the selection process each year, the members should verify that a continued broad-based and appropriate employer/employee representation of voting

members has been maintained. The committee membership should always include the following:

- Business (both small, family-owned establishments and large companies or corporations)
- Local industry (management and technicians)
- Appropriate professional associations
- Labor (both union and non-union)
- Program graduates presently employed in the field

SECTION III - PROCEDURES FOR NOMINATING, VETTING AND SELECTING NEW MEMBERS

STEPS IN THE SELECTION PROCESS
1. The program faculty, advisory committee chair or members may nominate new members to the advisory committee. A standard nomination form should be used when nominating individuals for consideration. (See a sample nomination form in Appendix A).

2. The committee members need to review the list of essential qualifications and other desirable characteristics a member of the committee should possess, keeping in mind the function of the committee and the responsibilities of its members. (Refer to previous sections of this handbook for specifics.)
3. A deadline should be set for acceptance of all nominations and the name of the designated individual responsible for collecting all nomination forms. This individual is usually the committee chairperson.
4. The committee bylaws should outline the vetting process.
5. On a designated date, the membership will discuss and vote on the candidates, keeping in mind that the committee membership should be balanced, and the selection process is fair and unbiased.

IMPORTANCE OF FOLLOWING A PROCEDURE FOR TRACKING AND MAINTAINING A HISTORY OF THE ADVISORY COMMITTEE'S MEMBERSHIP REPRESENTATION
Nomination and selection procedures should be clarified in one of the articles of a committee's bylaws. Who, why, and how a committee selects its members can directly and may negatively

impact the productivity and effectiveness of the committee. The lack of attention to detail by the membership during the nomination and selection vetting process can fundamentally (especially over time) erode the quality of the advisory committee membership and usefulness of the committee's work for the program, the college, and the community. For example, such areas of neglect could include the following;

1. Selecting members without the skill set necessary

2. Voting in new members who lack the serious commitment to their profession and responsibility to their role on the advisory committee.

3. Habitually tapping the same businesses, companies, and service institutions for members while excluding possible candidates from other relevant or target-appropriate, local business enterprises.
   - In addition, this third deficiency creates another problem. Businesses/companies/corporations that have rarely (or never) had their owners or employees selected for membership – while their rival enterprises have been approached frequently to represent the profession in one of the appropriate college advisory committees – would have reason to question "why." Such a practice (even though unintentional) could seriously limit any affected program's ability to make appropriate changes based on the broadest scope of information and the greatest range of professional perspectives. The outcome for students could be a limited preparedness for employment in certain businesses, resulting in reduced job opportunities and career track options. This is where thorough record tracking comes into play.
   - The advisory committee needs an <u>ongoing</u> documentation process for tracking the makeup of its membership from the participation of individual members to the representation, over time, of all appropriate businesses, companies, and other groups (including labor) who have a professional stake in the program or technical field. (*The college is responsible for maintaining such a tool, and the updated version should be available at the same time as the nomination and vetting process for new membership underway.*)
   - The documenting or recording process is frequently done through a tracking tool in the form of a table. The table includes all major data the committee wants to track over time concerning its membership. If the committee uses the tracking device every year to vet its nominees and updates the tracking tool every year as well, the members will find that their committee has maintained talented, professional members and community representation with the widest range of perspectives and idea to enhance the committee's decision-making process.

OTHER ADVANTAGES OF A MAINTAINED TRACKING TOOL

     1.   An Advisory Committee Representing Multiple Programs

Balanced and fair representation in the makeup of the advisory committee membership can be impaired when one committee is designed to advise not just one program but a closely related cluster of programs. When two or more programs from related fields share the same advisory committee (e.g., Florist, Greenhouse Management, and Landscaping), each program needs to know that its program is fairly and equitably represented by reviewing detailed records and tracking tools which demonstrate that the membership and its history properly represent all perspectives on the advisory committee.

One of the best methods for achieving such a desired outcome is for the committee membership to create a new or find an existing applicable tracking tool. A well-designed tracking tool helps ensure that stability, fairness, and balance are integral parts of the selection process.

     2. An Advisory Committee Representing a Large geographical Area

When a program's advisory committee is dealing with a large geographical footprint, the membership may find that the use of an on-going, well-maintained tracking tool is just the answer. Because the program serves a large geographical area, and a significant number of businesses/industries hire the program's graduates throughout the region, a tracking tool that documents committee membership over time and is based on business and/or industry or labor affiliations across the region can be critical asset for the program and its student placement numbers.

Moreover, the committee membership can make more methodical and purposeful decisions in its selection of new advisory members with the use of this tracking tool. Both the committee membership and the college faculty and staff can be more confident that all applicable businesses and industries and interested groups such as labor in the region are being treated fairly, and the committee is getting the broadest perspective of the profession's future trends and training needs.

Again, the up-to-date maintenance of this tracking tool is the colleges' responsibility

SAMPLE NOMINATION AND MEMBERSHIP FORMS AND LETTER OF WELCOME TO NEW MEMBERS
Please see Appendix A, B, and C for a sample nomination form, a sample membership form, and a sample letter of greeting from the college with orientation information included. The first two forms (or ones like them) should help the committee fairly select new members with the qualifications most desirable to achieve a balance in the committee representation, knowledge, experience levels, and personal expertise. The letter is just an example of one way for the

program director/lead or relevant faculty member to welcome the new members and prepare them for the orientation and training activities being arranged for them.

SECTION IV - ORIENTATION OF NEW MEMBERS, ROLES AND RESPONSIBILITIES OF ALL COMMITTEE MEMBERS, AND SELECTION OF LEADERSHIP

The long term success of the colleges' professional and technical programs greatly depends on the effectiveness of its numerous program advisory boards. To promote and support their success, the colleges commit time and resources to the training of new advisory board members on their committee responsibilities and customary tasks. When new members understand their roles, the quality and frequency of their participation is significantly better. This, consequently, improves committee productivity which in turn improves instructional programs, student success, and (most important) performance of graduates in their chosen professional or technical careers.

Depending on college resources and the availability of new advisory members to participate, the colleges' faculty and staff may choose to offer a program-by-program orientation, a college-wide training session,(which may include an online training format) or a combination of both. No matter what the delivery system, the new member orientation should occur, if at all possible, before the program's first advisory meeting is held for the academic year. Moreover, training should continue, as needed, throughout the academic year,

The new member orientation should include the following:

- An opportunity for new members to meet other first-year members and college faculty and staff
- An overview of the role the program advisory committees play in furthering the established missions
- The distribution and review of the handbook
- A tour of the program's facilities and equipment; and
- A synopsis of the program's instructional philosophy, current curriculum, and modes of delivery used to facilitate student learning

The colleges are dedicated to providing the most comprehensive and useful training for new advisory committee members. Administration and faculty recognize that any time spent training first-year members before they begin their term of office is time well spent. The training/orientation provides the committees with better prepared new members and more productive time for getting the annual plan of work successfully completed.

SELECTION OF COMMITTEE OFFICERS

For the best results and long term continuity of an advisory committee, the college recommends that each advisory board select a chairperson and a vice-chairperson (if the committee's bylaws provide for one) annually during the first or last meeting of the academic year. However, any committee that selects its leadership during the last meeting of the academic year will have the opportunity to "jump start" its work plan for the next year by (a) utilizing the summer to work with the new leadership; (b) planning possible work priorities for the next academic year; (c) establishing its fall agenda; and (d) reserving the first meeting for important activities such as establishing the work plan (*the detailed tasks that the committee will perform to meet the specific pre-established objective for that academic year*), prioritizing tasks, and possibly assigning tasks to individual members or sub-groups.

SELECTION, ROLE, AND RESPONSIBILITIES OF CHAIRPERSON

The committee chair must be selected from its <u>voting</u> members. College faculty, staff or administrators may not serve in this capacity. The chairperson sets the tone for the committee and has a wide range of responsibilities, which are described in the following list:

1. Prepare meeting agendas in collaboration with the program director/lead instructional staff, dean, or designee

2. Preside at meetings (If the chairperson is absent and the committee bylaws include the position of vice-chairperson, that officer will facilitate the meeting instead.)

3. Review past meeting minutes for accuracy

4. Organize the committee's work activities and keep group efforts focused and on track

5. Delegate tasks and follow-up work

6. Arrange to have background information and reports presented to the committee

7. Appoint subcommittees as needed

8. Represent the committee at college meeting and functions as requested, including the General Advisory Council meetings twice a year.

9. Submit written recommendations of the committee to the college's appropriate administrator, dean of the division to which the program is assigned.

10. Follow-up on committee recommendations and actions: and

11. Ensure that all committee members are included in the work plan for the academic year and are assigned some reporting responsibilities at each advisory board meeting.

VICE CHAIRPERSON SELECTION AND ROLE

The vice chairperson is also selected from only the committee's voting members. His/her main job is to preside at committee meetings in the absence of the chairperson. Also, because in the bylaws of many committees the vice chairperson is generally being groomed to move into the chairperson position the following academic year, he/she may be included in such activities as agenda planning.

Moreover, to facilitate this transitional approach, the individual selected for the vice chairperson position normally commits two years in leadership roles – first as vice chairperson and then as chairperson. This strategy is quite popular as it ensures continuity in the leadership and consistency of purpose during the transitional period as old members leave and new ones start their tenure on the advisory committee. (*This element of the organizational structure and officer nomination and selection procedures must always be outlined in the committee's bylaws*.)

ROLE OF THE PROGRAM DIRECTOR/LEAD OR DEPARTMENT CHAIR (NON-VOTING):

The role of the program director or department chair in developing and working with the advisory committee is critical to the effectiveness, value, and success of the committee. Effective guidelines or the program director/leads or department chairs working with advisory committee include the following:

- **NOMINATE EFFECTIVE LEADERS TO THE COMMITTEE**

Nominate currently employed people whose opinions are respected. The value of any recommendation of the committee will be essentially equal to the collective respect that the community and the college have for members of the committee.

- **PROVIDE INFORMATION AND FOLLOW THROUGH**

Provide accurate and concise information to the committee so sound conclusion and recommendations can be made. It is important to always follow through with reasonable requests from the committee. If a request cannot be met, the department chair/program director should give the committee the rationale for why it is not possible to carry out their request.

- **ANTICIPATE THE NEEDS OF THE COMMITTEE**

Make sure that committee members are involved in the meeting dynamics. Avoid dominating the discussion during the meeting. Remember: the committee chairperson plans and runs the meeting. The chairperson facilitates the meeting generally seeking concise information and points of clarification from faculty and staff.

The chairperson encourages questions, opinions, and most of the discussion from the voting membership. In conjunction with that, the department chair, as well as all other college staff,

should expect and encourage, whenever possible, that the advisory members themselves report on the work done since the last meeting. (Too often, college program instructors do most of the talking.)

The department chair or the program director/lead needs to invite the division dean, department chair (if not the program director/lead) and, when possible, the vice president of instruction to each advisory committee meeting. The Dean or the vice president of instruction will be able to give the advisory committee members a more global view of the college mission and the present political and budgetary pressures affecting the mission. This can help the advisory committee members anticipate possible "roadblocks" to the timely completion of the year's work plan for the program.

Moreover, use the meeting time wisely. Statistical reports and program activities should be addressed through email prior to the advisory committee meeting so that members can be ready before the meeting starts. If issues should arise from the email correspondence, those issues may be effectively addressed as an agenda item for the next committee meeting.

- **EXPECT RESULTS**

If people are going to give up their valuable time, the need to know their input is essential. Let committee members know they are important and provide a valuable service to the program. Assure them that meetings will be productive and that results will be expected.

Motivating members by pointing out the often-unspoken benefits of their participation on the advisory committee can improve membership commitment as well as committee results. It helps if the program director/lead, department chair, or other college employees point out that the committee members will gain a unique insight into their profession's current challenges and will have the opportunity through their participation on the committee to bring positive change to their profession or technical field in a regional context. Their efforts may also improve the lives of the program students and graduates and enhance the quality of life in the community.

- **RECOGNIZE OUTSTANDING MEMBERS**

Reward mechanisms are important to every organization because they encourage attendance and involvement. Moreover, recognition efforts attract the attention and interest of other qualified people who may someday serve in the organization. To reward committee members through recognition is especially important to advisory committee members because they are dedicated volunteers who are not paid for their efforts.

ROLE OF COLLEGE FACULTY AND STAFF, (NON-VOTING)
The role of the non-voting members is specific and limited. The following list itemizes their roles and responsibilities:

1. Nominate persons for service on the advisory committee.

2. Submit items for the agenda to the chairperson. (Often, an additional college employee will be designated as a backup recipient for the agenda items such as the program director/lead, department chair or the program's tenured faculty representative.)

3. Assist the chairperson as needed with logistics for the meetings.

4. Provide counsel and information in an *ex officio* (non-voting) role when requested by committee members or the committee chairperson.

5. Communicate information from advisory committees to other faculty in the field.

6. Incorporate information gathered from the advisory committee into the curriculum.

7. Remember that ultimately the best results for the program are realized when the college non-voting members ask for advice from the committee members and then follow-up by responding to that advice.

SECTION V - MEETING MANAGEMENT

Regularly scheduled meetings are important. All advisory committees will meet a minimum of twice a year in formal, minute-recorded sessions. However, meeting three times a year - once every quarter for the three quarters of the standard academic year - is encouraged, especially if the program is new or is in the process of significantly changing its curriculum. In addition, other meetings, particularly subcommittee meetings, may be scheduled at the discretion of the chair of the committee. In the case of a time-sensitive situation, program faculty and the division dean may schedule a meeting with short notice, working directly through the advisory committee chair.

The effectiveness and productivity of a program's advisory committee depend on several key elements. Three of these components have already been discussed:

- Careful selection of qualified and committed voting members
- Clear understanding of roles, responsibilities, and expectations of members
- Well-defined and stated purpose for the establishment of a program's advisory committee

However, these do not address the critical techniques generally considered necessary for time efficiency and maximum utilization of committee members' valuable experience and expertise.

The remainder of this section on meeting management will cover the following five fundamentals of good meeting management:

1. Using bylaws knowledgeably and appropriately to meet a program's needs

2. Formatting committee recommendations correctly

3. Reporting advisory committee actions and maintaining minutes

4. Preparing and distributing meeting agenda

5. Utilizing Robert's Rules of Order and Parliamentary Procedures

ADVISORY BOARD BYLAWS

As already mentioned, committee members represent business, industry, labor, program graduates, consumers. They serve voluntarily, and they must feel their time is spent wisely. Bylaws are one way to ensure that each meeting is conducted in an effective and orderly manner.

Bylaws define how the committee will conduct business, including how it will do the following:

- Organize itself
- Select its officers
- Establish subcommittees
- Select place and time for meetings
- Determine annual work plans and formulate formal recommendations to the college
- Prepare meeting agendas
- Address term limits

However, the above list is not the only purpose of establishing bylaws. Every program's advisory committee has its own unique set of program needs and objectives including term limits. The bylaws must address term limits and each committee is responsible for adhering to and enforcing these term limits. Additionally, the advisory committee's bylaws provide the vehicle by which a committee can "fine tune" or customize itself to address special functions that are critical for the successful performance of its particular duties and responsibilities.

WHAT CAN GO WRONG IF A COMMITTEE'S BYLAWS ARE NOT GIVEN APPROPRIATE CONSIDERATION?

The committees' established bylaws determine what actions the committee can officially implement in the process of conducting its work. If the committee's bylaws are poorly thought out or ambiguously written, committee members may have difficulty legally performing even

the simplest of tasks. For instance, the following list of common (and even taken for granted) committee actions (derived from *Robert's Rules Bylaws Checklist by C Alan Jennings*) are actions that would be impossible for the committee to execute without expressed consent written into the bylaws. Such oversight can limit the extent of the committee's authority and derail the successful completion of its work plan for the year.

- Suspend a members' voting rights or drop a member from the roster for lack of attendance
- Create subcommittees as needed
- Hold meeting by telephone conference, videoconference, or e-mail
- Hold special meetings

CHANGING A COMMITTEE'S BYLAWS

The bylaws are the foundation upon which the committee conducts its meetings and carries out its annual work plan. Consistent bylaws with limited changes over time promote program stability and ensure a level of uniformity in the way the program's advisory committee conducts its work and performs its responsibilities.

While advisory committee bylaws may be changed to address a critical deficiency or new needs in the applicability of the existing bylaws, the committee should be cautious about frequent changes to address one isolated situation. Once a committee's bylaws have been established, they should not be changed on a whim.

To encourage wise, well-thought-out changes to committee bylaws, the college encourages committees to assign a higher standard of committee approval or super majority for any proposed changes to the bylaws. For instance, the committee could require a super majority of 66% or 75% of all voting members for the motion to pass rather than accept a simple majority vote of those present when a quorum is reached.

FORMATTING THE BYLAWS

If the committee is newly established, this example may help the committee design its bylaws more expediently. For a committee of long-standing, it's important that the membership periodically review its bylaws to make sure they are still relevant.

When reviewing the sample format in Appendix D, notice that each section of each article has commentary to the right explaining what topic that section is supposed to address. For example, Article I: Section Three is the location in the bylaws where the committee identifies how many meetings it will require each academic year. No other topic should be addressed within Section Three, at least in this particular format.

However, the format can be adjusted or altered to meet the committee's needs. For instance, the committee may choose to include additional articles and sections or move an existing article or section to another place in the document. The committee members need "user-

friendly" bylaws that enhance their ability to perform their duties and responsibilities in a cooperative and productive way. The committee determines the bylaws, and those bylaws facilitate the work of the committee. Don't forget, however, that the committee needs to be cautious and mindful when proposing changes to the bylaws. *Please see Appendix (D) for a sample of a bylaws format.*

FORMULATING ADVISORY COMMITTEE RECOMMENDATIONS

The following information describes a process for developing committee recommendations, committee actions, and periodic reviews of the committee's program of work. Also, committee members need to keep in mind that both committee recommendations and actions have an overall intent which is to improve and modernize the program in order to better serve the needs of the students and the community.

The advisory committee in its advising role may want to conduct activities designed to study or assess specific areas of the program. After conducting the activities, the committee may decide to make a recommendation to the college to change various aspects of the program (Note: please see pg 4 on accreditation statement). If so, the following steps should be followed:

1. The recommendation should be crafted after the committee has spent sufficient time to study and discuss the specific issues thoroughly.

2. When formulating the recommendation, the committee should discuss and carefully review the recommendation before submitting it.

3. The recommendation should be brief (generally one to three sentences), clear, and concise. It should describe the specific action the committee wants the college to consider.

4. The committee may choose to introduce the recommendation with a rationale. The rationale should include why changes are needed and how these modifications would benefit the program, the college, and/or the community.

5. The number of recommendations should be kept to a minimum.

6. Once the recommendation has been submitted to the college, the appropriate college officials will conduct a comprehensive review of the recommendation and provide a reasoned and timely response.

7. If the recommendation is accepted, a meeting may be called, depending on the complexity of the recommendation, to discuss the steps to institute the changes.

8. If the recommendation is denied, a meeting with the committee will be set up by the college officials who reviewed and denied the recommendation. At that meeting,

the college officials will outline or summarize their reasons for denial and discuss alternative ways of improving the program.

While the committee membership may not have any direct administrative authority, the committee has a lot of influence because of its advisory status and expertise. The college leadership and the program faculty take the committee's recommendations very seriously.

REPORTING ON ADVISORY COMMITTEE ACTIONS

Sometimes the role of the advisory committee members is not advising. Instead, the members are needed in an assisting or advocacy role. Each year the role of the committee (e.g. advising, assisting, or advocating) is determined by the type of work plan the committee membership has established for the year.

In an assisting role, the committee is performing some sort of activity as the outcome of the annual work plan. For instance, the work plan may require the committee members to judge a competitive skills event; determine the scholarship nominees and/or winners; or conduct mock interviews with graduating students and critique their performances. For these type of activities, a recommendation is generally not needed. However, keeping the college officials (division dean and instructional vice president) informed of these activities is essential. If the planned activity is highly visible and has the potential of being reported in local news, the committee or committee representation should meet with the college officials rather than notify them through written communications.

PREPARING AND DISTRIBUTING THE MEETING AGENDA

Organizations using parliamentary procedure usually follow a fixed order of business outlined in the agenda. Those responsible create an agenda, listing the order of business for the meeting. The agenda is then electronically sent approximately a week in advance of the scheduled meeting to the advisory board members. Below is a typical example of its outline and on the next page is a sample agenda format.

1. Call to Order
2. Roll Call of Members Present
3. Reading of Minutes of Last Meeting
4. Officer Reports
5. Committee Reports
6. Special Orders – Business previously designated for consideration at this meeting
7. Unfinished Business
8. New Business
9. Announcements
10. Adjournment

The divisional dean and his/her staff may assist with the recording and distribution of committee meeting minutes (see Appendix E for sample of meeting minutes) for purposes of

continuity in quality and consistency in the burden of responsibility. The dean's office is also in charge of the maintenance of each advisory committee's file including agendas, minutes, reports, recommendations, and any other committee correspondence since its establishment. While the department chair, program director/lead, and/or the program faculty may also have records of all committee documentation, the final responsibility lies with the dean and through the dean the vice president of instruction. This chain of responsibility ensures the college has a comprehensive history of each program's advisory committee activities, regardless of the turnover in personnel over time.

PARLIAMENTARY PROCEDURES & ROBERT'S RULES OF ORDER

Every meeting conducted by an advisory committee should be governed by a set of rules known as Robert's Rules of Order and a set of procedures known as Parliamentary Procedures. Together they provide a fair and relatable structure for moving a proposal through the discussion process to a vote and from a vote to an official recommendation for the program and the college. When used together, member participation increases, and confusion in the decision making process decreases. These rules of order and parliamentary procedures should be adopted in the bylaws of each advisory committee. Please see Appendix F for more information regarding this.

Appendices

Appendix A - SAMPLE ADVISORY COMMITTEE NOMINATION FORM

Date: Click to pick a date.

Program: Click or tap here to name of program at SFCC.

I nominate Click to enter name of nominee for the position of advisory committee member, representing a business/industry/profession aligned with the above-named program. She has the requisite professional experience, knowledge, and/or pertinent educational background to provide creditable and useful advice to the program faculty and administration.

Signature or Name and Email:

          Click to enter name.   Click to enter email

Program Director/Department Chair Approve   Division Dean's Approval

ADVISORY COMMITTEE MEMBER SHOULD:

- Show interest in the goals of the program as an employer, consumer or practitioner
- Have up-to-date, extensive, and/or unique experience in the career area
- Have adequate time available to participate in the advisory committee activities (2-3, 1-1.5 hour meetings or field trips per year)
- Willingness to share advice, recommendations, and concerns with college personnel regarding curricula, equipment, and effectiveness

NOMINEE'S INFORMATION:

Company/Business/Industry					
Title					
Company/Business/Industry Address					
Phone Number					
Email					
Available term of Service – 3 years is preferred but not required (X preference)	1 Year		2 Years		3 Years
Expertise (X those that apply) If other, explain:	Employee		Employer		Former Student
	Labor/ Union Rep		Emp & Training Org		Other

APPENDIX B - SAMPLE ADVISORY BOARD MEMBERSHIP FORM

SPOKANE COMMUNITY COLLEGE
ADVISORY COMMITTEE MEMBERSHIP FORM
FOR ACADEMIC YEAR _____TO_____

NAME OF PROGRAM _____

Name:_____Title: _____

Last Year of Designated Membership Term (Academic Year_____to_____)

Organization: _____

Type of Business/Industry/Profession:_____

Mailing Address:_____

Work Phone:_____Home Phone:_____

Email Address;_____Cell Phone:_____

Demographics Section (only for reporting purposes to the state board to ensure appropriate representation of field and community):

Gender:_____   Male:_____   Female:_____

Ethnicity:_____

Size of Business or occupational field: _____Small_____Medium_____Large

Geographic Area company/business/industry/profession serves:_____

APPENDIX C - SAMPLE WELCOME LETTER

SPOKANE COMMUNITY COLLEGE

1810 North Greene Street   Phone Number (509) 533-7000
Spokane, Washington, 99217

September 1, 2019

Ms. Susan Pilder, Pharmacy Tech
First Choice Pharmacy
2928 East Regal Street
Spokane, Washington 99223

Dear Ms. Pilder:

Spokane Community College (SCC) thanks you for your commitment to serve on the Pharmacy Tech Advisory Committee. You will be working with others in your career field with the same dedication to the betterment of your profession and their relevant training and expertise to contribute valuable advice and recommendations to the program. Moreover, you will be dealing with SC faculty and staff who are dedicated to continually improving professional and technical training for our students.

Your three-year term of service begins this year and will extend through the 2018-2021 academic year. The committee typically meets three times each year. In addition, you may be asked to give a few more hours each quarter on subcommittee work. We realize however that your tie is valuable, so we are committed to making the meetings as efficient, effective and productive as possible.

To support you during your membership term, you will be given a copy of the **Spokane Community College's Program Advisory Board Handbook.** You will receive a copy at your initial orientation and training session (notification of date and time is forthcoming). At that time, college presenters will review the handbook with you and answer questions you might have. If you have additional follow-up questions or other concerns, please feel free to email me at [insert email address].

On the day of orientation, I will also be conducting a tour of the program facilities for you and the other new members on the committee. For your convenience, participants generally prefer the tour just before or right after the orientation. I'll be contacting you in the next week to discuss which two timeframes works better for you.

We at SCC look forward to working with you to maintain high-quality training and educational experience for our students and our community. We welcome you to Spokane Community College and hope that your service to this college will be as interesting and worthwhile to you as it will be invaluable to us.

Sincerely,

First and Last Name here

Director of Pharmaceutical Technology

APPENDIX D - SAMPLE BYLAWS FORMAT

HEADING

Name of Program Advisory Board

Name of Community College

ARTICLE I   COMMITTEE OPERATION

Section One: The committee will consist of _____ voting members

Section Two: Meetings will be held at a time and date specified by the committee

Section Three: While three meetings each academic year are preferred, the committee may select instead to hold two meetings (*the minimum*) each academic school year. (The committee may decide to hold more than three meetings, depending on the annual program of work.)

Section Four: The Executive Committee (Chairperson and program director/lead/department chair) will develop the agenda for each meeting in collaboration with the division dean or designee

Section Five: The program of work will be a significant consideration in setting the agenda for each meeting.

Section Six: To obtain consensus, the committee will use a discussion format, incorporating Robert's Rules of Order, throughout the decision-making process. Furthermore, Parliamentary Procedure will be utilized when the committee records decisions and transmits recommendations

Section Seven: A quorum will consist of a simple majority of the appointed <u>voting</u> members.

Section Eight: The minutes from each meeting will be recorded by an employee from the college clerical staff (provided by the appropriate professional or technical division) and distributed to each member and appropriate college official

ARTICLE II   SUBCOMMITTEES

Section One: Standing subcommittees should be established for such areas as deemed necessary by the chairperson

Section Two: Subcommittees may be of any size

Section Three: Subcommittees will elect their own chairpersons

ARTICLE III OFFICERS

Section One: Officers will be elected by a simple majority. Officers will serve a one-year term (just an example) and may be re-elected.

Section Two: Officers will include a chairperson and a vice-chairperson.

Section Three: Officers will be elected at the last meeting of that officer's term of office.

ARTICLE IV MEMBER RESPONSIBILITIES

Section One: Each member will commit to a three-year membership term. More than two consecutive terms are discouraged. However, after a lapse of six years (two three-year terms), an individual is free to participate as a committee member once again for another two consecutive terms.

Section Two: Each member will attend meetings and participate in work activities.

Section Three: Each member will study the issues or problems that come before the committee.

ARTICLE V PROGRAM OF WORK

Section One: It is important that the committee record the date on which it adopted the bylaws. Bylaws should then be used when it is conducting its meetings and carrying out its annual work plan.

Section Two: An annual program of work will be established by the committee during its first meeting each year. Included in the program of work should be goals, objectives, tasks, timelines, member(s) responsibilities, and the scheduled date of completion.

Section Three: If the committee specifies activities that relate to an advising role, the end result will be a recommendation for the college or program to consider specific action. (*Refer to Formulating Advisory Committee Recommendations on pages 16-17 for further clarification on this section.*)

Section Four: If the program of work calls for more of an "assisting" or "advocacy" role, then a recommendation will not be developed. Instead, the committee will carry out a specific action to accomplish a given activity. (*Refer to Reporting on Advisory Committee Actions on page 17 for further clarification on this section.*)

APPENDIX E - SAMPLE FORMAT FOR MEETING MINUTES

Program:		Chairperson:	
Meeting Date:	Meeting Time:		Meeting Place:
Recorder:			

Members Present

Name and Title:		Name and Title:	

Agenda Item			
Old Business:	Discussion Information	Action	Responsibility
Continuing Business:			
New Business:			
Curriculum Decisions:			
Other:			
Next Meeting Date:			
CHAIRPERSON SIGNATURE:			
		DATE:	

APPENDIX F – PARLAMENTARY PROCEDURE AND ROBERT'S RULES OF ORDER

The Colleges encourage its chair people to use Parliamentary Procedures and Robert's Rules of Order to help them run their meetings and maximize the allotted meeting time to greatest affect. Moreover, it's a time tested method of conducting business at meetings and public gatherings. It can also be adapted to fit the needs of any organization.

When a member starts off with a definite proposal - "I move that…" – the group discusses the motion's merits and all the details necessary to make a decision. During the discussion, the members are free to alter the motion as much as necessary before reaching the final decision. However, the best way for the committee to get to that final decision is to follow Robert's Rules of Order and Parliamentary Procedures appropriately and thoughtfully. Below are guidelines to which the membership should adhere. (These guidelines and Robert's Rules of Order are more fully explained on the following pages.)

1. Allow motions that are in order (those correctly recognized by the chairperson and seconded by a voting committee member)

2. Have members obtain the floor properly by waiting for the chairperson to recognize them

3. Speak clearly and concisely

4. Obey the rules of debate as outlined in Robert's Rules of Order (explained on the following page)

5. Most importantly – BE COURTEOUS!

6. If the discussion of a motion causes contention among the membership, set aside personality conflicts; stay calm; respect the opinions of others; and <u>stick to the subject.</u>

ROBERT'S RULES OF ORDER

The key emphasis and most valuable time saving aspect of Robert's Rules of Order is its philosophy or premise of <u>"motion before discussion."</u> This approach eliminates the tendency for members to take up valuable meeting time brainstorming proposal ideas. Brainstorming should occur outside of the meeting itself. A member with a proposal (more commonly referred to as a motion) has to have his/her idea well prepared before turning it over to the group for its consideration at the meeting.

Below are five very good reasons for using Robert's Rules of Order to improve the quality and productivity of the advisory committee meetings.

1. A great deal of work must be accomplished during the advisory committee meetings, and organization helps move the process along more quickly.

2. Until a motion is made, seconded, and stated by the chair, no discussion is in order. This process eliminates the tendency of some members to take meeting time to discuss vague ideas rather than concrete motions.

3. The elected chairperson may have limited experience in running meetings, and these rules will give him/her a framework from which to conduct the meetings.

4. An organized process tends to create a positive, non-contentious environment for members to express their points of view.

5. In a positive environment, more members are prone to participate and more critically useful information is likely to be gleaned.

DEFINITIONS OF THE VARIOUS TYPES OF MOTION AND THEIR APPLICATIONS

For committee members to understand the motion process, they need to know the various types of motions that can be utilized under Robert's Rules of Order. The members' ability to understand the different types of motions, their relationships to each other, and the best motion to implement at any given time is essential for effective and efficient decision-making to occur.

The following streamlined (but thorough) definitions are directly from Robert's Rules for Dummies by C. Alan Jennings, PRP.

Motions come in all types and sizes, but they fall into a couple basic categories:

- A **main motion** introduces a new subject for discussion and action. A main motion says: Let's do this about that. The main motion is the starting point on the way to making a group decision. It is also the most common type of motion.

- **Secondary motions** offer different approaches to consider in the discussion of the main motion. A secondary motion says: Let's do that this way. Secondary motions fall into one of the three classes:

    o **Subsidiary motions** apply directly to a pending main motion (or pending secondary motion) and help the group arrive at a final decision on the main motion. <u>Any subsidiary motion is voted on before a main motion and affects the main motion being considered.</u> For example, the motion to *Refer* the main motion to a committee is a secondary motion. A *subsidiary motion* says: Let's do this along with the main motion.

- **Privileged motions** are urgent matters that must be dealt with immediately even if they interrupt pending business. They generally deal with things relating to the comfort of the assembly or other important situations requiring a prompt decision by the chair or by the members without debate. <u>They are unrelated to pending business.</u> A *privileged motion* says: Let's do this even though there is a pending main motion.

- **Incidental motions** are motions that generally deal with procedures and help process other motions (such as the subsidiary or privileged motions). <u>They must be considered before the main motion is addressed further.</u> An *incidental motion* says: Let's do this to better handle the pending motion. You use incidental motions to help the group go about conducting its business in meetings.

- A **restorative motion** seeks to put things back to where they were. A *restorative motion* says: Let's undo this and maybe do that instead.

USING ROBERT'S RULES OF ORDER TO HANDLE A MOTION

The process of handling motions using Robert's Rules of Order involves the following steps:

1. A member <u>obtains the floor</u> and makes a motion stating concisely what action should be taken.
2. Another member <u>seconds</u> the motion.
3. The <u>chair</u> states the motion.
4. Members <u>debate</u> the motion.
5. The chair puts the motion to a <u>vote</u>.
6. The chair announces the <u>results of the vote</u> and what happens with the motion.

However, as simple and direct as the above process is, it can be made more complicated by various secondary motions that may interrupt or delay the discussion of the main motion under consideration. Therefore, the committee members need to have a clear understanding of the types of motions before continuing with a more detailed explanation of steps 1-6 above.

The procedure listed below expands on Steps 1-6. It provides the committee members with a method for discussing a topic, refining its scope, voting on a possible action or recommendation, and coming to a final consensus. For this reason, all committee members should know and follow these steps throughout the discussion and deliberation process on a motion before the committee. The person proposing the motion is referred to as the '*mover*.' The *mover* when proposing a motion should do or adhere to the following:

1. Obtain the Floor

    a. Wait until the last speaker has finished

b. Rise and address the chairperson by saying "Mr./Ms. Chairperson" (*If the committee is small, the mover may sit when making the motion.*)

c. Wait until recognized by the chairperson

2. Make the Motion

   a. If a verbal motion, speak in a clear and concise manner, always stating the motion in the affirmative. Say, "I move that we do" rather than "I move that we do not."
   b. If a written motion (a resolution), finalize it before the meeting, make sure it is concise, on point, and written in the affirmative; give a copy to the chairperson; and read it loudly and clearly. Say, "I move the following resolution."
   c. Whether verbal or written, do not speak in favor of the motion at this point in the process (That occurs later).
   d. Avoid personalities and stay on subject

3. Wait for the chairperson to call for the second motion

4. If there is **no** *second* to the motion, the motion is dropped

5. If there is a *second*, the chairperson states the motion

   a. The chairperson will say, "It has been moved and seconded that we…," thus, placing the motion before the membership for consideration and action
   b. The membership then either debates the motion or may move directly to a vote
   c. Once the motion is presented to the membership by the chairperson, it becomes "*assembly property*" and cannot be changed by the mover without the consent of the members

6. Expanding the motion (*The time for the mover to speak in favor of the motion is at this time, rather than at the time the motion is initially introduced.*)

   a. The mover is always allowed to speak first
   b. Any comments and debate are directed to the chair person
   c. The time limit established for each speaker should be enforced
   d. The mover should wait until all other speakers are finished before speaking again, unless called upon by the chairperson

7. Putting the question to the Membership

   a. The chairperson calls for the question, usually asking, "Are the members ready to vote on the question?"

b. If there is no more discussion, a vote is taken

c. The results of that vote are announced by the chairperson

STEPS FOR VOTING ON A MOTION

The method of vote on any motion depends on the situation and the bylaws of the program's advisory committee. The following five methods are used by most advisory committees. They are as follows:

1. By Voice – The chairperson asks those in favor to say, "aye" (yes) and those opposed to say "nay" (no). Any member may move for an exact count.

2. By Roll Call – Each member answers "yes" or "no" as his/her name is called. This method is used when the record of each person's vote is required.

3. By General Consent – When a motion is not likely to be opposed, the chairperson says, "If there is no objection_?" The membership shows agreement by their silence; however, if one member says, "I object," the item must be put to a vote.

4. By Division – This is a slight verification of a voice vote. It does not require a count unless the chairperson so desires. Members raise their hands or they stand.

5. By Ballot – Members write their vote on a piece of paper or ballot; this method is used when secrecy is desired.

OTHER MOTIONS THAT CAN BE USED IN VOTING

There are two other motions that are commonly used as well in regards to voting. They are described below.

1. Motion to Table – This motion is often misunderstood by many committee members. Many people think tabling a motion is tantamount to killing it, but the motion to *Lay on the Table* is used to set a pending motion aside <u>temporarily</u> in order to take up something else more pressing or urgent. If you want to *kill* a main motion, you move to *Postpone Indefinitely*.

2. Motion to Postpone Indefinitely – This is often used as a means of parliamentary strategy, such as an attempt to kill a motion before it can be voted on. However, when a committee member utilizes this motion, the debate is once again open on the main motion.

LIST OF COMMON MISTAKES TO AVOID WHEN WORKING WITH ROBERT'S RULES OF ORDER AND FOLLOWING PARLIAMENTARY PROCEDURES

The following information is taken from Robert's Rules for Making a Motion: Mistakes to Avoid by C. Alan Jennings, PRP from Robert's Rules for Dummies.

The list below focuses on some of the ways committee members incorrectly use or often abuse parliamentary procedures and frequently misuse the motions applied to Robert's Rules of Order.

- **Speaking without recognition:** It's a mistake to make just about any motion without first being recognized by the chair. Rise and address the chair ("Mr. President" or "Madam Chairman") and seek recognition in proper form.

- **Calling the question:** When members get tired of hearing the same arguments go back and forth on a pending motion, inevitably somebody calls out, "Question!" or "I call the question!" Your presiding officer may take the opportunity to tell the members that *calling the question* actually requires a formal motion from a member after being recognized by the chair. Generally, the presiding officer waits until it's clear no one else wants to speak to the issue; calling "Question" without first obtaining the floor is just plain rude.

- **Tabling it until next month:** This is yet another misuse of the word *table*. What the member who makes this proposal really wants to do is to *Postpone to a Certain Time*, not *Lay on the Table.* The order of precedence and the rules covering whether the motion is debatable, amendable, and so forth make distinguishing motions important.

- **"Reconsidering" a vote:** Under Robert's Rules, *reconsider* has a very specific meaning sometimes at odds with the word's meaning in general usage. In a meeting run under Robert's Rules, you can reconsider *only with respect to a decision made in the current meeting* (or on the next day, if the session lasts more than one day).

- **Requesting a point of information:** Some people think this motion means they can get the floor to _give_ information, providing them with the opportunity to speak again. In reality, members requesting a point of information are _asking_ for information.

- **Offering friendly amendments:** Most everybody has encountered a well-intended member who offers, "I want to make a friendly amendment." But the fact is, when a motion is on the floor, the maker of the motion no longer owns it. Any motion to amend a main motion depends upon the acceptance of the assembly, not the person who made the original motion.

Offering a friendly amendment is really patronizing. The best thing to do is to simply get recognition of the chair, move your amendment, and tell the membership why you're offering the amendment.

- **Making a motion to accept or receive reports:** Except in some specific situations, motions to *accept* or *receive* reports after they're presented shouldn't be entertained. Instead, the chair should simply thank the reporting member and go on to the next item of business. Sometimes, a report contains recommendations or suggests the need for the group to take some specific action. In those cases, the presiding officer states the question *on the motion that arises* from the report, not on whether to adopt the recommendations contained in the report, and not on whether to receive, adopt, or accept the report.

- **Dispensing with the minutes:** You don't want to dispense with the minutes; you want to dispense with the *reading* of the minutes. Minutes must be approved in order to become the official record of the assembly's action. Dispense with their reading if you must, but ask for corrections and approve them at some point in order to have a complete and official record of your meetings.

- **Wasting breath on "I so move":** If you just say, "I so move," in response to the presiding officer saying, "The chair will entertain a motion to take a recess," for example, you haven't actually made a motion. When you make a motion, propose your action as exactly and specifically as you can. Leave no doubt as to what it is you're asking the membership to agree to.