



Quality Standards for Advisory Boards

I. Documents

Core documents	Description	Notes
Job duties	The program should identify leadership positions and define their authority and responsibilities.	
Bylaws	The guiding principles of a Board, detailing what they do and how they do it.	
Agenda template	Boards should have a consistent format for their agendas, organized in a way that leads to action and achievement of goals that had been set.	
Minutes template	Minutes should provide a detailed record of activity at each board meeting, including action steps defined at the meeting.	
Orientation package	A set of materials to on-board new members, including all key documents, information on accessing board materials, and general information on the program or school.	
Letters	Description	Notes
Invitation letter	Template for a letter inviting individuals to join the advisory board	
Confirmation letter	Template for a letter confirming acceptance of a board invitation with an overview of expectations	
Thank you letter	Template of a letter to thank retiring board members for their service	
Resignation letter	Template of a letter board members can use when resigning voluntarily	
Dismissal letter	Template of a letter to dismiss board members who have not met their obligations	

II. Practices – Board Setup

Practice	Description	Notes
Member breakdown	Majority (51%+, ideally 75%) are employers; the rest are industry groups and a handful of other key stakeholders	
Number of members	Minimum 8, maximum 25 active members	
Roles/responsibilities	Written definitions for leadership roles and for members	
Archived Materials	Past meeting minutes and key documents are available in a shared place (online)	
Member orientation	A process is in place to welcome new members and get them up to speed	
Committee practices	Committees have a named chair and their own charters and objectives; meet outside regular meetings, report on progress	
Public access to board	The public has access to a list of members and a way to contact the board	
Strategic planning	Advisory board has an active role in strategic planning and goal setting	

III. Practices – Meetings

Practice	Description	Notes
Meeting frequency	Board meets a minimum of two times/year; active boards meet more often	
Meeting time/date	Set according to the availability of members (varies by industry)	
Scheduling	All meetings for the coming year are scheduled over the summer	

Meeting length	No more than 60 minutes (longer if it includes a lunch or a particularly full agenda)	
Meeting location	Once at the program site; other meetings either at program site or at an employer location	
Meeting materials	Sent to members at least two weeks prior to the meeting	
Meeting management	Meetings are run in an orderly and efficient way; sticks with agenda; offers an active role for members	
Minutes	Detailed records are kept of meeting activities and decisions; shared with members	
Agenda	Set jointly by the board chair and the program lead; sent out two weeks in advance	

IV. Areas to Improve

1. _____

2. _____

3. _____
