# Terms of Reference (ToR)

## Industrial Advisory Board (IAB) Software Engineering & Information Systems Program MUST University

### 1. Purpose

The Industrial Advisory Board (IAB) provides independent, industry-informed advice to support the continuous improvement, relevance, and strategic development of the Software Engineering & Information Systems Program at MUST University.

The Board serves in an advisory capacity and ensures alignment with current and emerging industry practices, workforce needs, and international quality standards, including ABET Computing Accreditation Commission (CAC) criteria.

### 2. Scope of Advice

The IAB advises on:

* Curriculum relevance and emerging technical trends.
* Program Educational Objectives (PEOs) and Student Outcomes alignment with industry needs.
* Capstone projects and internship structure.
* Graduate employability and professional skills development.
* Industry partnerships and collaborative initiatives.
* Strategic positioning of the program nationally and internationally.

### 3. Composition and Membership

The Board shall initially consist of four (4) to five (5) external industry members. Membership may expand as the program grows.

Recommended representation:

* Software Engineering industry representative.
* Information Systems / Enterprise IT representative.
* Cybersecurity, Cloud, or Emerging Technology specialist.
* Senior IT Manager or CTO-level representative.
* Optional: Program alumnus working in industry.

Internal members (non-voting) may include the Program Coordinator, Head of Department, and Quality/Assessment representative.

### 4. Appointment and Term

Members are appointed by the Head of Department or Dean for a two-year term, renewable once. Staggered appointments may be implemented to ensure continuity.

### 5. Meetings

The Board shall meet at least twice per academic year, either in person or virtually.

* A quorum consists of at least 50% of voting members.
* Decisions shall preferably be made by consensus.
* Minutes and action items shall be formally documented.

### 6. Roles

* Chair (external member): Leads meetings and collaborates on agenda setting.
* Secretary (Program Coordinator): Records minutes and maintains documentation.

### 7. Deliverables and Reporting

The IAB shall provide written recommendations following each meeting. An annual summary report shall document major recommendations and actions taken.

### 8. Confidentiality and Conflict of Interest

Members shall respect confidentiality of student data, institutional information, and proprietary industry matters discussed during meetings.

Members shall disclose any conflicts of interest and recuse themselves when appropriate.

### 9. Review of Terms of Reference

These Terms of Reference shall be reviewed annually and updated as necessary.