



<b>Procedure Title:</b>	Program Advisory Committees
<b>Procedure ID:</b>	OP #2-202A
<b>Manual Classification:</b>	Academic Affairs
<b>Linked to Policy:</b>	Policy 2-202 Program Advisory Committees
<b>Approved by Senior Management Team:</b>	March 2022
<b>Revision Date(s):</b>	March 9, 2022
<b>Effective Date:</b>	April 5, 2022
<b>Next Review Date:</b>	January, 2025
<b>Contacts for Procedure Interpretation:</b>	Vice President Academic Experience

## 1.0 – Purpose

---

The purpose of this procedure is to define and outline instructions for Program Advisory Committees at Fleming College.

Terms not defined in this Procedure have the same meaning found in the College's Program Advisory Committee Policy.

## 2.0 – Procedure

---

### 2.1 Overview

Program Advisory Committees report through the College organizational structure to the Board of Governors, which is responsible for ensuring program quality assurance processes.

### 2.2 Mandate of Program Advisory Committees

To assist the Board of Governors in ensuring program quality assurance at Fleming College, Program Advisory Committees provide recommendations and guidance on program-related activities/initiatives such as:

- a) **Industry trends:** report on recent developments in the industries relevant to the program(s).
- b) **Employment prospects:** recommend and advise on graduate placements including those in graduating classes for suitable part-time, summer or fulltime permanent positions
- c) **Graduate skills:** provide guidance on the knowledge, competencies and skills required by graduates
- d) **Partnerships:** promote good relationships with local community and businesses, industry and professional associations and establishing relevant partnerships
- e) **Program curriculum:** provide content suggestions for inclusion in the program to maintain curriculum relevancy and currency

- f) **Program review:** participate in the program review process, including providing recommendations for continuous improvement
- g) **Work Integrated learning:** suggest and support experiential educational opportunities in industry, including field placements, clinical experience, cooperative experiences, and study abroad opportunities;
- h) **Applied research:** provide advice on introducing applied research into the curriculum and external research prospects;
- i) **Technology and equipment:** provide advice and recommendations on the technological trends and also on changes in equipment in industry;
- j) **Student awards:** assist in the establishment of sponsorships, scholarships, bursaries and awards for Fleming College students;
- k) **Prospective students:** promote the program to prospective students and employers
- l) **Strategic plan:** support the goals identified in the College strategic plan;
- m) **Guest speakers:** assist in identifying guest speakers for program courses;
- n) **New program development:** provide advice on opportunities to introduce new programs in response to the needs of a specific profession, industry or sector in relation to employment demands and student needs;

### **3.0 Structure and Membership of the Committee**

---

- 3.1 The composition of membership of each Program Advisory Committee reflects the diversity within the industry and/or sector and should normally include:
  - Major regional and provincial employers
  - Government agencies and appropriate regulatory bodies
  - Professional associations; sector councils
  - District Secondary School Board representative(s)
  - Indigenous industry and community members
  - Recent Alumni
  - Current student(s) within the program
- 3.2 The minimum number of external representatives included in the membership of a Program Advisory Committee should be five (5).
- 3.3 For programs where a credential is issued jointly with another post-secondary institution, a representative of that institution must be appointed to the PAC.
- 3.4 The Chair of the Committee must be a member of the Program Advisory Committee and not a current student or employee.
- 3.5 Where an industry is regionally specific, appropriate geographic representation is required.
- 3.6 The school Dean/Director and Program Coordinator (or their designates) will attend Program Advisory Committee meetings as resource persons, and the Administrative

Assistant of the relevant school will assist with organizing meetings and recording minutes.

- 3.7 Notwithstanding 3.6, Employees of Fleming College, whether full-time, part-time, or contract employees may be invited to attend to present data or participate in discussions at the discretion of the Program Advisory Committee Chair, but are not eligible to be members of a Program Advisory Committee. If a Program Advisory Committee member (including students) accepts employment at the College in any capacity, their committee membership will be suspended during that time.

#### **4.0 Formation of a Program Advisory Committee for a New Program**

---

- 4.1 The school Dean/Director will call for the formation of a Program Advisory Committee during the first semester of registered students.
- 4.2 At the discretion of the school Dean/Director, a new program may be included in a cluster with an existing Program Advisory Committee.
- 4.3 The school Dean/Director will recruit members to the Program Advisory Committee as described in section 3.1 of this procedure. The school Dean/Director may recruit from the reference group used during the New Program Development Procedure (OP #2-213G)

#### **5.0 Term of Membership**

---

- 5.1 On an annual basis, the school Dean/Director, in consultation with the program Coordinator, shall review the membership of each Program Advisory Committee to ensure its vitality, diversity of representation, and effectiveness.
- 5.2 Program Advisory Committee members are appointed by the school Dean/Director. The school Dean/Director, through each academic school office, will issue letters of appointment on behalf of the College to new members with all relevant information and training materials for member orientation.
- 5.3 During the term of membership on the committee, the *Freedom of Information and Protection of Privacy Act* requires that the College obtain a signed "Consent to Obtain Information" form from each Program Advisory Committee member prior to using what is considered personal information. This form shall be completed at the time a new member indicates a willingness to serve on the committee.
- 5.4 The term of membership is a minimum of 3 years, once renewable. At the discretion of the school Dean/Director, key agencies/industries may have standing representation on the Program Advisory Committee.

- 5.5 For continuity and effectiveness of the committee, membership is structured and organized by the school Dean/Director so that not every term of appointment expires at the same time.

## **6.0 Resignation and Removal from Membership**

---

- 6.1 For members whose terms have expired or who resign from a Program Advisory Committee, the Dean/Director, through each academic school office, will issue letters of appreciation to the departing member on behalf of the College.
- 6.2 Should a member miss two consecutive scheduled meetings without advising the Chair, that member will be deemed to have withdrawn as a member of the committee.

## **7.0 Voting Rights**

---

- 7.1 All members of the Program Advisory Committee are voting members, entitled to one vote on each item presented for consideration.
- 7.2 Fleming College employees are non-voting and ex-officio.
- 7.3 Voting quorum for a meeting is 50% of the voting members. In the event quorum is not reached, recommendations may be brought forward and quorum achieved through a digital vote after the meeting.

## **8.0 Operations of Program Advisory Committee Meetings**

---

- 8.1 Each Program Advisory Committee will meet at least once each academic year; however, the frequency of meetings may increase at the recommendation of the school Dean/Director.
- 8.2 Meetings are called by the Chair of the Committee in consultation with the school Dean/Director and Program Coordinator, with 2-4 weeks' notice given to all members. The previous meeting minutes, agenda, and all applicable reports will be distributed to committee members in advance of the meeting by the Administrative Assistant of the School.
- 8.3 Meetings may be held in person, or by video call or any other medium that allows simultaneous communication.
- 8.4 The school Dean/Director and/or Coordinator will work with the Administrative Assistant to arrange the time and location of the meeting and facilitate the distribution of relevant documentation, including the minutes of the previous meeting, and the agenda, which

will be circulated a minimum of one week prior to the meeting.

- 8.5** Programs that are represented by a clustered Program Advisory Committee must ensure that each program is represented as separate items on each meeting agenda to ensure adequate discussion of the needs for each program.
- 8.6** Meeting minutes will be recorded by the Administrative Assistant to provide a permanent record of the discussion, motions and recommendations.
- 8.7** Decisions and recommendations are generally reached by mutual agreement or, in the case of disagreement between members, by voting. The committee shall decide on the official recommendations that will be recorded in the minutes using S.M.A.R.T criteria:
- **Specific/Strategic:** What is the goal of the recommendation?
  - **Measurable:** What is the intended outcome? Why?
  - **Attainable:** What actions are required?
  - **Relevant:** How does this goal align with the program?
  - **Time-bound:** What is the timeline for achieving the goal?
- 8.8** Prior to the end of the meeting, a tentative date for the next meeting will be determined as well as the election (or acclamation) of the Chair of the Committee for the following year.
- 8.9** Meeting minutes, including recommendations from each Program Advisory Committee will be recorded, stored, and maintained in a repository within the Academic Quality Office.
- 8.10** Recommendations are reviewed, discussed, categorized, prioritized, and implemented as deemed appropriate by the school Dean/Director on an annual basis at the program and academic school level during program review, in accordance with OP\_2-213D Program Review Procedure.
- 8.11** An annual report summarizing recommendations and implementation is created by the Academic Quality Office under the direction of the Vice President Academic Experience and submitted to the Board of Governors for information and review.
- 8.12** The Board of Governors may request additional information regarding recommendations to ensure comprehensive oversight of program quality assurance at Fleming College.

## **9.0 Roles and Responsibilities**

---

- 9.1** The **Board of Governors** will review an annual report detailing the activities of Program Advisory Committees and ensure that an advisory committee for each program of instruction or cluster of related programs offered at the college is established.

- 9.2 It is the responsibility of the **Senior Management Team** to ensure that the Program Advisory Committees Policy and Procedure are fully implemented.
- 9.3 The **Vice President Academic Experience** will maintain a centralized database of Program Advisory Committee membership and Chairs and will ensure that an annual report of college Program Advisory Committee activity is submitted to the Board of Governors. The Vice President Academic Experience also supports the prioritization and implementation of recommendations from Program Advisory Committees and reports annually to Senior Management Team and the Board of Governors on the status of recommendations, as appropriate.
- 9.4 The school **Dean/Director** supports and assists the Chair of the Committee in developing and implementing the agenda and ensuring meeting progression. The school Dean/Director is responsible for an annual review of the Program Advisory Committee membership to ensure diversity of representation, effectiveness and engagement. The school Dean/Director is responsible for determining whether a single Program Advisory Committee is sufficient for a cluster of programs. The school Dean/Director is responsible for ensuring that Program Advisory Meeting members have received orientation and training materials, and have completed the relevant documentation. The school Dean/Director will work with the Vice President, Academic Experience in the financial and operational aspects of implementing recommendations. The school Dean/Director will also be responsible for reporting back to the Program Advisory Committee on the outcomes of recommendations.
- 9.5 The **Academic Quality Office** maintains and stores all minutes and annual recommendations from all Program Advisory Committees to ensure program quality assurance. The Academic Quality Office will collate and generate an annual Board report under direction of the Vice President, Academic Excellence.
- 9.6 The school **Administrative Assistant** (or designate) prepares and distributes the meeting agenda and pertinent information 2-4 weeks prior to the Program Advisory Committee meeting. The school Administrative Assistant coordinates all meeting logistics, including confirming attendance, booking the meeting room, ordering hospitality, equipment, and advising the school Dean/Director on the meeting details. The Administrative Assistant will send out letters of appointment to new members with all relevant training materials for member orientation. Additionally, the Administrative Assistant would send out letters of appreciation for those members who have resigned or completed their term on the committee. The school Administrative Assistant records meeting minutes and distributes to the members within 3-6 weeks following the meeting and to the Academic Quality Office for storage.
- 9.7 The **Chair of the Committee** is an external representative who is elected annually at the end of the meeting the previous year to serve as Chair of the Program Advisory Committee. The Chair is responsible for reviewing, creating and facilitating the agenda and ensuring that recommendations discussed are consistent with the mandate for the

committee. The Chair of the Committee will rule on the declaration as to the member's participation in specific meetings, debate, voting, etc.

- 9.8** Current **Students** provide feedback on their experience and share collective recommendations for discussion and consideration by the Program Advisory Committee.
- 9.9** The **Program Coordinator** supports and assists in developing recommendations and acts as a resource person with regard to the curriculum of the program. The Program Coordinator works with the Dean/Director and Chair of the Committee in creation of the agenda for the meeting.
- 9.10** **Members** of the Program Advisory Committee are responsible for attending meetings, providing recommendations and guidance on their subject area knowledge and expertise as well as being familiar with College policy. In accordance with the college's Conflict of Interest Policy, Program Advisory Committee members are expected to arrange their private matters and conduct themselves in a manner to avoid a conflict of interest. Where a Program Advisory Committee member has an interest in College business involving potential monetary or non-monetary effect that may compete with, or supersede, the duties and responsibilities of the member, a conflict of interest must be declared—be it real, potential or perceived. There may also be circumstances where an individual sits on an advisory committee at another college. Such individuals would be expected to declare this as a potential conflict and undertake to maintain the confidentiality of the discussions of the respective Program Advisory Committees.

## **10.0 – Related Documents**

---

- *Ontario Colleges of Applied Arts and Technology Act (2002)*
- Minister's Binding Policy Directive: Framework for Programs of Instruction
- Ontario College Quality Assurance Service College Quality Assurance Audit Process (CQAAP) Standard of Quality
- OP\_2-213D Program Review Procedure
- Program Advisory Committee Orientation

## **11.0 – History of Amendments & Reviews**

---

Original Approved May 2013  
Reviewed and Revised March 2022