

**TERMS OF REFERENCE**

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*Cttee ID & Name:* **TOR27: PROGRAM ADVISORY COMMITTEES**

*Issued by:* Senior Vice-President, Academic

*Effective:* 2022-12-08

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**1. PURPOSE**

In accordance with Board of Governors Policy D-30-05: Program Advisory Committees and College Council, and the governing legislation, regulations and the Ministry binding policy directive requiring advisory committees for programs of instruction, the President establishes program advisory committees for programs or clusters of related programs.

The purpose of advisory committees is to advise the College concerning the development, currency and community acceptance of its programs. The committees are advisory in nature and not administrative or executive. The committees may make recommendations for College programs, but do not evaluate College employees.

**2. DEFINITIONS**

*Lead:* An academic unit (School or Campus) that develops a program or course.

*Affiliate:* An academic unit (School or Campus) that offers a program or course that has been developed by the Lead program.

**3. MEMBERSHIP AND TERMS OF OFFICE**

3.1. Program advisory committees consist of no fewer than seven members appointed by the appropriate Dean or designate. The size of a committee may vary depending on the range and diversity of the program or cluster of programs. A majority of the members must have a direct interest in and a diversity of experience and expertise related to the particular occupational area addressed by the program(s). This membership is drawn from related professional organizations, employers, practitioners, graduates and, where appropriate, representation from other sectors such as education, community agencies, voluntary organizations and the general public. Membership is representative of the geographical area served by the College and reflects the cultural and economic interests of the communities.

3.2. Program advisory committee members must have an arm's length relationship with the Board of Governors and with the College. Accordingly, members of advisory committees exclude Board of Governors members, full and part-time employees or students who administer, teach in, support or are enrolled in the programs within the mandate of the advisory committee.

The above is not intended to exclude the Board from establishing linkages with the community through the attendance by Board members at advisory committee meetings.

3.3. Normally, appointments are for a three-year term and may be reappointed.

3.4. Advisory committees are assisted by appropriate resource persons from the responsible School, Faculty or Campus.

3.5. Advisory committees may establish a process and criteria for addressing situations in which a member fails to participate.

## COLLEGE COMMITTEES

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3.6. These Terms of Reference may be amended by the Senior Vice-President, Academic.

### 4. MEETINGS AND CONDUCT OF BUSINESS

- 4.1. Advisory committees meet not less than once each academic year (i.e. September to August).
- 4.2. Some advisory committee members may be asked to participate in an External Focus Group in accordance with College policy A126: Academic Excellence. A Chair and Vice-Chair for each advisory committee are elected annually from among the members.
- 4.3. The manager of the relevant School, Faculty or Campus appoints a secretary for the advisory committee for their area. In advance of each meeting the secretary, in consultation with the advisory committee chair, uses the templates found in Standard 1 of this ToR to prepare and distribute an agenda and supporting material, invite any requested resource persons, and circulate minutes and reports following the meeting.
- 4.4. Where Lead programs have associated Affiliate programs, the Affiliate program may form a program advisory committee in accordance with this Terms of Reference. The manager of the Affiliate program's relevant School, Faculty or Campus will determine whether this delivery-specific committee is required.
- 4.5. Advisory committee meetings may be attended and supported by appropriate resource persons from the responsible School, Faculty or Campus.
- 4.6. Each committee maintains documented minutes of committee activities and recommendations. When finalized, such minutes are approved by the committee.
- 4.7. When an Affiliate program advisory committee exists, the minutes of the Lead and Affiliate committees shall be a standing item for review on both committee's agendas.
- 4.8. Advisory committee minutes and any associated reports are submitted to the appropriate Dean(s) and Associate Dean(s) and members of the advisory committee.
- 4.9. The Office of the Senior Vice-President, Academic is responsible for the maintenance of a central repository of advisory committee agendas, minutes, reports and other documentation.

### 5. REFERENCES

#### Provincial

[Framework for Programs of Instruction](#)

#### Board Policy

D-30-05: Program Advisory Committees and College Council

#### College Policy

A126 Program Excellence

### 6. ADDENDA

Standard 1: SCHOOL GUIDE FOR PROGRAM ADVISORY COMMITTEES

**COLLEGE COMMITTEES**

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*Cttee ID & Name:* TOR27: PROGRAM ADVISORY COMMITTEES

*Addendum:* **Standard 1: SCHOOL GUIDE FOR PROGRAM ADVISORY  
COMMITTEES**

*Issued by:* Senior Vice-President, Academic

*Effective:* 2022-12-08

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*Note:* Standard 1 continues on the succeeding page.

# TOR27: Program Advisory Committees

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## How to Use This Guide

The *School Guide for Program Advisory Committees* is a resource for Schools, particularly for employees responsible for establishing and supporting Program Advisory Committees (PACs). Schools can use the *Guide* as a reference for PAC requirements and as a source for PAC documents. The Centre for Academic Excellence can provide more information on the contents of the *Guide*.

## Program Advisory Committee Policy and Terms of Reference

The Ministry of Colleges and Universities mandates that Ontario's Colleges of Applied Arts and Technology establish program advisory committees. The Minister's Binding Policy Directive titled *Framework for Programs of Instruction* states that a college's board of governors is to ensure that PACs are established for each program or cluster of related programs, along with terms of reference and procedures. Fanshawe College maintains two documents that ensure compliance with the Minister's Binding Policy Directive:

1. Board of Governors' Policy D-36: College Programming
2. Terms of Reference TOR27: Program Advisory Committees

This *Guide*, along with TOR27: Program Advisory Committees, satisfies the Ministry requirement for PAC procedures.

### Responsibility

Fanshawe's Board of Governors delegates responsibility for PACs to the President, who in turn delegates responsibility to the academic areas that deliver programs and maintain relationships with external stakeholders. In compliance with the Minister's Binding Policy Directive, Schools and campuses establish PACs for individual programs or for clusters of related programs. Where programs are offered at more than one location, academic managers determine if more than one PAC is necessary.

### Compliance

Compliance with Board Policy D-36 is monitored internally by the Office of the Senior Vice-President, Academic, on behalf of the President. Compliance with the Minister's Binding Policy Directive is monitored externally by the Ontario College Quality Assurance Service (OCQAS) through the College Quality Assurance Audit Process (CQAAP).

### Definition

Board Policy D-36 quotes the Minister's Binding Policy Directive in its definition of a PAC:

"A committee for each program of instruction or cluster of related programs offered at the College that 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 particular occupational area addressed by the program."

## Purpose

As outlined in Ministry and College documents, the purpose of PACs is to ensure regular interaction with community stakeholders for each program or program cluster. Specifically, the College establishes PACs “to seek ongoing advice regarding the currency and continuous quality improvement of its programs”. The College seeks external recognition and support for programs broadly via the PAC; PAC approval is not required for decisions related to College programs. Recommendations from PACs benefit the program, its graduates, and their employers, and support Fanshawe’s strategic goals. PACs may also serve as the external focus group for the program review process.

## PAC Recommendations - Examples

Below are examples of PAC recommendations that demonstrate how PACs contribute to program development, currency and community acceptance:

- Develop post-secondary programs and micro-credentials that meet industry needs
- Revise curriculum to reflect industry needs
- Integrate industry-standard software
- Enhance community outreach initiatives
- Align curriculum with external credentials valued by industry
- Add work-integrated learning that aligns with industry needs and capacity

## PAC Requirements

Fanshawe’s policy and terms of reference documents outline all PAC requirements; key requirements are summarized below.

### Members

PAC members must meet the following requirements:

- Members have a direct interest in the occupational area addressed by the program(s).
- Members have an arm’s length relationship with the Board of Governors and the College. NOTE: PAC members must not be full-time or part-time employees or students connected to the program.

### Composition

PAC composition must meet the following requirements:

- Composition represents a cross-section of external stakeholders with a diversity of experience and expertise in the occupational area addressed by the program(s) (e.g., professional associations, certifying bodies, employers, practitioners, graduates, educational institutions, community agencies, voluntary organizations).
- Composition represents the geographic area served by the College and reflects the cultural and economic interests of the area.
- Composition is based on a minimum of 7 members.

<b>Membership Terms</b>	Membership terms are three years, with the opportunity for reappointment. The Dean or designate appoints PAC members; typically, the Dean designates the Associate Dean and Program Coordinator to interact directly with PAC members.
<b>Chair and Vice Chair</b>	A PAC Chair and Vice-Chair are elected annually by PAC members. The Chair, in consultation with College resource persons, develops the PAC meeting agenda and chairs the meeting. The Vice-Chair steps in if the Chair is unavailable.
<b>College Support</b>	The College provides the necessary human resources to support PACs. The academic manager appoints a recording secretary who prepares and distributes meeting agendas, and records and distributes meeting minutes. Program coordinators, co-op consultants, and academic managers may also support PACs and attend PAC meetings.
<b>Meetings</b>	<p>PACs meet a minimum of once per academic year (September to August), starting the academic year in which a program is launched. PAC meetings are not required in academic years where an external focus group is held as part of program review.</p> <p>NOTE: Schools may choose to hold more than one PAC meeting per academic year and may choose to hold a separate PAC meeting in addition to a meeting held as part of program review.</p> <p>PAC meetings may be held on campus or virtually. Any costs associated with the PAC meetings (e.g., catering) are the responsibility of the School.</p>
<b>Minutes</b>	PAC meetings are documented in minutes that are approved by the PAC, circulated to academic managers, and posted to FIRST, a repository for documents related to “Fanshawe Innovation, Research, Scholarship & Teaching.” (See instructions below). If more than one PAC exists for a program delivered at different locations, minutes are shared among PACs.

## Program Advisory Committee Documents

Several documents are used to communicate with PAC members and support PAC meetings. Customizable templates are described below and provided in Appendix A.

<b>Welcome Email</b>	<ul style="list-style-type: none"> <li>• Description: The PAC welcome email confirms the appointment of new PAC members, outlines appointment terms and meeting frequency, and reinforces the value of PAC contributions. The welcome email can be combined with the meeting email when appropriate.</li> <li>• Action: Customize the welcome email template, and email the message to new PAC members.</li> </ul>
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**Meeting Email**

- Description: The PAC meeting email informs PAC members of meeting details and asks them to confirm attendance. The meeting email can be combined with the welcome email when appropriate.
- Action: Customize the meeting email template, attach the PAC Meeting Agenda, and email to PAC members.

**Survey**

- Description: The PAC Survey invites PAC members to indicate interest in increasing their involvement in the program. (The Survey is optional but recommended.)
- Action: Customize the survey template with additional items and the School logo. Distribute and collect surveys at PAC meetings. Follow up on expressions of interest.

**Meeting Agenda**

- Description: The PAC meeting agenda reflects program priorities, as well as College and Ministry requirements.
- Action: In consultation with the PAC Chair, customize the PAC meeting agenda template, adding agenda items and the School logo. Attach to the PAC meeting email.

**Meeting Minutes**

- Description: The PAC meeting minutes record attendance, discussion and recommendations.
- Action: Customize the PAC meeting minutes template, adding agenda items and the School logo. Record attendance, and summarize the discussion and recommendations in the template. Email the completed minutes to PAC members for approval, email the approved minutes to academic managers, and upload the approved minutes to FIRST. (Instructions below.)

## Program Advisory Committee Recordkeeping in FIRST

The PAC Terms of Reference require that PAC meeting minutes be uploaded to a central repository, which is FIRST. Schools and other Fanshawe areas can access PAC minutes easily via FIRST. For example, the Centre for Academic Excellence accesses PAC minutes via FIRST for the College Quality Assurance Audit Process (CQAAP).

**Instructions**

1. Use the following filename structure: programname\_PACmins\_date  
Example: advancedcareparamedic\_PACmins\_11March2021
2. Save the Word file as "Adobe PDF".
3. Prepare an email for [first@fanshawec.ca](mailto:first@fanshawec.ca), including the following information:
  - name of program
  - name of School/campus
  - name of recording secretary
  - date the PAC meeting
4. Attach the file and send the email to [first@fanshawec.ca](mailto:first@fanshawec.ca).



**Assistance**

Contact Library Learning Commons ([llc@fanshawec.ca](mailto:llc@fanshawec.ca)) if you have any questions or need help with this process.

## Appendix A: PAC Document Templates

### Welcome Email

*Subject:* Program Advisory Committee Appointment: [insert Program/Cluster Name]

Welcome! Thank you for agreeing to serve on the Program Advisory Committee (PAC) for [insert Program/Cluster Name] at Fanshawe College. PACs are community stakeholder groups that advise the College regarding the currency and continuous quality improvement of its programs. PAC members provide invaluable feedback to the College to ensure that the program curriculum remains relevant and that graduates meet the needs of employers. PAC recommendations contribute to the success of our programs and our graduates.

Your PAC appointment is for a three-year term, and you will be invited to at least one meeting per academic year, either on campus or virtually. We will provide meeting details well in advance of the next PAC meeting. In the meantime, please forward a current resume or CV to assist us with our recordkeeping.

We look forward to meeting with you!

[signature block]

### Meeting Email

*Subject:* Program Advisory Committee Meeting: [insert Program/Cluster Name]

Hello! We are looking forward to hearing from you at the next meeting of the Program Advisory Committee (PAC) for [insert Program/Cluster Name]. Meeting details are provided below:

Date: [insert date]

Time: [insert time]

Location/Virtual Meeting Link: [insert address with building and room details, or insert virtual meeting link; attach map for on-campus meetings]

Attached are the meeting agenda and approved minutes from the last PAC meeting for your reference. To assist us in preparing for the meeting, please RSVP by [date] and, if you are able to attend, include a current resume or CV [and indicate any dietary restrictions].

I'm looking forward to providing you with a program update and discussing how we can strengthen [insert Program Name].

[signature block]

Attachments: Agenda, Minutes, Map

## PAC Survey

### Program Advisory Committee Survey

[Program/Cluster Name]

[Meeting Date]

Would you be interested in expanding your involvement in [insert Program/Cluster Name]?

- Teaching a course (NOTE: Faculty cannot be appointed to Program Advisory Committees.)
- Presenting as a guest speaker
- Providing a work-integrated learning experience (e.g., co-op, field placement)
- Participating in on- or off-campus experiential learning activities (e.g., SILEx)
- Hosting a field trip to your workplace (e.g., tour, presentation)
- Providing financial support for a student award (e.g., bursary, scholarship)
- Inviting students to participate in community/charitable events
- Other: \_\_\_\_\_

*We will follow up via email. Thank you!*



**7. Discussion – New Items**

Chair, PAC

- [New items to be added in advance by PAC Chair in consultation with the Program Coordinator, and/or added at start of meeting (e.g., Impact of COVID-19)]

**8. Summary of PAC Recommendations**

Chair, PAC

**9. Next Meeting and Adjournment**

Chair, PAC

Program Advisory Committee Meeting Minutes

[Program/Cluster Name]

Program Information	
<b>Program Names(s) and Code(s):</b>	[Program Name(s) and Code(s); indicate lead and/or affiliate where appropriate]
<b>Date:</b>	[Date]
<b>Time:</b>	[Time]
<b>Location:</b>	[Location/Virtual meeting platform]
<b>Meeting Chair:</b>	[Chair name]
<b>Recording Secretary:</b>	[Secretary name]

**PAC Members**

**Member Information**

[Name and Credential]  
[Organization]  
[Title]

**Membership Status**

Affiliation: Choose an item.  
Term: Choose an item.

**Attendance**

Choose an item.

[Name and Credential]  
[Organization]  
[Title]

Affiliation: Choose an item.  
Term: Choose an item.

Choose an item.

[Name and Credential]  
[Organization]  
[Title]

Affiliation: Choose an item.  
Term: Choose an item.

Choose an item.

[Name and Credential]  
[Organization]  
[Title]

Affiliation: Choose an item.  
Term: Choose an item.

Choose an item.

[Name and Credential]  
[Organization]  
[Title]

Affiliation: Choose an item.  
Term: Choose an item.

Choose an item.

[Name and Credential]  
[Organization]  
[Title]

Affiliation: Choose an item.  
Term: Choose an item.

Choose an item.

[Name and Credential]  
[Organization]  
[Title]

Affiliation: Choose an item.  
Term: Choose an item.

Choose an item.

[Name and Credential]  
[Organization]  
[Title]

Affiliation: Choose an item.  
Term: Choose an item.

Choose an item.

[Name and Credential]  
 [Organization]  
 [Title]

Affiliation: Choose an item.  
 Term: Choose an item.

Choose an item.

[Name and Credential]  
 [Organization]  
 [Title]

Affiliation: Choose an item.  
 Term: Choose an item.

Choose an item.

[Add or delete table rows as required.]

### College Resource Persons

#### Employee Information

[Name]  
 [Position/Title]

**Attendance**  
 Choose an item.

[Name]  
 [Position/Title]

Choose an item.

[Name]  
 [Position/Title]

Choose an item.

[Add or delete table rows as required.]

Topic	Facilitator
<b>1. Land Acknowledgement</b>	Chair, PAC
<b>2. Welcome and Introductions</b>	Chair, PAC
<b>3. Approval of the Agenda and Review of Minutes</b>	Chair, PAC
<b>4. PAC Terms of Reference</b> <ul style="list-style-type: none"> <li>• PAC Purpose</li> <li>• Membership Review</li> </ul>	Chair, PAC
<b>5. Program Report</b> <ul style="list-style-type: none"> <li>• Program Highlights (faculty and student accomplishments)</li> <li>• Enrollment Update</li> <li>• Curriculum Update</li> <li>• PRESS Results and Follow-up Actions</li> <li>• [Required the year following a program review; Optional in other years: Program Review Update]</li> <li>• [Optional: Work Integrated Learning Update]</li> <li>• [Optional: Student Presentation/Demonstration]</li> <li>• [Optional: Facility/Lab Tour]</li> </ul>	Program Coordinator





<p><b>6. Discussion – Standing Items</b></p> <ul style="list-style-type: none"> <li>• Labour Market Demand – Affirmation and Recommendations</li> <li>• Curriculum – Affirmation and Recommendations <ul style="list-style-type: none"> <li>○ Job Skills for the Future and SILEx</li> <li>○ Industry Trends</li> </ul> </li> <li>• Accreditation and Regulatory Bodies – Review of Program Status and Requirements</li> <li>• Review of <b>current</b> part-time post-secondary, continuing education, and microcredential opportunities related to &lt;Program&gt;</li> <li>• Discussion of opportunities for <b>new</b> part-time post-secondary, continuing education, and microcredential offerings</li> </ul>	<p>Chair, PAC</p>
<p><b>7. Discussion – New Items</b></p> <ul style="list-style-type: none"> <li>• [New item]</li> <li>• [New item]</li> </ul>	<p>Chair, PAC</p>
<p><b>8. Summary of PAC Recommendations</b></p> <ul style="list-style-type: none"> <li>• [Insert recommendations arising from this meeting]</li> </ul>	<p>Chair, PAC</p>
<p><b>9. Next Meeting and Adjournment</b></p> <ul style="list-style-type: none"> <li>• [Insert exact date or general timeframe]</li> </ul>	<p>Chair, PAC</p>