



BY-LAW No. 3 2026

A By-Law regarding Advisory Committees for Programs of Instruction, pursuant to the Minister's Binding Policy Directive on Framework for Programs of Instruction made under the *Ontario Colleges of Applied Arts and Technology Act, 2002*

BE IT ENACTED AND IT IS HEREBY ENACTED AS A BY-LAW OF THE CONESTOGA COLLEGE INSTITUTE OF TECHNOLOGY AND ADVANCED LEARNING, passed by the Board of Governors

June 30, 2026

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1.00 DEFINITIONS

In this By-Law:

- (a) **"Academic Coordinating Committee"** is a committee responsible for providing a forum for academic planning and operations within the framework of Conestoga's strategic plan, and other goals and initiatives identified by the senior management and the Board, with a mandate to support and oversee matters relating to Conestoga's overall academic quality, and to serve as a coordinating interface with other committees, departments, and offices of Conestoga;
- (b) **"Academic Staff Member"** means a person who is employed by Conestoga as a teacher, counsellor or librarian at Conestoga, and includes a person employed full time, sessional, partial-load or part-time;
- (c) **"Act"** means the *Ontario Colleges of Applied Arts and Technology Act, 2002*, as amended from time to time;
- (d) **"Administrative Staff Member"** means a person who is employed by Conestoga and who is not an Academic Staff Member, a Support Staff Member or a Student, and includes a person employed full-time or part-time;
- (e) **"Advisory Committee on Academic and Student Affairs"** is a subcommittee of the Board responsible for reviewing and discussing program proposals approved by the Academic Coordinating Committee and making recommendations to the Board, and for receiving information and updates on key institutional initiatives that affect the quality of Conestoga's academic operations and student affairs;
- (f) **"Board"** means the Board of Governors of Conestoga, comprised of the Governors and the President;
- (g) **"By-Law"** means this By-Law No. 3 of Conestoga;

- (h) **“Conestoga”** means The Conestoga College Institute of Technology and Advanced Learning as established by the Regulations;
- (i) **“Employee”** means an Academic Staff Member, Administrative Staff Member or Support Staff Member;
- (j) **“Governor”** means a member of the Board;
- (k) **“Ministry”** means the Ministry of Colleges, Universities, Research Excellence and Security or any successor ministry that administers the Act;
- (l) **“PAC”** means a program advisory committee;
- (m) **“PAC Chair”** means the chair of the PAC;
- (n) **“PDAC”** means a program development advisory committee;
- (o) **“President”** means the president of Conestoga;
- (p) **“Regulations”** means the regulations made and amended from time to time pursuant to the Act, specifically, *Ontario Regulation 34/03*;
- (q) **“Student”** means a person who is enrolled in a course or program of instruction at Conestoga and includes a person enrolled on a full-time or a part-time basis and a person enrolled in a “post-secondary” or “adult-training” program; and
- (r) **“Support Staff Member”** means a person who is employed by Conestoga as a member of the office, clerical, technical, health care, maintenance, building service, shipping, transportation, cafeteria or nursery staff at Conestoga, and includes a person employed full-time or part-time.

All other capitalized terms and expressions used herein and contained in Section 1 of the Act and Section 1 of the Regulations are hereby adopted and used herein with the same meaning.

2.00 ROLE OF THE PACS

- 2.01 The PACs serve in an advisory capacity to the Academic Chair and Executive Dean, Dean or designate of Conestoga.
- 2.02 Conestoga values PAC input; however, PACs are not decision-making bodies.
- 2.03 The PACs provide the necessary link between Conestoga and the community it serves. They provide advisory input to academic programs to inform Conestoga’s response to current and future workforce needs, trends or opportunities in industry and the workplace.

2.04 The PACs are standing committees with members comprising a cross section of professionals external to Conestoga who have a direct interest in, and diversity of experience related to, the particular occupational area addressed by the program.

2.05 The PAC does not receive a budget from Conestoga.

3.00 OBJECTIVES

3.01 PACs identify and provide input on three essential elements that inform strategic planning of the program:

- (a) workforce, industry and business trends;
- (b) curriculum effectiveness and enhancing the learning experience; and
- (c) student and graduate success and continuing professional learning.

3.02 Each element supports Conestoga's strategic mandate and mission for the benefit of Students.

4.00 ACCOUNTABILITY

4.01 The PAC members are:

- (a) accountable for providing informed input on workforce, industry and business trends, curriculum effectiveness, learning experience enhancements, and opportunities to foster student and graduate success; and
- (b) encouraged to participate in opportunities to connect with Students, be ambassadors of the program and Conestoga, consider work integrated learning opportunities (e.g., projects, co-op, field placements), and support fundraising for Student awards.

4.02 Academic Chairs are responsible for:

- (a) establishing annual PAC discussion points;
- (b) meeting agendas;
- (c) setting meeting dates;
- (d) ensuring program reports are prepared;
- (e) ensuring Student representatives are chosen and aware of their role; and
- (f) following up on items raised at meetings.

4.03 PAC Chairs are responsible for:

- (a) chairing the regular scheduled meetings; and
- (b) facilitating discussion and encouraging all members to take a broad perspective of the issues and opportunities related to the program and Student success.

4.04 The Executive Dean, Dean or designate, together with the Office of Academic Administration, is accountable for oversight of the PAC. As appropriate, the Executive Dean, Dean or designate of Conestoga will recommend the disbanding or suspension of a PAC to the Academic Coordinating Committee.

4.05 The Office of Academic Administration shall support the ongoing continuous improvement of PAC management.

5.00 AUTHORITY

The Framework for Programs of Instruction, a binding policy directive issued by the Ministry provides that: “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.”

6.00 MEMBERSHIP COMPOSITION

6.01 Membership on the PAC is comprised of voting and non-voting members. Each PAC shall have at least six (6) voting members and generally not more than fifteen (15) members total.

6.02 Members will be appointed by the Academic Coordinating Committee and reviewed by the Advisory Committee on Academic and Student Affairs for information purposes.

6.03 Academic Chairs will ensure the suitability of PAC candidates and have the right to submit a member for appointment.

6.04 At minimum, membership on a PAC shall consist of the following roles:

- (a) **PAC Chair:** An industry expert and representative who has direct expertise related to the program, is a member of the PAC and is chosen by election or appointment. The term of the PAC Chair will be two (2) years. The PAC Chair is a voting member.

- (b) **PAC Voting Members:** Industry experts and representatives which have direct expertise related to the program. Members could be drawn from related industry groups or employers, work integrated learning partners (e.g., field placement, co-op), graduates of the program, academics from a related field of study and/or professional associations. In order to encourage an arm's length relationship between the PAC members and the administration of Conestoga, voting members of the PACs should not include current Employees or Board members.
- (c) **PAC Non-Voting Members:** Full-time Employees and Students related to the program are non-voting members. Non-voting members provide expertise and input valuable to PAC recommendations. They do not participate in votes, including passing or seconding motions, and are not counted for quorum purposes. Non-voting members include the following:
 - (i) **Student representatives:** A full-time Student currently enrolled in the program. It is recommended to have a full-time Student representative for each year of the program.
 - (ii) **Academic Chair:** An Employee who has accountability for the oversight and delivery of the program at Conestoga.
 - (iii) **PAC Assistant:** An Employee who administers and distributes meeting materials.
 - (iv) **Employees:** Members of the Conestoga community are often invited to meetings to provide insights and recommendations as stakeholders in the program's success, such as members from co-operative education, career services, and student affairs.

6.05 Where appropriate, PACs may be established for a cluster of related programs, rather than for a single program.

7.00 MEETINGS

- 7.01 All major program changes, as they relate to vocational content, will be presented and discussed at PAC meetings.
- 7.02 The PAC shall meet at minimum two (2) times per year unless otherwise specified by the Vice President, Academic. Additional meetings may be scheduled as appropriate.
- 7.03 It is expected that members will attend all meetings. When a PAC member is unable to attend a meeting, designates are encouraged. If a member misses two

(2) meetings over the course of an academic year without prior approval from the PAC, the Academic Chair may decide to rescind that individual's membership.

- 7.04 Quorum is met when more than fifty percent (50%) of voting members are in attendance. Motions shall be carried by a simple majority of the votes cast, provided that quorum is present.
- 7.05 Meetings may be held in person, virtually, or through a hybrid format (e.g., teleconference). Voting can be conducted electronically, where appropriate. Minutes will be recorded regardless of the format of the meeting.
- 7.06 Approved templates and documents provided for the consistent operation of PACs must be used as outlined to support consistency and information sharing at Conestoga.
- 7.07 Reports will be provided to the members prior to or during the meeting. All documents are considered confidential unless otherwise noted.
- 7.08 All PAC assistants will ensure that proper records and minutes are kept.
- 7.09 All PAC assistants will save and manage files as required. Files are required to be kept in accordance with the Retention Procedure.

8.00 TERM OF MEMBERSHIP

- 8.01 Membership terms are three (3) years and will be reviewed annually based on participation and program needs.
- 8.02 Members are eligible for reappointment provided the member is attending and participating according to the roles and responsibilities of the PAC.
- 8.03 To ensure that all PAC business is conducted in a fair and unbiased manner, the following procedures will be followed:
 - (a) PAC membership will be reviewed to mitigate conflicts of interest through the nomination and review process; and
 - (b) should a member's circumstances change during their term and a concern regarding conflict of interest be identified, the Executive Dean, Dean or designate will address this with the Academic Chair for further discussion with the member.

9.00 PAC SUBCOMMITTEES

- 9.01 For ad hoc subcommittees of the PAC, the Academic Chair will ensure there are clear goals and timelines established and followed up on.
- 9.02 If a subcommittee will continue in perpetuity for the PAC operation:
 - (a) a terms of reference will be created and approved by the PAC; and
 - (b) all subcommittees will report back action items for reporting in the minutes of the larger PAC.
- 9.03 The formation of a subcommittee, its purpose, and approximate conclusion date will be recorded in the minutes of the meeting at which it is formed.

10.00 PDAC

During the developmental stages of a program, Conestoga may establish an ad hoc PAC, known as a PDAC. When the program is formally implemented, the PDAC will be dissolved, and a PAC will be established.

11.00 REPORTING

Academic Administration shall provide an annual report regarding the PAC to the Academic Coordinating Committee.

ENACTED by the board of governors of Conestoga this 30th day of June, 2026.

A handwritten signature in cursive script that reads "Linda Franklin".

Name: Linda Franklin

Title: Administrator, Board of Governors

I have authority to bind the corporation