

**CANADORE COLLEGE  
OPERATIONAL POLICY MANUAL**

**TITLE:** Program Advisory Committee Policy

**EFFECTIVE DATE:** June 29, 2016

---

**1. SCOPE**

1.1 Authority

This policy is issued under the authority of the President.

1.2 Application

This policy applies to all full-time and regular part-time employees. This policy applies to all Program Advisory Committee (PAC) members.

**2. PURPOSE AND PRINCIPLES**

2.1 The purpose of the policy is to establish and guide the operations of Program Advisory Committees.

2.1 Principles

PACs are constituted to provide liaison between the College and business, industry, government and other relevant organizations.

**3. POLICY**

3.1 An advisory committee is established for each program or cluster of related programs offered at the College.

3.2 Reporting through the President, PACs are responsible to the Board of Governors.

3.3 Recommendations from PACs are presented to the Board of Governors on an annual basis and more frequently as required.

3.4 PACs participate directly in the development and ongoing review of programs. PACs may also be asked to provide other advice and guidance to the College related to program operations, recruitment and recognition of students, and identification of new program ideas (see Appendix A – Terms of Reference).

3.5 Program Advisory Committees will normally meet twice per academic year but will meet at least once. Additional meetings may be scheduled as required.

3.6 Membership

3.6.1 PACs are comprised 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 particular occupational area addressed by the program(s). Individuals chosen as PAC members are from labour, professional and trade organizations, other educational institutions, social agencies and government agencies (see Appendix A – Terms of Reference)

- 3.6.2 In semesters where PAC members are employed by the College, these members may continue to sit on the PAC, however they are not considered voting members during their period of employment.
- 3.6.3 PAC members are appointed by the Vice President Academic (VPA) on the recommendation of the Dean.
- 3.6.4 The College aims to achieve gender and cultural balance in PAC membership.
- 3.6.5 Members serve a term of three academic years and may be appointed for an additional term. Additional terms are considered on a case-by-case basis, and approved by the VPA.
- 3.6.6 Appointments shall be arranged so that normally one-third of the committee membership changes every two years.
- 3.6.7 The PAC's successful function depends greatly on the contributions and participation of members at meetings, therefore, regular attendance at meetings is required. If a member misses more than two consecutive meetings, or the majority of meetings during their term, the College reviews the member's continuation on the committee.
- 3.6.8 College employees provide information and act as resources to the PAC and may not vote or make motions at PAC meetings.

#### **4. ROLES AND RESPONSIBILITIES**

##### **4.1 President**

The President is responsible for the overall management and operation of the College. The President ensures that the policy is implemented and that compliance is monitored.

##### **4.2 Vice President Academic**

The Vice President Academic approves PAC membership in alignment with this policy. The Vice President Academic presents PAC recommendations to the Board of Governors. The Vice President Academic ensures the policy is implemented and that compliance is monitored.

##### **4.3 Deans**

Deans, in conjunction with Coordinators are responsible to ensure that PAC meetings are held in accordance with this Policy and the associated Terms of Reference.

#### **5. EVALUATION**

The Policy will be reviewed and evaluated every three years.

## APPENDIX A

### Program Advisory Committee Terms of Reference

#### Mandate

Program Advisory Committees (PACs) provide liaison between the College and business, industry, government and other relevant organizations.

1. PACs participate directly in the ongoing review of programs to:
  - a. ensure consistency with College strategic directions;
  - b. maintain the educational currency of programs by identifying the knowledge, skills, and attitudes necessary for graduates to be successful;
  - c. advise the College on facilities and equipment for the program(s);
  - d. advise on external certification requirements for the program(s);
  - e. identify future directions and potential areas of growth for the specific business, profession, or sectors served;
  - f. estimate industry/professional demand for graduates; and
  - g. participate in program review/revitalization.
  
2. PACs may also be asked to provide other advice and guidance to the College related to:
  - a. the identification and development of new programs responsive to the needs of a specific profession, industry or sector;
  - b. helping maintain good College relationships with business, industry, professional associations and the community by disseminating information about programs and graduate success;
  - c. assisting with the establishment of scholarships and bursaries; and
  - d. assisting in student recruitment and student placement.

#### Membership

Each PAC is comprised of at least:

- eight to ten members from outside the college selected from labour, employers, professional and trade organizations, other educational institutions, and social and government agencies;
- at least one alumnus of the program where possible; and
- two current students from the program area. One of these students is to be in his/her final year of study.

In semesters where PAC members are employed by the College, these members may continue to sit on the PAC however they are not considered voting members during their period of employment.

All members have background and experience relevant to the program area.

The College aims to achieve gender and cultural balance in PAC membership.

## Operations

### 1. Selection of Committee Members

- 1.1. The names of PAC member nominees are sent to the Dean for review and then forwarded to the Vice President Academic (VPA) for approval.
- 1.2. The Dean or Coordinator reach out and contact the approved program advisory committee nominee and invite the nominee to join the PAC.
- 1.3. Steps 1.1 and 1.2 are repeated until the required committee membership complement has been achieved.
- 1.4. A formal letter is sent by the President to all new and reappointed member(s) notifying them of appointment to the Program Advisory Committee.
- 1.5. A welcome email is sent to all new PAC members by the program coordinator. The information package includes, at a minimum, the PAC Policy, the PAC Terms of Reference and a PAC Membership Information form.
- 1.6. The final list of approved members is maintained in the PAC database by the Office of the VPA. The list includes name, position title, company affiliation, contact information, year of appointment and a short biography.
- 1.7. Appointments shall be arranged so that normally one-third of the committee membership changes every two years.

### 2. Program Advisory Committee Chair

- 2.1. The Chair is elected from and by the PAC membership.
- 2.2. The Chair serves a term of two years, renewable once.

### 3. Meetings

- 3.1. Program Advisory Committees normally meet twice per academic year but will meet at least once per year.
- 3.2. Additional meetings may be scheduled as required.
- 3.3. Program Coordinators are responsible to ensure that the logistics of the meeting are taken care of:
  - scheduling of meeting and venue;
  - drafting the agenda under the direction of the PAC Chair;
  - sending invitations;
  - making refreshment/meal arrangements; and
  - arranging for a recorder for the meeting.
- 3.4. Where travel to meetings is not feasible, consideration should be given to attending meetings via teleconferencing or videoconferencing.
- 3.5. Quorum is required to make and vote on motions and is defined as 50 per cent of the voting members. Provisions may be made to accept electronic votes (e.g. via email).
- 3.6. Meetings may be held without quorum.
- 3.7. Draft minutes of the meeting are sent to the Dean and the Chair for review, who in turn send feedback to the coordinator. The coordinator revises the draft minutes as appropriate, and forwards the revised draft minutes to the Dean's Office for distribution to the committee members.

- 3.8. The College, on behalf of the Chair, circulates the minutes to the membership for approval.
- 3.9. Once the membership approves the minutes (by majority) they are posted to the portal by the Deans' Office.
  
4. Membership Review
  - 4.1 The Coordinator will track the appointment start and end dates of each member and submit a yearly summary to the Dean.
  - 4.2 A yearly membership review is conducted by the Dean and the Coordinator to identify upcoming renewals, releases and/or appointments.
  - 4.3 Recommendations for appointment and requests for recognition of service for those members at the end of the term are forwarded to the Vice President Academic by the Dean.
  
5. Recognition of Service
  - 5.1 PAC members who are retiring from the PAC are sent a *Recognition of Service* letter from the President.