

Sheridan

Standards and Practices for Professional Advisory Councils

September 2018

Version 2
Updated from Previous
Version September 2013

pac.sheridancollege.ca

Contents

Sheridan.....	1
THE PURPOSE OF PROFESSIONAL ADVISORY COUNCILS	3
TERMS OF REFERENCE.....	5
1. ROLES AND RESPONSIBILITIES OF THE PROFESSIONAL ADVISORY COUNCILS (PACs)	5
2. ROLES AND RESPONSIBILITIES OF SHERIDAN	8
2.1 Academic Faculty.....	8
2.2 Office of the Provost and Vice President Academic.....	9
2.3 Office of the President	9
2.4 Board of Governors.....	9
2.5 Alumni Office	9
3. PROFESSIONAL ADVISORY COUNCILS / MEETINGS.....	10
3.1 Structure of Professional Advisory Councils	10
3.2 Structure of Professional Advisory Council Meetings.....	13
APPENDIX 1 – Ad Hoc Professional Advisory Councils	15
APPENDIX 2 – Roles and Responsibilities of those at Sheridan	20
APPENDIX 3 – Checklist for Professional Advisory Council Meetings.....	22
APPENDIX 4 – Sample Letters	29
A) Welcome (New Member) – Sample Letter	29
B) Reappointment Letter – Sample Letter	31
C) Chair Appointment – Sample Letter	32
D) Chair Renewal – Sample Letter	33
E) Retired Member/End of Term – Sample Letter	34
F) Resigned – Sample Letter	35
G) Welcome Alumni Member – Sample Letter.....	36
H) Welcome New Student Representative	38
I) Resigned More Than 3 Years – Sample Letter	40
APPENDIX 5 – A Guide to Basic Meeting Rules –based on Robert’s Rules of Order ..	41
APPENDIX 6 – Program Report Annual Template.....	43
APPENDIX 7 – Professional Advisory Council Member Information Form.....	44
APPENDIX 8 – Change Notice – Professional Advisory Council Member Information .	46

APPENDIX 9 – Annual Tasks	47
APPENDIX 10 – Procedures.....	49
APPENDIX 11 – Parking Form.....	51
APPENDIX 12 – Sample PAC Self Review Form (Optional).....	52
APPENDIX 13 – Template for PAC Compliance Report to the Board (Completed for each Faculty area).....	55

Sheridan

Thank you for volunteering your knowledge, energy, and expertise to Sheridan College as a member of one of our Professional Advisory Councils (PACs). As one of our closest supporters, we wanted to take this opportunity to update you on a number of initiatives that are underway as we continue to aspire to be recognized as Sheridan Polytechnic, a university celebrated as a global leader in career-focused, applied education.

Sheridan Mission:

Sheridan delivers a premier, purposeful educational experience spanning a range of career-focused credentials that engage students in active learning, theory, applied research and creative activities to drive economic outcomes and foster social innovation.

Sheridan Vision:

Sheridan Polytechnic, a university celebrated as a global leader in career-focused applied education

The Creative Campus

Sheridan is distinguished for its wonderful creative energy, commitment to quality and dedication to student success. We have longstanding, productive, meaningful relationships with our workplace partners. The design and delivery of our programs are innovative, characterized by rigour, experiential learning, collaboration, creativity, and relevance. Our graduates are known for the quality of what they do in their respective professional settings. We see ourselves as thought leaders and innovation catalysts serving the pressing needs for economic sustainability and high quality lives for our students and society.

Much of what distinguishes Sheridan apart from other institutions is our focus on teaching in applied fields of study and our efforts to bolster professional knowledge and hands-on abilities with communication, creative problem solving, collaboration, and critical thinking skills. In addition to educating students to be job-ready, our focus is on making people life-ready by building their resiliency and cultivating their attitude and aptitude to adapt and thrive in a succession of different jobs and careers over their lifetime. Sheridan understands the importance of aligning academic programs with the needs of today and tomorrow, together with our industry partners.

Creativity has been a long-standing characteristic of Sheridan. We are further committed to creativity by encouraging each academic area to imagine or re-imagine ideas, to grow, experiment, collaborate and take risks, in order to bring out the best in our programs and our students. This philosophy is evident in many instances: for example, in the use of

problem-based learning in our technology programs, through adventure learning in business, by learning to identify and surmount obstacles in applied health or community services, in storytelling in the humanities, and design thinking as well as individual creation in the arts.

Sheridan will continue to be dedicated to applied research with direct links to the curriculum. In this way, we will continue to focus on the innovation that often flows from creativity. We want to ensure that our students will have even more opportunities to collaborate with faculty and external partners on solution-focused, applied research projects that are directly relevant to their chosen fields of study.

Sheridan's programs are richer for your ongoing involvement and contributions. We value the relationships with our industry partners, and thank you for being part of our present and our vision for the future.

Campuses

Since the opening of HMC in September 2011, the demand for enrollment has far exceeded capacity. The addition of HMC-2 is increasing our enrollment capacity and providing a broader range of program opportunities in Mississauga such as architecture and interior design, while strengthening the campus' role as a hub for creative thinking, innovation, entrepreneurship and collaboration. The HMC-2 site houses state-of-the-art classrooms, studios, labs and production spaces, a Centre for Creative Thinking, and a gallery space to showcase students' creativity and innovation.

The Trafalgar Road campus is the longstanding home to the Faculty of Animation, Arts and Design, the largest arts school in Canada with over 5,600 students enrolled in a wide variety of design, visual arts, animation, game design and performing arts programs. The campus is also home to the Canadian Music Theatre Project, an incubator for new music theatre works that was the launching pad for the Tony Award-winning production of *Come From Away*.

The new Skilled Trades Centre (STC) at our Davis campus opened in Fall 2017. The Skilled Trades Centre features 130,000 square feet of purpose-built workshops, classrooms, facilities, machinery and equipment for Sheridan's pre-trades and apprenticeship programs. Our bustling, innovative, and multicultural Davis Campus currently offers programs in business, public safety, health and wellness, community studies, liberal arts, engineering, information technology, and more.

Feed Your Curiosity

To stay connected throughout the year, please visit our institutional blog at curiosities.sheridancollege.ca where you can subscribe to receive a monthly email digest of stories that highlight the people, places, and perspectives that make Sheridan unique. We welcome opportunities to feature our PAC members. If you have an idea for a story you would like us to feature, please email us at curiosities@sheridancollege.com

THE PURPOSE OF PROFESSIONAL ADVISORY COUNCILS

The [Ontario Colleges of Applied Arts and Technology Act, 2002](#), specifically notes within the [Framework for Programs of Instruction](#) binding policy directive that each College's Board of Governors establish an Advisory Council for each program or cluster of related programs offered by the College and that the structure, terms of reference and procedures for these Advisory Councils, referred to in this document as Professional Advisory Councils (PACs), be determined by the Board through bylaw or resolution.

Professional Advisory Councils offer Sheridan a unique strength in postsecondary education. Successful Professional Advisory Councils provide strategic advice and input in the program review process and help the College respond to changing academic, business and industry requirements. Professional Advisory Councils help ensure that our programs stay relevant to the needs within the community and anticipate future trends. Their perspective assists us to ensure that new and existing programs are relevant and curricula are up to date so that graduates will possess the skills and competencies required by employers in the current and future labour markets

**Ministry of Training, Colleges and Universities
Framework for Programs of Instruction
Issued April 1, 2003; Revised July 31, 2009**

C. Advisory Councils

The board of governors is to ensure that an advisory council 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 professional advisory councils .

**Sheridan Operating Bylaw
Issued December 13th, 1989; Revised: June 1, 2016**

12. THE PRESIDENT AND VICE-CHANCELLOR

12.8 Advisory Councils

Sheridan shall establish a professional advisory council for each program of instruction or cluster of related programs offered by Sheridan, and such other advisory councils as it deems advisable from time to time. The Board shall establish the structure, terms of reference and procedures for advisory councils.

**Postsecondary Education Quality Assessment Board (PEQAB)
Handbook for Ontario Colleges
Applying for Ministerial Consent under the Postsecondary Education Choice and Excellence Act, 2000; Revised 2017, p.21**

The Professional Advisory Council (PAC)

- a) includes experts in the field external to the organization and, for degrees in applied and professional areas of study, employers and representatives from industry and professional associations
- b) is engaged and positioned to regularly comment on the currency of the curriculum in relationship to developments in the discipline/field of study as well as the relevant labour market
- c) confirms the currency of the curriculum and, as appropriate, its relevance to the field(s) of practice
- d) endorses the program as represented in the application
- e) strives to achieve best practice

TERMS OF REFERENCE

1. ROLES AND RESPONSIBILITIES OF THE PROFESSIONAL ADVISORY COUNCILS (PACs)

PACs are advisory and not administrative or executive in nature. The Councils are not responsible in any way for the allocation of institutional resources (e.g. human, facilities/space and capital). PACs report to the Board of Governors through Sheridan's President or designate.

1.1 Professional Advisory Councils are expected to provide program related advice by:

- Reviewing and making recommendations for new and existing programs of instruction and curriculum in relation to community requirements and the changing needs of the labour market;
- Offering advice regarding clinical/field experience, co-op and work experience, placement opportunities, internships and effectiveness of graduates;
- Recommending new members as needed to ensure optimum effectiveness.

1.2 Consistent with their overall advisory role, Professional Advisory Councils may also:

- Assist in securing student field placement and work experience opportunities;
- Connect workplace needs for applied research and serve as peer reviewers for undergraduate research and creative activities;
- Help to establish scholarships and bursaries for students;
- Serve as ambassadors for the program by disseminating information to the community about programs, scholarships and bursaries and the placement of graduates;
- Assist in forecasting occupational trends;
- Advise on current and potential future certification requirements;
- Provide information about the effectiveness and competence of graduates;
- Participate in professional development activities for staff as jointly identified as useful (e.g., running effective meetings);
- Participate in recruitment activities for students;

- Advise on the development of new programs of instruction (Details related to Ad-hoc PACs can be found in [Appendix 1](#));
- Participate in the annual assessment and scheduled comprehensive reviews of the program to ensure that the changing requirements of business, industry and society continue to be met;
- Act as guest speakers in the program, or at convocation;
- Enable site visits at their places of employment;
- Aid in identification of sources of donations and in-kind contributions;
- Participate in Faculty open houses;
- Participate in site visits as part of the consent renewal process (for degree programs only).

1.3 Membership

Professional Advisory Council (PAC) members are external experts who provide an ongoing exchange of information between the workplace community and Sheridan. Membership is comprised of representatives from the public and private sector including employers, professional and trade organizations, social agencies, government agencies, and Sheridan graduates.

Each PAC should include a cross-section of employers, potential employers and other members of the community who have a direct interest and expertise in the particular program area. It is important that membership of each PAC, to the extent possible, reflect the diversity of experience and expertise as well as the demographics of the industry.

Academics from other educational institutions may be invited to join PACs as members or as guests as deemed appropriate. Postsecondary Education Quality Assessment Board ([PEQAB](#)) requirements indicate this is recommended for degree program PACs. PEQAB best practice standards are outlined below:

It is considered best practice that:

- *the PAC Chair be an external member of the council.*
- *the PAC have at least nine members.*
- *the PAC Chair set the agenda.*
- *the PAC meet at least twice a year.*

- *the institution/program staff serve as the secretariat to the PAC supporting the PAC with setting up meetings, booking times & spaces etc.*
- *PAC membership include representation from the relevant labour market and from the discipline/field of study.*
- *PAC meetings be minuted.*

The PACs formally endorse the curriculum as part of the institutions Self-Study.

Sheridan employees (full-time, part-time, or contract) and current students are non-voting members of PAC, but when appropriate may be invited to act as resource persons to PAC. As a result, PAC members who take on teaching assignments at Sheridan must step down from the Council in compliance with Sheridan's Conflict of Interest Policy.

2. ROLES AND RESPONSIBILITIES OF SHERIDAN

Sheridan is responsible for the establishment, operation and record keeping related to the PACs. While the assignment of specific roles and responsibilities may vary across Faculties, the Dean must ensure that the following tasks and responsibilities are met.

2.1 Academic Faculty

The Dean of the Faculty has overall responsibility for the establishment of PACs for programs within the Faculty and for their successful operation. The Dean may delegate specific responsibilities as required. Refer to [Appendix 2](#) for sample responsibilities.

The Dean of the Faculty is responsible for:

- Ensuring appropriate resources are made available to the PACs;
- Confirming new members as recommended by the PAC;
- Identifying future vacancies to ensure that the Council membership remains at capacity;
- Ensuring that a representative of the academic administration of the Faculty attends all meetings
- Planning the agenda with the PAC Chair who is an external member of the Council;
- Facilitating the booking of meeting dates;
- Providing meeting notices and agenda packages to the PAC members, appropriate faculty and staff;
- Reporting back to the PAC on the outcome of recommendations;
- Ensuring appropriate communication and clerical support is available before, during, and after Council meetings. Refer to [Appendix 3](#) to review a sample Checklist for Professional Advisory Council meetings and Section 3 for additional details related to meetings;
- Maintaining up-to-date historical records of all PAC activity, including membership, minutes and reports and providing information to the Office of the Provost and Vice President Academic annually as part of the Annual Program Review process;

- Including the PAC in the Comprehensive Program Review Process at Sheridan and in applications for accreditation, where applicable.

Sheridan faculty and staff are non-voting ex-officio members. Sheridan representatives (up to two representatives) may attend meetings to provide administrative and clerical support, to provide context to agenda items, to answer PAC questions, to observe or as invited guests. If input is desired from current Sheridan students or faculty, a student/faculty focus group can be formed at the request of the PAC.

2.2 Office of the Provost and Vice President Academic

- Prepares all letters of appointment, reappointment, retirement and acknowledgement of resignation for the signature of the President. Sample letters can be found in [Appendix 4](#) (Items A to I);
- Each July, the Office of the Provost and Vice-President, Academic prepares a Compliance Report for the Board of Governors (Reference [Appendix 13](#)). This is shared with the Board in September.
- Maintains a master database of all PAC members.

2.3 Office of the President

- Acts as the intermediary between the Board of Governors and the PAC;
- Signs all letters of appointment, reappointment, retirement and acknowledgement of resignation.

2.4 Board of Governors

- Pursuant to the Minister's Binding Policy Directive "Framework for Programs of Instruction" and Sheridan's Operating By-law, the Board is to ensure that an advisory council for each program of instruction or cluster of related programs offered at the college is established.
- Reviews an annual Compliance Report.

2.5 Alumni Office

- As needed, assists in soliciting alumni members for PACs.

3. PROFESSIONAL ADVISORY COUNCILS / MEETINGS

3.1 Structure of Professional Advisory Councils

3.1.1 All full-time postsecondary programs leading to a Ministry approved credential (Ontario College Certificates, Ontario College Diplomas, Ontario College Advanced Diplomas, Ontario College Graduate Certificates and Baccalaureate/Bachelor's Degrees) must have a PAC. PACs may be established for an individual program or a cluster of related programs.

In some circumstances, it may be appropriate to appoint one PAC for a group of related programs, subject to the following criteria:

- The programs have related program competencies;
- The programs have related curricula;
- The programs have related outcomes;
- The programs produce graduates for related industries.

3.1.2 Membership

- Composed of 9-15 members external to Sheridan who have a direct interest and a diversity of experience and expertise related to the occupational area(s) associated with the program(s). The size of the PAC is influenced by factors such as the range of employment areas, number of programs within a cluster, and variety of external stakeholders:
- Members are comprised of representatives from the public and private sector including employers, professional and trade organizations, social agencies, government agencies, academics from other educational institutions, and Sheridan graduates (alumni).
 - No more than one member on any one PAC will be from the same company unless the members represent distinctly separate departments within a large corporation.
 - Only 1-3 alumni members are permitted per PAC . Alumni must have no less than 5 years working experience in the field, post-graduation.
 - Up to 2 full-time students (non-voters) are permitted per PAC. Students must have completed at least one academic term within the related field of the PAC.

3.1.3 Length of Appointment

The PAC members shall be appointed for a term not to exceed three years, which will normally commence on September 1st of the year in which they were appointed and expire on the August 31 following their three-year term. These members may be recommended for reappointment for one additional term.

Membership is reviewed annually as part of the first PAC meeting to ensure the vitality and representative nature of the Council.

3.1.4 Sheridan Representation

Sheridan representatives may attend meetings to provide administrative and clerical support, to provide context to agenda items, to answer PAC questions, to observe or as invited guests. Sheridan representatives may include:

- Faculty Member(s), including the Program Coordinator
- General Education and Breadth Faculty Member(s)
- Student(s)
- Secretary/Program Support Staff
- Dean or Associate Dean
- Provost and Vice President, Academic
- Vice-Provost (Academic)
- Vice-Provost (Research)
- Co-op and field placement staff
- Member of the Centre for Teaching & Learning
- Others as deemed appropriate by the Faculty or Council

One representative of Faculty administration, typically the Associate Dean, shall be in attendance at each PAC meeting. The program will arrange for staff to support the PAC by setting up meetings, booking times and spaces, taking minutes, etc. Additional observers and/or invited guests should be limited to a maximum of two individuals. Faculty administration reserves the right to limit observer/invited guests to two individuals.

3.1.5 Chair of the Professional Advisory Council

The PAC Chair is elected annually, from the voting members of the Council, generally at the first meeting of the academic year. Only external members of the PAC may serve as Chair of the Council and may not be involved in any teaching in the program. The Chair serves a one-year term but may be elected for up to two additional one-year terms.

The Chair will be a proactive leader with strong communications skills and the ability to lead and motivate the membership and encourage members to consider issues from a variety of perspectives. The Faculty will determine the necessary context for the PAC Chair, so that they may lead the meeting.

Duties of the PAC Chair will include, but not be limited to:

- Chairing all meetings;
- Determining meeting schedules and agendas in consultation with the designated Faculty contact;
- Reviewing and approving meeting minutes for distribution;
- Monitoring follow-up on action items;
- Appointing ad hoc or standing subcommittees to assist the PAC in its work;
- Preparing an annual report for the Faculty Dean, that includes key recommendations and activities.

The Chair may occasionally be asked to represent the PAC or to act as its spokesperson in Sheridan discussions or communications.

3.1.6 Conflict of Interest

Postsecondary educational institutions, as part of the broader public sector, must be subject to a significant level of public scrutiny. The public's perception is important and its trust and confidence in them can only be sustained if all actual, perceived, or potential conflict of interest situations are proactively identified, disclosed, and managed, as per Sheridan's Conflict of Interest Policy. Sheridan strives to resolve any conflicts of interest in reference to, and in favour of, the public interest.

Careful consideration should be given to whether personal pursuits, external positions, personal affairs, dealings with external entities or persons, interests of family members or friends, monetary and non-monetary benefits, and/or any other situation places a member in an actual, perceived, or potential conflict of interest. This is especially necessary because there may be matters before the Council, which affect other organizations in which the member holds an interest or a position of influence. Please refer to Sheridan's Conflict of Interest Policy and disclose any actual, potential, or perceived conflicts of interest to the Chair of the Council.

Council members are expected to declare any potential conflict of interest at the beginning of each meeting due to an agenda item or other matter. The Chair of the Council would then, in his/her sole discretion, rule on the declaration as to the member's participation in discussion of specific agenda items, voting etc. The Chair's decision will be final.

Members of the Council are permitted to carry out business with Sheridan that is controlled by Sheridan policies and procedures to ensure openness, competitive opportunity and equal access to information.

This guideline is provided to protect, in a preventative fashion, both Sheridan and members of Councils. It will also ensure that Sheridan is able to attract qualified Council members to assist in providing input to academic programs.

3.2 Structure of Professional Advisory Council Meetings

3.2.1 Parliamentary Procedure

PACs will be guided by "A Guide to Basic Meeting Rules" which can be found in [Appendix 5](#).

3.2.2 Meeting Frequency

Each PAC is expected to meet at least twice per academic year. Graduate certificate PACs are required to meet at least once per year. The Faculty may establish informal means of interacting with the PAC between meetings.

3.2.3 Participation

Meetings are structured to promote maximum participation of and consultation with PAC members.

3.2.4 Quorum

A quorum at any PAC meeting shall be a majority of the voting members of that Council (50% plus 1).

3.2.5 Absences

In the absence of the Chair, the voting members present at any meeting shall choose one of the external members to serve as Chair at that meeting.

Members who miss three consecutive meetings, without the approval of the Chair, may be replaced on the Council at the discretion of the Chair. The college is responsible for replacing members who have resigned and/or have completed their term.

If, because of absences or lack of participation it is determined that a term should be terminated, the Council Chair and Faculty Dean will communicate directly with the Council Member.

Designates may not attend meetings on behalf of a Professional Advisory Council member.

3.2.6 Minutes

The Faculty is responsible for the minutes of PAC meetings. The Faculty Dean will delegate responsibility for minutes and reports (see [Section 2.1](#) Academic Faculty for Responsibilities). The Faculty is required to maintain records in association with all PAC meetings. All meeting minutes are also to be forwarded to the Provost and Vice-President, Academic and kept in a database to demonstrate compliance with meetings.

3.2.7 New Members and Reappointments

The PAC recommends new members and reappointments as required to the Faculty Dean on behalf of the Office of the Provost and Vice President Academic. A typical appointment for a PAC member is three years, however on a reappointment the Council member may serve one additional 3-year term.

3.2.8 Vacancies/Retirement/Resignation of Professional Advisory Council Members

Vacancies will be filled on recommendation of the PAC to the Faculty Dean on behalf of the Office of the Provost and Vice President Academic. A typical appointment for a PAC member is three years. However, if the Council member is replacing another member mid-way through their term, the replacement member completes the remainder of the year and at that time is eligible for reappointment(s) for a full term through the usual procedure.

3.2.9 Remuneration

Membership on a PAC is voluntary and no remuneration is paid to the members save reimbursement for reasonable expenses incurred by the member in the performance of Council duties. Such expenses must be approved in advance by the Faculty Dean.

College faculty and staff are non-voting ex-officio members. Their role is to facilitate the inquiry rather than to provide their personal opinions (as they have opportunity to do so in other forums and through other mechanisms). They may also facilitate small group discussions.

APPENDIX 1 – Ad Hoc Professional Advisory Councils

New Program Development

Ad Hoc Professional Advisory Council Roles & Process

New program development is extremely important in keeping college education current, relevant and responsive to students, employers, employees and the community. The input of industry experts through ad hoc advisory councils ensures new programs will meet emerging needs of the field. The ad hoc advisory council is created on a temporary basis to help guide the development of a new program, after which the council is dissolved.

Purpose and Role:

The purposes of the ad hoc Professional Advisory Council (PAC) include:

- confirming and clarifying the need for the program (e.g. are there sufficient employment opportunities for graduates? Can existing programs, with some modifications, meet that need?)
- providing information on the scope and nature of potential employment for graduates
- providing feedback on the proposed program (e.g. level of credential required, length of program, and general approaches to the program design).
- providing input related to the curriculum (desired graduate attributes, 'key' job knowledge and skills) required to prepare graduates for entry level positions

When the ad hoc PAC is satisfied, the new program proposal is a quality submission, it provides a formal motion of support, recommending that the proposed program continue through the next phase of the approval process.

Once a program has been approved and launched, the ad hoc PAC will have achieved its mandate and will be dissolved with the gratitude of the college. A standing PAC will be constituted to reflect the specific needs of the new program and the college.

Membership:

The ad hoc PAC is comprised of approximately 9-15 members representing an appropriate cross-section of:

- employers (representing the range of employment possible)

- practicing professionals (alumni may participate but should not dominate the council membership; limit of 1 – 3 with discretion, as with standing PACs)
- representatives from standing PACs, related professional associations, government agencies etc.
- representatives of other educational institutions (publicly funded and private, may be asked to sign a non-disclosure form) when appropriate (this is recommended for degree programs)

A participant from the Centre for Teaching and Learning will serve as a non-voting ex-officio member.

College faculty and staff are non-voting ex-officio members. Their role is to facilitate the inquiry rather than to provide their personal opinions (as they have opportunity to do so elsewhere). They may fully participate in the council dialogue and facilitate small group discussions. They must be careful not to inhibit contributions from voting members. If input is desired from current Sheridan students, a student focus group can be formed at the request of the ad hoc PAC.

Ad Hoc PAC Structure

The project leader for the new program usually chairs the meetings. This differs from standard practice for standing PACs which are chaired by a PAC member.

The minute recorder will be assigned by the Faculty.

Time Commitment

Generally, this process requires three to six ad hoc PAC meetings that take a total of about 6 to 12 hours over a four-to-18-month period (degree development typically takes longer). Ad hoc PAC members may choose to volunteer to assist with the curriculum development.

New Program Development: Ad Hoc PAC Meeting Process

Sample Agendas

Generally, Phase 1 of development involves two meetings: one to help shape program learning outcomes and an understanding of graduate attributes, and a second to confirm that the Phase 1 framework captures an appropriate vision. Additional meetings may be held to tackle specific aspects of the program design. In Phase 2, one meeting is essential to gain the group's motion of support for the final program proposal, but typically at least one other meeting is held earlier to get feedback on the detailed curriculum.

Meeting	Agenda Topics	Notes
<i>Meeting 1</i> (2-3 hours) <i>At start of Phase 1</i>	<ol style="list-style-type: none">1. Welcome & Introductions2. Overview of Sheridan Programming3. Role of PAC's and Ad Hoc PAC4. Overview of the New Program Development Process, including the use of backwards design5. Background information for the new program (e.g., concept paper and framework, summary of feasibility study, why are we developing this possible new program?)6. Discussion of potential jobs, employment areas and the nature of the jobs at entry level. (What will these graduates actually do?) Discussion of whether proposed credential is the right fit for both the student and the labour market; and whether the credential will be recognized by employers and professional associations.7. Discussion on graduate profile (e.g. desired graduate attributes) and potential program learning outcomes8. Summary, Next Steps, Closure	
<i>Meeting 2</i>	<ol style="list-style-type: none">1. Welcome	

Meeting	Agenda Topics	Notes
<i>(2-3 hours) near end of Phase 1</i>	<ol style="list-style-type: none"> 2. Review of previous meeting (including adjustments to the minutes) 3. Updates on program development – share proposed critical performance, learning outcomes, program map, capstone projects, admissions criteria, work placements, etc. Get feedback with focus on areas of particular concern 4. Summary, Next steps, Closure 	
<i>Meeting 3 (2 to 3 hours) during Phase 2 when a detailed map can be shared to show the specific coursework plan over the entirety of the program</i>	<ol style="list-style-type: none"> 1. Welcome 2. Review the previous meeting (including the adjustments of the minutes) 3. Updates – report on what has been changed since the last meeting. 4. Present curriculum and structure for the program <ul style="list-style-type: none"> • program map • detailed program map 5. Discussion and adjustments to the curriculum materials (may want to break into specialist groups to discuss specific streams) 6. Discussion of any outstanding concerns regarding the program 7. Request for letter of support for co-op work placements or graduate hiring if needed (for degrees). Request for letter of support for graduate studies from academics on PAC. Request for guidance on who else to approach for needed support. 8. Summary, Next Steps, Closure 	
<i>Meeting 4</i>	<ol style="list-style-type: none"> 1. Welcome 2. Review (including adjustments to the minutes) 	

Meeting	Agenda Topics	Notes
(1-1/2 - 2 hours)	<ol style="list-style-type: none"> 3. Present "final" materials <ul style="list-style-type: none"> • summary info for proposal • curriculum and program structure 4. Discussion and final adjustments 5. Recommendation to move to next step in approval process (motion of support for proposed program) 6. Overview of what happens next 7. Summary of whole process 8. Advise the council that they will be informed of the final decisions regarding the program proposal, and the approximate timelines before final approval or rejection. Note they may be requested to attend a site visit in the case of a degree program approval process. 9. Thank the council for their service to Sheridan College; provide a small token of appreciation (e.g. a quality Sheridan Mug or other Sheridan Branded item) 10. Meeting adjournment and council prorogation. 	
	<p><i>Note: Minutes must clearly show the motion of support.</i></p>	
	<p><i>Council Dissolution</i></p>	
	<ol style="list-style-type: none"> 1. <i>Send letters of gratitude for service to Sheridan College along with the final council minutes</i> 2. <i>Notify the council members:</i> <ol style="list-style-type: none"> a. <i>Of the final disposition of the program proposal as soon as it is known.</i> b. <i>That the ad hoc council has now fulfilled its mandate and is dissolved with the gratitude of the college for its contribution.</i> 	

APPENDIX 2 – Roles and Responsibilities of those at Sheridan

Dean

- Has overall responsibility for the establishment of PACs for programs within the Faculty and their successful operation. The Dean delegates specific responsibilities (within the Faculty) as required.
- Fills vacancies on the recommendation of the PAC Chair as per the established procedure.
- Ensures appropriate resources are made available to the PACs, including administrative and clerical support.
- Attends meetings as able in the absence of the Associate Dean.
- Authorizes reasonable expenses of PAC members in performance of their duties.
- Provides an annual report

Associate Dean

- Ensures that PAC requirements are met.
- Works with the Program Coordinators to determine follow-up required on action items from PAC meetings.
- Reviews effectiveness of the PAC in collaboration with the Coordinator (*Reference [Appendix 12](#) – Sample Survey*).
- Ensures administrative attendance at meetings and determines faculty and staff participation.
- Plans the agenda and meeting schedule with the PAC Chair (may differ for standing PACs).
- Attends all PAC meetings.
- Works with the Council Chair to ensure that PAC activity is appropriate and meaningful to the program.
- In consultation with the Program Coordinator, Council Chair and Dean reviews PAC membership.

Program Support Staff

- Ensures maintenance of up-to-date historical records of all PAC activity, including membership, minutes and reports and provides information to the Office of the Provost and Vice President Academic; the President and the Board office as requested.
- Ensures appropriate communication and clerical support is available before during, and after PAC Meeting. Provides meeting notices and Agenda packages to the council members.
- Takes, prepares and distributes minutes of meetings.
- Maintains and prepares database of all PAC information in preparation for forwarding to the Office of the Provost and Vice President Academic.

APPENDIX 3 – Checklist for Professional Advisory Council Meetings

Reviewed June 2017

Prior to the Meeting

Target Date	Date Completed	Task	Who (Suggested)	When	Notes
		Meeting schedule and tentative agendas planned.	Associate Dean with PAC Chair	At least 5 weeks prior to meeting, preferably before the academic year.	
		Book Meeting Room	Faculty Staff	5 weeks prior to meeting.	
		Check accuracy of the PAC attendee list, and then inform the Dean, Associate Dean, Coordinator, and OPVPA of dates, times, locations and any changes to the PAC membership.	Associate Dean with Faculty Staff.	At least 4 weeks prior to meeting.	Database of PAC members is maintained by the OPVPA. Any membership changes are to be communicated immediately by the Faculty to the Dean, Associate Dean and OPVPA.
		Administrative, faculty and staff participation determined. Recorder of	Assigned by Associate Dean	At least 4 weeks prior to meeting.	

Target Date	Date Completed	Task	Who (Suggested)	When	Notes
		minutes confirmed.			
		Initial notification to Professional Advisory Council members of meeting date, time, and location. Attendance confirmed and date changed if necessary.	Faculty Staff	At least 4 weeks prior to meeting.	A quorum of 50% of external members is necessary for formal recommendations. The Chair upon consultation with attendees should proceed with an informational meeting only, if the quorum is not met.
		Prepare materials for meeting e.g. program report if appropriate, program maps, outlines, etc. Forward to Support Staff for compilation.	Associate Dean Faculty Staff.	At least 3 weeks prior to meeting.	See
		Meeting package is distributed and sent to the	Faculty Staff	2 weeks prior to meeting.	

Target Date	Date Completed	Task	Who (Suggested)	When	Notes
		PAC members, Dean, Associate Dean and OPVPA including meeting agenda, copy of previous minutes, Program Report, and any other materials.			
		Order refreshments for meeting.	Faculty Staff	At least 3 days prior to meeting.	
		Arrange for parking at Trafalgar, HMC, Davis or Skills Training Centre on a month to month basis by contacting parking@sherdancollege.ca	Faculty Staff	At least 3 days prior to meeting.	See Appendix 11
		Prepare nametags, tent cards, and directional signs.	Faculty Staff	At least 1 day prior to meeting.	

Target Date	Date Completed	Task	Who (Suggested)	When	Notes
		Final confirmations made: inform reception and security, parking arrangements, refreshments, room booking, additional agenda and material copies, etc.	Faculty Staff	At least 1 day prior to meeting.	
		Place directional signs.	Faculty Staff	Prior to meeting.	

Meeting Follow-up

Target Date	Date Completed	Task	Who (Suggested)	When	Notes
		Notes from the meeting forwarded to support staff for preparation.	Recorder or Associate Dean	Within 1 week of meeting.	
		Record prepared.	Faculty Staff	Within 1 week of meeting.	
		Prepared record reviewed. Special note is taken of Action items.	Program Coordinator, Dean/Associate Dean.	Within 1 week of meeting.	
		Reviewed record is forwarded to PAC Chair for consent to distribute as "not yet approved by the council".	Faculty Staff	Within 2 weeks of meeting.	Previous meeting minutes are approved at the beginning of the next meeting.
		Reviewed record is forwarded to the PAC.	Faculty Staff	Within 30 days of meeting.	
		Copy of reviewed record along	Faculty Staff	Within 30 days of meeting.	

Target Date	Date Completed	Task	Who (Suggested)	When	Notes
		<p>with revised membership list is filed within the Faculty and copies forwarded to the Dean, Associate Dean, OPVPA along with any membership changes and recommendations by the PAC.</p> <p>Notice of future PAC and sub-committee meetings is also provided.</p>			
		Action items are followed up on.	Associate Dean with the PAC Chair	Between PAC meetings.	Action items are updated and noted in the minutes of the next meeting.
		Follow up on recommendations for filling vacancies on	Dean or Associate Dean in absence of the Dean.	Between PAC meetings.	

Target Date	Date Completed	Task	Who (Suggested)	When	Notes
		the recommendation of the PAC Chair.			

APPENDIX 4 – Sample Letters

A) Welcome (New Member) – Sample Letter

(Date)

(Name)

(Address)

Dear Mr/Ms/Dr.:

On behalf of the Board of Governors of the Sheridan Institute of Technology and Advanced Learning, I am pleased to hear of your appointment to our (Name of Program) Professional Advisory Council.

Sheridan greatly values the contribution made by volunteers from business and industry in advising us on the programs of study we offer at Sheridan. Through your work with our faculty, staff and students, as well as through your interaction with our Board of Governors, you are being invited to play a key role in assisting us to ensure that our programs are relevant, that our curriculum is up-to-date, and that our graduates possess the skills required by employers of today and of the future.

In most Professional Advisory Councils, there are two meetings per year. However, special conditions may require more meetings to be held from time-to-time. General information with regard to the role of Professional Advisory Councils and Standards and Practices for Professional Advisory Councils is enclosed.

In the meantime, please do not hesitate to ask the «Associate Dean or Dean», «Faculty» to provide you with any information you might need relating to your role on the «Program_Title» Professional Advisory Council.

Again, thank you for your willingness to serve as a Professional Advisory Council member. Your contribution is valued.

Sincerely,

Insert name, Ph.D.

President and Vice Chancellor

Encl. Information for Professional Advisory Council Members

Standards and Practices for Professional Advisory Councils Document

Cc: Dean of Faculty

Provost and Vice-President, Academic

B) Reappointment Letter – Sample Letter

(Date)

(Name)

(Address)

Dear Mr/Ms/Dr.:

On behalf of the Board of Governors and the students, faculty and staff of Sheridan, I would like to express our appreciation for the time which you have so generously volunteered to assist in the deliberations of the (Name of Program) Professional Advisory Council in the past. I am also pleased to confirm your re-appointment to the Council for another three-year term.

I hope that your experience with Sheridan has been positive during your first three-year term, and that you realize just how much we value the advice we receive from our Advisory Councils. Indeed, as we continue to reassess and to modify our current program mix, we shall rely increasingly on the experience and advice of committee members. Your input is very important to us.

Sincerely,

Insert name, Ph.D.

President and Vice Chancellor

Cc: Dean of Faculty

Provost and Vice-President, Academic

C) Chair Appointment – Sample Letter

(Date)

(Name)

(Address)

Dear Mr/Ms/Dr.:

I have just been informed that you have accepted the position of Chair of the (Name of Program) Professional Advisory Council. This is a one-year term but may be elected for up to two additional one-year terms.

On behalf of our Board of Governors and our students, faculty and staff, I would like to express appreciation for your willingness to assume this leadership role on the Professional Advisory Council. I realize that this commitment will take some additional time on your part, and I want to assure you that the faculty and staff at Sheridan will be available to provide you with assistance and advice as required.

We rely very strongly on our Professional Advisory Councils to ensure that our programs are relevant, that our curriculum is up-to-date, and that our graduates have the requisite skills for employers of today and of the future.

Again, thank you for your willingness to serve as the Chair of the (Name of Program) Professional Advisory Council.

Sincerely,

Insert name, Ph.D.

President and Vice Chancellor

Encl. The Role of Professional Advisory Councils &
Professional Advisory Council Standards and Practices

Cc: Dean of Faculty

Provost and Vice-President, Academic

D) Chair Renewal – Sample Letter

(Date)

(Name)

(Address)

Dear Mr/Ms/Dr.:

On behalf of our Board of Governors and our students, faculty and staff of Sheridan, I would like to express our appreciation for the time which you have so generously volunteered to assist in the deliberations of the (Name of Program) Professional Advisory Council during the year, and I am pleased to confirm your reappointment as Chair of the Council for an additional one-year term. I realize that this commitment will take some additional time on your part, and I want to assure you that the faculty and staff at Sheridan will be available to provide you with assistance and advice as required.

I hope that your experience with Sheridan has been positive, and I would like to express appreciation for your willingness to continue in this leadership role. The faculty and staff at Sheridan will continue to provide you with assistance and advice as required. Your input is extremely valuable to us and to our students.

Again, thank you for your willingness to continue to serve as the Chair of the (Name of Program) Professional Advisory Council.

Sincerely,

Insert name, Ph.D.

President and Vice Chancellor

Cc: Dean of Faculty

Provost and Vice-President, Academic

E) Retired Member/End of Term – Sample Letter

(Date)

(Name)

(Address)

Dear Mr/Ms/Dr.:

On behalf of the Board of Governors and the students, faculty and staff of Sheridan, I would like to express our appreciation for the time you have so generously volunteered to assist in the deliberations of the (Name of Program) Professional Advisory Council.

As you are completing your term, it is important for us to take this opportunity to express our appreciation for your contribution to Sheridan. Having been a member of Advisory Council, you understand well the operation of our Institution. Therefore, we hope that you will continue to keep in touch with us.

Please accept my sincere thanks for your past service on the (Name of Program) Professional Advisory Council.

Sincerely,

Insert name, Ph.D.

President and Vice Chancellor

Cc: Dean of Faculty

Provost and Vice-President, Academic

F) Resigned – Sample Letter

(Date)

(Name)

(Address)

Dear Mr/Ms/Dr.:

On behalf of the Board of Governors and the students, faculty and staff of Sheridan, I would like to express our appreciation for the time you have so generously volunteered to assist in the deliberations of the (Name of Program) Professional Advisory Council and wish to confirm your resignation.

The Institution values the contribution that is made by volunteers from business and industry in advising us on the programs of study offered at Sheridan. Through your work with our faculty, staff and students, as well as through your interaction with our Board of Governors, you play a key role in assisting us to ensure that our programs are relevant, that our curriculum is up-to-date, and that our graduates possess the skills required by employers of today and of the future.

Again, a sincere thank you for your service and contribution to the (Name of Program) Professional Advisory Council.

Sincerely,

Insert name, Ph.D.

President and Vice Chancellor

Cc: Dean of Faculty

Provost and Vice-President, Academic

G) Welcome Alumni Member – Sample Letter

(Date)

(Name)

(Address)

Dear Mr/Ms/Dr.:

On behalf of the Board of Governors of Sheridan, I am pleased to hear of your appointment to the (Name of Program) Advisory Council as an Alumni member.

Sheridan greatly values the contribution made by alumni volunteers from business and industry in advising us on the programs of study we offer at Sheridan. Through your work with our faculty, staff and students, as well as through your interaction with our Board of Governors, you are being invited to play a key role in assisting us to ensure that our programs are relevant, that our curriculum is up-to-date, and that our graduates possess the skills required by employers of today and of the future.

In most Professional Advisory Councils, there are two meetings per year. However, special conditions may require more meetings to be held from time-to-time. General information with regard to the role of Professional Advisory Councils is enclosed.

In the meantime, please do not hesitate to ask the (Name of Coordinator and Dean), of the (Name of Faculty), to provide you with any information you might need relating to your role on the (Name of Program) Professional Advisory Council.

Again, thank you for your willingness to serve as a Professional Advisory Council alumni member.

Sincerely,

Insert name, Ph.D.

President and Vice Chancellor

Encl. Information for Professional Advisory Council Members

Cc: Dean of Faculty

Provost and Vice-President, Academic

H) Welcome New Student Representative

(Date)

(Name)

(Address)

Dear Mr/Ms/Dr.:

On behalf of the Board of Governors of the Sheridan Institute of Technology and Advanced Learning, I am pleased to hear of your appointment to the (Name of Program) Professional Advisory Council as a non-voting student representative.

Sheridan values the contribution made by volunteers from business, industry and our student population in advising us on the programs of study we offer at Sheridan. Through your work with our faculty, staff and students, as well as through your interaction with our Board of Governors, you are being invited to play a key role as a valuable resource in assisting us to ensure that our programs are relevant, that our curriculum is up-to-date, and that our graduates possess the skills required by employers of today and of the future.

In most Professional Advisory Councils, there are two meetings per year. However, special conditions may require more meetings to be held from time-to-time. General information with regard to the role of Professional Advisory Councils and Professional Advisory Council Standards and Practices is enclosed.

In the meantime, please do not hesitate to ask the (Name of Associate Dean and Dean) of the (Name of Faculty), to provide you with any information you might need relating to your role on the (Name of Program) Professional Advisory Council.

Again, thank you for your willingness to serve as a student representative Professional Advisory Council member. Your contribution is valued.

Sincerely,

Insert Name, Ph.D.

President and Vice Chancellor

Encl. Role of Professional Advisory Councils

Professional Advisory Council Standards and Practices Document

Cc: Dean of Faculty

Provost and Vice-President, Academic

I) Resigned More Than 3 Years – Sample Letter

(Date)

(Name)

(Address)

Dear Mr/Ms/Dr.:

On behalf of the Board of Governors and the students, faculty and staff of Sheridan, I would like to express my appreciation for the time you have so generously volunteered to assist in the deliberations of the (Name of Program) Professional Advisory Council.

We highly value the extended term (over three years' contribution) made by you as a volunteer from business and industry in advising us on the programs of study offered at Sheridan. Through your work with our faculty, staff and students, as well as through your interaction with our Board of Governors, you played a key role in assisting us to ensure that our programs are relevant, that our curriculum is up-to-date, and that our graduates possess the skills required by employers of today and of the future.

Again, may I extend a sincere thank you for your continued service on the (Name of Program) Professional Advisory Council.

Sincerely,

Insert Name, Ph.D.
President and Vice Chancellor

Cc: Dean of Faculty
Provost and Vice-President, Academic

APPENDIX 5 – A Guide to Basic Meeting Rules –based on Robert’s Rules of Order

Robert’s Rules is about conducting good meetings with enough “rules” to help the group get through the business at hand, keeping things orderly and ensuring that everyone has a fair chance to be heard. The members of the group will attend regular meetings, make suggestions/motions, participate in debate/discussion and to vote when necessary. Another principle of “parliamentary law” is that everyone who wishes to be heard has the opportunity, and, in the end, the majority rules.

Some fundamental rules and practices for effective meetings and productive groups (some of which are set out in the Standards and Practices for Professional Advisory Councils):

- Set meeting dates and send notice out to all members well in advance.
- Have the Chair leading the meeting and a recording secretary taking the minutes in order to have a record of what was done.
- Have an agenda for the meeting that lays out the plan for what is going to be discussed.
- Confirm that quorum has been met at the outset of the meeting. If quorum is not met the group can decide if general discussion may still take place; however, no decisions can be made without the majority of the group in attendance.
- It is usually helpful to have a regular order of business for each meeting which could include:
 - review/approval of the agenda including any additions requested from the group (or the agenda can simply be used as a guide without the need for formal approval or adoption of the agenda),
 - approval of the minutes of the previous meeting, meaning the membership has reviewed the minutes and either accepts them as is or makes suggestions for change in order to better reflect what actually occurred,
 - business arising from minutes
 - new business
 - potentially decisions to be made, and
 - new business (for the group to consider which may be introduced by any member).
 - Adjourn the meeting.

- The Chair manages the meeting when necessary by recognizing those who want to contribute to the meeting, keeping track of who else wants to speak, and ensuring that everyone has an opportunity to speak. The Chair refers to the agenda and keeps the meeting moving in order to have time to address all of the business included on the agenda.

References

Jennings, C.A. (2012). *Robert's rules for dummies. (2nd edition)*. Hoboken, NJ: John Wiley & Sons.

Robert, H.M. (2004). *Robert's rules of order newly revised in brief. (2nd edition)*. Philadelphia, PH: Da Capo Press.

APPENDIX 6 – Program Report Annual Template

The annual report template is available at the Centre for Teaching and Learning website at: <https://ctl.sheridancollege.ca/program-review/services/overview/>.

The link to the annual report template is available to Sheridan Employees only.

Outlined below is the information requested in the annual program report:

Advisory Council

Please provide a current list of Professional Advisory Council (PAC) members and the companies/institutions they represent.

Member Name	Title, Company/Institution

Please list the Professional Advisory Council (PAC) meeting dates for the past 2 years below. Attach the PAC minutes for these meetings in a separate document labelled Appendix 10.

Professional Advisory Council (PAC) meeting dates

5.7 Explain how the Professional Advisory Council (PAC) advice and input is integrated into the program.

APPENDIX 7 – Professional Advisory Council Member Information Form

Updated June 2017

****All information is required**** - Please fill in the form and save as a PDF making sure to include the Faculty and PAC Member name in the file name.

Faculty: Choose an item.
Program: Click here to enter text.
Dean: Click here to enter text.
Associate Dean: Click here to enter text.

PAC Member Information	
Start Date: Click here to enter a date.	End Date: Click here to enter a date.
Member Type: Choose an item.	
Title – Choose an item.	
Full Name – Click here to enter text.	
Job Title: Click here to enter text.	
Credentials: Click here to enter text.	
Company: Click here to enter text.	
Street Address¹: Click here to enter text.	
City: Click here to enter text.	
Postal Code: Click here to enter text.	
Telephone: Click here to enter text.	Fax: Click here to enter text.
E-mail: Click here to enter text.	

¹ Please provide the Office of the Provost and Vice President Academic with any change in contact information for any PAC Members as soon as possible.

Please indicate which of the following applies:

<input type="checkbox"/>	New Member (send official appointment letter from President)
<input type="checkbox"/>	3-year term expired - wishes to serve another 3 years (send official re-appointment letter from President)
<input type="checkbox"/>	3-year term expired - NOT being re-appointed <i>Send official "thank you" letter from President? Yes <input type="checkbox"/> No <input type="checkbox"/></i>
<input type="checkbox"/>	Resigned - has served 3 years or more <i>Send official "thank you" letter from President? Yes <input type="checkbox"/> No <input type="checkbox"/></i>
<input type="checkbox"/>	Resigned - has served less than 3 years <i>Send official "thank you" letter from President? Yes <input type="checkbox"/> No <input type="checkbox"/></i>
<input type="checkbox"/>	6-year term expired (2 terms) - NOT being re-appointed due to new mandate. <i>Appreciation for Service letter will be sent out from the Office of the President.</i>
<input type="checkbox"/>	Member has been appointed as Chair <input type="checkbox"/> or Reappointed as Chair <input type="checkbox"/> of the Committee (<i>Send official acknowledgment letter from President</i>)
<input type="checkbox"/>	Student Representative new member <input type="checkbox"/> or Resignation or completion of term <input type="checkbox"/>
Completed by: Click here to enter text.	
Extension: Click here to enter text.	Date: Click here to enter a date.

Please return to Office of the Provost and Vice President Academic (Trafalgar Campus) – 2nd Floor B-Wing
Email: pacs@sheridancollege.ca

APPENDIX 8 – Change Notice – Professional Advisory Council Member Information

Please fill in the Faculty, Program and Full Name information as well as any relevant change of information areas.

* Faculty: Choose an item.	
* Program: Click here to enter text.	
* Full Name – Click here to enter text.	
Member Type: Choose an item.	
Title – Choose an item.	
Job Title: Click here to enter text.	
Company: Click here to enter text.	
Street Address: Click here to enter text.	
City: Click here to enter text.	
Postal Code: Click here to enter text.	
Telephone: Click here to enter text.	Fax: Click here to enter text.
E-mail: Click here to enter text.	
Other Notes: Click here to enter text.	

Completed by: Click here to enter text.	
Extension: Click here to enter text.	Date: Click here to enter a date.

.....
**Please return to Office of the Provost and Vice President Academic
(Trafalgar Campus) – 2nd Floor B-Wing**

Email: pacs@sheridancollege.ca

APPENDIX 9 – Annual Tasks

Target Date	Date Completed	Task	Who (Suggested)	When	Notes
When is this to be done?		<ol style="list-style-type: none"> 1. Annual report prepared by the Associate Dean/Dean summarizing PAC activity for the past academic year. 2. Complete the Compliance Report for the Board of Governors (Reference Appendix 13). 3. All PAC meeting minutes to be forwarded to the Office of the Provost and Vice-President Academic. 	Associate Dean prepares reports which Dean approves and forwards 1, 2 and 3 noted under tasks to the Office of the Provost and VPA	Annually by July 1, 2018	<p>The annual report summary of PAC activity should include:</p> <ul style="list-style-type: none"> • Dates meetings were held • Recommendations made by PAC, and the Faculty's response to these recommendations • Where recommendations were not acted upon reason should be indicated.
When is this report due to the Board?		Compliance Report to the Board of Governors	Office of the Provost and VPA	Annually in September	<p>The report the Board includes:</p> <ul style="list-style-type: none"> • Number of Established PACs • Number of Programs with PACs • Number of Programs without PACs

Target Date	Date Completed	Task	Who (Suggested)	When	Notes
					<ul style="list-style-type: none"> • Outstanding PACs <ul style="list-style-type: none"> ○ Exceptions ○ Detail ○ Deadline for PAC Update

APPENDIX 10 – Procedures

Sample Procedure New Members and Reappointments

- a. The PAC reviews their membership and identifies any additional members, replacements for reappointments. Such recommendations are forwarded to the Dean or Associate Dean for action.
- b. The Dean or Associate Dean coordinates the initial contact with the proposed PAC member to confirm their willingness to serve. Prospective members may be invited to attend a meeting as a guest.
- c. The Associate Dean or Program Support staff member contacts the PAC member, collects the information required for the database (*Reference [Appendix 1](#)*), and provides it to the Office of the Provost and Vice President Academic via pacs@sheridancollege.ca, who prepares the appropriate letter for the President's signature.
- d. The appointment letter is signed by the President and sent to the new PAC member along with the information on Professional Advisory Councils. A copy of the letter is forwarded back to the Faculty that submitted the Member Information Form. Additional information may be sent out by the Faculty to assist the new member, which may include:
 - program brochure or descriptive material;
 - minutes of the last Professional Advisory Council meeting;
 - program outline;
 - program map;
 - background information about the Institution (e.g. Academic Plan, Annual Report, Calendar, Campus Maps, Factbook, strategic directions, etc.);
 - any other material deemed appropriate.

Sample Procedure Retirement/Resignation of Advisory Council Member

- a) The PAC reviews their membership and identifies replacements for any retiring members. Such recommendations are forwarded to the Dean or Associate Dean for action.
- b) After being advised by the Dean/Associate Dean or Program Support staff member contacts the PAC member, collects the information required for the database, and provides it to the Pathways and Planning Manager, Office of the Provost and Vice President Academic.
- c) The Pathways Office on behalf of the Office of the Provost and Vice President Academic prepares the letter of acknowledgement on behalf of the President and updates the database.
- d) The letter signed by the President is mailed to the PAC member and copied to the Faculty who submitted the member information form.

APPENDIX 12 – Sample PAC Self Review Form (Optional)

The Office of the Provost and Vice President Academic provides this form. It is presented here as an example of how a PAC may assess its own effectiveness.

.....

- Faculty:** [Choose an item.](#)
- Program:** [Click here to enter text.](#)
- Date of Completion:** [Click here to enter a date.](#)
- Name: (optional):** [Click here to enter text.](#)

Part I: To what extent do you agree with each of the following:	Strongly Disagree	Disagree	Agree	Strongly Agree	Unsure, No Answer
1) I am clear on the overall role of a PAC for Sheridan.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
2) I am clear on my role as a member of a PAC.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3) The members of the PAC represent the full range of the program’s stakeholders (graduates, employers, students).	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4) Agendas for the PAC meetings are: i) Clear	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
ii) Meaningful	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Part I: To what extent do you agree with each of the following:	Strongly Disagree	Disagree	Agree	Strongly Agree	Unsure, No Answer
5) The meetings provide sufficient opportunities for my input and advice.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
6) This PAC provides views on trends and changes that affect the program and its graduates.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
7) PAC meetings provide updates and information about the program and its delivery and success.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
8) Communication with PAC members is effective.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
9) I participate actively in providing advice to the program.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
10) I have a good understanding of the program.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
11) I have sufficient information about the program's curriculum to provide useful advice.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
12) I feel my participation is valued by:	1	2	3	4	5
i) Sheridan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ii) My employer, institution or stakeholder group	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Part I: To what extent do you agree with each of the following:	Strongly Disagree	Disagree	Agree	Strongly Agree	Unsure, No Answer
13)The PAC is essential to the program's success.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
14)Overall, PAC meetings are productive.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
15)Overall, PAC meetings are effective.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Part II: Comments

1. What is working in this PAC and specifically what should the PAC continue to do?

[Click here to enter text.](#)

2. What should the PAC do less of? Or stop doing altogether?

[Click here to enter text.](#)

3. What can the PAC start doing to be more effective? What can improve the work of the PAC?

[Click here to enter text.](#)

4. Other helpful comments on the role and achievement of this PAC.

[Click here to enter text.](#)

APPENDIX 13 – Template for PAC Compliance Report to the Board (Completed for each Faculty area)

Professional Advisory Councils
Insert Academic Year
Compliance Report to Sheridan
Board of Governors

SUMMARY

This report has been prepared to provide an overview of the Professional Advisory Councils (PACs) at Sheridan as it is the role of the Board of Governors to ensure College compliance of the PACs. PACs ensure that Sheridan's programs stay relevant to industry needs within the community and anticipate future trends. They also confirm that new and existing programs are relevant and curricula are up to date so that graduates will acquire the skills, demands and competencies of employers in the current and future labour markets.

Each PAC consists of a cross-section of employers, potential employers and other members of the community who have a direct interest and expertise in the particular program area. As part of its purview, PAC members review and provide program related advice by making recommendations for new and existing programs and curriculum and are external experts that provide an ongoing exchange of information between the workplace community and Sheridan. Membership consists of those from the public and private sector, professional and trade organizations, social agencies, government agencies, and Sheridan graduates. They reflect the diversity of experience and expertise, as well as the demographics of the industry. Each of the Academic Deans submitted a report in relation to PACs from their Faculty for each academic year. This information has been collated according to the *Standards and Practices for Professional Advisory Councils* (2018).

Included in this report are the number of PACs in each Faculty, whether a minimum of two meetings were held annually for each of the programs with PACs, the total members, and for those programs that do not have a PAC, a rationale as to whether there is a plan in place to constitute a PAC in the subsequent academic year.

*** The number of PACs are not reflective of the total number of program offerings.**

**** The number of PAC members and programs with PACs are submitted annually by Institutional Research and Planning on behalf of Sheridan to Polytechnics Canada.**

Faculty of Animation, Arts and Design (FAAD)	# of PACs Required *	# of Programs without PACs	Name of Programs without PACs	Action Required (if applicable)	Additional Comments

Faculty of Applied Health and Community Studies (FAHCS)	# of PACs Required*	# of Programs without PACs	Name of Programs without PACs	Action Required (if applicable)	Additional Comments

DRAFT

Faculty of Humanities and Social Sciences (FHASS)	# of PACs Required *	# of Programs without PACs	Name of Programs without PACs	Action Required (if applicable)	Additional Comments

DRAFT

Faculty of Applied Science and Technology (FAST)	# of PACs Required*	# of Programs without PACs	Name of Programs without PACs	Action Required (if applicable)	Additional Comments

Pilon School of Business (PSB)	# of PACs Required *	# of Programs without PACs	Name of Programs without PACs	Action Required (if applicable)	Additional Comments

SUMMARY

Total Number of Programs with PACs:

Total Number of Programs without PACs (includes those programs where PACs not required):

Total PAC Members (includes all Faculties):

*** The number of PACs are not reflective of the number of programs being delivered in the Faculties.**

**** The number of PAC members and programs with PACs are submitted annually by Institutional Research and Planning on behalf of Sheridan to Polytechnics Canada.**

For any additional inquiries related to this document please visit pac.sheridancollege.ca or email <mailto:pacs@sheridancollege.ca>