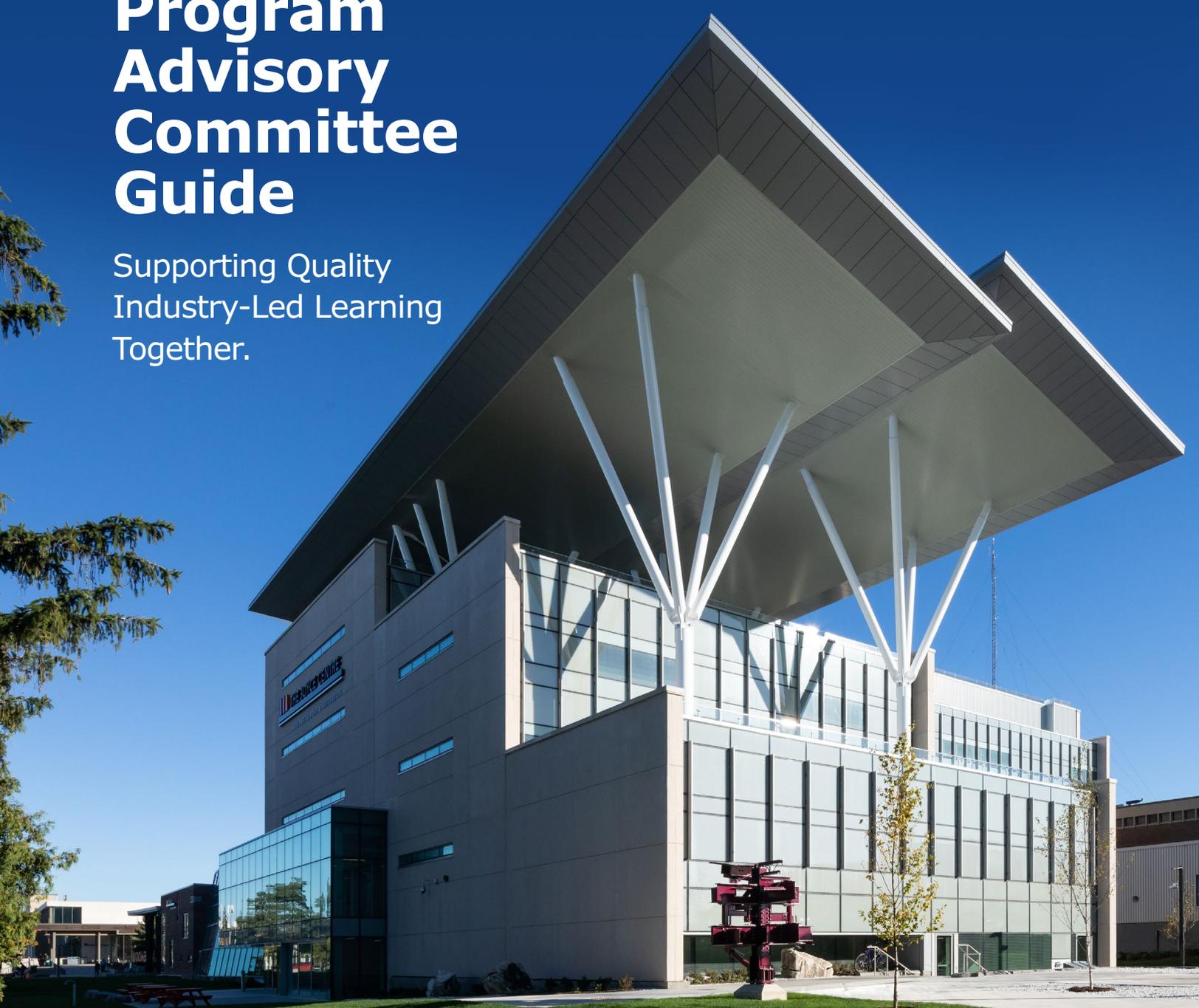




# Program Advisory Committee Guide

Supporting Quality  
Industry-Led Learning  
Together.



The Joyce Centre for  
Partnership & Innovation



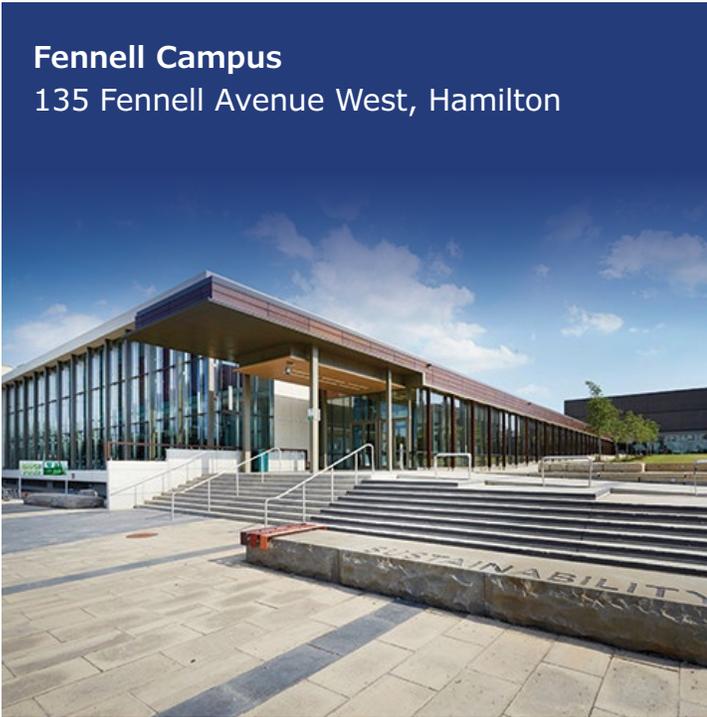
# Campuses and Learning Hubs

- Fennell Campus
- Stoney Creek Campus for Skilled Trades
- Institute for Applied Health Sciences at McMaster
- Centre for Aviation Technology at the John C. Munro Hamilton International Airport
- St. Elizabeth Village (Hamilton)
- Six Nations of the Grand River
  - Ogwehoweh Skills and Trades Training Centre
  - Six Nations Polytechnic
- Schlegel Village of Wentworth Heights (Hamilton)
- Schlegel Village of Tansley Woods (Burlington)
- St. Joseph's Villa (Dundas)

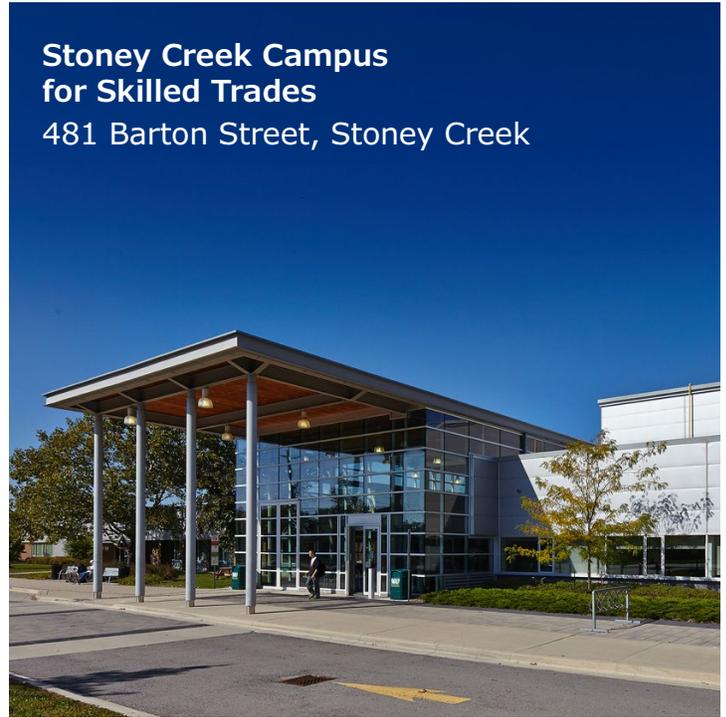


# Campuses

**Fennell Campus**  
135 Fennell Avenue West, Hamilton



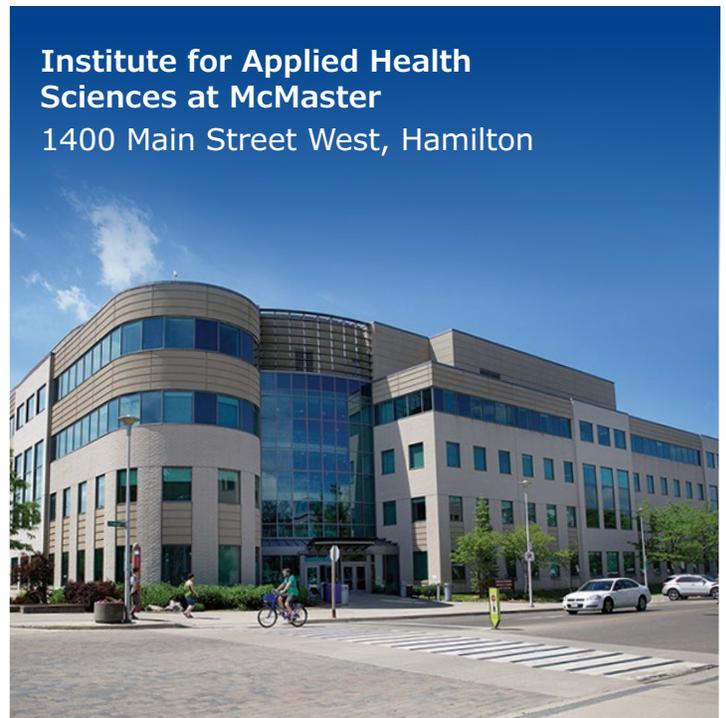
**Stoney Creek Campus  
for Skilled Trades**  
481 Barton Street, Stoney Creek



**Mohawk College Centre  
for Aviation Technology**  
9500 Airport Road, Mount Hope



**Institute for Applied Health  
Sciences at McMaster**  
1400 Main Street West, Hamilton





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# Introduction

Mohawk College, located in Hamilton, Ontario, was established in 1967 and currently educates and serves 29,700 full-time, part-time, apprenticeship and international students.

Programs are offered at four main campuses across Hamilton.

Mohawk College is among the leading colleges in Canada for applied research, ranking second nationally in 2025. It continues to be named one of Canada's greenest employers and holds a GOLD STARS rating from AASHE for sustainability achievements. Mohawk College is home to the country's largest and first net zero energy institutional building to achieve dual certification for the Canada Green Building Council's Zero Carbon Building Standard.

Mohawk College's state-of-the-art facilities include industry-relevant shops, simulation labs, technology, resources and training equipment. We've created labs that simulate the real world and challenge our students to put into practice everything they're learning in class.

Learning by doing is the hallmark of a Mohawk College education. Experiential learning takes place in our learning spaces on and off campus including business programming through The Centre for Entrepreneurship and The Agency for marketing, advertising and creative studies; the mock courtroom for legal studies; a tactical simulation lab similar to those at the Ontario

Police College; a working steam lab, welding and wood shops among other skilled trades labs; massage therapy labs with community-based clients at St. Elizabeth Village, and a full simulation hospital lab at Mohawk College's Institute for Applied Health Sciences at McMaster University.

All programs have a level of work-integrated learning to expose the workforce of the future to tomorrow's technology.

Support for students through various initiatives like Meet the Grad events offer mentorship, networking and access to connect while supporting their studies. Mohawk College has graduated more than 175,000 students since it was founded.

Mohawk College continues to evolve and ensure we are innovative and relative to the current needs of our students and preparing the future workforce. Through strategies and initiatives, we are embedding a Digital Learning Strategy, developing a Climate Action Plan and continuing to move forward the path towards Truth and Reconciliation while continuing to focus on Equity, Diversity and Inclusion.

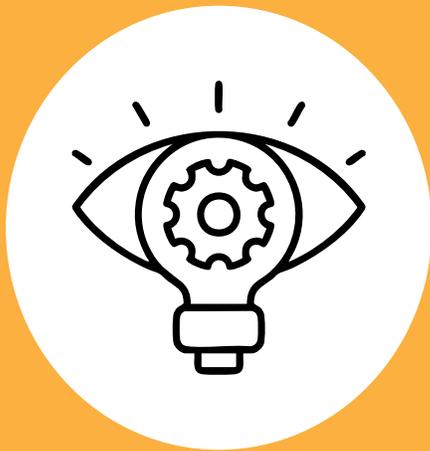
Changing the lives of students through quality education is the foundation that supports Mohawk College's Strategic Plan. The College Mission: "We educate and prepare highly skilled graduates for success and contribution to community, Canada and the world" can only be realized with

the involvement and commitment of our faculty, staff and partners.

The quality assurance process is a shared responsibility at Mohawk College that is addressed and formalized through the six aspirations of the Strategic Plan:

- Meaningfully advance Truth and Reconciliation
- Ensure industry-led education, research, programs, services and experiences – for students, employees and our community
- Be a place that honours, values and celebrates the whole of every person
- Ensure access to education and reduce barriers for all
- Lead in workforce development
- Make a measurable impact on climate change

Mohawk College continues to work diligently to ensure a robust and evolving program quality management system aligned to provincial and college policies and processes, embracing an integrated and collaborative approach, including the Board of Governors, Executive Leadership, students, faculty, academic and support units, industry and other partners.



## Mohawk College **Strategic Plan**

Mohawk College is currently in the process of creating our next strategic plan. The plan, which will begin in 2027, will be shared in the fall of 2026. Part of the process will be a review of the college's Vision, Mission and Values. Please visit the Mohawk College website to see the [2022-2027 Strategic Plan](#).

## Academic Plan 2024-2029

### **Our Purpose:**

To lead in applied learning opportunities that meet the needs of a future-focused economy and embrace the uniqueness of the college community and the diversity of our learners.

### **Our Culture:**

The academic experience will be based on a culture of excellence and a commitment to empowering our teams in supporting learners on their educational journey.

### **Our path to success is driven by the following guiding principles:**

- Impacting on learners and their success
- Encouraging innovation and creativity
- Being leaders in workforce transformation
- Being collaborative and inclusive in our approach
- Embracing the talents of our teams and a respect for the diversity of their views
- Demonstrating accountability for our actions and the resources entrusted to us

These guiding principles represent both who we are as a college and what we aspire to be. These commitments will support transparency in our decision-making and ensure an alignment with organizational beliefs.

# Mohawk College Organizational Structure

## Program Advisory Committee

The Program Advisory Committee (PAC) is how Mohawk College ensures we are meeting industry needs as we prepare the workforce of tomorrow. Comprised of industry representatives, PAC members guide and review curriculum, delivery and the integration of technology and experiential learning. PACs are made up of business leaders, sector experts, and representatives of industry and trade groups, along with Mohawk College deans, associate deans and program coordinators.

The Ministry of Colleges, Universities, Research Excellence and Security (MCURES) mandates that all colleges establish a Program Advisory Committee for each program of instruction or area of related programs. In this regard, the President has designated the Vice President, Academic to oversee the establishment and effectiveness of Program Advisory Committees at Mohawk College.

This handbook will ensure that each advisory committee member has been fully acquainted with their roles and responsibilities as well as with the program which they are expected to advise.

We thank you for your commitment to Mohawk College and for supporting our students. We look forward to working together over the next few years to fulfill the college's mandate of providing high-quality, industry-led learning that prepares learners for success.

## College Administration

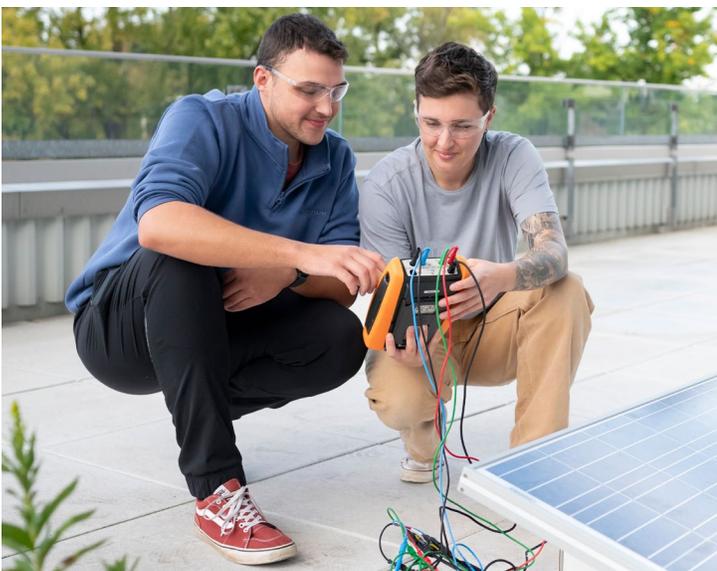
Mohawk College is governed by a Board of Governors. The 17-member board includes President Paul Armstrong, 12 externally appointed volunteers representing employers and community organizations in the area, and four elected representatives from the internal constituencies: students, faculty, support staff and administration.

## Executive Group

Mohawk College's executive team includes the president, three vice presidents (academic; students, international & infrastructure; and communication and external affairs).

## Academic Division

The academic division is organized into schools and departments, sorted by clusters of disciplines serving particular sectors, i.e. health sciences, skilled trades and apprenticeships, business, creative industries, engineering technology, liberal studies, applied research through Ideaworks, and continuing education. Departments support academic programming such as the Centre for Teaching, Learning and Innovation, community partnerships and experiential learning, academic quality and more.





## Message – Vice President, Academic

Dear Program Advisory Committee Member,

Thank you for joining Mohawk College as a Program Advisory Committee Member.

At Mohawk College, we commit to providing our students with the knowledge and skills they need to be job ready when they graduate. And, for employers, we are committed to ensuring you have the highly skilled workers you need to thrive in this challenging economy. We understand the challenges employers face. We know it is often difficult for employers to find suitable employees with the right skills.

A Mohawk College education is a solution to that problem, and as a PAC member you play a critical role in this by keeping our programs relevant and responsive.

Together, we are changing lives, unlocking potential, transforming students through industry-led learning, and building a made-in-Hamilton workforce that will be the highest skilled, best educated, and the most responsive and adaptable in Canada.

More than 175,000 Mohawk College graduates have received a quality education thanks to volunteers like you. Whether you're an alumnus of Mohawk College or a leader in your chosen industry, we are grateful for your service.

Thank you for making our college better.

**Cebert Adamson**

Vice President, Academic



## Message – Dean, Academic Development, Quality and Excellence

Our course programming and course curriculum need to be relevant for today's workforce and the workforce of the future. Your participation in Mohawk College Program Advisory Committees (PAC) ensures that we achieve that goal.

Mohawk College students may be completing an Ontario College Certificate, Diploma, Advanced Diploma, Ontario College Advanced Certificate, Three-Year Degree, Four-Year Honours Degree or a Micro-credential in a specific field. The college needs to be confident that what they are learning is preparing them for their future careers. Your guidance and review of the curriculum, delivery method, integration of technology and experiential learning will ensure we are meeting, or exceeding that promise.

PACs support the college's ability to pivot to ensure that our programs and curriculum can be responsive to industry trends. The value of PAC members is that they represent their sector and build connections that are reciprocally supportive through experiential learning, employment and recruitment opportunities.

If you have any questions on Mohawk College programming or the PACs, please do not hesitate to contact me: Janet Shuh, Dean, Academic Development, Quality and Excellence ([janet.shuh@mohawkcollege.ca](mailto:janet.shuh@mohawkcollege.ca)).

We look forward to the value and insight you will bring to our PACs. This collaborative process can ensure we are meeting your needs and that Mohawk College graduates bring a strong foundation of knowledge that will be a valuable asset to your industries and teams.

**Janet Shuh**

Dean, Academic Development, Quality and Excellence



# Having the best experience on a PAC

Ultimately, the success of each PAC depends on the contributions of its members and the various perspectives each brings to the meetings. The feedback and input will have a positive outcome on the success of every program and course at Mohawk College, in addition to ensuring the highest levels of student success.

Your active participation can:

- Help build program quality and reputation, and ensure students are well prepared to contribute materially to industry advancement and success;
- Enhance student learning and satisfaction;
- Infuse programs with relevant learning and training beneficial to industry practice; and
- Connect your company/organization with Mohawk College students and graduates.

Program Advisory Committee members may also benefit from serving on a Program Advisory

Committee through expansion of professional experience, networking with colleagues, exchange of knowledge and more.

## Engage

There are several opportunities to engage as a PAC Member at Mohawk College. In addition to providing your expertise and input on the Program Advisory Committee, PAC members are also invited to participate in Industry nights, “Meet the Grad” events, speak to a class about your industry, our Mohawk College Open Houses and our annual PAC Breakfast.

For more information, please contact your PAC program coordinator and/or associate dean.

Your support to our programming and college as a whole ensures we are preparing the workforce of the future and employers have confidence when hiring a Mohawk College graduate.

*“Serving on the Mohawk PAC for the past 6 years has been a rewarding experience which fosters strong connections between education and industry - contributing to the ongoing quality and relevance of the program(s). The PAC creates a collaborative space where academic and industry perspectives come together, allowing for open dialogue about evolving practices, expectations, and workforce needs. Through these conversations, we help ensure programs remain current, responsive, and aligned with not only the Accreditation Standards, but the realities students will face as they transition into practice.”*

**– Mark, member of the Rehabilitation Sciences  
Program Advisory Committee, Winter 2026**

# Structure of Program Advisory Committees



## Committees

A Program Advisory Committee will be established for each program of instruction at the college. If programs share common curriculum it can be served by one integrated PAC. This can assist if the same PAC members would be on two or more PACs and may also result in synergies and positive impacts across related program areas.



## Composition

Committee members are appointed by the president or can be delegated by the applicable dean. Each committee is to have a minimum of six external voting members including one position filled by a recent graduate (alumni) and one by a current student of the applicable program. The insights of experience of college alumni who have had longer tenure in their industries is also extremely valuable. Staff and faculty can attend to provide support and resources but are deemed non-voting members or supports.

Each member will be appointed for a three-year term and may be re-appointed for another three-year term. Deans shall monitor appointments and membership lists.

Criteria for appointment includes individuals who are well respected in their field and have knowledge, skills and experience related to the industry or sector and program of studies. With the increased reliance on technology to facilitate virtual and/or hybrid meetings, PAC members do not necessarily need to be from the GTHA but, rather, should be experienced in their industry or sector that they represent. Mohawk College is committed to equity, diversity and inclusion, as such the membership composition of PACs should reflect the diversity in our communities and the industry. In recruitment of new PAC members, companies and employers who share the college's EDI values and aspirations should be prioritized for membership.



## Roles and Responsibilities

The PAC member's role is an important component in the value of the PAC model. Your assistance in the development and review of our program of studies will ensure we are supporting your talent pipeline and that graduates leave Mohawk College with ready-to-work skills. By assisting and advising on trends, industry/business developments and future directions you can ensure the learning outcomes are relevant to your industry. Access and insight to new technology, skills and characteristics of graduates strengthens our programs of studies to support your business and industry. Members assist the college to identify potential partnerships, training opportunities and student co-op and work placements.



## Operations

Voting members are to select a chair and vice chair for a non-renewable two-year term. Vice-chairs may succeed into the chair role. Committees are to establish their own rules of procedure and decision-making requirements.



### Meetings

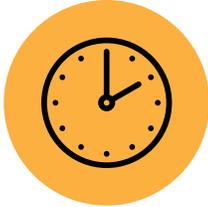
Typically, there is a minimum of two meetings annually, usually in the spring and winter. Meetings may be convened virtually, hybrid and/or in person depending on the needs of the committee. The meetings are called by the program advisory chair and associate dean. Additional meetings may be called by the Program Advisory Committee chair as required.

Meetings provide an opportunity for an exchange of ideas among members to understand the current status of the program, including issues, challenges and opportunities for improvement, and to allow members to provide guidance to the program coordinator(s) and associate dean on the requirements and future trends occurring in their industry and make recommendations to improve the program. Meetings may be scheduled to coincide with college events and/or student competitions to enhance the experience for members.



### Agenda

An agenda should be established by the Program Advisory Committee chair in consultation with the program coordinator(s) and/or associate dean and will be distributed electronically in advance of meetings. Agenda items may include updates on the program (including results of comprehensive program review and implementation of action items or other academic quality processes), curricula changes, new industry trends and college initiatives. Program Advisory Committee members are encouraged to identify key agenda items for meetings in advance of the meetings.



### Minutes

Minutes for each meeting are taken and distributed to all members within two weeks of the meeting, if possible. The minutes will note action items and/or recommendations, business arising, and person(s) responsible for carrying out the action item.

Minutes or requests for information are forwarded to the applicable school's dean who is responsible for the college's response. The Program Advisory Committee Annual Reports and other significant information are shared with the vice president, academic who, in turn, updates our president and Board of Governors on the activities of Program Advisory Committees.

Program Advisory Committee members should look to the program coordinator(s) and/or associate dean to be informed of college activities/initiatives and bring forward requests for information at Program Advisory Committee meetings.



### Voting

External Program Advisory Committee members, students and recent graduates are all voting members. Voting would normally be in regards to motions confirming recommendations by the Program Advisory Committee to the associate dean for changes/improvements to the program. All motions and votes should be recorded in the minutes of the meetings. As virtual meetings are enabled, the same voting processes shall be undertaken and deemed valid whether the meeting is convened in person, virtually or in a hybrid format.

Quorum is 50% of voting members. Meetings may proceed without quorum, however votes cannot be taken. If quorum has not been reached and items require a vote prior to the next meeting, voting Program Advisory Committee members may be asked to vote electronically. The outcome of the vote will be recorded in the minutes.

# PAC Resources

PAC committee members are very important to the future success of students, graduates and the college and represent one way for industry to engage.

At Mohawk College, we provide many opportunities for connecting employers and industry leaders with Mohawk College's students, faculty, graduates, continuous learning, employee training and facilities. Mohawk College's partnering opportunities are customized to ensure your business has the industry ready talent and skills it needs.

Connect with Mohawk College to find the right student or graduate for your business and explore our

facilities designed to support your training, research and business goals.

- Experiential Learning: Co-operative Education, Student Placements
- Recruitment: Hire qualified graduates and students from Mohawk College
- Applied Research: With Mohawk College Ideaworks, participate in research that uncovers new knowledge and solves real-world challenges with practical solutions
- Continuing Studies: Professional credentials, personal skills, and up-skilling offered in-class or online

- Centre for Professional Advancement customized credentials and/or training for corporate clients and industry
- Mohawk College Enterprise (MCE) executive training and delivery programs
- Alumni: Are you or your staff Mohawk College graduates? Connect with Mohawk College Alumni
- Donation: Support for students and campus-building by Mohawk College Foundation

More details can be found at [mohawkcollege.ca/ProgramAdvisoryCommittees](http://mohawkcollege.ca/ProgramAdvisoryCommittees)



# Supplemental Information

*Policy Framework that governs PACs. This section will outline the policy framework that governs program advisory committees at Mohawk College.*

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## Policy Framework

- Ministry of Training, Colleges and Universities, Framework for Programs of Instruction, Minister’s Binding Policy Directive:
    - Binding Policy Directive C provides the direction to Board of Governors to ensure program advisory committees are in place and established in the college by-laws.
  - Mohawk College Board of Governors Bylaw No. 1:
    - Section 16 – meets the MTCU binding policy requirement by mandating program advisory committees in the college’s bylaws.
    - Appendix 3 – establishes the terms of reference, structure & composition and procedures for program advisory committees.
  - Mohawk College Board Governance Policy D04: Program Advisory Committees:
    - Provides direction to the president to ensure program advisory committees are meeting requirements.
  - Mohawk College Policy #AS-2001-2008 Program Advisory Committees:
    - Establishes the operating policy for program advisory committees.
    - Provides guidance for when an advisory committee can serve multiple programs.
- 

## Committee Structure

- A program advisory committee will be established for every program of studies at the college. One advisory committee can serve multiple programs of studies, considering the following:
    - The extent to which the programs share common curriculum – guideline for at least one common semester for programs that share an advisory committee.
    - The extent to which there exist clear pathways between the clustered programs, i.e., a diploma program that feeds into semester five of an advanced diploma program.
    - The extent to which the program learning outcomes are equivalent for the clustered programs, i.e., two programs that map to the same provincial standard.
    - The extent to which the membership of the committee would be duplicated if there were separate committees, i.e., drawing on the same organizations and people.
  - The Board of Governors establishes program advisory committees on recommendation of the president.
- 

## Committee Composition

- Committee members are appointed by the president, whose authority has been delegated by the Board of Governors.
- Committees must have a minimum of six members:
  - Staff and faculty cannot be members of the committee. They may attend meetings but would be considered guests and/or resources.
  - One position is reserved for a recent graduate of the program and one position is reserved for a current student.



- o Criteria for appointment includes:
  - Knowledge, skills and experience related to the industry or sector, relevant to the program of studies
  - Geographic location of the individual or employer
  - Standing of the individual or employer within the broader industry or sector
  - Diversity of employers within the industry or sector
- Members are appointed for a three-year term and may be re-appointed to a second three-year term.
- The associate dean is an ex-officio non-voting member of the program advisory committee.

### Roles and Responsibilities

- Assist the college to develop, monitor, assess and change program of studies.
- Assist the college to validate measurable learning outcomes of a program of studies.
- Assist the college to identify skills and characteristics of graduates required by business and industry.
- Advise the college on industry/business developments, trends and future directions.
- Advise the college on equipment and facility needs to ensure relevance.
- Assist the college to forecast demand for graduates.
- Assist the college to identify student work placements and co-op opportunities
- Assist the college to develop partnerships and training opportunities.

### Operations

- President may delegate responsibility for the operation of program advisory committees, including nomination of members, to the dean.
- Members elect a chair and vice-chair for a two-year term.
- Committees must meet at least two times per year.
- Records/meeting minutes must be kept of all meetings.
- Each committee will establish its own rules of procedure, including quorum and decision-making requirements.

#### PAC Officers – Chair and Vice Chair

Each program advisory committee shall nominate from among its external appointed members a chair and vice chair. The chair and vice chair positions are a two-year term, non-renewable.

#### Questions and/or Clarification

If you have any questions or require clarification regarding program advisory committees, please contact either Janet Shuh, Dean, Academic Development, Quality and Excellence at [janet.shuh@mohawkcollege.ca](mailto:janet.shuh@mohawkcollege.ca) or your dean of school.