Career Education Industry Advisory Committee Handbook

SAN DIEGO
Community College District

Updated: July 15, 2025

San Diego Community College District

SAN DIEGO CITY COLLEGE

1313 Park Blvd
San Diego, CA 92101-4787

SAN DIEGO MESA COLLEGE

7250 Mesa College Drive
San Diego, CA 92111-4998

SAN DIEGO MIRAMAR COLLEGE

10440 Black Mountain Road
San Diego, CA 92126-2999

SAN DIEGO COLLEGE OF CONTINUING EDUCATION

4343 Ocean View Boulevard
San Diego, CA 92113-1915

Table of Contents

Purpose

The SDCCD Career Education Industry Advisory Committee Handbook provides baseline requirements for advisory committee development, maintenance, and record-keeping. The primary audience of this handbook is SDCCD faculty and staff.

SDCCD Institutions are encouraged to supplement this material with professional development opportunities for faculty and staff regarding employer engagement, advisory committees, and career education course and program alignment to employer need.

Handbook Maintenance

Every two years the handbook undergoes a comprehensive review. Updates will be submitted and distributed upon approval from each institution's Office of Instruction.

This handbook, districtwide templates, handouts, and guides are available on the [SDCCD](#) [Career Education Advisory Committee Resource webpage](#).

Career Education Industry Advisory Committees

Community college career education programs provide hands-on training while building the comprehensive skillsets needed for success in the workforce. The purpose of career education instruction, in all its various subject fields and delivery systems, is to prepare students for employment and to ensure that when they leave the institutional setting they are prepared with the technical and 21st Century skills and knowledge necessary to meet the needs of employers, industry, and labor. Career education programs are designed to be informed by and closely tied to industry.

Career Education Industry Advisory Committees play an essential role in ensuring program content, materials, and equipment are aligned with industry needs. The Industry Advisory Committee is meant to ensure the bridge from curriculum and student success to industry and employment is strong.

Advisory committee members advise on and inform career education curriculum development, including new program development and modifications to existing programs.

Purpose of Career Education Industry Advisory Committees

Career Education Industry Advisory Committees are needed to:

1. Ensure students are trained with the knowledge, skills, and abilities needed by employers.

2. Ensure curriculum design and improvements are industry informed and aligned to current industry standards and needs.

3. Maintain a continuous connection with industry for the benefit of students and the growth of a diversified student pipeline from education and training to employment.

Committees are maintained for the purpose of continuous exchange between professional educators and those in the private and public industry sectors (Education Code §8070, Article 3). San Diego City, Mesa, and Miramar Colleges and San Diego College of Continuing Education rely on faculty expertise **and** the assistance of advisory committees to identify competency levels and measurable student learning outcomes for courses, certificates, and programs (ACCJC Standard II.A.2.b).

SDCCD Industry Advisory Committees

All SDCCD career education certificate or degree programs are required to have an advisory committee with industry representation and **meet with this committee no less than once per year.**

If a certificate or degree program is coded as career education, then there must be an active industry advisory committee associated with the program. Advisory committees may oversee one or more certificate or degree programs, be organized by subject area, discipline, or by industry at the institution level, the district level, or regionally.

It is the responsibility of each institution's Office of Instruction to ensure current advisory committee lists and meeting minutes are maintained for all career education programs.

Each institution must identify the following:
*   Location and process for electronic and/or hard copy maintenance of committee membership lists. **Lists must be updated no less than once every two years.**
*   Location and process for electronic and/or hard copy storage of meeting agendas.
*   Location and process electronic and/or hard copy storage of meeting minutes.

Institutions are encouraged to engage employers and industry with current students and recent alumni. Identify opportunities to bring students and employers together for networking, awareness building, and information sharing.

Advisory Committee Functions

The primary functions of Career Education Industry Advisory Committees are:

1. To study the educational needs of a specific occupational program and to make recommendations to the College program faculty and administration related to these needs. Such recommendations may be included in the program's academic program review.

2. To interpret the program to the communities served and the communities' needs to the College.

3. To furnish specialized information and advice on technical requirements for the effective operation of the program.

4. To provide channels of communication between the College and the various organizations and agencies of the community interested in the program.

5. To further a cooperative relationship between the College and the resource agencies of the community in support of the program.

6. To monitor, document, and discuss how students are progressing toward the competencies, objectives, and student learning outcomes identified for the program(s).

7. To support a diverse workforce through the development and maintenance of a strong student pipeline from education and training to employment.

Authority

Advisory committees make recommendations only. The Board of Trustees carries the legal responsibility and liability for all career education programs operating in the District. It is within this framework that the advisory committees are responsible to the Chancellor and the Board of Trustees of the San Diego Community College District, through the manager assigned to the program. The Chancellor provides overall administration of the District and reports to the Board of Trustees.

The President is assigned the responsibility for operating all phases of the instructional program at a particular site. The ultimate decision as to how a career education program operates rests with the President of that site. Institution specific guidance regarding coordination of advisory committees may be delegated to the Vice President of Instruction.

Committee Structure

The majority of the committee members must be industry and/or employer representatives.

Each advisory committee should strive to reflect the composition of the community's business, industry, or government sectors in the following categories:
- Company size: large, medium, and small companies.
- Various employment levels: executive management, middle management, supervisory, technicians, and labor representatives.
- Ethnicity and gender: reflective of the diverse student body.

Required Representation

SDCCD Career Education Industry Advisory Committees must maintain representation from the following required groups:
- Industry (may include industry associations, regional directors—formerly known as deputy sector navigators—or other experts on or within a field)
- Employers
- Career education faculty
- Student(s) and/or alumni (*required for Perkins V*)

Additional Representation *(strongly recommended)*:

- Career education administrator
- Professional associations or chambers
- Institution counseling
- Institution Work-Based Learning and/or Job Placement Coordinator
- Four-year institutions
- K-12 representatives
- Noncredit or college faculty members

Informing and Assessing Membership Representation

SDCCD Career Education Industry Advisory Committees are asked to consider:

- Are employer/industry representatives diverse, including size, scope, location, and type of company, as well as gender and ethnicity, minority-owned, etc.?

- Is the diversity of all committee representatives reflective of the diversity of the student population?

Roles & Responsibilities

Roles

Each Industry Advisory Committee must include:
- An industry or employer chair
- A faculty member

The following essential tasks should be assigned to one or more individuals:
- Agenda development
- Note-taking/preparation of meeting minutes
- Meeting minute distribution
- Committee member list management

Industry and Employer

Industry and employer representatives are expected to:

1. Attend meetings, participate in committee discussions, and serve on subcommittees as appropriate.
2. Carefully study any problem which comes before the committee prior to committing to a final decision.
3. Be available for consultation.

Industry and employer representatives on advisory committees have the following primary responsibilities:

1. **Curriculum Content Advisement**
   a. Provide insight regarding curriculum and training needed from potential employers of our students.
      i. Example: Do graduates possess the entry-level job skills needed by employers?
   b. Advising on content (not teaching method).
   c. Forecast trends in the field so curriculum can be created to reflect these trends.
   d. Provide insight to be utilized within the local program review process.

2. **Career Guidance**
   a. Engage in Work-Based Learning activities within the curriculum and outside the

classroom. Help design opportunities for students to gain career experience while enrolled.
- b. Sponsor or assist with career events and activities.
- c. Serve as guest speakers regarding job opportunities and expectations of employers.
- d. Conduct mock interviews.
- e. Provide insights regarding internships and other work experience opportunities (mentoring, job shadowing, externships, apprenticeships).

3. **Other**
   - a. Provide insights and help establish standards regarding equipment and software purchases.
   - b. Contribute to community/public relations for College and the career education program to boost enrollment.
   - c. Enhance professional development for career education faculty.
   - d. May also provide financial, legislative, and moral support for the career education program.

Member Selection

Management and Discipline Faculty

It is the District's expectation that management and faculty in the discipline(s) covered by the advisory committee will:
- Submit items for advisory committee meeting agendas.
- Attend advisory committee meetings, participate in discussions, complete committee assignments, and serve on subcommittees as appropriate.
- Review curriculum changes recommended by the advisory committee.
- Assist in the development/revision of curriculum.

Qualification of Advisory Committee Members

- The majority of employer/industry representatives must be currently working within the field they represent. Members must have interest in improving the quality of the program.

Chairperson

- Each advisory committee shall select a chairperson to conduct the business of the committee.
- The committee chair shall be an employer or industry representative.
- The chairperson may be reelected every two years.

Procedures

Recommendations for members may be made by members of the Board of Trustees, managers, department chairs, faculty, or other advisory committee members.
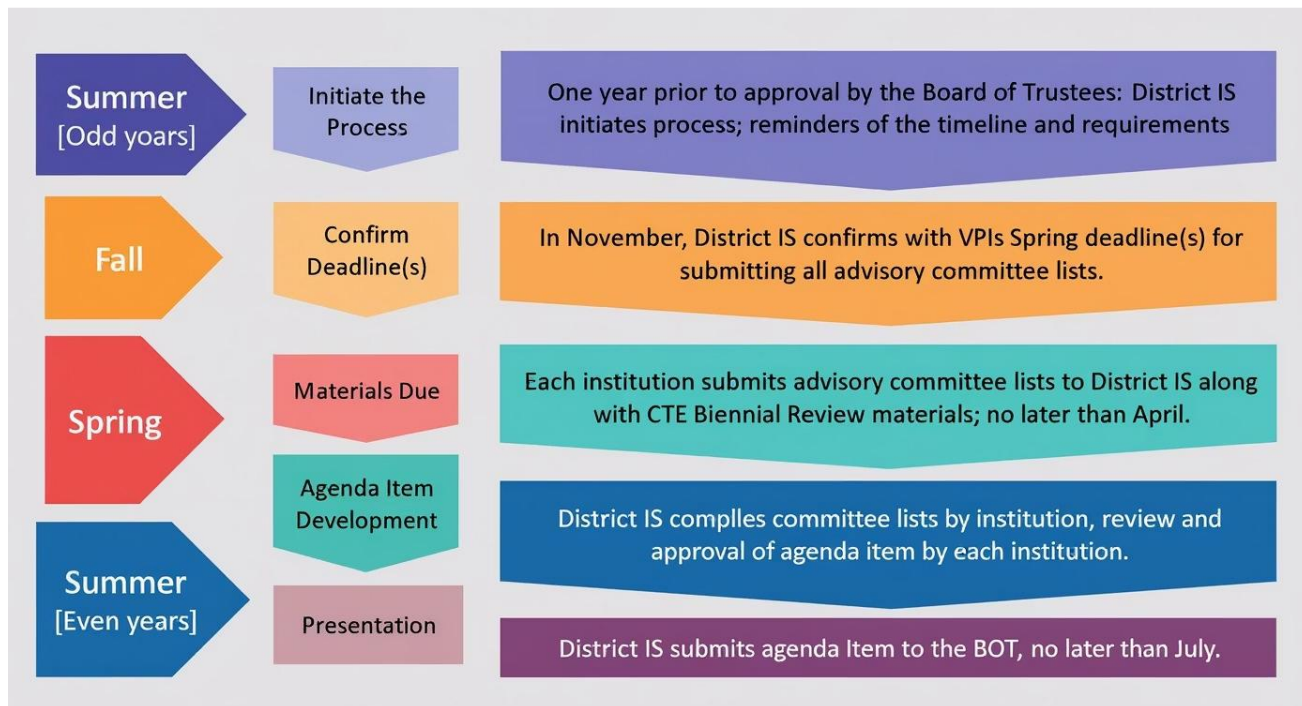
Title 5 §55601

As mandated by Title V, Section 55601, the governing board of each community college district shall appoint industry advisory committee members. The SDCCD has established the following process to ensure compliance: Career education advisory committee employer member lists will be compiled for submission, as one agenda item, to the Board of Trustees biennially in conjunction with the CTE Biennial Review. The board agenda item will include employer member lists for all career education programs by institution; employer name and company (at minimum) will be included. Compilation of advisory committee membership lists is coordinated by the SDCCD Instructional Services Office.

Compilation of advisory committee membership lists coordinated by SDCCD Educational Services Division. Collection will include employer email address (per Chancellor's Cabinet request). Contact information will not be included in board submission. Contact information will be shared with the Chancellor's Office and the Office of PR and Communication. Institutions must maintain annual records of advisory committee membership lists and meeting minutes. Note: Title 5 guidance does not include a frequency requirement. Most institutions do program specific committee list submission annually or biannually to their governing board.

Timeline

Summer [Odd years]	Initiate the Process	One year prior to approval by the Board of Trustees: District IS initiates process; reminders of the timeline and requirements
Fall	Confirm Deadline(s)	In November, District IS confirms with VPIs Spring deadline(s) for submitting all advisory committee lists.
Spring	Materials Due	Each institution submits advisory committee lists to District IS along with CTE Biennial Review materials; no later than April.
	Agenda Item Development	District IS compiles committee lists by institution, review and approval of agenda item by each institution.
Summer [Even years]	Presentation	District IS submits agenda Item to the BOT, no later than July.

Committee Management

Meeting Frequency and Format

SDCCD Industry Advisory Committees will **meet no less than once per year** unless required to meet more often as specified by accrediting agencies or by statute. **All committees are strongly encouraged to convene at least once per semester.** Additional meetings may be called when needed. Meetings may be held in person, via phone, or through video conferencing platforms.

The schedule and length of meetings should be made in consideration of employer/industry schedules and time constraints. Meetings may need to take place outside of regular business hours, held off-campus, or online.

Subcommittees

Ad hoc subcommittees may be established as needed and disbanded upon completion of the subcommittee's responsibilities. Subcommittees shall report to the advisory committee.

Quorum

A quorum will be required to transact committee business and shall consist of a minimum of four voting members present. If there are fewer than four members present, the vote of absent members

may be obtained in writing.

Voting

The voting members of the committee shall consist of individuals from business, industry, or government who are currently employed in the occupational field or service.

All full-time and part-time instructors, counselors, administrators, staff or current students shall serve as non-voting consultants to the committee.

The following are typical items a committee might vote on throughout the year: recommendations for new courses and programs; recommendations for course and program changes; recommendations for the deactivation of courses and programs; recommendations for the purchase of equipment, supplies, or materials; recommendations for grant funded activities and proposals.

Agenda Development

Agendas should be made in consultation with or directed by the committee chair. Committee members should receive the agenda at least one week in advance and have an opportunity to provide additions and feedback prior to the meeting. Meeting materials should be distributed in advance to encourage review and consideration prior to the meeting.

Agenda items may include the following:
- Changing occupational competencies
- Retraining/upgrading competencies
- Trends in the specific occupational and labor market areas
- New direction for the curriculum/program
- Legislation affecting workforce preparation and development
- Equipment needs
- Feedback on the number of program completers and those who have been employed
- Follow-up or status reports covering suggestions, recommendations, and/or assignments made at the previous meeting(s)

Conduct of Meetings

- Each meeting of the advisory committee will follow the announced agenda.
- Each action of the advisory committee shall be placed in the form of a motion, seconded, and voted upon.
- Written minutes shall be recorded at each meeting. Written minutes should follow the suggested format included in the resource section of this handbook. Distribution of meeting minutes to all committee members is required.
- Suggestions, recommendations, and motions offered by the committee will be forwarded for serious consideration and implementation if possible.
- All action items shall be followed up on in future agendas or via email in between committee meetings.

- **Providing a summary of action items directly following a meeting is strongly encouraged.**

Faculty Recommendation: BUILD TRUST

> *Be open with committee members regarding the strengths and weaknesses of your program. It is important to share the good data and the bad data and ask for help. Be honest with advisors about what is working and where you need advice to strengthen your program. This will build trust and create space for critical constructive feedback.*

Essential Topics and Committee Resources

Committee meeting agendas and minutes shall reflect the following essential topics and areas of discussion:

- Industry Updates and Employer Needs
- Labor market information: Advisory committee must review recent labor market information (Program and Course Approval Handbook, 8th Edition, requires labor market information to be less than two years). Labor market information (LMI) should be provided by the region's Center of Excellence. LMI requests are made through each institution's designated lead career education dean. See the regional resources section for details.
- Essential knowledge, skills, and abilities for employment
- Work-Based Learning opportunities and programming
- Student success, as indicated by program completion and employment. Review of student success and retention, course sequencing, and program goals on an annual basis is recommended.
- Committee assessment: Regular assessment of committee accomplishments, action items, recommendations, and achievements should be made as a committee.

PATHWAYS:

On and off-ramps in and out of career education programs

Institutions are encouraged to engage industry and employers in discussions of essential on and off-ramps into and out of career education programs. At what point can students leave a program and find employment, re-enter a program to seek additional training for advancement in the field? Explore each college credit and credit for prior learning opportunities for returning adult learners, incumbent workers, and recent high school graduates.

Required Committee Materials

- Membership lists: Updated no less than every two years; must include first and last names and organization. Additional information recommended to be maintained and included on membership lists includes the preferred contact email/phone and business address.
- Meeting agendas
- Meeting minutes
- Attendance/evidence of participation
- Degrees and certificates including course and program descriptions and learning outcomes. These should be made accessible to all committee members.
- Degree and certificate student data, including completions, success, and retention demographics.
- SDCCD Industry Advisory Committee Employer/Industry Representative Responsibilities must be provided to all members.

Required Evidence

California Community College Program and Course Approval Handbook 8th Edition requires:
- All new and modified career education programs must provide evidence of advisory committee recommendations including committee membership, minutes, and summary of recommendations (page 87-88 and 98).

Federal Perkins program requires:
- Advisory committee recommendation for funding proposals and requests. Preferred evidence includes meeting minutes.
- Evidence of annual meetings. Required evidence includes agendas and meeting minutes.
- Evidence of participation. Required evidence includes hard copy or electronic record of attendance. This may include physical sign-in sheets, voice recordings, or online recordings. Evidence must be saved for audit purposes.

State Strong Workforce Program requires:
- Advisory committee recommendation for proposals and requests for funding. Preferred evidence includes meeting minutes.

Member Development and Maintenance

Seeking Employer and Industry Participation
The Employer Relations Liaisons (provided by the Regional Consortium's Strong Workforce Program) are available to help connect you to industry and ensure your advisory committee has up-to-date industry information.

Ongoing Consultation
Ongoing communication and information exchange with committee members is strongly encouraged.

- Provide members with updates on program activities, events, graduation, and news. Let them know when a course or program has been approved.
- Confirm approved funding based on recommended proposals.
- Solicit feedback: Invite them to share their news with you including job openings, internship opportunities, changes in the field, and accomplishments.
- Documentation of employer recommendations made outside of formal committee meetings can be emailed.

Success Scenarios

Continuous Relationship Building	**When relationship building occurs in and outside of meetings, industry members call more frequently.**
Program Promotion	**When advisory committee members are actively engaged in program promotion and student recruitment efforts.**
Students Return as Advisors	**When your students enter the workforce and come back to advise your program.**

Work-Based Learning Opportunities

Work-Based Learning is an essential component of employment readiness. Institutions are encouraged to engage employers and industry across the Work-Based Learning spectrum to provide students with additional opportunities for career exploration and hands-on learning.

Ensuing Work-Based Learning or Job Placement Coordinator representative on advisory committees helps support these connections and increases the likelihood of integration into program requirements.

Recognition of Committee Members

Participation on an SDCCD Industry Advisory Committee is 100% voluntary. No money, goods, or services may be exchanged for participation. Committee members are dedicating their time to convene as a group and to provide guidance, advice, and insight.

Institutions and individual program areas are encouraged to consider opportunities to celebrate and honor committee members.
- Post committee membership on program pages.
- Share committee member successes and news with your dean and Public Information Officer (PIO).

Significant achievements accomplished by advisory committees may be published in appropriate District publications. News releases on highly significant actions may be sent to local newspapers and appropriate publications. When appropriate, the manager assigned to the program area may send a letter of appreciation to the organization represented by an advisory committee member.

The SDCCD Board of Trustees hosts an annual Industry Advisory Committee Member Appreciation event to honor and give thanks to the countless volunteer hours industry members dedicate to career education programs. These events are industry-specific and honor the industry volunteers by sector.

Faculty Recommendation: IT TAKES A VILLAGE

"
The full institution is needed to truly engage all roles in better ensuring program alignment and strong ties to industry needs. Administrative leadership, faculty, and staff all play a role in encouraging, supporting, and strengthening these relationships for student success. It cannot solely be on the faculty to manage these relationships. Both Student Services and Instructional Services should be engaged in institution-wide strengthening of these relationships.
"

Professional Development for SDCCD Employees

Institutions are encouraged to provide professional learning activities to strengthen faculty and staff awareness of:
- Meeting management
- Meeting facilitation
- The importance and requirements of advisory committees
- Employer engagement
- Fundraising
- Program promotion
- Assessment and integration of student and program success data
- Labor market information
- Networking

Resources and Reference

SDCCD Career Education Industry Advisory Committee Webpage

SDCCD Perkins Resources

Districtwide Templates, Handouts, and Guides

Industry Member Representative Responsibilities

Employer Benefits of Serving on a Committee

Agenda / Meeting Minutes Template

Effective Meeting Practices Guide

Employer Inquiry Guide

Committee Self-Assessments:

- Partnership Assessment

- Roles and Responsibilities Assessment