I. **Source**

II. **Credibility of Source**
This is the perspective of a single person, but with direct experience in engineering education. He is a credible voice for an industry perspective, but this is not a scholarly work. References are few.

III. **Summary of Content and Conclusions**
This article describes activities such as industry’s role in curriculum innovation, student and faculty experiences, continuous quality assurance and accreditation, research and innovation. It summarizes several reports on this subject and in concert with many other sources asserts that the gap between what universities produce and what industry needs continues to widen and goes far beyond technical competency. The five ways Morell suggests that industry can help are (1) help universities with strategic planning, (2) help with curriculum development by defining desirable outcomes, (3) help with innovation and entrepreneurship by informing universities of industry trends and new science, (4) join industry advisory boards that in turn perform several useful functions related to accreditation, quality assurance and interacting assessment loops among other things, and (5) brokering and nurturing multi-stakeholder, multi-national partnerships to support engineering education.

IV. **Relevance to the Department of ECE**
There are many specific recommendations in this paper aimed primarily at industry participants but requiring the cooperation of the universities. ECE is already pursuing some of these but we have not reached our full potential as a Board. If one compares the eight objectives of the Board they match perfectly except for (1).

V. **Recommendations for the Department or the IAB**
This is another report that should be read by faculty and Board. The suggestions are specific and actionable, all of them. The Board should answer the question of whether it is desirable to become active in the strategic planning by the university or not. The opportunities for synergy are numerous. In addition given the alignment with our already
articulated vision between the Board, the University and the recommendations by Morell, it is up to the Board to actually act on this vision in tangible ways. We are still learning how to do this. Hence the only other recommendation for this article is that we the Board continue on the track we are on but re-double our efforts until we see the student outcomes that we need.

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The full article can be found here: