Governance Document for the School of Languages, Linguistics, Literatures and Cultures

1.Preamble

The School of Languages, Linguistics, Literatures and Cultures was founded as the amalgamation, in stages, of three former departments: French, Italian, and Spanish; Germanic, Slavic, and East Asian Studies; Linguistics, with the addition of the interdisciplinary program of East Asian Studies[1] and the new Arabic Languages and Muslim Cultures. The School is a unit equivalent to a department within the Faculty of Arts, with a complex internal structure and a wide variety of disciplines, disciplinary orientations, and academic programs. This governance document was developed to help enable the School to function efficiently and collegially and has been adopted by the School Council. The School's structure and guiding policies are intended both to provide opportunities for collaboration in academic and non-academic matters and to promote and nurture individual disciplines and programs. This governance document will undergo annual review and will be updated as needed.

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[1] This program is distinct from "East Asian Language Studies" in GSEA.

2. School Structure and Principles of Governance

2.1. School Structure

The School consists of two types of administrative units: Divisions and Centres. Divisions consist of one or more Sections. Sections are academic units, responsible for one or more academic programs, sometimes in collaboration with members of a different Section or Sections. Centres have structure and functions defined by their respective governance documents and histories. The School is led by a Director; Divisions are led by Division Chairs; Centres are led by Directors. The School has a School Council and a limited number of standing committees, and may form ad-hoc committees.

2.2. Principles of Governance

The School will be guided in its operation at all levels by the principles outlined in this section.

2.2.1. Fostering a Climate of Openness

The School, its Director, and its Division Chairs are committed to:

- accountable and collegial academic governance.
- fostering a culture where information is shared and can be discussed.
- making governance processes and decision-making as transparent as possible.
- preserving the balance between autonomous decision-making on the one hand and communication and collaboration with other School units on the other hand.

2.2.2. Inclusive Practice

The School values heterogeneity and diversity of expertise, and respects the identities and traditions of its constituent units while seeking to foster a strong sense of collaborative unity. The School will follow University of Calgary policy and the Alberta Human Rights Act with respect to inclusivity. The School recognizes its responsibility to create and maintain a respectful workplace as defined by University policy (http://www.ucalgary.ca/odepd/resources/respect-workplace), with the implications for behaviour and action laid out therein.

The School is committed to:

- supporting and increasing opportunities for cross-sectional contributions, collaboration, and learning, while respecting the value of division-internal and individual activities.
- including student representatives on committees and/or to establishing mechanisms for obtaining informed student opinion to be taken into account wherever their interests are affected[2].
- including administrative staff on committees wherever appropriate.
- including sessional representation on the School Council and meaningful consultation whenever sessionals' interests are affected[2].
- engaging in consultation at all levels with a view to achieving a fair distribution of duties, acceptable to units and to the members concerned.

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[2] The groups concerned will determine when their interests are affected and make this known to Council/the Director. Requests will be accommodated as long as other relevant considerations, such as privacy, are not an impediment.

2.2.3. Expertise-Based Decision-Making

- The School is committed to supporting a high degree of disciplinary autonomy in academic matters to ensure that decisions about academic programs are made by disciplinary experts in those programs..
- The School Council shall make decisions directly affecting a particular section only with a representative of that section present.
- The School Director and Division Chairs are committed to seeking expert advice where appropriate and to establishing and modelling consultative governance processes.

2.2.4. Efficient Committee Structures

- The School is committed to efficient and effective administration, and placing a high value on members' time and priorities as defined by their roles. This commitment will be a guide in determining the number of committees the School has and the membership of these committees.
- Some committees will require representation from each Division, while others will have fewer members, normally drawn from different Divisions.
- Membership of committees whose Terms of Reference include multiple-year terms will be staggered so that institutional memory can be preserved, and effective committee operations may be maximized.

3. Decision-Making Bodies

3.1. School Council

3.1.1. Membership

Membership in the School Council is extended to:

- Continuing Faculty
- Faculty holding limited-term and contingent term appointments
- Adjunct Faculty
- Sessional Instructors
- Visiting Faculty
- Post-Doctoral Fellows
- Graduate and undergraduate students enrolled in a program of the School
- Administrative Staff
- Library and Cultural Resources liaison staff

Voting members of School Council are:

- All Continuing Faculty
- Limited Term and Contingent Term Appointees
- Two Sessional Instructor representatives, each of whom must be teaching at least 3 units in the school in a given academic year
- One graduate student representative from the Linguistics Graduate Program
- One graduate student representative from the Languages, Literatures, and Cultures (LLAC) Graduate Program

- Two undergraduate student representatives, belonging to a major program of the School, to be chosen by student decision in consultation with existing student associations within the School; the two students must represent different Divisions
- Two SLLLC administrative staff representatives, who must be Continuing Employees of the University of Calgary working at least 17.5 hours per week in SLLLC

The administrative staff representatives vote only on non-academic matters.

All others have observer status only. Where a group is represented on Council, the representative is obliged to report relevant Council events to that group, to consult with the group, and to relay concerns and opinions of the group to Council where relevant. When representatives are not able to attend a Council meeting, they are responsible for ensuring that another member of their group attend.

3.1.2 Meetings

The School Council will normally meet a minimum of twice per term during the Fall and Winter terms.

The chair of School Council meetings is normally the School Director. The Director votes only in order to break a tie. The Director may ask another continuing faculty member to assume the chair's role for all or part of a School Council meeting.

The School Council meetings will be conducted according to the latest edition of Robert's Rules of Order, any exceptions being noted in this Governance Document.

Quorum: 50% of voting members plus one shall be required for all decision-making.

Voting: All votes are carried by a simple majority (50% of cast votes + 1). Abstentions are not considered cast votes.

Distance and proxy voting: No distance or proxy votes are allowed at School Council meetings. Exceptions will be made only when there is a motion that affects a particular program, division, or other unit within the School, and that unit is named in the motion to be voted on. If no member of that unit can be physically present, then one member may participate at a distance via Skype or some other telecommunication technology. Distance voting is permitted for elections to committees.

Conduct: Discussion at School Council meetings will be conducted in such a way as to allow for the expression of a diversity of views and opinions with the understanding that groups with diverse expertise will enrich and inform the Council's decisions.

3.1.3. Powers and Duties

The School Council:

- serves as the decision-making body of the School;
- establishes the School's general priorities and votes on programmatic and procedural changes;
- approves all changes to the SLLLC entries in the undergraduate or graduate calendars;
- elects members to standing and ad-hoc committees of the School where appropriate.

3.2. Division

3.2.1. Description

Divisions constitute the major administrative subunits of the School. Each Division is led by a Chair, and is responsible for its own Terms of Reference. Divisions vote on their own Terms of Reference and updates to them, and bring their new Terms of Reference or updates to their existing Terms of Reference to School Council for information and discussion. Divisions can request that new Terms of Reference or updates to their existing Terms of Reference be voted on by School Council.

3.2.2. Membership

Membership in the Division is extended to:
- Continuing Faculty
- Faculty holding limited-term and contingent term appointments
- Adjunct Faculty
- Sessional Instructors
- Visiting Faculty hosted in the Division
- Post-Doctoral Fellows supervised by a member of the Division
- Graduate and undergraduate student representatives as applicable, to be determined by the Division
- Administrative Staff members as appropriate

Voting members of the Division are to be determined by the Division. Where a member of the administrative staff is a member of a Division, that member votes only on non-academic matters.
All other participants of Division meetings are non-voting members and have observer status.

Where a group is represented at Division meetings, the representative is obliged to report relevant Division events to that group, to consult with the group, and to relay concerns and opinions of the group to the Division where relevant.

3.2.3. Meetings

The Division must meet regularly, minimally prior to School Council meetings in order to prepare for these.

The non-voting chair of Division meetings is normally the Division Chair. The Division Chair may ask another continuing faculty member to assume the chair's role for part or all of a meeting.

Minutes may be taken by an administrative staff member, assigned to the Division for this purpose.

Quorum: 50% of voting members plus one shall be required for all decision-making.

Conduct: Discussion at Division meetings will be conducted in such a way as to allow for the expression of a diversity of views and opinions, and will be respectful.

3.2.4. Duties and Responsibilities of Divisions

The Division has the following duties and responsibilities:

- Discussing agenda items for School Council, prepare positions
- Discussing Director's Advisory Committee news, disseminated by Division Chair
- Discussing and approving hiring requests
- Discussing student concerns and news
- Proposing items for School Council agenda
- Selecting representatives to committees where appropriate
- Establishing and updating equitable division of labour amongst members, to be recommended to the School Director
- Responsible for speaker series if appropriate
- Responsible for providing website content particular to it
- Communicating Division activities to appropriate people (e.g. communications support staff)
- Finalizing program changes

Divisions may need to collaborate with other Divisions in decision making, e.g. in matters concerning the joint graduate program.

3.3 Section

3.3.1. Description

The Section is an academic subunit of a Division. Some Divisions consist of just one Section, in which case all duties and responsibilities of the Section are absorbed by the Division and the principles outlined in 3.2 apply throughout. Sections need not have Terms of Reference, although they will work out standards of practice acceptable to all members.

In a multi-sectioned Division, Sections have an informal structure. This governance document does not mandate an office of chair or leader.   Planning and decision-making are carried out by collaboration and consensus.

3.3.2. Membership

Membership in the Section as participants in meetings is extended to:

- Continuing faculty assigned to the Section
- Faculty holding limited-term and contingent appointments to the Section
- Optionally, a student representative or representatives

Sessionals, visiting professors, adjuncts, and post-doctoral fellows may be affiliated with a specific Section due to their teaching assignments and/or disciplinary interests, but they do not normally engage in academic planning activities.

3.3.3. Meetings

Meetings will be organized at times convenient to all Section members not on leave in order to carry out the duties of the Section. Electronic consultation may substitute for meetings if all members agree.

The Section will determine an acceptable quorum for meetings.

Discussion will take place in English or French, unless all members of the section agree otherwise.

Conduct: discussion at section meetings and in electronic consultation will be conducted in such a way as to allow for the expression of a diversity of views and opinions, and will be respectful.

3.3.4. Responsibilities and Duties of Sections

The Section has the following responsibilities and duties:

- Academic programming, potentially in collaboration with other units, as below:
    - Reviewing and updating academic programs periodically
    - Preparing calendar submission, to go to Division representative to Curriculum Committee
    - Proposing a set of courses to be taught in the following year, accompanied by sessional requests, to be passed on to Division Chair or delegate
    - Proposing a set of assignments of courses to instructors for the following year, to be passed on to Division Chair or delegate
- Student advising (each section will choose an Undergraduate Advisor, subject to approval by the Division Chair)
- Identifying staffing needs and prepare corresponding requests for Division meeting
- Identifying items for Division meeting agenda and propose them to the Division Chair
- Establishing and updating equitable division of labour amongst members, to be passed on to the Division Chair
- Providing website content particular to it
- Communicating section activities to appropriate people (e.g. communications support staff)
- Organizing discipline-specific extra-curricular activities if appropriate
- Identifying undergraduate students to be recommended for awards and to participate in study-abroad programs etc.
- Delegating external liaison duties if appropriate

4. Leadership Roles

It is desirable to have broad representation across Divisions in key leadership roles (School Director, Directors of Centres, Graduate Program Directors, Chairs of major committees), and this will be kept in mind when considering candidates for these roles, all other things being equal.

4.1. School Director

4.1.1. Description

The Director is the academic and administrative leader in the School of Languages, Linguistics, Literatures and Cultures, as well as its principal representative and advocate.

In the Faculty of Arts, the position of School Director is equivalent to the role of Department Head with respect to university policies and procedures and provisions in the collective agreement; the Director is subject to all regulations and policies concerning Department Heads. The incumbent reports to the Dean.

School Directors are appointed for a term of up to five years, with the possibility of renewal. Normally, a school director shall not serve more than two consecutive terms. Recommendations for appointments and reappointments of School Directors are made by the Dean to the Provost.

If the Director is absent from campus for one or more weekdays, he/she will name an Acting Director for the period of absence or each subset thereof. If the Director is on leave, the Dean will appoint an Interim Director.

4.1.2. Duties and Responsibilities of the School Director

The duties and responsibilities of the Director in the School of Languages, Linguistics, Literatures, and Cultures comprise four areas:

4.1.2.1. Academic Leadership

- Providing accountable and collegial academic governance, making processes as transparent as possible
- Preserving the balance between autonomous decision-making within school units (Divisions and Centres), and communication and collaboration amongst them
- Fostering a strong sense of collaborative unity and cohesion while valuing the heterogeneity and diversity of expertise, and respecting the identities and traditions of the School's units
- Motivating faculty and students to achieve excellence in research
- Motivating faculty and students to achieve excellence in teaching
- Developing the School's strategic plan and metrics for evaluating progress relative to that strategic plan
- Creating and fostering a collegial, respectful, and supportive academic culture
- Handling student appeals that have not been resolved at the instructor level or with the relevant Graduate Program Director
- Handling student complaints regarding academic matters

4.1.2.2. Administration and Personnel Management

- Overseeing the operations of the School as being compliant with the principles set out in this document and ensuring adherence to faculty and university regulations, policies, and procedures
- Serving as Chair of the Director's Advisory Committee, as Chair of the School Council and **as** an ex-officio member of all School Committees
    - As Chair of the School Council, solicits and circulates agenda items, minutes, and reports in such a fashion that there is time for careful reflection and discussion prior to Council meetings
- Taking full responsibility for the budget
- Acting as final approver for timetable, teaching loads, and sessional contracts
- Being responsible for all other employment-related matters, including recommendations for

applications for promotion, tenure, emeritus status, and recommendations for faculty assessment
- Overseeing space planning, maintenance and renovations
- Ensuring a work environment that values diversity, promotes human rights, personal dignity, and health and safety, in accordance with the University's *Respect in The Workplace* program
- Committing to consultation, collegiality, and sharing of information where appropriate in handling employment-related matters
- Committing to supporting the office manager responsible for supervising the work and development of professional office staff
- Demonstrating appreciation and recognition of faculty and staff performance
- Managing and facilitating conflict resolution with an aim to achieve equal benefit of all concerned parties in order to establish and preserve harmony within the School

4.1.2.3. Professional Development

- Supporting and increasing opportunities for cross-sectional contributions, collaboration, and learning
- Fostering innovative interdisciplinary initiatives in research and teaching to benefit the School, the Faculty of Arts, and the University at large
- Ensuring that all academic and administrative staff have the necessary support and resources to develop their skills and experience in order to maximize their professional potential
- Advocating on behalf of the School for the recruitment of new faculty in order to complement and strengthen existing areas of research and incorporate emerging fields of study
- Providing support for external research grant competitions
- Providing meaningful and fair written faculty performance evaluations, consulting with a faculty member's Division Chair as needed
- Supporting mentorship as appropriate for faculty and students at different stages of their career
- Guiding the faculty on the path to tenure and promotion

4.1.2.4. External Relations and Community Liaison

- Acting as a public spokesperson on behalf of the School and serving as its principal representative
- Representing the School at the Dean's Advisory Council
- Supporting, building, and strengthening collaborative relationships with other campus units, external communities, government agencies and international partners
- Leading negotiations to review and renew international agreements
- Overseeing strategies for communication, promotion, recruitment and any other activities that provide the School with an enhanced community profile
- Raising funds in support of the School, in coordination with the Dean of the Faculty of Arts and the Development Office

4.2. Division Chair

4.2.1. Description

The Division Chair is the administrative leader of a Division and its principal representative and advocate to the Director and the Director's Advisory Committee (DirAC).

Division Chairs are appointed by the Director following broad consultation with Division members, normally for 3 consecutive years with possibility of renewal. Renewal is not automatic; if other eligible members of the Division wish to be considered, a selection process must be entered into. The Division's Terms of Reference will outline a process of selecting a member to propose to the Director. In multi-sectioned Divisions, it is desirable that the chairship should rotate amongst sections, all else being equal. In the interest of inclusiveness, Division Chairs will not normally function as chairs or members of standing committees (beyond DirAC, of course).

The Terms of Reference of a Division will lay out how absences and leaves of the Division Chair will be handled.

Division Chairs should endeavour to attend any relevant leadership workshops, to aid them in modelling and exercising respect in the workplace, conflict resolution, etc. They should familiarize themselves with relevant faculty and university policies, as well as relevant parts of the Collective Agreement.

4.2.2. Duties and Responsibilities of Division Chairs

The duties and responsibilities of Division Chairs include the following. Some duties, particularly those concerning academic programming, may be delegated to other Division members.

- Representing the interests and concerns of the Division to the School Director and the Director's Advisory Committee (DirAC).
- Organizing, scheduling, and chairing Division meetings
- Consulting and communicating with the School Director on the Division's staffing and programming needs
- Initiating discussion of annual sessional and teaching needs
- Assisting the Director with decisions regarding timetabling and teaching plans
- Working closely with the Undergraduate Advisor(s) of the Division
- Advising the Director concerning faculty assessments
- Ensuring that administrative deadlines relevant to Divisions and Sections are met
- Ensuring that members work collegially and respectfully with the administrative staff to achieve the goals of the Division and the School in a timely and efficient manner

5.   Committees

5.1. Representation on Committees and Committee Chairs

Where membership to a committee draws on representation from each Division, members will be chosen according to the Terms of Reference each Division operates under, subject to approval by the Director who will keep the workload of potential representatives in mind.

Where membership or chairship of a committee is determined by election across the School, nominations, including self-nominations, will be solicited and an election held within a time-frame allowing for fair voting. The election may be electronic, but must include security safeguards to ensure a one member-one vote election process. Confidentiality of votes must be preserved.

When nominations for membership or chairship of a committee have been solicited and the number of candidates accepting the nomination is equal to the number of positions available, the Director shall declare the candidates elected by acclamation (barring rejection due to workload considerations). Should the number of accepted nominations be less than the number of available positions, the Director may appoint committee members and committee chairs, following the principles outlined in §2.2.4.

In the interest of inclusiveness and equitable workloads, no School member may serve on more than one standing committee of the School at a time.

Chairship of standing committees should rotate through Divisions of the School, all else being equal.

No School member normally serves more than two consecutive terms as an elected member or as Chair of any standing committee in the School.

Committees should have, when appropriate, graduate and/or undergraduate student representation, chosen by the student group(s) in question.

Committees should have, when appropriate, a representative of the administrative staff.

5.2. Standing Committees

Standing committees exist to carry out ongoing tasks in a given domain. There are currently two standing committees of the School; in addition, the Graduate Committees of the two graduate programs are standing committees. Proposals to establish further committees may be made by School Council, keeping in mind the principle outlined in 2.2.4, Item (1).

Each School-level standing committee operates under Terms of Reference approved by School Council.

5.2.1. Director's Advisory Committee (DirAC)

5.2.1.1. Mandate

The Director's Advisory Committee is an advisory body whose purpose is to provide guidance to the Director in carrying out the duties listed in 4.2.1. It is not a decision-making body.

5.2.1.2. Membership

The membership of the Director's Advisory Committee is as follows:

- The School Director
- All Division Chairs
- The Director of the French Centre and the Director of the Language Research Centre
- The Graduate Program Directors
- The Manager of Administrative Services

5.2.1.3. Meetings

Graduate Program Directors and Directors of Centres are excused from attending meetings in the absence of agenda items relevant to their roles. They are expected to present the concerns of the unit they represent; their role is not to duplicate or enhance that of their Division Chairs.

A member of the administrative staff will be assigned to support this committee.

5.2.1.4. Duties and Responsibilities of the Director's Advisory Committee

The duties of the Director's Advisory Committee (DirAC) consist in:

- Providing information and guidance to the Director as required
- Preparing the agenda for School Council

5.2.2. Undergraduate Programs and Curriculum Committee

5.2.2.1. Mandate

The mandate of the Curriculum Committee is set with reference to the Faculty of Arts Curriculum and Academic Review Committee (CARC). The Committee makes recommendations to the School Council for changes to undergraduate programs, curricula, courses, and policies.

5.2.2.2. Membership

- The SLLLC representative to the Faculty of Arts CARC, who will act as the Curriculum Committee chair and is appointed by the Director.
- One member from each Division, selected by the Division, normally serving as undergraduate advisor for one of the Division's programs. A member must send a substitute from the same Division, if unable to attend a meeting. The substitute will have all the rights and duties of a regular member of the committee. A non-voting member of a section may attend a committee meeting when an agenda item pertains particularly to a program of that section.
- One faculty member elected from the School at large who will represent the interests of interdisciplinary programs. Nominees must be associated with at least one interdisciplinary program in the School.
- Two undergraduate student representatives, normally those students who are serving as representatives to the SLLLC Council. The two students may not represent the same division.
- The Senior Programs Specialist, non-voting

  Faculty members serve for a two-or three-year term, depending on their terms as Undergraduate Advisors where appropriate. The Chair will normally be appointed for a three-year term. Student members serve for a one-year term.

5.2.2.3. Duties

- Receiving all proposals for change to undergraduate programs or course offerings
- Reviewing proposals for compliance with general faculty regulations applying to undergraduate programs and courses
- Bringing all such proposals to the School Council with recommendations before they move on to CARC

5.2.2.4. Process

- Committee members representing a Division must consult with their sections on decisions related to their undergraduate programs. Curricular and program changes are developed by the continuing members of the section for review by the Curriculum Committee.
- Initiatives for team-taught courses and other curricular changes that involve participation by more than one program or division should be brought to the attention of the Division Chairs concerned, as well as to the Curriculum Committee.

5.2.2.5. Meetings

- The Curriculum Committee will decide on the frequency of the meetings and set its own agenda. The chair of the Committee may set meetings with individual Divisions or Sections to discuss CARC-specific issues
- Meetings will be scheduled by the chair to allow for timely passage of changes through SLLLC Council and CARC
- Minutes of the committee's meetings will be archived and posted to the School's internal website

5.2.3. Graduate Committees

The graduate programs are responsible for their own Terms of Reference. These Terms of Reference outline the composition and duties of the respective Graduate Committees. Graduate Programs vote on their own Terms of Reference and updates to them. They bring their new Terms of Reference or updates to their existing Terms of Reference to School Council for information and discussion. Graduate Programs can request that new Terms of Reference or updates to their existing Terms of Reference be voted on by School Council.

5.3. Ad-hoc Committees

The School Council may form ad-hoc committees for any specific, non-recurring task. Ad-hoc committees are dissolved once the task has been completed. Motions to form ad-hoc committees will include mandate, membership, manner of selecting members and chair, and an optimal timeframe for executing the mandate.

5.3.1. Academic Selection Committees

5.3.1.1. Mandate

The Academic Selection Committee is responsible for recommending a ranked selection of candidates for full-time, limited and contingent term academic appointments to the Dean of the Faculty of Arts.

5.3.1.2. Membership

SLLLC Academic Selection Committees will consist of:

- The Dean or delegate, who serves as Chair
- Two[3] members of the School, who are in the section that is hiring, elected by the members of the division of the hire. Where there are fewer than two members with expertise in the designated section, the hiring Division should nominate a member with expertise in a closely related field.
- One[4] member of the School recommended by the school director to be appointed by the Dean
- One member from outside the School (SLLLC) but within the Faculty of Arts, nominated by the Director's Advisory Council (DirAC) and recommended to the Dean
- One member from outside the Faculty of Arts, nominated by the Director's Advisory Council (DirAC) and recommended to the Dean
- Where the academic selection process (normally) takes place in a discipline-specific language, particularly French as an official language of Canada, academic faculty with the desired linguistic ability will be given preference.

Continuing, limited-term and contingent term academic staff of the professorial and instructor ranks can nominate committee members, stand for election and serve on the committee, with a majority of the committee members holding continuing appointments (APT 4.3.7.ii)

The composition of the Academic Selection Committee should be gender-inclusive and representative.

5.3.1.3. Process

- Committee members will be bound by a confidentiality agreement.
- Committee members will define a process that determines candidates' suitability for the position, based on relevant criteria and qualifications. They will read all incoming dossiers, draw up a short-list of candidates, attend public presentations, and solicit written and oral comments from SLLLC members.
- If the School Director does not chair the Academic Selection Committee, its chair will update the Director regularly on its progress and will take any feedback received into account.
- The committee will, as stipulated in APT 4.3.7 a) iv), establish mechanisms for informed student opinion to be taken into account by the committee
- SLLLC members not on the committee are encouraged to attend public presentations and provide written or oral input to the committee. This feedback will be taken into account by the Academic Selection Committee.
- Following all presentations and interviews, and following review of all input received, the committee will rank the candidates and prepare a recommendation for the Dean

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[3],[5] SLLLC's governance is bound by APT, by the former guidelines of the Faculty of Humanities and Social Sciences. In the former Faculty of Humanities, three members from within the department/school are either elected or appointed ("drawn by and from"); in the former Social Sciences, two members are appointed. SLLLC has fused these two guidelines by proposing two elected members and one appointed.

6. Centres

The School's Centres each have their own Terms of Reference. These may be subject to regulations of other bodies beyond the School or the University.

6.1. The Language Research Centre

6.2. The French Centre

7. Interdisciplinary Programs

The School is involved in a number of interdisciplinary programs, some of which are subject to regulations of other bodies beyond the School. These supersede the current document in case of conflict.

8. Ancillary Policies

8.1. Policy on Recommendations for Adjunct Appointments

8.1.1. Definition of an Adjunct Appointment

According to the Faculty of Arts at the University of Calgary, an adjunct position is defined as follows:

> Adjunctships are positions affiliated with the University but without formal teaching or research duties. Just like regular faculty members, adjuncts must meet basic criteria of their rank. While this is a formal appointment, an adjunct typically occupies an unpaid position with no benefits and is not considered an employee. This appointment will grant the adjunct such things as access to University materials, campus access and use of the University's name. Adjunct appointments usually run for 12 months to 5 years.

8.1.2. Eligibility for Adjunct Appointment

- Adjunct faculty will normally possess a PhD or equivalent in one of the disciplines represented in the School of Languages, Linguistics, Literatures and Cultures (SLLLC). Adjunct status will be conferred upon individuals whose affiliation with SLLLC would provide benefit to the School.
- Adjunct appointments will normally be made when such an appointment rather than some alternative is the most appropriate means by which to recognize an individual's contributions to the School.
- Adjunct appointments are subject to regulations of the University of Calgary's *APT Manual* and will be made at one of the following ranks: Adjunct Assistant, Adjunct Associate, or Adjunct Full Professor. Appointment at a given rank requires a documented record of scholarly accomplishment consistent with a regular appointment at that rank.

8.1.3. School Rights and Privileges of Adjunct Faculty*:*

- Adjunct faculty will be permitted to serve as members (but not supervisors) of graduate advisory and examination committees. They may serve as second readers of honours theses, but not as honours supervisors.
- Adjunct faculty members will be permitted and encouraged to consult with faculty and students on research topics of mutual interest.
- Adjunct faculty members will be permitted and encouraged to participate in School activities and events.
- Adjunct faculty members will be permitted to participate in School and Division meetings on a non-voting basis.

8.1.4. Procedures and Policies Regarding Initial Adjunct Appointments:

- To initiate the application process, a letter of application should be submitted to the School Director, along with a current CV and three letters of reference. The cover letter must specify which Division(s) the individual would like to be affiliated with (and in the case of multi-section Divisions, which Section).
- The School Director will transfer the application materials to the named Division(s). Adjunct appointments will only be conferred upon individuals who have the support of at least one Division.
- The Division(s) will determine whether they are willing to support and recommend the adjunct appointment to the School.
- New adjunct appointments recommended by a particular Division shall be ratified by a majority vote of all voting members of the School either at a School Council meeting, or by electronic vote.
- If the adjunct appointment is ratified by voting members of the School, the Director will forward the name and rationale for this appointment, along with the necessary paperwork, to the Dean of the Faculty of Arts for final approval and official appointment.

The process of conferring an adjunct appointment in SLLLC follows the guidelines set out by the Faculty of Arts.

8.1.5. Procedures and Policies Regarding Renewals of Adjunct Appointments:

The renewal process is the same as the initial appointment, except that letters of reference are not required. It should be initiated at least two months prior to the end of the current appointment.

8.2. Policy on Recommendations for Visiting Scholars

8.2.1. Definition of a Visiting Scholar

A visiting scholar is an individual who has no official affiliation with the University of Calgary, but he or she must comply with all University regulations.

A visiting scholar in the School of Languages, Linguistics, Literatures and Cultures (SLLLC) is someone:

- who normally possesses a PhD or equivalent in one of the disciplines represented in SLLLC
- whose research fits with the work conducted by faculty and/or graduate students in SLLLC

- whose affiliation is for no more than twelve consecutive months
- normally, who receives no remuneration from SLLLC or any other unit of the University of Calgary.

There is no expectation that visiting scholars will contribute to research or teaching activities in the School. However, they are welcome to attend any events open to the public. They may be invited to share their research in a formal or informal venue. With the permission of the instructor of record they may be allowed to observe lectures, and/or participate in class discussion.

Where possible, Visiting Scholars will be assigned a shared space. However, this cannot be guaranteed.

To access facilities on campus, Visiting Scholars must be hired as "General Associates". The academic colleague facilitating the visit must complete the necessary paperwork to ensure the hire may be processed and access attained.

8.2.2. Applications for Visiting Scholar Status in SLLLC

Interested individuals contact a permanent member of the academic staff in SLLLC to request visiting scholar status. The request must include the following information:

- Reason for wanting to be a visitor in SLLLC
- Dates of proposed visit
- Research and scholarship plans for visit
- Citizenship

The recipient of the request informs his or her Division and the School Director before responding. If there are no objections from the Division or the School Director, the recipient must contact the School administration to confirm the process required to invite the scholar. If a formal letter of invitation is required by the Visiting Scholar, it will be provided by the School Director. For non-Canadian applicants, specific paperwork is required to assess the purpose of the visit and to determine if a work permit is needed. If so, the Visiting Scholar will be required to pay for the permit. Faculty members should be aware that if this immigration paperwork is not completed, the invited guest could be declined entry into Canada.