The Industry Advisory Board Event
"A Decade of Best Practices"

Charles McIntyre and Susan Labas
Indiana University Purdue University Indianapolis / van Zelm Engineers

Abstract

As the leading global advocate of quality construction education, the mission of the American Council for Construction Education[1] (ACCE) is to promote, support, and accredit quality construction education programs. ACCE is recognized by the Council for Higher Education Accreditation (CHEA) as the accrediting agency for master's degree programs, four-year baccalaureate degree programs and two-year associate degree programs in construction, construction science, construction management, and construction technology. ACCE accredits approximately 100 construction programs at the associate, baccalaureate, and master's degree levels.

The Industry Advisory Board (IAB) Event is one of the educational programs offered annually at the ACCE mid-year meeting in February. Launched in 2010, the IAB Event has gained steady support and momentum from both the construction industry and ACCE accredited academic programs. The daylong IAB Event format includes multiple sessions that focus specifically on the needs of IAB members and the academic programs they support. The IAB Event offers workshops, seminars, panel discussions, presentations, and networking opportunities that have demonstrated proven value to industry, academia, and administrative participants, year after year. This event is unique in demonstrating practical and real-world examples, such as:
- The roles and responsibilities of IAB membership.
- Meaningful industry participation at the local IAB level.
- Communication strategies to engage a network of industry professionals for the exchange of ideas in an open forum.
- The tools, training, and resources necessary to create and maintain a "high-impact" IAB.

The content of this paper examines the origins and evolution of the IAB Event; documents the progress of the event in terms of attendance; revenues and expenditures; programs, panel sessions, and workshops that have been presented; and outlines the value received by attendees in the form of evaluation surveys.

Introduction to ACCE

Organized in 1974 by the American Institute of Constructors, the Constructor's Professional Organization, and the Associated Schools of Construction, ACCE is supported by national and local construction associations, construction firms, construction professionals, and academic

institutions. The joint efforts of these groups allows ACCE to satisfy the needs for well-educated and trained entrants into the construction profession through accredited construction programs. By working together under the aegis of ACCE, this collaboration establishes and maintains accreditation standards; develops criteria for accreditation; provides guidance to those seeking to achieve accredited status; and conducts the accreditation and reaccreditation processes.[1]

ACCE meets twice a year. The mid-year meeting is in February and the annual meeting is in July. ACCE members consist of Association Members, Organization Members, and Individual Members. Individual members and representatives from each association and organization are encouraged to attend each of the biannual meetings. Academic institutions are not members of ACCE, however at least one academic representative and one industry professional (typically from the IAB of the program) is expected to attend each meeting.

During the ACCE meetings, Board Committees, Special Committees, and Caucuses meet to conduct the business of the organizations. Board Committees include the Accreditation Committee, the Finance Committee, the Strategic Planning Committee, the Leadership Development Committee, the Standards Committee, the Council of Chairs, the Marketing & Communication Committee, and the Executive Committee. Special Committees include the Dupree Education Fund Committee, the Training Committee, the Guidance Committee, the Recognition Committee, and the Industry Liaison Committee. Caucuses include the Baccalaureate Degree Program Directors Caucus, the Associate Degree Program Directors Caucus, and the Industry Caucus.

Background

Industry professionals are extremely important to ACCE and the accreditation process as they are equal partners with academic participants. Both stakeholder groups participate equally on committees, develop accreditation standards, and participate on visiting accreditation teams. Industry professionals provide valuable input with regard to the creation of accreditation standards and practices. In addition, they offer extensive support services to their associated academic programs. Several industry professionals who are members of ACCE also serve on one (or more) construction program IABs.

Within the accreditation standards of ACCE, a viable IAB is a requirement for each accredited academic program as outlined in Section 8 below:

> 8.1.1 SUPPORT FROM INDUSTRY
> > 8.1.1.1 Provide evidence that the construction industry advisory committee is representative of potential employers of graduates of the degree program and other industry professionals.
> > 8.1.1.2 Provide evidence that the construction industry advisory committee meets at least once a year for the purpose of advising and assisting the development and enhancement of the degree program.

8.1.1.3 Provide minutes of each construction industry advisory committee meeting.

To assist IABs to meet this standard and to provide the support, the resources, and the networking opportunities for IAB members, ACCE sponsors the annual IAB Event held each February prior to the mid-year ACCE Meeting.

IAB Event

In 2010, the ACCE Development Committee (recently reconfigured as the Marketing & Communication Committee) began the planning and delivery process for the IAB "Best Practices" Event. The initial program was a half-day session; however, in 2011 it was expanded to a full-day format. In 2015, the ACCE Industry Liaison Committee was established and charged with "*providing stronger linkage between the ACCE and representatives of the construction industry who support the activities and efforts of all ACCE accredited and candidate status programs*". Responsibility for planning and delivering the IAB Event transferred from the Development Committee to the Industry Liaison Committee.

Table 1 lists the locations of all past and known future IAB Events.

Table 1. IAB Event Locations

2019 - Houston, Texas
2018 - Tucson, Arizona
2017 - Orlando, Florida
2016 - Mobile, Alabama
2015 - Long Beach, California
2014 - Tampa, Florida
2013 - Baton Rouge, Louisiana
2012 - Phoenix, Arizona
2011 - Ft. Lauderdale, Florida
2010 - Albuquerque, New Mexico

The presentations, programs, seminars, roundtables, and resources developed and delivered by means of the IAB Event extend value to the following to the following ACCE constituents.

To Industry Professionals and IAB Members …
- By increasing the understanding of the roles and responsibilities of being an IAB member.
- By developing and expanding meaningful industry participation at the local IAB level.
- By developing a network of like-minded industry professionals who can exchange ideas in an open forum and on social media sites.

To Academic Programs …
- By increasing the knowledge of industry professionals (i.e., ACCE standards and requirements) to assist in curriculum and course improvement.
- By providing a venue for discussion and collaboration to enhance IAB involvement and program improvement.
- By facilitating a communication network between industry professionals and academics within the ACCE community.

To ACCE …
- By increasing the awareness of ACCE, especially to industry professionals.
- By providing a sustainable pool of industry professionals for visiting team-training sessions.
- By providing programs with tools and reference materials that can support IABs
- By enabling IAB members to become more active and productive in assisting academic programs as they fulfill the mission of ACCE to promote, support, and accredit quality construction education programs.

Topics and Programs

Typically, the agenda for the IAB Event follows the format below
    8:00am 12:00pm: Multiple Presentations / Panel Sessions / Workshops
    12:00pm-1:00pm: Lunch
    1:00pm 3:00pm: Track I - ACCE Visiting Team Training
                    Track II - Presentations / Panel Sessions / Workshops
    3:00pm-4:00pm: Roundtable Discussions (Figure 1)
    4:00pm-4:30 pm: Closing Remarks / Resolutions
    Wednesday, 6:00pm: Reception & Networking
    Wednesday, 7:00pm-10:00pm: Industry Advisory Board Dinner & Networking

Figure 1. Roundtable Discussions

Table 2 list the topical outlines for the IAB Events (2010-2018).

Table 2. IAB Event Agendas

2018 IAB Event - Tucson, Arizona
- Understanding and Preparing for Accreditation Assessment
- Providing Real World Experience for Students
- Surviving Leadership Change – How to Navigate Critical Transitions
- High Impact Practices: Building Future Leaders
- Incorporating Craft Training into a CM Program
- Industry Involvement in Accreditation Visits
- Industry Advisory Board Best Practices – "The Best Thing We Ever Did"
- Forming a Mentor Program within your IAB or IAC
- Collaborative Internship Program: Construction Engineering Management Technology at IUPUI

2017 IAB Event - Orlando, Florida
- Roles of an IAB in Outcomes-Based Program Assessment, Improvement, and Accreditation
- A Studio Approach to Teaching Construction Management
- Restructuring to Improve Your Construction Management IAB
- Sustainable Recruiting Practices to Attract Students to CM and to Hire the Best Graduates for Your Firm
- Industry Involvement in Accreditation Visits
- Industry Association Support and Involvement with Construction Management Education

2016 IAB Event - Mobile, Alabama
- Developing a Strategic Marketing Plan for your CM Programs and IABs
- Keynote: Map for Mobile: Framework for Growth
- ACCE vs. Another Accreditation: Which is the CM Gold Standard?
- Industry Advising Outside the Formal IAB as a Venue for Engaging Young Professionals
- Trends in Education - Developing Quality Online CM Degrees
- Utilizing Social Media to Increase Construction Management Enrollments
- Developing & Leveraging Relationships with University Officials and Key Government Officials

2015 IAB Event - Long Beach, California
- Developing a High Impact Industry Advisory Board
- IAB Veterans' Viewpoint: Ideas, Information and Lessons Learned
- ACCE Accreditation Benefits to Your Program and Your Firm
- ACCE Reorganization Impact & Opportunity for IAB Members

- Keynote: Tools To Help You Lead Your IAB Team

2014 IAB Event - Tampa, Florida
- Benchmarking Your IAB
- Developing a High-Performance Industry Advisory Board
- ACCE Reorganization: Adding Industry Representatives to the Board
- Client Relationships: The Importance of Understanding Who Your Clients Are and What They Need

2013 IAB Event - Baton Rouge, Louisiana
- IAB Role from the ACCE Perspective
- Developing a High-Performance Industry Advisory Board
- IAB Best Practices from a Veteran IAB Member's Perspective

2012 IAB Event - Phoenix, Arizona
- Importance of Industry to ACCE Accredited Programs
- Positioning Your Firm After the "Great Recession" Impact on Construction Management Programs
- IAB Best Practices: Beyond the Economy - The Future of Construction Management Programs

2011 IAB Event - Ft. Lauderdale, Florida
- Importance of Industry to ACCE Accredited Programs
- IAB Role from ACCE Perspective
- IAB Role from a Veteran IAB Perspective
- Meshing Industry's Needs with Curriculum Requirements
- Impact of Higher Education on the Construction Industry
- Developing a High Performance IAB

2010 - Albuquerque, New Mexico
- Developing IAB Bylaws
- Bylaws Discussions (Roundtables)

Attendance

In 2010, 34 individuals attended the IAB Event. In 2018, the number increased to 138, which represents more than a 400% increase. Table 3 presents the attendance numbers from 2010 through 2018 followed by a graphical representation in Figure 2.

Table 3. IAB Event Attendance

2018 - Tucson, Arizona	138
2017 - Orlando, Florida	106

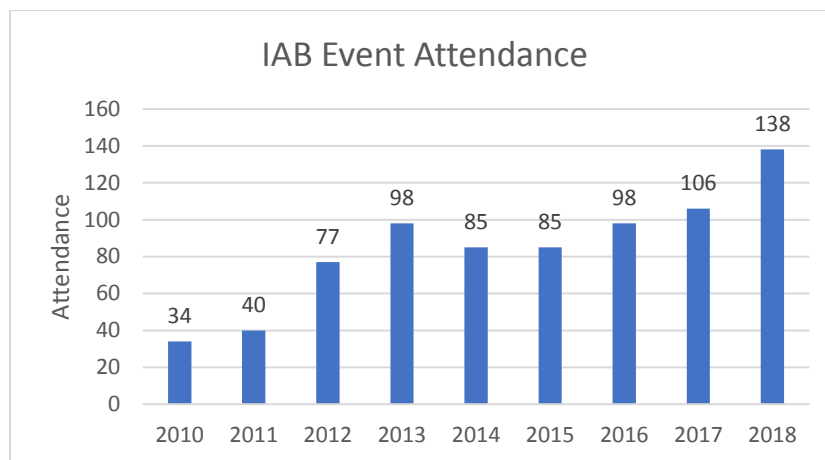| 2016 - Mobile, Alabama	98
2015 - Long Beach, California	85
2014 - Tampa, Florida	85
2013 - Baton Rouge, Louisiana	98
2012 - Phoenix, Arizona	77
2011 - Ft. Lauderdale, Florida	40
2010 - Albuquerque, New Mexico	34
Total	761

Figure 2. IAB Event Attendance

Financials

At its inception in 2010, the IAB Event planning committee was charged by ACCE to be, at a minimum, budget neutral. However, financial surpluses for the event have far surpassed expectations. Excess monies are placed in the ACCE budget and used for support of accreditation activities.

The revenues for the IAB Event come from sponsors and registrations. Expenses include the IAB Event dinner, hotel food & beverages, hotel AV, IAB workbook, graphic design, and credit card processing. Table 4 presents the financials for the IAB Event from 2012-2018. Financials not available for 2010 and 2011. A total surplus of $59,372.27 has been generated (2012-2018), as indicated in Figure 3.

Table 4. ACCE IAB Event Financials (2012 - 2018)

2018 - Tucson, Arizona	
Sponsorships	$ 18,000.00
Registrations	$ 18,900.00
Total Revenues	$ 36,900.00
Total Expenses	$ 23,867.88
Surplus	$13,032.12

| 2017 - Orlando, Florida	
Sponsorships	$ 13,775.00
Registrations	$ 13,295.00
Total Revenues	$ 27,070.00
Total Expenses	$ 20,426.12
Surplus	$ 6,643.88
2016 - Mobile, Alabama	
Sponsorships	$ 20,800.00
Registrations	$ 14,510.00
Total Revenues	$ 35,310.00
Total Expenses	$ 17,517.28
Surplus	$ 17,792.72
2015 - Long Beach, California	
Sponsorships	$ 14,850.00
Registrations	$ 10,990.00
Total Revenues	$ 25,840.00
Total Expenses	$ 18,973.22
Surplus	$ 6,866.78
2014 - Tampa, Florida	
Sponsorships	$ 15,700.00
Registrations	$ 10,830.00
Total Revenues	$ 26,530.00
Total Expenses	$ 14,715.05
Surplus	$ 11,814.95
2013 - Baton Rouge, Louisiana	
Sponsorships	$ 12,350.00
Registrations	$ 8,620.00
Total Revenues	$ 20,970.00
Total Expenses	$ 20,551.44
Surplus	$ 418.56
2012 - Phoenix, Arizona	
Sponsorships	$ 7,500.00
Registrations	$ 8,550.00
Total Revenues	$ 16,100.00
Total Expenses	$ 13,296.74
Surplus	$ 2,803.26
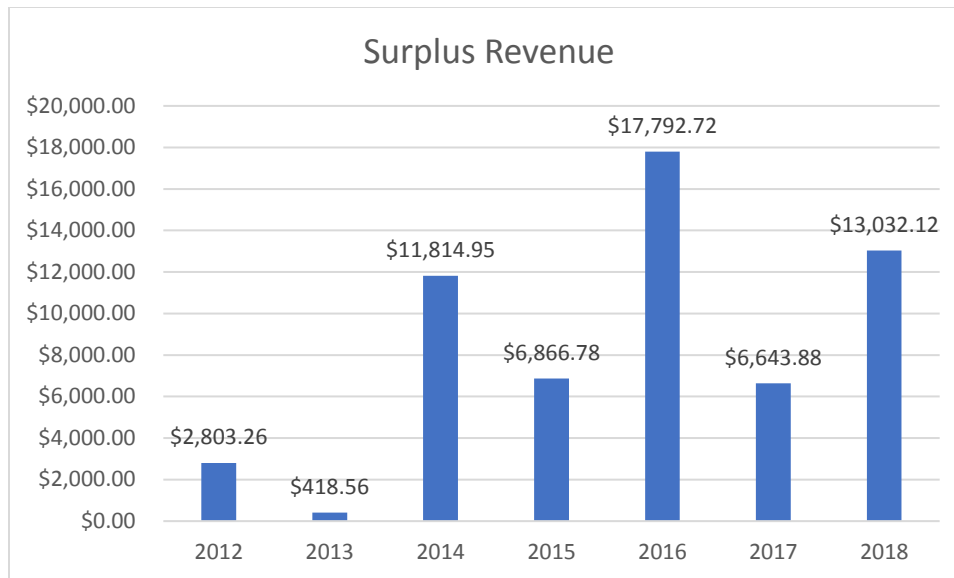
Figure 3. Surplus Revenue Generated by the IAB Event

Evaluation

Approximately one week after the IAB Event, a link to the "Participant Evaluation Survey" is sent to all attendees. Two weeks later the survey is closed and the raw data is compiled as a report and posted on the ACCE website. http://www.acce-hq.org/industry/about-industry/ Typically, the survey consists of 25-30 questions which ask basic demographic questions, and an assessment question for each presentation, panel session, and discussion of the event. After each assessment question, attendees are asked for a written response describing the value received from that presentation, panel session, or discussion. The following evaluation questions were associated with the 2018 IAB Event in Tucson. The follow-up questions asking for a written response have been deleted from the list.

1. Which of the following most closely describes your field of employment?
2. Are you currently a member of an IAB?
3. How did you learn about this event?
4. Why did you decide to attend this event?
5. Overall, was this event of value to you?
6. Did you find value in "Understanding and Preparing for Accreditation Assessment"?
7. Did you find value in "Providing Real World Experience for Students & Faculty"?
8. Did you find value in the presentation "Surviving Leadership Change – How to Navigate Critical Transitions"?
9. Did you find value in the presentation "High Impact Practices: Building Future Leaders"?
10. Did you find value in the presentation "Incorporating Craft Training into a CM Program"?
11. Did you attend Track One - Visitor Team Training?
12. Did you find value in the presentation "Industry Advisory Board Best Practices - The Best Thing We Ever Did"?

13. Did you find value in the presentation "Forming a Mentor Program within your IAB"?
14. Did you find value in the presentation "Collaborative Internship"?
15. Did you find value in the "Round Table Discussions"?
16. Did you find value in the "Closing Remarks"?
17. Would you attend the IAB Event next year?
18. Which ACCE IAB Events have you attended?

Probably the most telling responses are for questions five (5) and seventeen (17), as shown in Figures 2 and 3.

Would you attend the IAB Event next year?	Response Total	Response Percent
Yes	45	98%
No	1	2%
Total Respondents	46	

Figure 2. Would you attend the IAB Event next year?

Overall, was this event of value to you?	Response Total	Response Percent
Yes	42	95%
No	2	5%
Total Respondents	44	

Figure 3. Overall, was this event of value to you?

Table 5 shows the percentage and number of those attendees that have attended previous IAB Events, based on the responses of the 2018 IAB Event. There a quite a few repeat attendees. A slight majority of the respondents had attended a previous IAB Event, however, for more than 45% of the attendees this was their first IAB Event.

Table 5. Which ACCE IAB Events have you attended? (n=44)

Event	Yes	No
2010 Albuquerque	13.64% (6)	86.36% (38)
2011 Ft. Lauderdale	18.18% (8)	81.82% (36)
2012 Phoenix	15.91% (7)	84.09% (37)
2013 Baton Rouge	13.64% (6)	86.36% (38)
2014 Tampa	20.45% (9)	79.55% (35)
2015 Long Beach	22.73% (10)	77.27% (34)
2016 Mobile	31.82% (14)	68.18% (30)
2017 Orlando	50.00% (22)	50.00% (22)
This is my first IAB Event	45.45% (20)	54.55% (24)

IAB Resources

As a result of the IAB Events, several publications and resources have been created by Industry Liaison Committee specifically for IABs as follows:
- ACCE IAB Survey (November 2017)
- Developing a "High-Impact" Industry Advisory Board (2015)[2]
- IAB Self-Assessment Form (2015)[3]
- IAB Benchmarking - Excel Spreadsheet (2015)[4]
- Benchmarking Your IAB (2014)[5]
- Industry Advisory Board (IAB) Growth Management Model (2014)[6]
- Industry Advisory Board "Best Practices" (2012)[7]

All of these publications and resources are located on the ACCE website: http://www.acce-hq.org/industry/about-industry/. A "Workbook" has been developed for each IAB Event since 2012 and are located on the above link. The Workbooks contains the IAB Event agenda, a list of attendees, the 2018 IAB Event sponsors, the event-planning group, the IAB Participant Evaluation Survey, information about ACCE, the presentation Powerpoint slides, a description of the panel sessions, and additional resource materials.

Future Events

In February 2019, the IAB Event will be held at the Hyatt Regency Galleria, Houston Texas. The anticipated attendance is 150 industry representatives and academics. The agenda for the 2019 IAB Event can be found in the Appendix.

Summary

February 2019 marks the tenth anniversary of the IAB Event. Based on evaluation survey results, the event has had a significant impact on hundreds of IAB members, professional association members, and members of the academic community. Attendance has significantly increased since 2010 and the financials are very strong.

As the IAB Event enters its second decade, there is much more to be done. Plans are underway to develop nation-wide networking capabilities for ACCE IABs. Additional IAB resources will be developed and the ACCE website will be redesigned. The next decade holds great promise for the IAB Event.

Bibliography

1. American Council for Construction Education (ACCE).
   http://www.acce-hq.org/

2. ACCE IAB Survey - November 2017
   http://www.acce-hq.org/images/uploads/ACCE_IAB_Survey_-_November_2017.pdf

3. McIntyre, C., (2015) "Developing a "High-Impact" Industry Advisory Board," 2015 IAB Event in Long Beach, California.
   http://www.acce-hq.org/images/uploads/Developing_a_High-Impact_Industry_Advisory_Board.pdf

4. McIntyre, C., (2015) "IAB Self-Assessment Form," 2015 IAB Event in Long Beach, California.
   http://www.acce-hq.org/industry/about-industry/

5. McIntyre, C., (2015) "IAB Benchmarking (Excel Spreadsheet)," 2015 IAB Event in Long Beach, California.
   http://www.acce-hq.org/industry/about-industry/

6. McIntyre, C., (2014) "Industry Advisory Board (IAB) Growth Management Model (GMM) - A Framework for Understanding IAB Outcomes and IAB Management", 2014 IAB Event in Tampa, Florida.
   http://www.acce-hq.org/images/uploads/IAB_Growth_Management_Model_Version_31.pdf

7. McIntyre, C., et al., (2012) "Industry Advisory Board Best Practices," ACCE white paper.
   http://www.acce-hq.org/images/uploads/BestPracticesWhitePaperDecember2012.pdf

Biographical Information

CHARLES MCINTYRE, Ph.D. is a Professor and Director of the Construction Engineering Management Technology Program at Indiana University Purdue University Indianapolis (IUPUI). He received his Ph.D. from Penn State in 1996. Dr. McIntyre's scholarly work includes sustainable practices and enhancing industry collaboration with academia. He is a member of the Executive Committee of ACCE and is a "Fellow" of ASEE.

SUSAN LABAS, CPSM. is a Senior Associate and Director of Marketing for van Zelm Engineers. She holds a Bachelor's Degree from Vassar College, a Master's Degree from RPI, and is a Certified Professional Services Marketer (CPSM). She has been a member of the Industry Advisory Board of the Central Connecticut State University Construction Management Department since 2004. She is a member of the Board of Trustees for ACCE.

Appendix

2019 ACCE Industry Advisory Board Event Agenda

February 20, 2019

7:00 am – 8:00 am	**Registration & Breakfast**
8:00 am – 8:15 am	**Call to Order, Greeting, Introductions and Orientation:** *Susan Labas, van Zelm Engineers*
8:15am – 9:00 am	**Financial Support Strategies in an Era of Constraint and Over-Regulation** *Allen Galloway / IUPUI, Linguang Song / University of Houston, Andrew Rogers / Northern Arizona University*
9:00 am – 10:00 am	**Generating Sustainable Program Growth – Real World Examples: Panel Discussion** *Chuck Berryman / LSU; Charlie McIntyre / IUPUI; Chris Smith / Texas State; Erich Connell / USM; Phil Barlow / Cal Poly*
10:00 am – 10:30 am	**Converting Your IAB from Passive to Active Support** *Tulio Sulbaran / UTSA and UTSA IAB Members To Be Announced*
10:30am – 10:45 am	**Break**
10:45 am – 11:15 am	**High Impact Internships: Graduating Industry-Ready Professionals** *George Eustace, Texas A&M University and TAMU IAB Members To Be Announced* Every construction science undergraduate student at TAMU must complete an internship. Each student is required to find their internship and to negotiate its terms and conditions with the employer. Employers must complete a Master Internship Agreement with Texas A&M. Internships are writing intensive. Students are required to submit weekly reports that are graded for content, clarity, and completeness.
11:15 am – 12:00 noon	**Maintaining Consistency Between Online and On Campus Courses** *Erich Connell, The University of Southern Mississippi* NCCER industry standards and expertise have been effectively utilized in Lab Courses at The University of Southern Mississippi to ensure that online and on campus students meet the same standard of performance.
12:00 pm – 1:15 pm	**Lunch /Networking**
1:15 pm – 3:15 pm	**TWO TRACKS**
1:15 pm – 3:15 pm	**TRACK ONE: Industry Involvement in Accreditation Visits** *Albert Bleakley, Florida Institute of Technology* It is important to have industry practitioners represented on every Visiting Accreditation Team! If your time with ACCE is limited to February 20th, consider attending this training session to qualify you as a Visiting Team Member in Training (MiT). Visiting Teams evaluate a program based on the institution's stated goals and objectives and verify compliance with ACCE standards and criteria in those areas that cannot be determined except via an on-site visit to the institution.
1:15 pm – 2:15 pm	**TRACK TWO: Understanding and Preparing for Accreditation Assessment** *James Jones, Ball State University* Now that ACCE has transitioned to Outcomes Based Accreditation, CM Program Chairs are having to prepare for Accreditation Assessment in a manner that provides direct and indirect evidence of Student Learning Outcomes (SLOs). In October 2016, Ball State's first accreditation assessment visit occurred under the revised standards. The methodology they applied for capturing, organizing and presenting information to the ACCE visiting team was extremely thorough and well organized. This session will provide guidance and insight into Ball State's process.
2:15 pm – 2:30 pm	**Break**
2:30 pm – 3:15 pm	**TRACK TWO: Industry Association Support and Involvement with Construction Management Education** *Moderator: Dan Belcher, NCCER // Speakers: Mike Stark, AGC / Tanya Matthews, AIC / Haley Moyers, ABC* • Learn how ACCE Association Members Support the Direction of Workforce Development through Student Chapters • Available Partnering Opportunities for Construction Education Programs, Research Activity, Awards & Scholarships
3:15 pm – 4:00 pm	**SINGLE TRACK – FINAL SESSIONS** **Round Table Discussions** *Facilitator: Charlie McIntyre, IUPUI //* Synthesis, Discussion and Take-Home Lessons
3:45 pm – 4:00 pm	**Closing Remarks and Resolutions:** *Charlie McIntyre , IUPUI*
5:30 pm - 6:30 pm	**Welcome to ACCE! Networking & Reception at:** *The Hyatt Regency Galleria, Houston, TX*
6:30 pm - 9:30 pm	**Industry Advisory Board Dinner & Networking at:** *Maggiano's Little Italy, Houston, TX*