



# GEORGE BROWN COLLEGE

## Program Advisory Committee Guidelines





## A Message from the President

On behalf of George Brown College and its Board of Directors, I would like to thank you for participating as a member of a Program Advisory Committee. George Brown College recognizes the value of input from industry and the community through Program Advisory Committees. Our committees provide us with the perspective and expertise to maintain program relevance and currency, meet the needs of professional bodies and industry, and ensure that the thousands of students we serve are well prepared for their careers.

In joining us, you will become part of a dynamic educational community and one of a select group of individuals who help the college realize the goals articulated in its Vision 2030 plan, which set out bold and transformative aspirations to support institutional resilience and distinguish the college going forward, including offering highly personalized and convenient physical, digital, and experiential lifelong learning opportunities, a global network of industry and community partnerships, and, of course, leading quality teaching and learning. We cannot achieve these goals without the insights of our dedicated partners in community, business, and industry who help us understand and respond to today's demands and who can envision the needs of the future.

We are confident that you will find your association with George Brown College to be a rewarding and satisfying experience, and we sincerely appreciate your willingness to contribute in this way.





Contents

A Message from the President ..... 2

George Brown College Program Advisory Committee ..... 4

Background and Purpose ..... 4

Program Advisory Committee Roles ..... 5

    Ad Hoc Program Advisory Committees ..... 7

Program Advisory Committee New Membership and Renewals Process ..... 7

    New Membership On-Boarding Package ..... 8

    Program Advisory Committee Chairs ..... 9

    Program Advisory Committee Meetings & Minutes ..... 9

Program Advisory Committee Action Items/Reporting ..... 11



## George Brown College Program Advisory Committee Background and Purpose

This guide outlines the procedures and practices to be followed by Program Advisory Committees (PACs) and their membership, with the intent of ensuring consistent standards of excellence across all programs. Program Advisory Committees are a highly valuable resource and report to the Board of Governors through the Vice-President, Academic. The Vice-President, Academic submits an annual summary of Program Advisory Committee activity to the board through the Academic Planning and Student Affairs Committee.

PACs are a distinctive feature of the relationship that George Brown College maintains with industry, community, and employers. PACs are comprised of industry and community representatives who provide input and advice on program structure and curriculum, based on current and anticipated labour market needs, industry trends, and changes occurring because of advances in technology and professional practices. The industry–academic linkages created through PACs can also serve to identify experiential and work-integrated learning (WIL) opportunities for students and job placements for graduates.

The Ontario Colleges of Applied Arts and Technology Act of 2002 assigns each college’s Board of Governors with the responsibility for ensuring that Program Advisory Committees are established for all programs of instruction offered by the institution.

*“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 particular occupational area addressed by the program. The board of governors is to establish in by-law the structure, terms of reference, and procedures for program advisory committees.” – Government of Ontario, Ministry of Training, Colleges and Universities. Framework for Programs of Instructions, Minister’s Binding Policy Directive (2003)*

George Brown College’s Board of Governors is committed to ensuring these committees remain a critical resource to the college and each of the programs they represent. The college policy relating to Program Advisory Committees is available on the George Brown College website at [College Policies | George Brown College](#).



## Program Advisory Committee Roles

As a group, PACs are diverse and provide a cross-representation of industry, with membership according to program and industry relevance. Program Advisory Committees are to be composed of a cross-section of persons external to the college. Members should have a diversity of experience, expertise and a direct interest in the occupational area addressed by the program. Every program, or cluster of similar programs, will have an active Program Advisory Committee of 8 to 12 members. For some committees, the number of members may vary, based on the size of the sector and the diversity of career opportunities.

Diversity should also be expressed in terms of perspectives and community representation in support of George Brown's commitment to growing a culture of equity, reconciliation and belonging by prioritizing anti-racism, Indigenization and meaningful inclusion in everything we do. The Chair and Program Coordinator are responsible for orienting each new advisory committee member to the role and responsibilities of the advisory committee and providing them with the Orientation Package. Each PAC operates under a well-defined mandate and clear objectives. Agenda items are action-oriented and allow for follow-ups.

### **PAC Committee Members:**

- Committee members will attend and participate in at least two meetings a year and may become involved in subcommittee activities and projects. Committee members will participate in agenda setting and evaluation of meetings. If unable to attend a meeting, committee members are asked to send a replacement, where appropriate.
- Employees of George Brown College participating in a Program Advisory Committee act as non-voting members. Non-voting members are expected to fully participate in all other aspects of the committee.
- At least two George Brown College employees, including one faculty member (the program coordinator or designate) and the program Chair (or designate), attend PAC meetings as non-voting members.

**Student Representation:**

- Programs have the option of inviting student representative(s) to attend PAC meetings (or portions thereof). The student selection and duration of involvement remain at the discretion of the Program. Student representation can positively impact the quality of programs, providing a platform for student voices to be heard by our external partners.

**Length of Term:**

- A Program Advisory Committee member's term is three years, renewable once. All members have voting privileges. If a member accepts employment at George Brown College (including part-time instruction), they will be asked to resign from the committee.
- If a Program Advisory Committee member becomes chair (a two-year term, renewable once at the discretion of the Dean or their designate), their years of service as chair will not be counted as part of their term as a committee member.

**PAC Chair:**

- The PAC chair will be elected from the Program Advisory Committee for a two-year term, renewable once. The chair plays a vital role in the Program Advisory Committee process. In consultation with George Brown College representatives, the chair acts as facilitator and leader at meetings and serves as spokesperson for the committee. Chairs should be familiar with George Brown's vision and mission, priorities, strategies and directions, as well as any related program areas or clusters.

**George Brown College (GBC) Program Chair:**

- GBC program Chairs work in concert with the PAC chair to keep their respective advisory committee members and program staff informed of the status of advisory committee requests and recommendations. Program Chairs have the primary responsibility to provide updates, information, and action requests and recommendations arising from their respective advisory committee meetings. Recommendations for minor changes to the program(s) can be addressed during the Annual Curriculum Review. If a request or recommendation made by the advisory committee is beyond the program Chair's authority and/or responsibilities, it will be brought to the attention of the Dean of the School for resolution.



## Ad Hoc Program Advisory Committees

George Brown College is constantly evolving its credential and programming mix to ensure continued labour market relevance and to meet provincial needs. One of the components of this process may be the formation of an ad hoc advisory committee to consider a proposal for such a program (in some cases the proposed program is very closely related to an existing program; therefore, the consideration could be handled by an existing advisory committee). An ad hoc committee of at least five (5) members will be selected by the Dean and should also include individuals from the college community with special skill and experience in the field covered by the proposed program. As with all Program Advisory Committees, George Brown College employees are not eligible to be voting members.

## Program Advisory Committee New Membership and Renewals Process

Recommendations for membership to Program Advisory Committees should come from a variety of sources (Deans, Chairs, Program Co-ordinators, faculty, staff and other advisors). The search for new members should reflect both the private and public sectors, and include companies, trade and professional associations, accreditation bodies and government.

Recommendations and selection of new PAC members should take into consideration diversity, to ensure equity and representation of diverse work environments, as well as genders and cultural background to support George Brown College's commitment to growing a culture of equity, reconciliation and belonging by prioritizing anti-racism, Indigenization and meaningful inclusion. Obtaining the correct Program Advisory Committee composition is vital to ensure a diversity of skills and experience. PAC composition will vary between programs, but selection processes will generally consider:

- Alignment of skills/expertise with Program Learning Outcomes
- Alignment of skills with college Mission, Vision and Strategic Directions
- Existing relationships/partnerships with the college
- Succession planning



Program Chairs and Deans are encouraged to use the PAC Member Competency Matrix to assess requirements and opportunities against the mix of current membership of the PAC. **[See Appendix 1 for PAC Member Skills Matrix]**

Potential PAC members can be contacted and recruited using the Recruitment Letter. **[See Appendix 2 for PAC Member Recruitment Letter]**

New PAC Member appointments (or reappointments) must be recorded electronically (**link to Bio Form**). This database will generate annual Ministry PAC reporting.

### [New Membership On-Boarding Package](#)

All new PAC members receive:

- Appointment Letter **[see Appendix 3 for PAC Appointment Letter]**
- Program Description (PDF form)
- Program Advisory Committee Guidelines
- Conflict of Interest Agreement **[see Appendix 4 for Conflict-of-Interest Agreement Form]**
- GBC “Fast Facts”
- Recent agendas and copies of key college-wide strategy documentation (i.e., Strategy 2026, Academic Plan, etc.)
- TBD—George Brown Promotional Materials

At the conclusion of their term, letters of appreciation are presented to PAC members by the program coordinator to members whose term has concluded. **[See Appendix 5 for PAC Member Letter of Appreciation]**



## Program Advisory Committee Chairs

PAC Chairs are elected from the Program Advisory Committee for a two-year term, renewable once. The Chair plays a vital role in the Program Advisory Committee process. In consultation with George Brown College representatives, the chair acts as facilitator and leader at meetings and serves as spokesperson for the committee. Chairs should be familiar with George Brown's vision and mission, priorities, strategies and directions, as well as any related program areas or clusters.

PAC Chair Responsibilities:

- Chair PAC Meetings
- Consult with Program Chair to assemble and disseminate Meeting Agendas
- Yearly Recommendations Report
- Facilitate Completion of PAC Self-Assessment Report (every 2 years)

PAC Chairs can be nominated using the PAC Chair Nomination Letter **[See Appendix 6 for PAC Chair Nomination Letter]**, and the PAC Chair Appointment Letter can be sent out once the PAC Chair has been chosen. **[See Appendix 7 for PAC Chair Appointment Letter]**

## Program Advisory Committee Meetings & Minutes

- George Brown College PACs meet a minimum of two times per year.
- The agenda for Program Advisory Committee meetings is drafted by the respective program Chair in concert with the PAC chair. **[See Appendices 8 & 9 for PAC Agenda Templates]**
- The agenda should be structured in such a way as to allow most of the discussion to be directed by the advisory committee members.
- Advisory committee meetings may be attended virtually. The agenda email will contain relevant links to meeting software.
- Minutes of meetings are taken by an administrative support person supplied by George Brown College and will be distributed within two weeks of each meeting to the advisory committee members, college staff in attendance, and the respective Dean.



- Minutes of meetings will include:
  - Decisions, recommendations or motions made by the advisory committee;
  - Responses to questions or recommendations made at previous meetings;
  - Assignments to be carried out following the meeting (including what is to be done, who is responsible and the completion or reporting date); and
  - Items to be addressed at the next meeting (both new items and tabled items from the current meeting).



## Program Advisory Committee Action Items/Reporting

Activities and Reporting Instruments	Reporting Instruments
<p><b>Annual PAC Activities</b></p> <p>Meeting #1            Agenda—draft sent by program Chair            Agenda—approved by committee chair            Agenda—distributed 2 weeks in advance of meeting with minutes</p> <p>Meeting #2            Agenda—draft sent by program Chair            Agenda—approved by committee chair            Agenda—distributed 2 weeks in advance of meeting with minutes</p> <p>Date: TBD            VPA Report: Program Chair/Dean provides report on membership and activities.</p> <p><i>If a Program Advisory Committee has not met twice in a calendar year in compliance with policy and Ministerial requirements, the program must submit a Non-Compliance Report outlining the reasons to the Vice-President, Academic for submission to the Academic and Student Affairs Committee of the Board of Governors. [See Appendix 10 for Non-Compliance Report Form]</i></p> <p>PAC chair provides annual report outlining key recommendations / observations to be embedded in annual program operational plans.  <b>[See Appendix 11 for Annual Recommendations Report]</b></p> <p>The OAE will roll up key recommendations and observations to track themes.</p> <p>The program Chair reports to the PAC on progress on PAC recommendations annually.</p>	<p>Frequency: Annual</p>



## Program Advisory Committee Action Items/Reporting (Cont'd)

Activities and Reporting Instruments	Reporting Instruments
<p><b>PAC Self-Assessment Report</b>            Every 2 years the PAC chair submits a self-assessment report on the effectiveness of the PAC to the program Chair for review by the program Chair and Dean. <b>[See Appendix 12 for Self-Assessment Report]</b></p>	<p>Frequency:            Every 2 years</p>
<p><b>Program Review</b>            As a part of the Comprehensive or PQSA Program Review process the program reviewer includes the following as part of their QA analysis and reporting:</p> <p>Annual PAC recommendation reports            Program responses/action items to recommendations            PAC self-assessment reports</p>	<p>Frequency:            5 to 7 years</p>





