



Advisory Board Manual

NATIONAL ACADEMY FOUNDATION ADVISORY BOARD MANUAL April, 2009

NAF's Mission: The mission of the National Academy Foundation (NAF) is to sustain a national network of career academies to support the development of America's youth toward personal and professional success in high school, in higher education, and throughout their careers.

“For young people, the NAF Academy experience allows them to see a future for themselves. This changes their lives. It changes their parents' lives. It impacts their communities.”

- Sanford I. Weill, Chairman, NAF Board of Directors

“We have to stop thinking about the workplace as an alternative to education, but rather, education as the route to the workplace.”

- JD Hoye, President, NAF

NAF is committed to the development of curricula, the integration of work-based learning experiences, including internships, and the proactive involvement of Advisory Boards to support the work of high school educators in this mission. NAF places overarching emphasis on connecting students with adults, and classrooms with the “real world,” thereby supporting the new three “Rs” in education: Rigor, Relevance and Relationships.

This *Advisory Board Manual* is intended to assist NAF Academy Directors and Advisory Board Chairs and members in the formation, development, growth and sustainability of an effective Academy Advisory Board. The guidelines included in this Manual are flexible and may be adapted to meet local Academy and community needs.

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A LETTER FROM THE NATIONAL ACADEMY FOUNDATION BOARD OF DIRECTORS

Thank you and congratulations on your decision to serve on a National Academy Foundation's (NAF) local Advisory Board!

You are joining thousands of leaders from business, higher education, non-profit and government who serve on local Advisory Boards and whose participation is vital to providing high school students with the education that they need and deserve. As an Advisory Board member, you will make an important contribution to the lives of hundreds of students and to the economic health and vitality of your community. Together, we are taking a critical step toward keeping America competitive in the global economy, while providing tomorrow's workforce with critical 21st Century skills.


NAF Academies are student-centered small learning communities, where students are linked with caring adults, like you, who help them to see the connection between classroom learning and real-world application. Each NAF Academy relies on the expertise of its Advisory Board members to provide curricular support, professional development, personal time in the classroom, resource materials, funding assistance, paid internships, mentoring, job-shadowing and other enrichment experiences that will prepare students for a lifetime of success.

NAF originated the idea of "schools within schools" when American financier and philanthropist Sanford I. Weill, first imagined a public academy that would provide high school students with access to careers in the financial services industry. His proposal to the New York City Board of Education resulted in the opening of the first Academy of Finance in a Brooklyn, NY public high school in 1982.

Today, NAF guides and sustains a national network of more than 500 Academies in 40 states and the District of Columbia. More than 50,000 students are currently enrolled in NAF Academies of Finance, Information Technology, Hospitality and Tourism and Engineering. With this highly successful and nationally replicable model, NAF plays a leading role in the education reform movement.

This Guide includes general recommendations for organizing and operating your Advisory Board. The guidelines are flexible. Your Advisory Board may follow them precisely or adapt them to meet your Academy's and your community's needs.

On behalf of NAF and the national Board of Directors, thank you for your involvement with your local Academy and with NAF's efforts to reform American education.



Sanford I. Weill
Chairman



J.D. Hoye
President

THE NAF ACADEMY ADVISORY BOARD

Background

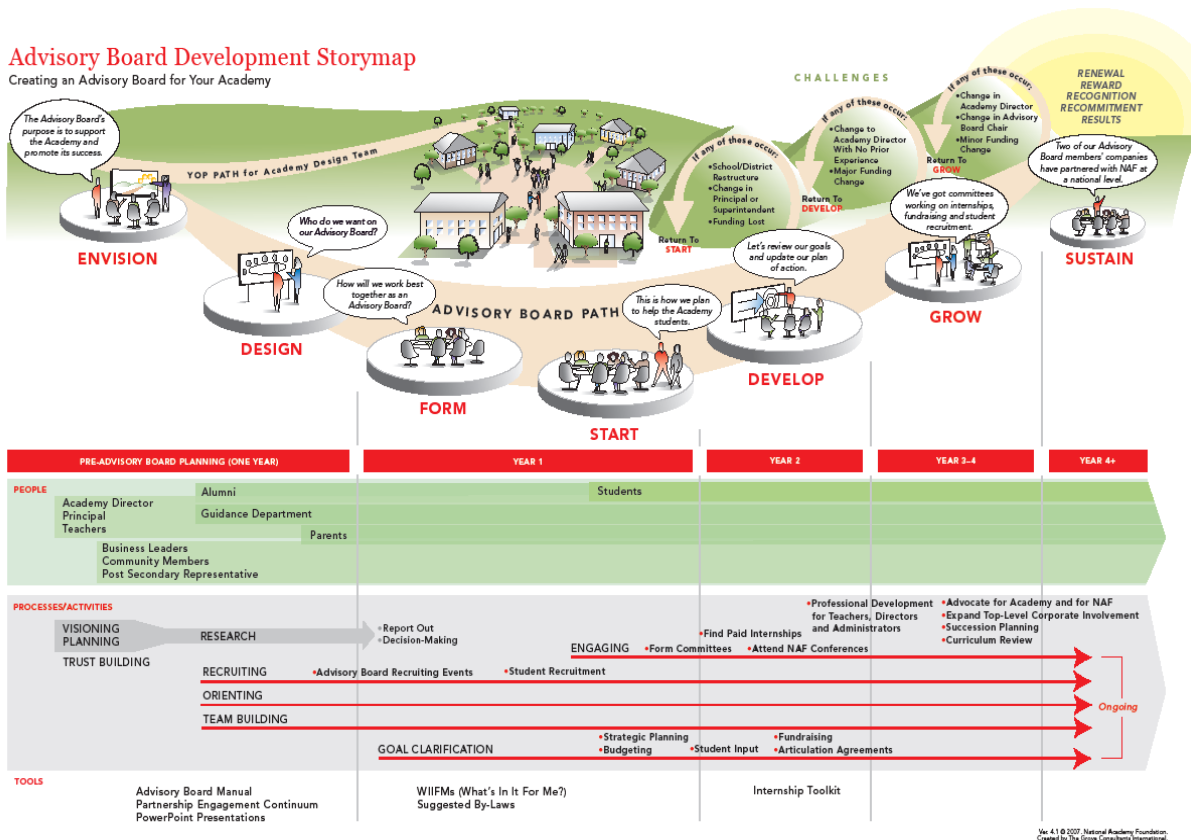
If this is your first experience working with a NAF Academy, you may not be fully familiar with its purpose and organization. It may also look quite different from the high school model you experienced when you were younger. A NAF Academy includes the following features:

- A Small Learning Community – A typical Academy takes the form of a personalized, small learning community within a high school, with a subset of students and teachers who are together for a three or four year span. The joining of a group of students for several periods each day with teachers whom they come to know well, provides a family-like atmosphere, nurturing close student-teacher ties and improving learning outcomes.
- College preparatory curriculum with a career theme – The Academy focuses on providing students with the skills and experience necessary to attain entry-level jobs in the career field, as well as the academic preparation for post-secondary education. Academy students take a mixture of career and core academic classes, organized around an industry theme. These courses are linked to academic and industry standards and encourage high achievement. The career classes are designed to expose students to the full range of careers in that field, and to show students how their academic subjects relate to each other and the career field. Special projects require students to bring together interdisciplinary academic skills and apply these to project-based learning experiences inside the classroom, as well as work settings outside the school.
- Partnerships with employers, communities, and higher education – Here is where you come in. The remainder of this document outlines roles, responsibilities, and recommendations on how to make the most of this partnership.

Introduction to the Advisory Board

The Advisory Board of the NAF Academy provides a platform for communication between educators and representatives from the public and private sectors within a community. Advisory Board members offer advice, support, guidance and a variety of resources to the local Academy Director and staff. School districts rely upon the assistance of Board members to provide students with opportunities to explore careers in a specific industry, and to learn how their classroom experiences, both in the Academy and in their core academic classes, connect with the real world. Your willingness to participate as an Academy Advisory Board member is a significant first step in improving the picture of American education today.

Advisory Board Development Storymap (ABDS)



The ABDS is a graphic timeline display of the people and processes involved in the successful launch of an Academy Advisory Board. As Stephen Covey said in his *Seven Habits of Highly Effective People*, “Begin with the end in mind.” Accordingly, the Storymap begins in the upper left hand corner with an Envisioning process about a year before the Advisory Board will be started. Following the column under Envision and Design down to People, Processes/Activities and Tools, one can see Who should be involved in the Advisory Board development process, What processes and activities should be considered as the Team moves forward during the year, and the Tools that are available from NAF to assist in the development and successful launch of the Advisory Board.

This left to right, top to bottom process can then be repeated during year 1 (Form/Start), year 2 (Develop), years 3 and beyond (Grow and Sustain). Each column has additional, more substantive Processes and Activities, as well as additional Tools, as the Advisory Board grows and develops.

Notice the “Challenge Mountains” above Develop, Grow and Sustain. These suggest possible scenarios when a “do-over” is required; incidents that force Academy Directors and Advisory Board Chairs to take another look at what had already been accomplished, and re-think, re-do or re-design something that no longer works. Advisory Boards (ABs) are “living” entities, subject to the vagaries of school and district personnel changes, corporate downturns and human nature. The Advisory Board Chair and the Academy Director must take responsibility for periodically reviewing and managing the ongoing functionality of the AB, and making small changes and updates as necessary over time, to maintain its success.

ADVISORY BOARD ROLES AND RESPONSIBILITIES

The Advisory Board promotes collaboration between businesses and high schools, and partners with the Academy Director in providing the following essential functions (partial list):

- Provides professional expertise to support Academy curriculum with periodic reviews and updates, review and contribution of collateral material, sponsoring field trips, creating and participating in student conferences and classroom participation.
- Assists in student recruitment by meeting with and addressing student candidates and parents, providing promotional material at school events and advocating on behalf of the Academy in business and social activities throughout the community.
- Assists in the recruitment of additional Advisory Board members by sponsoring and presenting at a variety of venues and events (Chamber meetings, professional association meetings, school site meetings (recruitment breakfasts, luncheons, etc..))
- Secures paid internships for at least 50% of eligible Academy students, and encourages other community businesses to provide paid internships for all other eligible Academy students (with a goal of 100% of eligible students placed in paid internship positions after the completion of their junior year in high school.)
- Provides access to professional development and technical assistance for teachers.
- Provides industry familiarization tours for teachers and career exploration tours for students.
- Provides mentoring and shadowing opportunities for students and professional training opportunities and externships for teachers.
- Assists in budget development for the Academy by participating in an annual Strategic Planning meeting, typically held in August or early September.
- Provides at least 50% of fundraising needs to support Academy activities and scholarships, and encourages other community businesses to provide funding for all other Academy activities and scholarships (100% of fundraising efforts not otherwise provided by the district, state or Federal funding.
- Assists in promotional and public relations activities for the Academy.
- Serves as an advocate for the Academy to educational, political, civic and business communities.
- Encourages employers to support the Academy efforts company-wide and facilitates the relationship between the Academy and its partner-employers.
- Assists schools in developing ongoing measurement processes that provide data to support fundraising and business recruitment efforts and track student progress
 - Student alumni tracking
 - Student participation in Academy activities
 - Class graduation rates
 - List of Advisory Board members and their contributions to the program

GENERAL GUIDELINES FOR DEVELOPING AN ADVISORY BOARD

Successful Academy planning and oversight requires the commitment of a number of dedicated Advisory Board members. It is important to recruit individuals who share the Academy vision and can dedicate a portion of their time to this work. While the recruitment process can take much time and effort, the rewards for the students, educators, partners, and the community are significant. Please see the Advisory Board Development Storymap above (page 6) for a graphic representation of the development process.

Whom to Include

- Invite individuals who are committed to building a successful partnership between the business community and education to a meeting at the school. Breakfasts, luncheons or after-school meetings are some suggestions. If you already have an existing Advisory Board, (AB) invite them to attend the next AB meeting.
- Search out potential Advisory Board members who have the authority and resources to support the program.
 - It's preferable, but not necessary, to have majority representation from the industry of the Academy's theme. Passion is more important than position.
 - Find your "Champion," a person (or persons) committed to, and well-connected in the community. Some common characteristics of Champions include their activity in other projects and service organizations, such as the local Chamber of Commerce, Rotary Club or Kiwanis; and their willingness to roll up their sleeves and help to recruit more members. Additionally, Champions are often known, trusted and well-respected in the community, and can act as a catalyst for your Board.
- Establish the size of the Board.
 - Decide on the number of members who can get the job done. Some Advisory Boards function well with as few as eight to ten members; others have as many as twenty or more. Most Advisory Boards find about fifteen to twenty members to be ideal.
 - At least 80% of your Advisory Board should be business partners; these individuals represent companies who can provide your Academy with the resources you need for successful internships, fundraising, classroom speakers, and industry familiarization trips. The goal is to involve the business community in the education process. Therefore, limit the number of learning community members on your AB to 10-15%.

- Plan for representative composition of the Board.
 - The Advisory Board members should represent a demographic cross section from the companies in the community with connection to the Academy theme. Additionally, Board members should be selected from various segments of the respective Academy industry. Several members should be senior executives so that they can use their corporate and community-wide access to help garner additional support for the program.
 - To the extent possible, Board members should also represent a demographic cross section of the students in the Academy and the school.
 - The Advisory Board may include the following as members: School District representative, an appropriate school Administrative staff member, representatives from college partners, parents, student, and Academy alumni. However, care should be taken to recognize the resources needed by the Academy, and who can provide them.

- It would be helpful, though not essential, to include the following people on your Board:
 - Local political representatives
 - Representative of local media
 - Employment company employee
 - Executive member of the local Chamber of Commerce
 - Representatives from higher education who can provide articulation agreements and/or dual enrollment opportunities



Laying the Foundation

- By-laws and elected officers are a must.
 - Establish By-laws or guidelines that meet local needs. See NAF's [*Suggested By-laws*](#) as a template (Page xx.)
 - Elect officers. Typically, a Chairperson, Vice- (or Co-) Chairperson, Secretary, and Treasurer will be sufficient (refer to *Suggested By-laws, Article VIII*).
 - Decide on a term of service.
 - Attempt to recruit members with two- or three-year rotating terms.
 - The Advisory Board Recruitment Committee should make recommendations for members and officers, including a policy regarding length of service.
 - Stagger terms to avoid turning over all officers simultaneously.
- Establish membership requirements (See *Suggested By-Laws, Article V*).
 - Some Advisory Boards require that members commit to attending monthly meetings, or providing in-kind services, paid internships, or a certain level of funding each year.
 - These requirements should be spelled out specifically in the By-laws.
 - Prospective members should read the By-laws before committing to be on the AB
 - Orient new AB members using NAF's New AB Member Orientation Kit. See Advisory Board News on www.nafconnect.org for materials and agenda.

Planning for Success

- Know the Academy.
 - Develop a plan for directly involving Board members in the work of the Academy. This might include site visits or participation in Academy activities. This will enable Advisory Board members to become familiar with school personnel and students, as well as become more knowledgeable about the Academy.
 - “Reach for the heartstrings, before the purse strings.” Make sure to involve students in familiarizing Board members with the Academy.
 - See NAF's New AB Member orientation program, on www.nafconnect.org (Advisory Board News) to clarify roles and responsibilities, and immediately engage new Board members in activities.
- Establish annual goals and objectives.
 - Develop an annual action plan for implementation of Academy objectives. This is usually done at the annual Strategic Planning meeting, as indicated below.
 - Work with the Academy Director to hold an annual strategic planning meeting in August of each year to determine the goals and budget for the upcoming school year. Include the entire AB, as well as key members from the learning community (Academy staff, core teachers, administration, district personnel, etc.)

- Schedule regular meetings.
 - At the first meeting (preferably in August), an annual calendar of meetings should be scheduled at times and places convenient to members. AB members should add these recurring meetings to their calendars at the Strategic Planning meeting.
 - For newer Advisory Boards (in existence fewer than two years,) **monthly** meetings are recommended. For more mature Boards, full meetings may be held bi-monthly or quarterly, with more frequently scheduled Committee meetings as necessary. Full Board meetings for mature Boards should be held at least quarterly.
 - Schedule meetings at the school location, to provide regular opportunities for students and business partners to interact.

- Establish committees to meet specific goals.
 - Encourage ALL AB members to serve in committee positions.
 - Essential committees for all Advisory Boards are Internship, Public Relations & Advocacy, and Fundraising & Scholarships. Other useful committees include Student Recruitment, Advisory Board Recruitment and Curriculum/Professional Development. Guidance on the responsibilities for these committees can be found on the following pages. Goals for each Committee should be determined and assigned at the Strategic Planning meeting.



I. COMMITTEE RESPONSIBILITIES

The following list is provided solely to offer general guidance in forming Advisory Board Committees and should not be considered all-inclusive. Many NAF Academy Advisory Boards also form ad hoc committees for special non-recurring activities (student class trips, student conferences, special fundraising events, etc.).

- Internship Committee
 - Secure at least 50% of the internship needs through the members of the Advisory Board. Work with the Director to provide the remaining 50% through contacts and outreach.
 - Assist in developing training for all new internship providers and internship supervisors.
 - Assist in locating and evaluating potential internship positions.
 - Review internship experiences annually to ensure quality experiences for the students.
 - Assist in the development of a pre-internship orientation program for students and internship providers. (Consult the [NAF Internship Toolkit](#) on NAF's website to gain ideas for pre- and post-internship planning.)
 - Provide recognition experiences (i.e.: awards, certificates) for all stakeholders.
 - Develop a student career shadowing/mentor program.
 - Keep **relationships** in the forefront of all activities; follow up with internship providers during, and immediately after the summer internship, to broaden next year's commitment.
- Public Relations/Advocacy Committee
 - Assist in developing a marketing plan for the Academy, which will include public relations, promotion, and an advocacy plan.
 - Assist in the preparation and the distribution of media materials, sending press releases for all activities demonstrating the Academy's success. (Companies may be willing to provide in-kind contributions to this effort.)
 - Develop a local media list which includes the names and contact information of print and electronic journalists, business associations, and industry related organizations.
 - Invite members of the media to Academy activities.
 - Assist in the promotion of special Academy activities such as graduation, awards ceremonies, and student competitions.
 - Provide photo opportunities for the press, and for business partners, with Academy students. Ensure that Academy students have current signed releases for these photo opportunities.
- Fundraising Committee
 - Provide at least 50% of the funding needs through Advisory Board members.
 - Establish fundraising and scholarship goals on an annual basis.
 - Assist in the organization and implementation of fundraising activities.
 - Solicit corporate support through personal meetings, professional associations, direct mail and other avenues.
 - Establish application and selection procedures for scholarships and graduation awards.
 - Plan appropriate award/graduation/presentation ceremonies with the Academy Director.

- Secure additional funding through grants from both the public and private sector.
- Student Recruitment Committee
 - Establish a recruiting plan in cooperation with the Academy Director.
 - Plan recruitment events, involving students and their families; consider inviting representatives from the school (especially guidance counselors) and district.
 - Organize a Speakers Bureau to have people available for school recruitment visits, parent conferences, and recruitment assemblies.
 - Assist in the development of student-friendly recruitment material (flyers, videos, brochures or other communications materials). Consider incorporating current student or alumni testimonials.
- Advisory Board Recruitment Committee
 - Review the NAF Academy Development Model (Appendix A), and the Advisory Board General Guidelines (Section II above).
 - Establish a recruiting plan (number and types of new Board members, specific companies, etc.) in cooperation with the Academy Director.
 - Distribute NAF brochure and/or local Academy flyer to all existing Advisory Board members who will act as your advocates.
 - Invite all new Advisory Board prospects to the next Board meeting.
 - Use the NAF New AB Member Orientation Kit (www.nafconnect.org) for new members of the Advisory Board.
 - Have new Advisory Board members immediately volunteer for a Committee activity.
- Curriculum/Professional Development Committee
 - Review curriculum, recommend changes in light of industry trends and provide collateral material as appropriate.
 - Spend at least one day per school year at each school that is housing the Academy to assess the status of curriculum implementation.
 - Provide opportunities during the school year for teachers and students to become familiar with the industry (i.e., site visits, seminars, speakers, industry training programs, conferences, trade shows).
 - Provide on-the-job, curriculum-related experiences for Academy instructors, either during the summer or during the school year.
 - Help students connect the relevancy and applicability of their classroom lessons to the “real world.”
 - Work with the Academy director and instructors, to ensure that **rigor and relevance** are at the forefront of all activities.

II. RESPONSIBILITIES OF THE ACADEMY DIRECTOR TO THE ADVISORY BOARD

The Academy Director is the Advisory Board's main liaison to the Academy. She or he is responsible for ongoing Academy management. The following serves to illustrate the Academy Director's role in relation to the Advisory Board and is a sampling of an Academy Director's responsibilities to the NAF Academy. A complete job description of the Academy Director may be provided to the Advisory Board upon request to NAF.

The Academy Director:

- Serves as the liaison between the school system and the Advisory Board and between the National Academy Foundation and the Advisory Board,
- Presents program status reports at each board meeting,
- Apprises Advisory Board committee members of Academy-related issues,
- Disseminates National Academy Foundation reports to all board members,
- Apprises Board of publicity regarding the local program and the National Academy Foundation,
- Facilitates board member on-site activities with students, as well as meetings with school district officials,
- Meets with Advisory Board Chair and Committee Chairs to jointly develop meeting agendas,
- Distributes notices and minutes of board meetings to Advisory Board members in conjunction with the Board Secretary,
- Articulates program needs to the Advisory Board,
- Encourages active participation of Advisory Board members in NAF's Annual Institute for Staff Development, and
- Submits annual Academy data (including Advisory Board information) to NAF.

V. SAMPLE LETTER OF INVITATION TO JOIN THE ADVISORY BOARD

January 31, 2009

Dear _____:

I am writing to tell you about a very successful career-themed academic program that is designed to improve the quality of education in our nation's high schools while increasing the number of students who are aware of career opportunities in the _____ industry. I ask that you take a leadership role in this important effort by joining the [high school/city's] Academy of _____ Advisory Board.

The [high school/city's] Academy is one of hundreds of Academy programs established in high schools across the country by the National Academy Foundation (NAF). NAF's mission is to sustain a national network of career academies to support the development of America's youth toward personal and professional success in high school, in higher education, and throughout their careers. The NAF model links the resources of business, education, and community in an effort to prepare students for higher education, for careers and for active civic participation. Sanford I. Weill, former Chairman and CEO of Citigroup, serves as Chairman, and Kenneth I. Chenault, Chairman and CEO of American Express Company, serves as Vice Chairman of the National Academy Foundation Board of Directors.

NAF Academies already exist in over 500 high schools in 40 states and the District of Columbia. The program consists of a rigorous academic curriculum taken over three or four years of high school, and includes a paid student internship, after the end of the junior year. The Academy approach focuses on long-term goals and successfully bridges the gap between the classroom and the workplace. Academy Advisory Board responsibilities include the following:

- Providing industry expertise to support Academy curriculum.
- Assisting in student recruitment.
- Providing paid internships for Academy students.
- Encouraging other community businesses to establish paid internships for students.
- Serving as an advocate for the Academy to educational, political, and business communities.
- Assisting in garnering financial support for program activities, scholarships and other special projects.

With the current focus nationally on the new three "Rs" of public education - Rigor, Relevance and Relationships - it is critical that we work together to ensure that the next generation of employees and leaders is well prepared to maintain the future growth of our economy. I believe that your insight, expertise and concern for the future of your industry will contribute to the success of the NAF Academy program goals. I will be contacting you in the near future to further discuss your participation on the Advisory Board. In the interim, I am enclosing material describing the National Academy Foundation and the Academy of _____ in greater detail.

Sincerely,

Advisory Board Chair/Local Academy Director

enc.: NAF brochure packet

VI. SUGGESTED ACADEMY BY-LAWS

The following By-laws are based on existing Academy Advisory Board By-laws currently in use. They are provided for guidance and should serve as a model. Each local Academy should edit, embellish and otherwise tailor these By-laws to best suit its needs.

ARTICLE 1 - NAME

The name of this board shall be the [school/city/county] Academy of _____ Advisory Board (“Advisory Board”).

ARTICLE II - PURPOSE

An Advisory Board functions in an advisory capacity to a local member Academy of the National Academy Foundation. The Advisory Board makes recommendations regarding the expansion of Academy programs, number of students and school districts, curriculum, teacher training, and budget. The Advisory Board also assists with raising funds, recruiting students, securing internships and scholarships, and providing in-kind contributions to the local Academy program. Lastly, the Advisory Board is an integral part of the experiential learning activities for all Academy students; bridging the gap between the classroom, and the “real world.”

ARTICLE III - OBJECTIVES

The primary objective of the Advisory Board is to support the following goals and policies of the local Academy:

1. Preparing Academy students through course work and related experiential education for success in higher education, their careers and in life.
2. Providing paid internships for Academy students.
3. Providing training and professional development opportunities for teachers.
4. Providing and soliciting assistance from the business community in funding the Academy program.
5. Enlisting the expertise of individuals in the industry to assist with development and evaluation of curriculum, student selection, scholarships and internships.
6. Advocating on behalf of the Academy.

ARTICLE IV - ORGANIZATION

(For new Advisory Boards - less than 2 years old)

The Advisory Board shall meet monthly (except for the month of July.) Additional meetings may be held by Committees in order to give counsel and address specific functional responsibilities including fundraising, internships, curriculum, and other matters related to the Academy. The Advisory Board shall hold a full-Board strategic planning meeting during the month of August or early September, which will include all stakeholders from the Academy (Director, teachers, Principal, district representation, etc.).

(For more mature Boards – 2 years +)

The Advisory Board shall meet bi-monthly, but in no event less frequently than quarterly. Additional (more frequent) meetings may be held by Committees in order to give counsel and address specific problems dealing with fundraising, internships, curriculum, professional development for teachers and other matters related to the Academy. The Advisory Board shall hold a full-Board strategic planning meeting during the month of August or early September, which will include all stakeholders from the Academy (Director, teachers, Principal, district representation, etc.).

ARTICLE V – MEMBERSHIP

Section 1. Membership:

1. The members of the Advisory Board shall be representatives of the industry, colleges and universities, community leaders and educators. Students, parents, and Academy alumni may also be members. Ideally, business people should make up at least 75-80% of the Board members.
2. Members of the Advisory Board shall receive no compensation for their services as Advisory Board members.
3. New members shall participate in a New Board Member Orientation, to better understand NAF, the local Academy and the Board members' roles and responsibilities.

Section 2. Term of Membership:

1. *[Advisory Board Members shall decide on terms of membership, such as a two- or three-year rotating term.]*
2. Any member may resign from the Advisory Board by giving written notice to the Chairperson. The resignation will be effective immediately upon receipt of such notice.
3. Any member of the Advisory Board who shall fail to attend a minimum of ___ advance notice meetings of the Advisory Board in any academic year shall be asked to resign from the Advisory Board. A member will be deemed to have attended a meeting if a duly qualified substitute attends on behalf of the member.
4. Appointment will be for a term of years, which may be renewed by a majority vote of the members of the Advisory Board.
5. Any Advisory Board member may be asked to resign from the Board at any time, for any reason, by a majority vote of the members of the Board.

Section 3. Membership Requirements:

1. The selection of members shall be made without respect to race, color, creed, national origin, age, handicap, sexual orientation or gender. The Advisory Board shall include, but not be limited to, representatives from the following three broad categories: (1) the respective Academy industry (80%), (2) the educational community (15%), and (3) the community at large (5%).
2. Candidates must be nominated by a member in good standing of the Advisory Board and approved by a majority vote of its members.
3. Candidates must commit to and/or assist with raising funds for the local Academy.
4. Candidates must demonstrate a willingness to commit to obtaining at least one student internship position at their firm or elsewhere.
5. Candidates must commit to providing in-kind contributions that will directly benefit the students in the local Academy program.

Section 4. Membership Year:

1. Academic, beginning on or about August 1, and ending on or about July 31.

ARTICLE VI - RESPONSIBILITIES

1. Provides at least 50% of fundraising needs to support Academy activities and scholarships, and encourages other community businesses to provide funding for all other Academy activities and scholarships (100% of fundraising efforts.)Secure paid internships for at least 50% of eligible Academy students, and encourage other community businesses to provide paid internships for all other eligible Academy students (100% of eligible students).
2. Provide in-kind contributions.
3. Establish scholarships.
4. Strengthen public relations and publicity relative to the Academy.
5. Assist in evaluating the rigor, relevance and effectiveness of the curriculum to meet the needs of the industry, readiness for college and preparation for life.
6. Provide access to professional development activities for Academy teachers and the Academy Director.
7. Assist in Advisory Board and student recruitment.
8. Provide industry familiarization tours for teachers and career exploration tours for students.
9. Provide mentoring and shadowing opportunities for students and professional training opportunities and internships for teachers.
10. Assist in budget development for the Academy.
11. Serve as an advocate for the Academy to educational, political, civic and business communities.
12. Encourage employer to support the Academy company-wide and facilitates the relationship between the Academy and its employer.

ARTICLE VII - MEETINGS

Section 1 - Quorum

A simple majority of the Advisory Board members shall constitute a quorum for conducting Advisory Board business.

Section 2 - Voting

Each active member of the Advisory Board shall be entitled to vote on any issue presented to the Advisory Board. A duly qualified alternate in attendance at a meeting may vote on behalf of a member, but no proxy votes are allowed.

Section 3 - Minutes

The Chairperson will designate a person to record and distribute the minutes to all Advisory Board members. This is typically the Secretary. The Academy Director will assist the Chairperson in coordinating the meetings and developing the agenda. The Academy Director will also ensure that absent Advisory Board members will receive material and minutes distributed at the Board meetings. Minutes will be distributed at least one week prior to the next Board meeting.

ARTICLE VIII – OFFICERS AND DUTIES

Section 1 - Chairperson

1. The Advisory Board shall consist of one Chairperson. The Chairperson shall be elected by the members of the Advisory Board for a term of two years.
2. The Chairperson's duties shall be those usually pertaining to the office set forth in Robert's Rules of Order and such other duties as may be prescribed.

Section 2 - Vice-Chairperson (or Co-Chairperson)

1. The Advisory Board shall consist of one Vice- or Co-Chairperson. The Vice- or Co- Chairperson shall be elected by the members of the Advisory Board every two years.
2. The Vice- or Co-Chairperson's duties shall be to direct all meetings in the absence of the Chairperson to ensure the development and maintenance of a strong and active Advisory Board. A Co-Chair may alternate running meetings with the Chair, as agreed upon by the parties.

(Other officer positions such as Secretary and Treasury shall be decided by the majority of the Advisory Board members.)

Section 3 - Secretary

1. The Advisory Board shall consist of one Secretary. The Secretary shall be elected by the members of the Advisory Board every two years.
2. The Secretary shall keep, record and disseminate the minutes of the Advisory Board meetings. The Secretary shall also keep a current list of Advisory Board members' names, company names, email and mailing addresses and other contact information.
3. The Secretary shall work with the Academy Director to maintain and keep current, the NAF Advisory Board data required to be submitted to NAF annually.

Section 4 - Treasurer

1. The Advisory Board shall consist of one Treasurer. The Treasurer shall be elected by the members of the Advisory Board every two years.
2. The Treasurer shall be responsible for keeping, and reporting on the financial condition of the Academy, typically in concert with the Academy Director. The Treasurer shall report the current financial condition of the Academy at each Board meeting.

All officers shall participate on at least one Board Committee.

Section 5 - Ex Officio Members

Ex officio members shall consist of selected industry leaders, state or municipal government officials and school district staff, and are non-voting members.

ARTICLE X - AMENDMENTS

These by-laws may be altered, amended, or repealed. New by-laws may be adopted by a majority vote of the Advisory Board at any regular meeting or special meeting.

VII.LINKS TO ADVISORY BOARD RESOURCES ONLINE

The following links may be helpful to Academy Directors and Advisory Board Chairs as you begin to start, develop, grow and sustain your Advisory Board.

www.naf.org
About NAF tab
The Internship Experience tab
NAF's Partners tab
Starting an Academy tab

www.nafconnect.org
Advisory Board tab

casn.berkeley.edu
Resources tab

www.ncacinc.com
Academies tab
Resources tab
Getting started tab

www.nww.org
All Youth – One System tab

www.connectedcalifornia.org/
Multiple pathways tab
The Toolkit tab

Mdrc.org
K-12 Ed tab



NATIONAL STRATEGIC PARTNERSHIPS WITH NAF

The National Academy Foundation model is centered on the idea that public-private partnerships provide added resources, enhance school services, and are essential for creating bridges across communities. NAF has a strong record of success in helping Fortune 500 companies join their philanthropic interests with their business goals. Current partners include American Express, Citigroup, Xerox, and Pearson.

The reform of the secondary education system is an urgent national priority impacting the American economy and our ability to remain competitive. Partnerships with the National Academy Foundation allow corporations to make a visible statement of support for an organization that has transformed the educational experiences of hundreds of thousands of young people and is leader in the high school reform movement.

NAF's national scope and role in school reform efforts provide a unique means of achieving corporate social responsibility goals on national, regional and local levels. Our presence in major urban centers helps to connect a wide range of students to employers who value diversity. Many participating business leaders report that their involvement with NAF has demonstrated their commitment to public education and has heightened recognition of their businesses as community leaders.

To find out more about how your company can join the National Academy Foundation in supporting the development of American youth toward personal and professional success, please contact the NAF development team at development@naf.org.



APPENDIX A

NAF ACADEMY DEVELOPMENT MODEL

