



# **Program Advisory Committee**

## **Procedural Guide**

Version 13.0

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## 1.0 What is a Program Advisory Committee?

### 1.1 Definition

Program Advisory Committees, mandated by Ontario's Ministry of Colleges and Universities, are crucial for Algonquin College in delivering high-quality, relevant programs. These committees ensure that the curriculum aligns with regional workforce needs. In addition, they provide guidance and support regarding experiential learning opportunities for students, offer advice on professional development for faculty, and share insights into potential new programs the College might develop.

Representatives from business, industry, government, and non-profits bring diverse perspectives to these committees. Their expertise helps bridge the gap between professional requirements and the education of our students and graduates. They critically assess programs, ensuring they meet current workplace standards and relevance.

*The Board of Governors is to ensure that an advisory committee for each program of instruction or cluster of related programs offered at the college is established and is made up of a cross-section of persons external to the college who have a direct interest in and a diversity of experience and expertise related to the occupational area addressed by the program.<sup>1</sup>*

Colleges of Applied Arts and Technology in Ontario are established and governed by the Ontario Colleges of Applied Arts and Technology Act, 2002 and Regulations for the Act: O. Reg. 34/03.<sup>2</sup> The Framework for Programs of Instruction binding policy directive defines how Ontario colleges are expected to design, deliver and promote their programs in compliance with the Act and its regulations. As outlined by the Ministry of Colleges and Universities in this directive, Advisory Committees are an essential part of Ontario college programming. The directive requires that our Board of Governors, through our President, establish an Advisory Committee for each program, or cluster of related programs, offered by Algonquin College and, through by-law<sup>3</sup>, set the structure, terms of reference and procedures for our Program Advisory Committees.<sup>4</sup>

Program Advisory Committees provide Algonquin College a competitive advantage in attracting and retaining students – many universities do not have a comparable link between employers and learners. The quality of our engagements with our Program Advisory Committee members will help us advance toward our True North goals in alignment with the College’s strategic plan.

Actively linking employers to learners, Program Advisory Committees ensure our programs are effective in providing high-quality curricula that is in demand among students seeking instruction and employers requiring new talent. In keeping with all we do at Algonquin College, our Program Advisory Committees exist to help our students be successful through their studies, and upon graduation as valuable employees advancing in their career.

This procedural guide supports Algonquin College Academic Teams who uphold the Board of Governors’ resolutions to engage external community members in College Program Advisory Committees. The guide reflects College policy guidelines<sup>5</sup> to refine our Advisory Committee model, ensuring employers are more strongly connected to program review, program development and applied research opportunities.

*Sustained collaboration with industry and employers ensures that the education and training provided by colleges and institutes respond to the current and emerging needs of the labour market and of communities.<sup>6</sup>*

## **1.2 Our Vision for Program Advisory Committees**

Program Advisory Committees will support student success and academic excellence at Algonquin College by highlighting and incorporating members’ experience and expertise to prepare our graduates for the workplace.

## **1.3 Our Mission for Program Advisory Committees**

Algonquin College Program Advisory Committees’ mission is to guide and support the development and maintenance of relevant, high-quality educational programs that meet the needs of the labour market and the community.

## **1.4 Our Objectives**

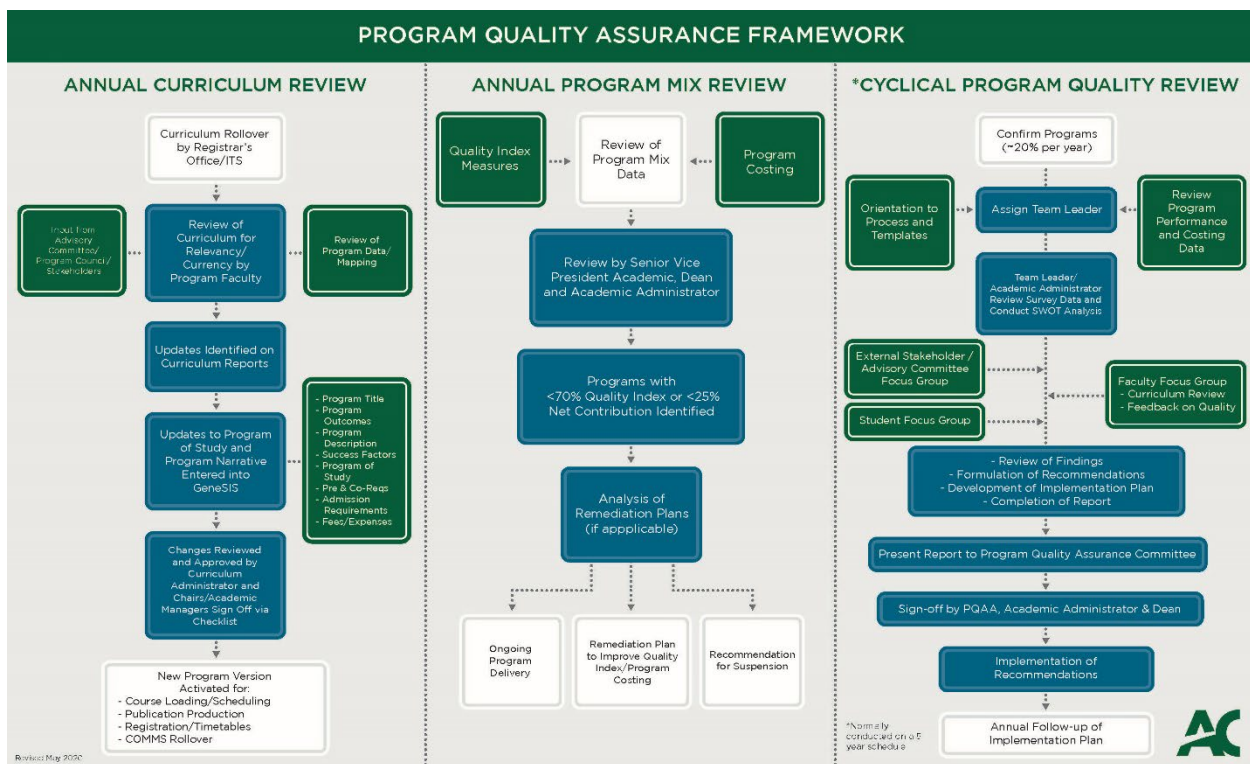
Program Advisory Committees have a clear goal of supporting our learners’ success, with an emphasis on six broad objectives:

1. **Program Evaluation and Development:** provide comprehensive evaluation and feedback for continuous improvement of program quality through regular Annual Curriculum Review and the formal five-year Program Quality Review process.
2. **Curriculum and Structure Relevance:** offer expert advice on program structure, curriculum content, and the necessary technology, equipment, and facilities, ensuring alignment with current and anticipated labour market needs and industry trends.
3. **Innovative Program Creation:** advise on the development of new programs and training initiatives to address the evolving needs of industries and the community.
4. **Career and Learning Opportunities:** identify and facilitate work-integrated learning and other experiential learning opportunities for students, and support the development of employment pathways for graduates.
5. **Student Support and Recognition:** assist in the establishment of scholarships, awards, and bursaries to support and recognize student achievements and financial needs.
6. **Community Engagement and Representation:** act as ambassadors for Algonquin College, fostering connections with the wider community and promoting the College's role in regional development.

## 2.0 Program Quality Assurance Model

At Algonquin College, Program Advisory Committees play an important role in the Program Quality Assurance Framework process on the courses in our programs of instruction. The process enables our academic areas to respond to the needs of the marketplace, support continuous improvement and renewal, and help uphold the high quality of our instruction across all our programs. Algonquin College Program Quality Assurance model<sup>7</sup> aligns with the standards and benchmarks for academic program quality as established by the Ontario College Quality Assurance Service (OCQAS)<sup>8</sup> and the Postsecondary Education Quality Assessment Board (PEQAB).<sup>9</sup> Complementing these processes is the College Quality Assurance Audit Process, a cyclical system level quality assurance audit conducted every five years that ensures that our academic policies and practices related to quality assurance are followed.

**Figure 1: Program Quality Assurance Framework**



## **2.1 Annual Curriculum Review (ACR)**

The Annual Curriculum Review (ACR) is an opportunity to make required revisions to Programs of Study (POS) and Narrative Information to ensure the quality, relevancy, and currency of programs in your area. Proposed Annual Curriculum Review (ACR) changes are program-driven and informed by outcomes from comprehensive program reviews, largely facilitated through Program Quality Review (PQR) and New Program Standard activities. Feedback and recommendations are received from internal and external stakeholders, including PAC members, students, faculty, and program councils (a forum to provide feedback to their professors and Academic Administrator on their current experience in the program and to resolve issues, if any). The Annual Curriculum Review process ensures and enables the quality, relevancy, and currency of all academic programs, and is outlined in *Figure 1*.

Each program has a Program Chair who meets with program faculty members to review relevant program information, including key performance data and the outcomes of any recent Program Quality Review, alongside Ministry and College requirements. Each year, academic team members conduct the review to identify necessary changes for program renewal that includes the program of study, course descriptions, pre- or co-requisites, equivalencies, program description, employment opportunities, admission requirements, program and course ancillary fees, related student expenses, and other information relevant to the program.

[The Annual Curriculum Review](#) (ACR) begins each September and is completed in March. A detailed schedule, templates and resources are distributed annually to Deans and Program Chairs and updated online by [Academic Development](#).

## **2.2 Program Quality Review (PQR)**

A Program Quality Review (PQR) is a comprehensive review of a program, scheduled every five to seven years. It's an opportunity for the faculty to conduct an in-depth exploration of the program to confirm what's working well and to identify opportunities to improve. The findings of the Program Quality Review (PQR) support the continuous improvement of the program over the next two years, and ACR and/or a program modification are the vehicles for implementing the curriculum enhancements. Accountability for implementation of the recommendation's rests with the Chair/Academic Manager and the Dean.



Program Advisory Committees play a key role in the Program Quality Review. A discussion about the program curriculum, work-integrated learning, and trends in the industry is added as an agenda item to specifically inform PQR review activities and outcomes.

### **2.3 Annual Program Performance Review and Programs under Improvement Plans**

The Annual Program Performance Review is a review of the Quality Index and Financial Contribution of all full-time College programs against established benchmarks. Advisory Committees will be regularly informed of the quality and financial health of the program(s) they serve.

As part of the College's strategic program planning requirements, an annual program review process is conducted. This review is based on program performance indicators including program quality, student demand, retention and graduation rates, financial viability, and program relevance. The objective is to make best use of the College's resources while offering a regularly updated mix of programs and courses that serve the needs of students, employers, and the community. This review may result in a program improvement plan or suspension/cancellation of program intakes and course offerings.

Advisory committees for programs deemed in need of a program improvement plan or recommended for suspension/cancellation will be consulted on possible strategies to improve the program performance. Consultation will normally be undertaken no less than one year prior to moving a program suspension recommendation forward to the Senior Vice President, Academic.

### **Additional Quality Assurance Mechanisms**

#### **2.4 Program Modifications**

Occasionally, changes are required to programs of a more substantial nature. This includes a change to the program title, the learning outcomes, significant changes to the program courses or length of the program, or the removal/addition of numerous courses. Some of these changes require re-approval through the College's Board of Governors and the Ministry of Colleges and Universities. As such, the Program Advisory Committee serves in both an advisory role, as well as validating the substance of the changes through a formal motion of support.

#### **2.5 External Program Quality Assurance – Degree Programs**

Honours degrees offered by colleges are overseen by the Postsecondary Education Quality Assessment Board ([PEQAB](#)). The degree quality assurance process involves a Program Quality

Review (see above), as well as a Consent Renewal, an external review that includes both external academics in the program, and a PEQAB representative, that reviews the Program Quality Review document and conducts a site visit to the College. Program Advisory Committee members are involved in both the development of the Program Quality Self-Study and the site visit.

### **3.0 Terms of Reference**

Program Advisory Committees are to meet at least once per term in which the program is taught (Fall, Winter, and Spring, if applicable), with the option of meeting more frequently at the request of the Program Chair, the Committee Chair, or the majority of committee members. The Program Advisory Committee may also choose to create subcommittees if warranted, such as during the redevelopment of a program or a major undertaking required to carry out its mandate.

#### **3.1 Ad Hoc Program Advisory Committees**

When a new program is proposed, an ad hoc advisory committee is created on a temporary basis to help guide its development. The ad hoc advisory committee confirms and clarifies the need for the program, opportunities for work integrated learning and/or cooperative education, the potential for graduate employment, provides feedback on program design and input on curriculum such as key skills and attributes of program graduates. Once the program has been approved and launched, the ad hoc advisory committee will dissolve, having fulfilled the committee mandate. A Program Advisory Committee will subsequently be formed reflecting the specific needs of the program at the College.

For the development of new programs, the ad hoc advisory committee needs to convene no less than two meetings, but potentially more, if necessary to finalize the proposed program: one meeting to shape program learning outcomes and understand graduate attributes; and one meeting to confirm the framework developed captures the program intended; and to put forward a motion supporting the program proposal. Additional meetings may be held for specific aspects of the program design or to gather more feedback on details of the curriculum. For new programs, the ad hoc committee is required to endorse a motion of support for the proposed program.

#### **3.2 Motions of Support**

##### **New Programs**

The motion of support for new programs follows a specific format and may not be altered:

On [insert date], the [insert program name] ad hoc Program Advisory Committee unanimously endorsed the following motion:

MOVED by [insert name] and SECONDED by [insert name]

THAT the [insert program name] Ad hoc Program Advisory Committee has reviewed the curriculum as presented for the [insert program name], [insert credential level], supports the need for this program in the community, and recommends this program for approval to the Algonquin College Executive Team and to the Board of Governors.

### **Program Modifications**

The motion of support for curriculum modification follows a specific format and may not be altered:

On [insert date], the [insert program name] Program Advisory Committee unanimously endorsed the following motion:

MOVED by [insert name] and SECONDED by [insert name]

THAT the [insert program name] Program Advisory Committee has reviewed the curriculum changes as presented for the [insert program name], [insert credential level], supports the need for this program in the community, and recommends this program for approval to the Algonquin College Executive Team and to the Board of Governors.

### **Cooperative Education Work Terms**

The motion of support for co-op options follows a specific format and may not be altered:

On [insert date], the [insert program name] Program Advisory Committee unanimously endorsed the following motion:

MOVED by [insert name] and SECONDED by [insert name]

That the [insert program name] Program Advisory Committee has reviewed the curriculum as presented for the [program] [credential] and supports the revision of the program curriculum to include cooperative education work term(s) and recommends this new cooperative education program delivery for approval to the Algonquin College Executive Team and to the Board of Governors.

### **Committee Term Lengths**

Committee members are invited to participate on a Program Advisory Committee and once appointed, members hold their position for a one to three-year term (1, 2 or 3 years). It is optimal

for Committee members to retain membership to a Program Advisory Committee through one complete cycle of the program credential. Committee members may be invited to renew their term at the discretion of the Program Chair and the Dean of the program(s). Members who contribute beyond two terms will be encouraged to continue their service but alter their role or program focus to ensure fresh ideas and diversity of membership across Program Advisory Committees over time. It is recommended that there should be no more than two committee members with more than two maximum terms of service on this particular Program Advisory Committee.

### **3.3 Composition of Membership**

#### **3.3.1 Voting Members**

Program Advisory Committees are to have between eight and fifteen external members representing the most relevant field(s) within the program(s) they serve. Members may join from their area of expertise in business, industry, government, government agencies, non-profit organizations, as entrepreneurs, boards of education or postsecondary institutions. The committee cannot have fewer than eight members.

To be eligible for appointment as a Program Advisory Committee member, a candidate must possess knowledge, skills, and experience relevant to the profession, industry, business, sector, or service associated with the program. Additionally, the candidate must meet at least one of the following criteria:

- Be engaged in a business or employed by an organization within the region where graduates are likely to seek employment.
- Have a positive and influential standing in the broader industry, business, sector, or service, either individually or through representation of their field.
- Contribute a perspective that reflects or understands the diversity of employers within the profession, industry, business, sector, or service.
- Represent a school board or another postsecondary institution.
- Represent a licensing, examining and/or certifying body, or a professional association. For College Bachelor Degrees and Applied Degrees, provide external academic representation in program areas related to the program being advised.

To ensure the broadest representation of expert views and experiences to support the best outcomes for our learners, membership of the Program Advisory Committee will strive for diversity of gender, ethnicity, geography, and sectors for the program.

The Chair or Dean of each program maintains a list of potential members to contact if a committee vacancy arises. The Chair or Dean will work with the Alumni and Friends Network and the Algonquin College Advancement Office to reach out to employers who contribute to Advancement who may be able to serve on a Program Advisory Committee.

### **3.3.2 Resources to the Program Advisory Committees**

Faculty members, including Full-Time and Other-Than-Full-Time, are restricted to non-voting roles as resource persons in Advisory Committees for programs they teach, to avoid conflicts of interest. This policy also applies to AC Online facilitators and students. In the ad hoc Program Advisory Committee, particularly during a program's development phase, members are barred from roles like course development to maintain impartiality.

Key non-voting roles in the Program Advisory Committees include:

1. **Program (Academic) Chair:** serves as the primary liaison between the College and the Committee, setting the agenda for meetings.
2. **Program Coordinator:** supplies the faculty perspective to the committee.
3. **Faculty and Students:** may attend meetings to share their perspective of the College and their experience with the relevant program, but only as invited resources.
4. **Managers from relevant departments,** like AC Online, Cooperative Education and Academic Development, may provide specific insights related to their areas of expertise.

### **3.4 Establishing and Maintaining Membership**

Following consultation with the Program Advisory Committee Chair, the Program (Academic) Chair will nominate the appointment or reappointment of members to the Dean. The Dean will make the final decision regarding nominations and will communicate the decision to the Program (Academic) Chair and notify the Senior Executive Operations Coordinator to the Senior Vice President, Academic. The Office of the Senior Vice President, Academic will then welcome the new member. (Please refer to section 3.7 for details on the procedure.)

It is recommended that the process be initiated *three months* in advance of the expiry date of the term of an existing member.

When recruiting new members, it is important to ensure they understand the benefits they will receive, as well as the service they will be providing to the College and, most importantly, to our students.

Benefits and Opportunities for Program Advisory Committee Members
<p><b>Network Expansion:</b> PAC members have the opportunity to expand their professional networks by connecting with fellow committee members and future industry professionals.</p>
<p><b>Corporate-Student Engagement:</b> facilitate a connection between your company or organization and Algonquin College students and graduates, fostering opportunities for collaboration, recruitment, and industry engagement.</p>
<p><b>Mentorship and Knowledge Sharing:</b> members can pay it forward by sharing their valuable knowledge and experience with others, contributing to the growth and development of future professionals.</p>
<p><b>Program Development and Curriculum Relevance:</b> members contribute to shaping a high-quality academic program, ensuring the curriculum stays current and relevant to industry standards, thus preparing graduates effectively for their careers.</p>

Program (Academic) Chairs are encouraged to review annually their Program Advisory Committee memberships, ensuring diversity by recruiting leaders from various fields. Regular renewal of membership maintains the committee's diversity and relevance, bringing fresh perspectives and ideas. All members are encouraged to suggest potential new recruits to continually enhance the committee's contribution to the College programs. The Program Advisory Committee Administrator keeps track of expiring PAC members' terms in the electronic database and advises the Program (Academic) Chair and the Program Advisory Committee Chair about the renewal or replacement of the member whose term is about to expire.

Members must be clearly informed about what is expected of them, including attendance and full participation in discussions at meetings, as well as follow-up evaluations to support their ongoing engagement with the Committee and the College.

When a candidate accepts a position as a volunteer member of a Program Advisory Committee, the individual will be asked to sign a Conflict-of-Interest Agreement, which will be retained by the department.

PLEASE NOTE: While declarations of conflict of interest are largely defined by the members and the issues being discussed, this conflict is inclusive to part-time professors and AC Online facilitators who cannot serve on the Program Advisory Committee while employed to teach in the program(s) served by the Committee. Additionally, it should be noted that members may remove themselves from the Program Advisory Committee to teach part-time/facilitate for AC Online in the programs they are advising; however, they will not be allowed to re-join the

Committee until such time as they are no longer employed to teach in the program and there is an available seat on the Committee.

For more information on the submission and appointment of Advisory Committee Members, please see The Board of Governors of the Algonquin College of Applied Arts and Technology, Bylaw 5, or Policy AA01 Advisory Committee (Appendix 2).

### **3.5 Program Advisory Committee Responsibilities**

A Program Advisory Committee benefits from the participation of members who share insights from their experiences across the sector in business, industry, government and/or non-profit organizations. The Board of Governors has set out several specific areas of focus<sup>10</sup> for Program Advisory Committees to ensure continued excellence and relevance of each Algonquin College program as shown below.

<b>Program Advisory Committee Responsibilities</b>
<ul style="list-style-type: none"> <li>• Contribute to the Annual Curriculum Review to ensure ongoing relevance of curriculum and course materials</li> </ul>
<ul style="list-style-type: none"> <li>• Assist in defining and/or revising a program’s learning outcomes, including the specific skills needed by graduates for future employment</li> </ul>
<ul style="list-style-type: none"> <li>• Advise the College on emerging trends and developments in the labour market</li> </ul>
<ul style="list-style-type: none"> <li>• Assist in the development of a program of instruction to meet the program learning outcomes</li> </ul>
<ul style="list-style-type: none"> <li>• Assist in identifying student experiential learning opportunities, including student international experiences (where applicable)</li> </ul>
<ul style="list-style-type: none"> <li>• Participate in Program Quality Review</li> </ul>
<ul style="list-style-type: none"> <li>• Assist in identifying employment opportunities for graduates</li> </ul>
<ul style="list-style-type: none"> <li>• Advise the College on the equipment needed in labs, shops, and other facilities</li> </ul>
<ul style="list-style-type: none"> <li>• Provide information on current industry trends, technological changes and skills needed in the labour market that could affect the employment of program graduates</li> </ul>
<ul style="list-style-type: none"> <li>• Advise on opportunities to introduce new programs of instruction</li> </ul>
<ul style="list-style-type: none"> <li>• Assist in establishing scholarships, awards, and bursaries for students</li> </ul>
<ul style="list-style-type: none"> <li>• Assist the College to develop partnerships and training opportunities</li> </ul>



### **3.6 Program Advisory Committee Roles**

All Program Advisory Committee members will participate and attend scheduled meetings, seek to raise the profile of the program(s) they represent, engage in information exchange, and network with colleagues, and provide advice and counsel on College programs of instruction to positively impact student outcomes while addressing the talent demands of the workforce.

**Program Advisory Committee Chair (voting):** an external member of the Program Advisory Committee, elected from the voting membership of the Program Advisory Committee for a term of two years, renewable at the discretion of the Program (Academic) Chair. The Chair of the Program Advisory Committee should have a thorough understanding of Algonquin College's vision and mission, its priorities and strategies, as well as related program areas or clusters. In addition to the responsibilities of all external members, the Chair (as one individual or as two, when sharing the duties with a Vice-Chair) is responsible for:

- chairing Program Advisory Committee meetings;
- ensuring meetings are run effectively;
- establishing Committee meeting agendas in consultation with the Program (Academic) Chair;
- reviewing pre-meeting information packages before their distribution to members;
- Approving the Committee's Annual Report submission, prepared by the Program (Academic) Chair;
- suggesting new external Committee members to the Program Advisory Committee and assisting the Program (Academic) Chair in recruiting external Committee members;
- assisting in the orientation of new Committee members.

**Program Advisory Committee Vice-Chair (voting):** an external member of the Program Advisory Committee, elected from the voting membership of the Program Advisory Committee for a term of two years. Different from the Chair, the Vice-Chair is second to the Chair; the Vice-Chair allows the Committee continuity with succession planning. In addition to the responsibilities of all external members, the individual is responsible for:

- chairing Program Advisory Committee meetings when the Chair is unable to attend;
- assuming the role of Chair when their service as Chair concludes.

**Past Chair of the Program Advisory Committee (voting):** an external member of the Program Advisory Committee, and the most recent past Chair of the committee. In addition to the responsibilities of all external members, the individual is responsible for:

- supporting the new Program Advisory Committee Chair and Vice-Chair in the discharge of their responsibilities.

**External Members (voting):** volunteer representatives of the sector relevant to the Committee's program. These can include a recent graduate of the program who is employed in the field. They are responsible for:

- reading any material provided in preparation for meetings;
- attending meetings and participating in discussions;
- providing input and evaluation in whatever form the Chair requests;
- assisting the Program (Academic) Chair in recruiting new Committee members;
- representing Algonquin College in a positive light in the community;
- if requested, providing suggestions for work placements, guest speakers, industry liaisons, etc.;
- assisting in establishing scholarships and bursaries for students;
- ensuring they are free from conflict of interest and signing a Conflict-of-Interest Agreement form.

**Program (Academic) Chair (non-voting):** the Academic Chair of the relevant program or cluster of programs. Essential for the ongoing operations of the Program Advisory Committee, this College employee is responsible for:

- establishing Committee meeting agendas in consultation with the Program Advisory Committee Chair;
- obtaining Conflict of Interest forms for all external Program Advisory Committee members and submitting copies to the Dean;
- meeting with new members to ensure they understand what is expected of them in their role on the Program Advisory Committee;
- providing notice of meetings and follow-up material to all members;
- preparing pre-meeting information packages for members, for the approval of the Program Advisory Committee Chair;
- acting as a College resource to the Program Advisory Committee;
- taking or arranging the taking of minutes, which will be distributed within two weeks of each meeting to committee members, College staff in attendance, the respective Dean, and the Office of the Senior Vice President, Academic;
- gathering the committee's input as part of any Annual Curriculum Review;

- ensuring that the committee's recommendations are acted on. Minor changes to the program can be addressed during the Annual Curriculum Review. Recommendations or requests that are outside the scope of the Program (Academic) Chair's authority and/or responsibilities will be brought to the attention of the Dean of the Faculty or School for resolution;
- keeping members informed of the status of the Committee's recommendations;
- gathering evaluations of the meeting process and, in collaboration with the Program Advisory Committee Chair, acting on useful suggestions and recommendations;
- drafting the committee's (optional Interim Report and) Annual Report, based on minutes, and submitted to the Committee Chair for approval and forwarding the approved report to the Dean;
- archiving minutes for annual reports submitted to the Deans;
- in consultation with the Program Advisory Committee Chair, nominating individuals to the Dean for appointment or reappointment as Committee members;
- organizing and holding an annual appreciation event for all Program Advisory Committee Chairs and Vice-Chairs in their program area.

**Dean (ex-officio; non-voting):** the Dean of the Faculty/School under which the Program Advisory Committee falls. He or she is responsible for:

- retaining Conflict of Interest forms for all external Program Advisory Committee members
- reviewing minutes of all Program Advisory Committee meetings;
- reviewing nominations from the Program (Academic) Chair for the appointment or; reappointment of Committee members and communicating decisions to the Program (Academic) Chair and the Office of the Senior Vice President, Academic;
- ensuring that the minimum required Program Advisory Committee meetings occur within the academic year;
- submitting the Program Advisory Committee's Annual Report to the Senior Vice President, Academic's Office by July 31;
- ensuring that new program proposals submitted to the Senior Vice President, Academic (and subsequently Board of Governors for approval) demonstrate Program Advisory Committee support;
- where appropriate, the Dean may designate an existing Program Advisory Committee to advise in the development of a new Program Offering.

**Program Coordinator(s) (non-voting):** is a key resource to the Program Advisory Committee. As the program faculty lead, the coordinator provides up-to-date information on program changes and explains context. The coordinator is responsible for:

- providing the curricular focus to the Committee as requested;
- with the Program (Academic) Chair, Acting on curriculum changes as advised;
- answering curriculum inquiries as they arise from the Committee.

**Faculty Member(s) (non-voting):** at the discretion of the Program (Academic) Chair and the Program Advisory Committee Chair, one or more full- time professors from the program may be invited to attend committee meetings to act as a resource.

**Student(s) (non-voting):** at the discretion of the Program (Academic) Chair and the Program Advisory Committee Chair, one or more students in the program may be invited to attend committee meetings to provide the learner’s perspective.

**Internal College Resources (non-voting):** at the discretion of the Program (Academic) Chair and the Program Advisory Committee Chair, representatives from other departments of the College may be invited to attend committee meetings to act as a resource. This could include representatives from AC Online, or other Schools/Faculties or departments.

### **3.7 Procedure for Submission and Appointment of Advisory Committee Members**

The Algonquin College procedure for the submission and appointment of Advisory Committee members is shown below and may be referenced online<sup>11</sup>.

1. Recommendation for new appointment or reappointment forms are to be completed for each person nominated. These forms are available as Appendix 6 of Policy AA01 Advisory Committees (Recommendation for Appointment/Reappointment of Advisory Committee Member form).
2. The following information is to be provided:
  - 2.1 Advisory Committee program or program cluster title
  - 2.2 Individual’s full name, and title, gender
  - 2.3 Individual’s employer and position title
  - 2.4 Individual’s preferred mailing address (home or office), including postal code
  - 2.5 Individual’s phone number(s) and email address
  - 2.6 Individual’s term start date and term length
  - 2.7 Individual’s vehicle information (make/model, license plate, colour) – for parking recognition software purposes

3. All recommendations are submitted to the Dean who then makes a final decision.
4. All appointments are updated in the electronic database by the PAC Administrator/support staff.
5. Responsibility rests with each Faculty/School to ensure that the information in the electronic database is current. The PAC information is utilized by various areas of the college for Ministry reporting purposes, new program development, College audits, PQRs, etc. It is the responsibility of each School/PAC Administrative Support to notify the Office of the Senior Vice-President, Academic, via email when a member is appointed or renewed on the Advisory Committee Management System and to forward a copy of the nomination form to the Office of the Senior Vice President, Academic.
6. A letter of welcome or renewal to service on an Advisory Committee is sent out by the Office of the Senior Vice-President Academic together with a copy of the Advisory Committee Backgrounder.
7. It is the practice of the Office of the Senior Vice-President Academic to send a letter of appreciation to members who are not being reappointed. It is the responsibility of each School to notify the Office of the Senior Vice-President, Academic of the names of those whose terms are not being renewed, as well as those who resign to enable the Office of the Senior Vice-President Academic to fulfil that function. In addition, the names of members, who resign prior to the completion of their term, should be sent promptly to the Office of the Senior Vice-President Academic through the PAC Administrator.

PAC members attending in-person meetings at the Ottawa campus will park in the Visitor's Parking Lot. Prior to meetings, the Administrative Support will confirm the number of in-person attendees and request free pre-printed tickets for members from Parking for distribution to members at the meeting.

### 3.8 Program Advisory Committee Checklist

A Program Advisory Committee Checklist has been developed to support Committee organizers as they work with members to complete the tasks over the course of the academic year.

<b>Date</b>	<b>Before the meeting</b>	<b>Responsible</b>	<b>Completed</b>
<b>Prior to beginning of term</b>	<ul style="list-style-type: none"> <li>Check accuracy of membership list and make changes as needed</li> </ul>	Program (Academic) Chair/Dean	
<b>Prior to beginning of term</b>	<ul style="list-style-type: none"> <li>Ensure the electronic database accurately reflects the current membership.</li> </ul>	Program (Academic) Chair /Administrative Support	
<b>Beginning of term</b>	<ul style="list-style-type: none"> <li>Determine calendar meeting dates and locations early in the academic year. Program Advisory Committees hold at least two meetings per year</li> </ul>	Program Advisory Committee Chair/Program (Academic) Chair/ Administrative Support	
	<ul style="list-style-type: none"> <li>Advise members of the Committee meeting dates and College special events (if applicable) to secure availability at the beginning of each term</li> </ul>	Administrative support	
<b>Four-five weeks prior to meeting</b>	<ul style="list-style-type: none"> <li>Book meeting rooms, as required. Note that there may also be a requirement for virtual or hybrid meeting experience</li> </ul>	Administrative support	
<b>Three-four weeks prior to meeting</b>	<ul style="list-style-type: none"> <li>Develop agenda, discussion questions and presentations</li> </ul>	Program Advisory Committee Chair/Program (Academic) Chair	
<b>One week prior to meeting</b>	<ul style="list-style-type: none"> <li>Send agendas and supplementary reports and/or background information to Order refreshments for the meeting</li> </ul>	Administrative support with information & documents provided by Program (Academic) Chair/Program Coordinator/Faculty	
<b>Week of the meeting</b>	<ul style="list-style-type: none"> <li>Send a reminder to members of the meeting date, time, and location including a campus map in advance of the meeting</li> </ul>	Administrative support	
<b>One day prior to meeting</b>	<ul style="list-style-type: none"> <li>Confirm attendance. For in-person meetings at the Ottawa Campus, confirm the number of members on campus and request free tickets from Parking for the Visitor's Lot.</li> </ul>	Administrative support	
	<ul style="list-style-type: none"> <li>Prepare meeting materials</li> </ul>	Administrative support	

<b>Day of the meeting</b>	<ul style="list-style-type: none"> <li>Place directional signs on meeting day</li> </ul>	Administrative support	
	<b>After the meeting</b>		
<b>Within one week of the meeting</b>	<ul style="list-style-type: none"> <li>Organize notes and prepare meeting minutes; take special care to highlight action items</li> </ul>	Administrative support	
	<ul style="list-style-type: none"> <li>Once meeting minutes are reviewed, forward the minutes to the Program Advisory Committee Chair for consent to distribute as “draft”</li> </ul>	Administrative support	
<b>Within two weeks of the meeting</b>	<ul style="list-style-type: none"> <li>Forward the reviewed meeting minutes to the members</li> </ul>	Administrative support	
	<ul style="list-style-type: none"> <li>File a copy of the reviewed meeting minutes, along with any revisions to the membership, with the Faculty/School of the programs(s) of instruction</li> </ul>	Administrative support	
	<ul style="list-style-type: none"> <li>Forward copies of the minutes to the Dean and Chairs with any membership changes and recommendations made by the Program Advisory Committee. Include notice of future Program Advisory Committee</li> </ul>	Administrative support/Program Advisory Committee Chair	
	<ul style="list-style-type: none"> <li>Upload the minutes to the <a href="#">Program Advisory Committees Teams site</a> and/or the electronic database</li> </ul>	Administrative support	
<b>During the term</b>	<ul style="list-style-type: none"> <li>Follow-up on action item</li> </ul>	Program (Academic) Chair	
	<ul style="list-style-type: none"> <li>Follow up to recruit and fill vacancies based on recommendations of the committee</li> </ul>	Program (Academic) Chair	
	<ul style="list-style-type: none"> <li>Ensure that any changes to the membership is accurate within the electronic database</li> </ul>	Administrative Support	
	<b>Annual Tasks</b>		
<b>End of academic year</b>	<ul style="list-style-type: none"> <li>Prepare annual report summarizing Program Advisory Committee activity including recommendations made and the faculty response to these recommendations. If recommendations were not acted upon, indicate the reason, how these will be addressed or reasons why they will close</li> </ul>	Program Advisory Committee Chair/ Program (Academic) Chair /Administrative support	
	<ul style="list-style-type: none"> <li>Forward Program Advisory Committee Annual Report to the Dean’s office for compilation (all</li> </ul>	Program (Academic) Chair / Administrative support	

	Program Advisory Committees report within the school).		
	<ul style="list-style-type: none"> <li>The Dean must submit reports to the Senior Vice President, Academic, by June 30 or within two weeks following the last PAC meeting of the Spring term. The reports are also to be saved on the <a href="#">Program Advisory Committees Teams site</a>.</li> </ul>	Dean / Administrative support	
<b>December (or the last in the calendar year) Board of Governors meeting</b>	<ul style="list-style-type: none"> <li>On behalf of the President, the Senior Vice President, Academic, reports to the Academic and Student Affairs Committee of the Board of Governors</li> </ul>	Senior Vice President, Academic	

#### 4.0 Structure of Meetings

The strength of Program Advisory Committees lies in the meaningful connections between members, their alignment with the committee's goals, and their relationship with the College. Leaders in their fields, members require tangible benefits from their participation to remain motivated. Efficient meeting management is crucial for leveraging their expertise effectively. Good meetings do not happen by chance. Rather, they are the product of careful planning and execution, including:

- a) Choice of dates and times for meetings agreeable to most members. Consider breakfast or lunch sessions, or meetings held in the late afternoon, toward the end of the workday.
- b) Consider conducting some meetings on an online meeting application or in a hybrid modality.
- c) Timely reminders of upcoming meetings (see sample email text 5.1).
- d) A clear agenda with concrete objectives, targeted pre-meeting information packages and multiple opportunities for participation by all members. (See agenda template).
- e) Commitment to a set length of time for a meeting.
- f) Encouragement by the PAC Chair and Program (Academic) Chair of participation by all members, and openness to a wide range of views.
- g) A willingness to question and even challenge existing assumptions and practices.
- h) Clear direction on responsibilities and timelines for action items.
- i) Use of [Robert's Rules of Order](#) when a formal process is required.



- j) Declaration of a conflict of interest by members who perceive one based on their personal or professional interests. These members must excuse themselves from participating in discussion and abstain from voting. The declaration of conflict will be recorded in the minutes.
- k) Focused evaluation and follow-up material.
- l) An assessment of the meeting outcomes before adjournment and assigning of responsibility for a plan to improve the next meeting.
- m) Providing a networking opportunity during the meeting.

**It is strongly suggested that the Program Advisory Committee Agenda template (section 6.4 of this document) be used as the foundation for Committee meeting agendas and that the associated Program Advisory Committee Minutes template (section 6.5 of this document) be utilized for minutes.**

Given that members are volunteering their time to provide an invaluable service to Algonquin College, it is also extremely important to express appreciation for their participation on the Committee, including but not limited to:

- a) An annual Thank-you letter from the Dean of the Faculty/School on behalf of the College, in writing, to all Program Advisory Committee members (responsible: Administrative Support).
- b) An annual social event for all Program Advisory Committee Chairs to further their networks and allow for cross-program discussions (responsible: Dean/ Program (Academic) Chair).
- c) A formal Thank-you letter for retiring or resigning Program Advisory Committee members (responsible: Office of the Senior Vice-President, Academic)
- d) Refreshments at in-person meetings (responsible: Administrative Support).
- e) Reimbursement for expenses incurred to attend Program Advisory Committee meetings (e.g., transit fare) (responsible: Administrative Support).

#### **4.1 Meeting Schedule**

Program Advisory Committee organizer will propose a meeting schedule for the year with its membership well in advance, providing a minimum four-weeks advance notice of meeting date (with agenda to follow closer to the date) to ensure high participation. Members may attend Program Advisory Committee meetings by means of telephone, electronic or other audio or video communication facilities, provided such attendance allows everyone involved in the meeting to communicate with each other. Given the variety of options, members are expected to attend all

meetings. In special circumstances, they may, at the discretion of the Program Advisory Committee Chair, be permitted to miss one meeting in a two-year term.

Minutes of meetings will be taken and distributed within two weeks of each meeting to the Program Advisory Committee members, College employees in attendance, the Dean, and the Senior Vice President, Academic.

#### **4.2 Conflict of Interest**

When a candidate accepts to serve as a Program Advisory Committee member, the member will be asked to sign a Conflict-of-Interest Agreement. A Program Advisory Committee member who perceives that they have a personal or professional interest in conflict or a perceived conflict with an issue under discussion at a Program Advisory Committee meeting has an obligation to excuse themselves from the discussion and abstain from voting on the specific issue. The member's declaration of conflict of interest will be recorded in the meeting minutes.

#### **4.3 Code of Conduct**

To maximize contributions of members each year, orientation for new and existing members will be provided on an annual basis by the College. A backgrounder to orient new members is available to support committee organizers and can be found in Algonquin College Policy AA01: Advisory Committees (Appendix 5: Guidelines for Advisory Committee Members).<sup>12</sup>

As a foundational guide for facilitating productive meetings where every member has a fair chance to participate, Robert's Rules of Order<sup>13</sup> stands out. This approach fosters constructive dialogue among members, helping to drive resolutions that propel Committee goals forward. To further support this, committee members might recommend it as a valuable resource to those on the Program Advisory Committee or suggest utilizing its online question and answer forum for procedural clarifications.

Quorum shall consist of most of the voting members of the Program Advisory Committee (50% +1 of the Committee voting membership is present). Quorum is needed for the Program Advisory Committee to put forward a motion (a resolution requiring committee member votes), such as changes to the programs of instruction. Only external members have voting rights; other members attend as resource people to provide input during discussions.

At the first Program Advisory Committee meeting of the year, members will review the Committee Code of Conduct. Voting and non-voting members will participate appropriately in

Program Advisory Committee meetings and activities by upholding Algonquin College’s values of Caring, Learning, Integrity, and Respect. Those who do not uphold these standards may be recommended for termination by the Program Advisory Committee Chair. A sample Code of Conduct for Committee members is shown below.

<b>Sample Code of Conduct for Committee Members</b>
<ul style="list-style-type: none"><li>• Strive to attend all meetings, in-person or virtually.</li><li>• Prepare for the meeting by reviewing the agenda and any attached materials before the meeting.</li><li>• Email the Program Advisory Committee Chair/Program Chair before the meeting if you need clarification or if you have an addition to the agenda so that any revisions may be shared with your fellow Committee members in advance of the meeting.</li><li>• Review the agenda for “action items” that you may be asked to prepare in advance of the meeting.</li><li>• Arrive on time. Stay to the end.</li><li>• Participate fully in the meeting:<ul style="list-style-type: none"><li>• Be concise.</li><li>• Listen to what others have to say and keep an open mind.</li><li>• Contribute positively to the discussions.</li></ul></li><li>• Always have the best interests of Algonquin College and its students in mind.</li><li>• Fulfil any responsibilities assigned to you as actions at the meeting and be prepared to report back on your progress at the next meeting.</li></ul>

#### **4.4 Evaluation**

The Program (Academic) Chair will capture essential information, recommendations, and feedback from members with standard evaluations at the end of each meeting and at the conclusion of each year's activities. Organizers will use the regular and frequent standardized evaluations to formally collect member input and readily adapt the approach to Committee activities for improved collaboration to better inform College programs.

Criteria for evaluating the effectiveness of the Program Advisory Committee include:

- a) The Committee has held at least two meetings during the year.
- b) The Committee is clearly informed of its objectives and mandate, and the committee follows the Program Advisory Committee guidelines.
- c) The Committee seeks out new members each year and elects a new Chair (and/or Vice-Chair) every two years.
- d) The Committee's membership showcases diversity, including individuals from various equity groups within the industry, such as employers, employees, and alumni or students (where possible).
- e) The Committee meeting minutes/notes are maintained as a permanent record and are distributed to the appropriate administrators and members of the advisory committee.
- f) The agendas are prepared and distributed in advance of each meeting.
- g) Members are notified of meetings in a timely manner.
- h) College resource personnel (identified in section 3.7) attend the committee meetings regularly.
- i) Committee meetings are well attended by members.
- j) The Committee has been involved in the development and review of the program curricula.
- k) The Committee has reviewed the current program curricula to determine if it meets the needs of the students and the projected employment needs of their industry.
- l) The Committee develops and carries out a yearly plan of action/program of work.
- m) The Committee assesses the impact of recommendations yearly.
- n) The Committee reviews yearly outcome data from the program, including student achievements, placement rates, etc..

#### **4.5 Actions and Outcomes**

The Program (Academic) Chair must action the recommendations that arise from the Program Advisory Committee meetings. Minor changes to the program(s) can be addressed during the Annual Curriculum Review while major items should be addressed during the cyclical Program Quality Review. If a request or recommendation made by the Program Advisory Committee is beyond the Program (Academic) Chair's authority and/or responsibilities, it will be brought to the attention of the Dean for resolution. If the Dean is unable to resolve the matter, it will be brought to the attention of the Senior Vice President, Academic who will address the issue and/or bring the matter to the attention of the Academic and Student Affairs Committee (ASAC) of the Board of Governors.

The Program (Academic) Chairs are responsible for keeping their respective Advisory Committee members apprised of the status of action items arising from the meetings.

#### **4.6 Report on Activities**

Each Program Advisory Committee is required to submit an Annual Report. This report, prepared by the Program (Academic) Chair, will include an evaluation of the Committee's activities for the year. It should be submitted to the Dean, who will then forward it to the Senior Vice President, Academic, by June 30, or within two weeks after the last Spring term PAC meeting. The Senior Vice President, Academic, is responsible for presenting a summary of these Advisory Committee Annual Reports to the Academic and Student Affairs Committee during the final meeting of the ASAC in the current calendar year. Reports will:

- Identify current realities and emerging trends as they affect industry hiring/resources, skill sets, professional regulations and legislation which may impact graduate capabilities with an outlook five to ten years forward to inform major program reviews.
- Highlight opportunities for student learning experiences in the workplace, strengthening work placement opportunities and identifying facilities and equipment needed to achieve program or course outcomes.
- Analyse findings of student enrolment, employment readiness, and career search reports and support ways to recognize student achievement and continuous learning for graduates.

## 5.0 Templates and Forms

The following templates are samples to help facilitate the coordination of Program Advisory Committee administration and communication. These samples can be revised as the Chair deems appropriate.

Word versions of these documents are available on the [Program Advisory Committee website](#) as well as on Program Advisory Committee [Teams site](#).

### Sample communications

- Email notice of meeting
- Welcome letter for new members
- Welcome letter for student member

### Advisory Committee sample forms

- Member Information
- Conflict of Interest
- Annual Report
- Program Advisory Committee Agenda
- Program Advisory Committee Minutes
- Program Advisory Committee Attendance
- Program Advisory Committee Annual Evaluation

## Sample communications

### 5.1 Email notice for each Program Advisory Committee meeting (via email distribution list)

Hello ...,

This is a notice of the upcoming meeting of the \_\_\_\_\_ (*name of program*) Program Advisory Committee meeting to be held (*day of week, day, month, year*) at (*time of meeting start; could also include the end time, e.g., "from 7:30 to 9:30 a.m."*). The meeting will take place at (*location*)/ or via Zoom (*link*). Directions are attached. Please retain transit tickets and provide them to the (*role of the person responsible*) for reimbursement. Free parking is available in the Visitor's Parking lot. Members will be provided with a complimentary pass at the meeting.

The information package and agenda for the meeting are attached. To help ensure full participation and effective use of everyone's time, you are asked to read the material ahead of time. If you have questions, please do not hesitate to contact (*name and contact information for resource person*).

Please also advise us whether you will be attending, by electronic means, phone, or in person. If the latter, please contact (*name of contact person*) at least a day in advance to confirm logistics and call in to the meeting 15 minutes before the scheduled start time.

Sincerely/Warm regards,

\_\_\_\_\_ (**name of Program Chair**)

## **5.2 Welcome letter for new Program Advisory Committee members**

Dear \_\_\_\_\_,

On behalf of Algonquin College, please accept my thanks for serving as a member of our \_\_\_\_\_ Program Advisory Committee. Volunteers like you bring invaluable expertise and experience as you advise us on the programs we offer. Your assessments and suggestions on curriculum and other aspects of our programming help us to ensure that our students graduate with the skills and knowledge employers need.

Program Advisory Committees have a clear goal of supporting our learner achievements, with an emphasis on six broad objectives:

1. To provide regular program evaluation and feedback as part of the Annual Curriculum Review as well as the formal cyclical Program Quality Assurance process.
2. To provide input and advice on the quality and relevance of program structure and curriculum, as well as technology, equipment and facility needs based on current or anticipated labour market needs and industry trends.
3. To identify work-integrated learning opportunities for students, career opportunities and job placements for our graduates.
4. To represent Algonquin College as goodwill ambassadors in the wider community, thereby building connections with the College and the regions it serves.
5. To advise on opportunities to create new programs and training opportunities to meet evolving needs of industry and the community.
6. To assist in establishing scholarships and bursaries for students.

There are typically two Program Advisory Committee meetings per year, although there may be additional meetings of the Program Advisory Committee or of special working groups as determined by the committee.

You will be receiving information shortly regarding your first meeting. In the meantime, if you have any questions, please do not hesitate to contact \_\_\_\_\_ about your role on the \_\_\_\_\_ Program Advisory Committee.

Again, thank you for serving in this important role. Your contribution is valued.

Sincerely,  
*Chris Janzen, Senior Vice President, Academic*



**5.3 Welcome letter for Program Advisory Committee student member (ex-officio) (if applicable)**

Dear \_\_\_\_\_,

On behalf of Algonquin College, I want to welcome you to the \_\_\_\_\_ Program Advisory Committee as a student representative. Your input is a valuable addition to the group.

We value the contributions made by volunteers on the committee who bring a wide variety of experience and expertise. The advice of all committee members is essential to ensuring the programs the College offers help prepare students like you for success in your studies and once you graduate.

There are typically two Program Advisory Committee meetings per year, although there may be additional meetings of the Program Advisory Committee or of special working groups as determined by the committee.

You will be receiving information shortly regarding your first meeting. In the meantime, if you have any questions, please do not hesitate to contact \_\_\_\_\_ about your role on the \_\_\_\_\_ Program Advisory Committee.

Again, thank you serving in this important role. Your contribution is valued.

Sincerely,

\_\_\_\_\_ **(Program Chair/Dean of program being served)**

## 6.1 Member Information

The Program Advisory Committee member information form will assist committee organizers in tracking committee members.

<b>Program Advisory Committee Member Information Form</b>	
Program:	
<b>Member Information</b>	
Start date:	End date:
Name:	
Job Title:	
Company:	
Address:	
Office telephone:	
Mobile:	
Email:	
Company website:	
Alumnus/Alumna:	Y N
Current Student:	Y N
License plate number:	Make and model:
Status (include notes on last action completed including suggestions listed below): <ul style="list-style-type: none"> <li>• New member (send official appointment letter from the Senior Vice President, Academic)</li> <li>• 1, 2, or 3-year term expired – wishes to serve another 1, 2, or 3 years (send official appointment letter from the Senior Vice President, Academic)</li> <li>• 2-year term expired – not being re-appointed (send official thank you letter from the Senior Vice President, Academic)</li> <li>• Resigned – has served 2 years or more (send official thank you letter from the Senior Vice President, Academic)</li> <li>• Resigned – has served less than 2 years (send official thank you letter from the Senior Vice President, Academic)</li> <li>• Member has been appointed as Chair of the Committee (send official acknowledgement letter from the Program Chair)</li> <li>• Member reappointed as Chair of the Committee (Send official acknowledgement letter from the Program Chair)</li> <li>• Student representative new member (Send official acknowledgement letter from the Program Chair)</li> <li>• Student resignation or completion of term (Send official acknowledgement letter from the Program Chair)</li> </ul>	

## **6.2 Conflict of Interest Agreement**

The Conflict-of-Interest form for Program Advisory Committee members is available as Appendix 4 of [Algonquin College Policy AA01: Advisory Committees](#) as shown below.<sup>14</sup>

### **CONFLICT OF INTEREST FORM FOR ADVISORY COMMITTEE MEMBERS**

Having been named to serve on Algonquin College's <insert > Advisory Committee, I acknowledge that in the course of my association with the College, I must disclose any actual or possible conflict of interest. In such a situation, I will declare the actual or potential conflict of interest and not take part or vote on the matter.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

### **6.3 Annual Report**

The template for the Program Advisory Committee annual report for the academic year is available to assist Committee organizers as Appendix 3 of Algonquin College Policy AA01: Advisory Committees as shown below.<sup>15</sup>

### **Advisory Committee Annual Report**

**For the Academic Year <insert date>**

<b>School</b>	
<b>Advisory Committee Title</b>	
<b>Programs Being Advised</b>	
<b>Name of Committee Chairperson</b>	
<b>Number of Meetings Held</b>	
<b>Membership (include names/title/organization)</b>	
<b>Major Activities Undertaken (topics discussed and actions taken by department)</b>	

*The template for the Program Advisory Committee annual report for the academic year is available to assist Committee organizers as Appendix 3 of Algonquin College Policy AA01: Advisory Committees*

## 6.4 Program Advisory Committee Agenda

*This template provides suggestions for topics to include on the meeting agenda.  
Please note that you can edit this template as required for your meeting.*

<b>Program Advisory Committee Agenda</b>			
<b>Program:</b>			
<b>Date:</b>			
<b>Time:</b>			
<b>Location:</b>			
<b>No.</b>	<b>Item</b>	<b>Lead</b>	<b>Timing</b>
1	Welcome and Opening Remarks	Chair	
2	Approval of agenda	All	
3	Approval of the minutes from the meeting held (date, attach)	All	
4	Business arising from minutes	Open	
5.	Update on Program metrics		
6.	Industry/Business Trends/Labour Needs	Members	
7.	Curriculum Relevance/Emerging professional/legislative issues/Work Integrated Learning Experiences	Members, organizers	
8.	Opportunities for continuing education courses	Members, organizers	
9.	Academic equipment/facility needs of the program	Members, organizers	
10.	Applied Research	Members, organizers	
11.	Donations/Fundraising opportunities	Members, organizers	
12.	New programming ideas to meet emerging industries	Members, organizers	
13.	Student/Graduate Success	Members, organizers	
14.	New Business	Open	
15.	Adjournment & Next Meeting (confirm next meeting date)	Organizers	

### 6.5 Program Advisory Committee Minutes

*This template provides a framework for notes and actions taken at the meeting. Please note that you can edit this template as required for your meeting.*

Program Advisory Committee Minutes			
<b>Program:</b>			
<b>Date:</b>			
<b>Time:</b>			
<b>Location:</b>			
<b>Attendees:</b>			
<b>Regrets:</b>			
No.	Item	Action Items and Recommendations	Responsible Persons & Due Dates
1	Welcome and Opening Remarks		
2	Motion of Approval for agenda:		
3	Motion of Approval for the minutes from the meeting held on _____ (attached)		
4	Business arising from minutes		
5	Update on program metrics <i>(Key Performance Indicators (KPI); contribution; retention)</i>		
6	Industry/Business Trends/Labour Needs <i>Highlights of Accomplishments Previous Academic Year</i> <i>Goals and Objectives of Current Academic Year</i>		
7	Curriculum Relevance/Emerging professional/legislative issues/Work Integrated Learning Experiences <i>Highlights of Accomplishments Previous Academic Year</i> <i>Goals and Objectives of Current Academic Year</i>		
8	Opportunities for continuing education courses		
9	Academic equipment/facility needs of the program		
10	Applied Research		
11	Donations/Fundraising opportunities		

12	New programming ideas to meet emerging industries		
13	Student/Graduate Success		
14	New Business		
15	Next Meeting Information (Date, time, and location)		

### 6.6 Program Advisory Committee Attendance

<b>Program Advisory Committee Attendance</b>	
<b>Program:</b> <b>Date:</b> <b>Time:</b> <b>Location:</b>	
<b>Full Name</b>	<b>Signature</b>
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
<b>Regrets</b>	

## 6.7 Program Advisory Committee Annual Evaluation

*This template is used at the end of academic year to garner feedback on the effectiveness of the PAC and determine areas for improvements.*

<b>Program Advisory Committee Annual Evaluation</b>	
Program: Date of Completion: Name (optional):	
To what extent do you agree with each of the following statements on a scale of 1 – 5: 1 (Strongly disagree), 2 (Disagree), 3 (Unsure or no answer), 4 (Agree), 5 (Strongly Agree).	Rating 1-5
<ol style="list-style-type: none"> <li>1. I am clear on the overall role of a Program Advisory Committee.</li> <li>2. I am clear on my role as a member of a Program Advisory Committee.</li> <li>3. The members of the Program Advisory Committee represent the full range of the program’s stakeholders (industry experts, alumni employers).</li> <li>4. There is a clear process for selecting and replacing members.</li> <li>5. Agendas for the Program Advisory Committee meetings are clear and relevant.</li> <li>6. The meetings provide sufficient opportunities for input and advice.</li> <li>7. This Program Advisory Committee provides updates and information about the program, its delivery and success.</li> <li>8. Communication with Program Advisory Committee members is effective.</li> <li>9. I participate actively in providing advice to the program.</li> <li>10. I have sufficient information about the program’s curriculum to provide useful advice.</li> <li>11. I feel my participation is valued by Algonquin College.</li> <li>12. I feel my participation is valued by my employer, institution, or stakeholder group.</li> <li>13. The Program Advisory Committee is essential to the program’s success.</li> <li>14. Overall, Program Advisory Committee meetings are productive.</li> <li>15. Overall, Program Advisory Committee meetings are effective.</li> <li>16. The meetings provide a good opportunity for networking with industry professionals.</li> </ol>	
<b>Please provide your comments to the questions below</b>	
<ol style="list-style-type: none"> <li>17. What is working in this Program Advisory Committee and specifically what should the committee continue to do?</li> <li>18. What should the Program Advisory Committee do less of? Or stop doing altogether?</li> </ol>	





## **7.0 Governing Reference Documents**

**7.1 Ontario Colleges of Applied Arts and Technology Act and Regulations for the Act<sup>16</sup>**

**7.2 Minister’s Binding Policy Directive, Framework for Programs of Instruction<sup>17</sup>**

**7.3 Algonquin College Board of Governors Bylaw 5<sup>18</sup>**

**7.4 Algonquin College Policies, Policy AA01: Advisory Committees <sup>19</sup>**

**7.5 Algonquin College Program Quality Assurance Framework<sup>20</sup>**

## References

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- <sup>1</sup> Ministry of Colleges and Universities, Colleges of Applied Arts and Technology Policy Framework, Framework for Programs of Instruction Minister’s Binding Policy Directive, 2003 (Revised, 2009): <http://www.tcu.gov.on.ca/pepg/documents/FrameworkforPrograms.pdf> .
- <sup>2</sup> Ontario Colleges of Applied Arts and Technology Act, 2002 and Regulations for the Act: O.Reg. 34/03: <https://www.ontario.ca/laws/statute/02o08f> and <https://www.ontario.ca/laws/regulation/030034> .
- <sup>3</sup> The Board of Governors of the Algonquin College of Applied Arts and Technology, Bylaw 5, Policy AA01: Advisory Committees, Appendix 1, June 2012: <https://www.algonquincollege.com/policies/files/2022/07/AA01.pdf>
- <sup>4</sup> Ministry of Colleges and Universities, Colleges of Applied Arts and Technology Policy Framework, Framework for Programs of Instruction Minister’s Binding Policy Directive, 2003 (Revised, 2009): <http://www.tcu.gov.on.ca/pepg/documents/FrameworkforPrograms.pdf> .
- <sup>5</sup> Algonquin College Policies, Policy AA01: Advisory Committees, May 2017: <https://www.algonquincollege.com/policies/aa01/>.
- <sup>6</sup> Colleges and Institutes Canada (CICan), supported by Employment and Social Development Canada (ESDC), “Academic-Employer Connections in Colleges and Institutes: The Role of Program Advisory Committees Final Report”, study conducted by Knowledge in Power Consulting Inc. and Donohue Higher Education Consulting Inc., May 2017; <https://annualreport.collegesinstitutes.ca/ar-2016/analyzing-the-role-and-impact-of-program-advisory-committees/>.
- <sup>7</sup> Algonquin College Program Quality Assurance Framework (Updated May, 2020): <http://www.algonquincollege.com/academic-development/our-services/program-quality-assurance/> .
- <sup>8</sup> Ontario College Quality Assurance Service (OCQAS): <http://www.ocqas.org>.
- <sup>9</sup> Postsecondary Education Quality Assessment Board (PEQAB): <http://www.peqab.ca/>.
- <sup>10</sup> The Board of Governors of the Algonquin College of Applied Arts and Technology, Bylaw 5, Policy AA01: Advisory Committees, Appendix 1, June 2012: <https://www7.algonquincollege.com/board/documents/Bylaw5.APPROVED.June.11.2012.pdf>
- <sup>11</sup> Algonquin College Policy AA01: Advisory Committees Appendix 2, Procedure Re Submission and Appointment Of Advisory Committee Members: <https://www.algonquincollege.com/policies/files/2022/07/AA01.pdf>

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<sup>12</sup> Algonquin College Policies, Policy AA01: Advisory Committees, Appendix 5, Advisory Committee Backgrounder: <http://www.algonquincollege.com/policies/files/2015/12/AA01-Appendix-5.pdf?file=2015/12/AA01-Appendix-5.pdf> .

<sup>13</sup> Henry M. Robert III and others, Robert’s Rules of Order Newly Revised 12th Edition (RONR) (New York: Public Affairs, 2020), <https://robertsrules.com/books/#books>; <https://robertsrules.com/frequently-asked-questions/>.

<sup>14</sup> Algonquin College Policies, Policy AA01: Advisory Committees, Appendix 4, Conflict of Interest Form for Advisory Committee Members: <https://www.algonquincollege.com/policies/files/2022/07/AA01.pdf>.

<sup>15</sup> Algonquin College Policies, Policy AA01: Advisory Committees, Appendix 3, Advisory Committee Annual Report for the Academic Year: <https://www.algonquincollege.com/policies/files/2022/07/AA01.pdf>.

<sup>16</sup> Ontario Colleges of Applied Arts and Technology Act, 2002 and Regulations for the Act: O.Reg. 34/03: <https://www.ontario.ca/laws/statute/02o08f> and <https://www.ontario.ca/laws/regulation/030034> .

<sup>17</sup> Ministry of Colleges and Universities, Colleges of Applied Arts and Technology Policy Framework, Framework for Programs of Instruction Minister’s Binding Policy Directive, 2003 (Revised, 2009): <http://www.tcu.gov.on.ca/pepg/documents/FrameworkforPrograms.pdf> .

<sup>18</sup> The Board of Governors of the Algonquin College of Applied Arts and Technology, Bylaw 5, Policy AA01: Advisory Committees, Appendix 1, June 2012: <https://www7.algonquincollege.com/board/documents/Bylaw5.APPROVED.June.11.2012.pdf>.

<sup>19</sup> Algonquin College Policies, Policy AA01: Advisory Committees, April 2019: <http://www.algonquincollege.com/policies/policy/advisory-committees/> .

<sup>20</sup> Algonquin College Program Quality Assurance Framework (Updated March, 2016): <http://www.algonquincollege.com/academic-development/our-services/program-quality-assurance/> .