

A stylized illustration of an orange with two green leaves, positioned at the top center of the slide. The orange is a light orange color with a darker orange outline, and the leaves are a vibrant green with dark green outlines.

# **BEST PRACTICES IN ADVISORY BOARD DEVELOPMENT**

**Sara Lynn Baird, University of North Alabama**

**Rajeev R. Raje, IUPUI**

**Jeff Thompson, University of Nevada-Reno**

**Moderator: Charles Bomar, University of Wisconsin-Stout**

# The University of North Alabama



- UNA- Regional masters institution in the northwest corner of Alabama
- 7800+ enrolled students
- 30% Pell Accepted
- 2% study abroad
- The College of Arts and Sciences = 19 departments and 1 School



# A Strategy to Build



- Navigation of politics - Why
- Creation of college Advisory Council - How
  - Initial members
  - By-laws
  - Areas of representation
  - Communication / meeting patterns

# A Strategy to Build



- “Capacity
- Ask” schedule (non-financial and financial)
- Sustainability
- Dean created by-laws and started with 2-day, on-campus, annual meeting
- They elected officers and revised/approved By-Laws

# Member Qualities



- Members - mixture of in town, out-of-town, out-of-state, and not-A&S
- Selected based on enthusiasm, potential, connection with goals, areas of expertise, and potential for productive discussion, communication skills, diversity, prior interaction, other needed skills

# Initial Objectives



- Establish connections with alumni and donors
- Friend and fund Development
- Study abroad, Students support for conferences, the Arts, and Premier awards, Speaker Series
- Encourage: cultural competence, innovation, creative economy, recruiting, and retention

# ENGAGEMENT THROUGH PREMIER AWARDS



- Constituencies: Administration, faculty, alumni, students
- Stories of lives being changed through the process - students
- Faculty engagement
- Alumni excitement
- Increased commitment to global competency
- Commitment to retention through excellence
- Recruiting strategies

# NEEDS



- Dedicated staff or faculty
- Institutional knowledge about the application processes
- Lists of prospective applicants
- Pipeline to build competitive edge
- Early recruiting strategies



# RESULTS



- Office of National and International Awards
- Director with 80% commitment
- Applicants and Recipients
- Application increases (75%)
- Office of Student Research
- Administration - \$1600 - every student for study abroad

# EVALUATION VARIABLES



- Application increases and diversity of award recipients
- Semi-finalists and finalists
- Reaching students earlier for research and study abroad
- Increased diversity and inclusion
- Increased faculty participation and outreach
- Increased campus partnerships
- Repository for alumni communication

# Achievements



- 2017-18-second year
  - 1 Fulbright winner
  - 2018-19
    - 14 applicants
    - 4 Fulbright winners, 2 Gilman winners, 1 Boren winner
  - 2019-20
    - 11 applicants, over 25 faculty involved
- 38 applicants over the 4 years since institution

A stylized illustration of an orange with two green leaves, positioned in the upper left quadrant of the slide. The orange is a vibrant orange color with a slight gradient, and the leaves are a bright green with dark green outlines. The background is a light yellow-orange gradient.

# **INDUSTRIAL ADVISORY BOARD BEST PRACTICES**

Rajeev R. Raje  
IUPUI

# Board Maintenance



## ➤ Technical Aspects

- Previous presentation
  - Size
  - Qualifications
  - Potential...

## ➤ Fiscal Aspects

- Current presentation
  - Sustenance of the board
  - Motivation
  - Opportunities...

*Its all about money – is it really?*

# Fiscal Maintenance



“We make a living by what we get, but we make a life by what we give.”

– Winston Churchill

“Not everything that can be counted counts, and not everything that counts can be counted.”

– Albert Einstein

“Money is only a tool. It will take you wherever you wish, but it will not replace you as the driver.”

– Ayn Rand

*Need \$ or \$\$\$ or \$\$\$\$\$\$ to sustain a board?*

(Courtesy: Wikiquotes)

# Fiscal Aspects



## Questions to ponder

- *How to differentiate between the memberships contributions and goal-oriented contributions?*
- *What are different models to effectively address the fiscal aspects of the memberships?*
- *How to make a case for fiscal donations from the members?*
- *Which avenues exist for effectively utilizing fiscal donations?*

# Fiscal Aspects



*How to differentiate between the general contributions and goal-oriented contributions?*

- General Contributions
  - Membership fees?
    - One-time?, Yearly?
  
- Goal-oriented Contributions (Purposeful Donations)
  - Appealing to the passion of the members
    - One-time specific donations
      - Scholarships for particular groups, Endowments, Lecture-series...
    - Recurring goal-oriented gifts?
      - Annual events such as topic-based symposiums



# Membership Models



*What are different models to effectively address the fiscal aspects of the memberships?*

- Type of Membership
  - Paid, Unpaid, Honorary, ...
- Period of Membership
  - Annual, Multi-year, Life, ...
- Level of Membership
  - “One level for all”?
  - Tiered options
    - Basic, Advanced, Premium, ...
- Benefits of Membership
  - Access to Students
  - Access to Faculty
  - Participation in Routine and Special Events

# Making a Case



## *How to make a case for fiscal contributions from the members?*

- Highlighting the strengths and uniqueness of the school/college
  - Program in forensic science at IUPUI's school of science
- Highlighting novel and student-centric programs
  - Recent ADVANCE grant at IUPUI
  - MURI opportunities
- Identifying the passion of the board members
  - Specific programs
  - Specific student demographics
  - Specific research initiatives

# Avenues



*Which avenues exist for effectively utilizing fiscal donations?*

- Faculty-related
  - Endowed Chairs, Eminent Scholars, ...
  - Moderately large
- Student-related
  - Scholarships, Travel Fellowships, “Elevator-pitch”, ...
  - Moderately large to small
- Infrastructure-related
  - Naming of Buildings, Schools, Labs, Rooms, ...
  - Large to very large

# Case Study 1



## *Dean's Advisory Council at IUPUI*

- Members
  - Industrial Leaders (CEOs, CTOs, ...)
  - Community Leaders
  - Well-wishers/Alumni
  - No Membership Fee
- Turn-around
  - Typically a few years
- Functions
  - Advocates for the School
  - Strong networking
- Financial Contributions
  - Targeted Scholarships



7 Departments; 2 Programs; 160+  
Faculty; 75+ Staff; ~2630 Undergrads;  
~425 Grad

# Case Study 2



## *Industrial Partnership Program in the CS Department at IUPUI*

- **Members**
  - Industrial Leaders (CEOs, CTOs, ...)
  - Tiered Memberships
    - Basic and Premium
      - Different Levels of access
      - Yearly renewable
- **Size**
  - Less than 5 (at present)
  - Indy-metro area presence
- **Events**
  - Various student and faculty-related events
  - Tailored for each partner
- **Financial Contributions**
  - Membership Fees



**DEPARTMENT OF  
COMPUTER AND  
INFORMATION SCIENCE**

SCHOOL OF SCIENCE

Indiana University–Purdue University  
Indianapolis

4 Degrees + Certificates; ~20 Faculty; 4  
Staff; ~410 Undergrads; ~130 Grad

(<https://cs.iupui.edu/about-csipp>)

# Conclusions



- *An advisory board provides a valuable perspective to an academic unit.*
- *There is no “one-size-fits-all” model for the membership.*
- *Highlighting unique strengths will motivate the board to contribute, both academically and financially.*
- *Sustenance of the board is a critical issue but with a proper justification it is certainly achievable.*

Questions/Comment?

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# **ADVISORY BOARDS/COUNCILS**

## **LESSONS LEARNED**

Jeff Thompson  
University of Nevada, Reno

# College of Science and the Mackay School



University of Nevada, Reno

Land grant and R1 University  
21,000 students

## College of Science

Biology

Chemistry

Mathematics and Statistics

Physics

Psychology

Mackay School of Earth Sciences  
and Engineering

## Mackay School of Earth Sciences and Engineering

Geography

Geological Sciences and  
Engineering

Mining and Metallurgical  
Engineering

Nevada Bureau of Mines and  
Geology

Nevada Seismology Lab



# College of Science and the Mackay School



## College of Science - 2004

### College of Science Advisory Council

~20 members

no leader

no bylaws/procedures

no defined purpose

no defined role

Membership: Some alumni and local business leaders and Senior VP's of multinational corporations

## Mackay School of Earth Sciences and Engineering (School of Mines) - 1908

### Mackay Executive Advisory Board

>50 members

same leader for over 20 years

no bylaws/procedures

“Fire presidents”

Membership: Some alumni, local business leaders, and CEO/COO's of multinational corporations

A “Seasoned” Group

# Board Maintenance



Develop a Consistent Message of Expectations with the  
Board

Advice

Advocacy

Connection

Support

# Board Maintenance



Develop a Consistent Message of Expectations with the Board

Advice/Not Direction, Advice

Advocacy/Please Tell Me if You Are Setting Up Meetings With...

Connection/Yes, If Your Friends/Associates are Interested, I would Like to Meet Them

Support/Yes, I Might ask for Your Financial Support

# Board Leadership



## Leadership is Important!

### The Board Chair

- Find Someone who is Interested in Serving, and Shares Your Vision and Goals
- They Should Have Leadership Experience
- Collaborate with the Chair on Setting the Agenda
- Let the Chair Lead the Meetings

### Who Picks the Chair?

# Board Bylaws and Membership



## Bylaws, Procedures are Important

Purpose of Board

Set Expectations of Membership

Terms for Members

Organization Representative or Individual Board Member?

Availability of Board Members – Can I Send a Proxy?

Diversity – background, opinion, discipline, interest

Membership, I would like for you to serve on my Board

Who Makes the Decision? Nominations, Making the Ask

How Long are the Terms?

How Often do you Meet?

Are You Going to ask Me for Money?

# Board Meetings and Actions...



## Show Off Your Programs

Find Ways to Excite your Board about Your Program's Accomplishments  
Some Faculty and Students are Fantastic at Carrying this Message  
Take Them on Field Trips (Sometimes Virtually)  
Meet in Different Spaces

## Inform the Board of Your Program's Issues

You May or May Not Want Them to Act – be Clear

# Board Meetings and Actions...



Listen, Engage, Empower,

Develop Committees based on their Interests and Your Needs

Alumni Awards

Community Communications

Faculty Awards

Student Awards

Scholarships

Strategic Planning

.....

They Will Give You Advice

Are You Obligated to ..... Listen, and Maybe Act?

# Board Engagement



Build Community and Reward Success  
(Invite the Members participate in Your College)

- College Celebrations
- Faculty and Student Success Events
- College Events
- Graduation Events
- Department Colloquia
- Lunch with Faculty
- Dinners/Parties

Demonstrate that their Input Matters

- Report Back on Efforts Initiated by Discussions at Board Meetings



# An Advisory Board???



## Is it Worth It?

Yes, But This is Another Endeavor that Requires Time and Thought and, It Needs to Be Yours

## Advantages

### Real Advice

Introduction to New Community Groups and Individuals

Communication and Advocacy in Your Community

Communication and Advocacy to Your Administration

New Ideas for Programs and Scholarship

A Director for the Mackay School

Academic Advisors

Student, Faculty, and Department Support

Endowed Positions

Buildings