

BYLAWS

English Language Center Michigan State University

1. Constituent Membership of the ELC

The English Language Center (ELC) is one administrative unit within the College of Arts and Letters and shall consist of all faculty and teaching assistants as defined below. The ELC, though offering several academic services, will conduct its affairs as a whole.

1.1. The Faculty

1.1.1. In any matter requiring a vote of faculty in the ELC, or in the voting of any committee, the voting faculty shall consist of all persons whose primary academic appointment is in the ELC, who have an academic-year (AY) or an annual (AN) appointment, and who are not appointed to the ELC as Graduate Assistants.

1.1.2. The non-voting faculty shall consist of other instructional staff.

1.2. Student Population

1.2.1. The ELC's student body comprises various groups including, but not limited to, provisionally admitted MSU students, international students in special programs, and students directly admitted to the ELC for language study only.

1.2.2. Students enrolled in classes offered by the ELC do not participate in the operation of the ELC.

1.3. Modes of Participation

There are four modes of faculty participation identified for use in academic governance. According to the Bylaws for Academic Governance-Michigan State University (see <https://acadgov.msu.edu/bylaws>). These modes are:

1.3.1. Consultation—A body of faculty or students consults with and informs an administrator who has authority and responsibility to make a decision. Such a committee is not a deliberative body; it does not vote. Rather, the members express their views to inform an administrator's decision.

1.3.2. Advisory—A deliberative body of faculty or students recommends policies to an administrator who is authorized to make decisions. The administrator is not bound by the recommendations and accepts responsibility for the decisions.

1.3.3. Shared Responsibility—A deliberative body of faculty or students makes recommendations to an administrator. If the administrator and deliberative body cannot agree

and action must be taken, the recommendations of the administrator and the deliberative body will be submitted in writing to the appropriate administrator at the next higher administrative level for decisions by that administrator.

1.3.4. Delegated Authority—A deliberative body of faculty or students is authorized to make decisions on specified matters. Such decisions are subject to administrative review, but will be altered only in exceptional circumstances.

2. Meetings

2.1. Meeting and Voting Policies

2.1.1. In accordance with MSU's Bylaws, the Director or a designee should generally be present at a meeting of a governance body.

2.1.2. Policies and procedures are discussed both in meetings of the whole and in meetings of standing and ad hoc committees. Depending on the committee, the mode of participation may be consultative or advisory. See Section 4 below, "Committees at the ELC."

2.1.3. Meetings known as ELCOM (ELC Communication Meetings) occur regularly, attended by ELC voting faculty, ELC Graduate Assistants, and certain staff of the College who have responsibilities related to the ELC. The purpose of these meetings is to discuss matters of interest to the ELC. Agendas may be posted in advance of each meeting, and minutes are kept. The mode of participation is consultative.

2.1.4. Votes may be taken at an ELCOM meeting that has achieved a quorum. A quorum is a number greater than half of the ELC's voting faculty. Only voting faculty may cast votes. The mode of participation is consultative.

2.1.5. In any vote involving two options (e.g., approve / reject), a simple majority of those voting (50% plus 1) is necessary to decide the matter. If neither option garners a majority—as may happen if some faculty vote "present," "neither" or some other such position—the matter will remain undecided pending a further ballot.

2.1.6. In any vote involving more than two options (e.g., approve as is / approve with amendment / reject), a plurality of those voting will decide the matter.

2.1.7. Meetings of all instructional faculty and of graduate assistants teaching in any given semester, for logistical purposes only, may be held just before the beginning and end of each semester. Policies and procedures are not formulated at these meetings. The mode of participation is consultative.

2.1.8. As conditions may require, the Director may call for meetings at other times. The mode of participation is consultative.

2.1.9. Annually, a meeting of the whole, known informally as a "planning meeting" or "retreat", will be held. The purpose of this meeting is to allow for open discussion in a low-pressure environment. Portions of the retreat will be designated as business portions. Minutes of discussions during any business portion will be taken. To encourage free discussion, no notes will be taken during other portions. The mode of participation is consultative.

3. ELC Administrative Officers

3.1. The Director

3.1.1. The Director is appointed by the Dean of the College of Arts and Letters. The Director shall be the chief executive officer of the ELC, with the freedom and responsibility to make final decisions in all areas of concern to the ELC.

3.2. The Associate Director(s)

3.2.1. The Director is assisted by (an) Associate Director(s). The Director may assign responsibility to the Associate Director(s) as necessary. The mode of participation by the Associate Director(s) is consultative.

3.2.2 In the Director's absence and as necessary for the effective operation of the ELC, the Associate Director(s) shall make decisions in areas of concern to the ELC. Such decisions are by delegated responsibility.

3.3. Testing Director

3.3.1. The Testing Director attends to all matters regarding placement tests, end-of-semester tests in courses that require them, proficiency tests for prospective International Teaching Assistants, and other tests the ELC might administer, including MSU Exams in Greece (CELC and CELP). The mode of participation is consultative.

3.4. Other Administrative Officers

3.4.1. The Director may assign administrative responsibilities to other faculty members as necessary.

3.4.2. The mode of participation by faculty members exercising such responsibilities is consultative. Such portfolios of responsibility are internally defined by the ELC. The Director may terminate or reassign such responsibilities at the Director's sole discretion, as may be necessary for the effective operation of the ELC.

4. Committees of the ELC

In order to expedite the work of the ELC, standing committees and ad hoc committees shall be established.

4.1. Standing Committees

4.1.1. ELCOM (ELC Communication Meeting)

4.1.1.1. Description. ELCOM is a meeting of the whole of ELC faculty, Graduate Assistants, and Staff. It is a forum for exchange of ideas about ELC matters among faculty, graduate assistants, and certain staff. The mode of participation is advisory.

4.1.1.2. Chair. The chair of ELCOM arranges meeting times, sets agendas, directs discussion during meetings, and ensures that minutes are stored systematically and accessibly. The chair shall be chosen from among interested candidates annually

near the beginning of Fall Semester, by a plurality of voting faculty members present at the selection meeting. In the case of any dispute about the results of a vote, the Director is the final arbiter. There is no limit on the number of times an ELCOM chair may serve, either successively or discontinuously.

4.1.1.3. Director's Discretion. In case of a dispute about committee membership or chairing, the Director, in consultation with the Associate Director(s), shall decide how to apply these bylaws to settle the matter. If, in the Director's sole discretion, the greater good of the ELC requires it, the Director may make adjustments to ELCOM's composition or operation.

4.1.2. The Curriculum Committee (CC)

4.1.2.1. Description. The CC shall function as the main route by which voting faculty and graduate assistants have a voice in maintaining an effective curriculum, choosing top-quality textbooks and other materials, and ensuring that the ELC stays abreast of curricular developments in the field. In matters involving policy and work assignments, the CC makes recommendations to the Director, who is free, but not required, to consult with ELCOM. The mode of participation by the CC is consultative.

4.1.2.2 Composition

Type of Member	Representative or at-large?	Term	Method of Selection
ELC Associate Director for Curriculum and Instruction	At large	Continuing	Ex officio
Ed Tech Leader	At large	Continuing	Ex officio
Two voting faculty members	At large	Two years	Alphabetical by last name from among ELC voting faculty
One representative of the graduate assistants who are assigned to the ELC	Representative	One or two semesters, depending on the will of the graduate assistants	By the graduate assistants, in whatever manner they choose

4.1.2.3. Procedures

- a) The Associate Director for Curriculum and Instruction is the chair of the committee.
- b) The CC shall determine its own operating rules and procedures, contingent on approval by the Director. The Director is free, but not required, to consult with ELCOM about CC procedures. The Director does not need to formally approve a CC procedure but may step in and require revisions as necessary.
- c) The CC shall meet as often as necessary to perform its duties. It shall meet a minimum of once each academic semester, except summer semester, during which it may not meet if there is no need.
- d) The CC shall determine its own meeting dates. The Director may call other meetings as necessary.
- e) The chair shall distribute an agenda for each meeting to all voting faculty and graduate assistants before a meeting.
- f) Minutes will be taken, on a rotating basis, by one of the non-ex officio voting faculty members referred to in section 4.1.2.2. above. Before the next CC meeting, minutes shall be reviewed and either approved via an online conferencing utility, email, or other suitable medium or placed on the agenda of the next meeting for discussion. Approved minutes shall be posted to the appropriate online repository and communicated to all voting faculty and graduate assistants. Additionally, as appropriate, the chair shall inform all voting faculty of notable recommendations by the CC and of relevant action points.
- h) If the Associate Director for Curriculum and Instruction is on leave, the Director shall appoint a temporary replacement from among the voting faculty

4.1.2.4 Contingencies

- a) If a faculty member selected is unable to begin service, an alternate will be selected alphabetically. The person originally selected goes back onto the list of eligible members for possible selection at some other time.
- b) If a faculty member begins a term of service but goes on leave, the Director shall appoint a temporary replacement. The replacement shall serve no longer than the remainder of the original member's term. A replacement who serves less than 12 months goes back into the pool of eligible members for possible selection later. A replacement who serves 12 or more months is covered by the hiatus provision. (See below.)
- c) A selected member who returns from leave shall resume their place on CC and serve the remainder of the original term.
- d) Committee membership for fixed-term employees is optional.
- e) Service on committees is among the normal duties for continuing specialists. However, in unusual circumstances a selected continuing specialist may request a deferment of service. For example, if a selected continuing specialist has served on a

disproportionate number of committees in recent years, they may ask for service on the CC to be delayed until the next round of selection. The Director may grant or deny the deferment as best suits the needs of the ELC. If a deferment is granted, the person deferred is next in line for selection to the next opening for a voting faculty member.

4.1.2.6 Hiatus Provision

- a) After serving a term on the CC, a voting faculty member may not serve again on the CC until two years have passed or all other voting faculty members have served, whichever comes first.
- b) This provision applies whether or not the faculty member was temporarily replaced because of leave for part of the term.
- c) This provision also applies to anyone who has served as a temporary replacement for 12 months or more.

4.1.3. The Student Services Committee (SSC)

4.1.3.1. The SSC is the main route by which extracurricular activities, end-of-term banquets, and other special events for students are planned and carried out. If a matter before the SSC touches on ELC policy or work assignments, the SSC makes recommendations to the Director, who decides the matter. The mode of participation is consultative.

4.1.3.2 The membership of the Student Services Committee comprises the Associate Director for Day-to-Day Operations and Student Affairs (ex officio) who acts as chair, the Student Advisors (ex officio), and at least one voting faculty member.

4.1.3.3. Representation

The members of the SSC serve at large.

4.1.3.4. Selection

Faculty members shall inform the SSC chair of their interest in being on the committee. The chair shall select from among the interested parties. The term of SSC membership is one academic year. It is assumed that a member wishes to leave the committee unless they express, to the chair, an interest in continuing. There are no restrictions on the number of terms a member may serve. A member may serve an unlimited number of consecutive terms, as long as the chair approves.

4.1.4. The MSUFLT Placement Review Committee

4.1.4.1. The MSUFLT Placement Review Committee reviews procedures for placing students into ELC classes based on results of the Michigan State University English Language Test (MSUFLT).

4.1.4.2. The committee comprises the Testing Director (ex officio), who acts as chair, the Associate Director for Day-to-Day Operations and Student Affairs (ex officio), the Student Advisors (ex officio) and at least one other voting faculty member, who is selected by the chair from among any who express interest. The selection must be ratified by ELCOM. The committee meets two to three times a year, as determined by the committee. The Testing Director sends a report to the ELC Director after each meeting and places a copy of the report on Google Docs. The mode of participation is consultative.

4.1.5 Director's Review Committee

4.1.5.1. The committee reviews the performance of the Director and reports to the Dean of the College of Arts and Letters according to such timelines and criteria as the College may set.

4.1.5.2. The committee shall consist of a diverse group of faculty that will be able to effectively represent the various programs and sub-units in the unit. The committee shall consist of 4-6 members. ELCOM will recommend faculty members to serve and the list will be approved by the dean.

4.1.5.3. The committee sets its own meeting schedules and procedures. The committee chooses its own chair each cycle. There is no prohibition against a chair serving more than once.

4.2. Ad Hoc Committees

As the Director wishes, ad hoc committees may be convened from time to time to address short-term needs of the ELC. The writ of such committees and their membership shall be devised by ELCOM and then recommended to the Director. The mode of participation may be consultative or advisory, depending on the circumstances.

5. Faculty Evaluation

5.1. General Principles

All faculty shall be evaluated annually in accordance with MSU's governance system. The Governance home page is, as of this writing, <https://acadgov.msu.edu/>.

5.2. Human Resources Provisions

The ELC's evaluation procedures shall also be in accordance with principles set forth by MSU's Human Resources office. The page on which these principles are stated is, as of this writing, <https://hr.msu.edu/ua/performance/faculty-academic-staff/index.html>.

5.3. Procedures

5.3.1. Voting faculty (other than the Director) are evaluated by their peers and the Director. The mode of such peer commentary is consultative. (See Appendix A for details.)

5.3.2. Evaluation procedures may be altered by the Director, in consultation with the Associate Director(s), as may be necessary for the efficient operation of the ELC.

5.3.3. Evaluation of the Director's performance is led by the ELC's Director Review

Committee (see Section 4.1.5 above) in accord with the bylaws of the College of Arts and Letters. See https://cal.msu.edu/wp-content/uploads/sites/56/2020/09/CAL_bylaws_approved_5-6-19-1.pdf Section 4

5.3.4. Faculty will be notified before the start of each calendar year if evaluation criteria change.

5.3.5. Faculty will have an opportunity to provide input on evaluation procedures at the end of each cycle. Revisions can be made by the Director with the input of ELCOM.

5.4 Circulation of Information Regarding Evaluation

Evaluation principles stated by MSU's Human Resources allow the ELC leeway to determine the extent to which submitted evaluation materials will be available to faculty for peer review. In the ELC, such circulation will be determined by the Director, acting on recommendations by ELCOM.

6. Reappointment

6.1. Notice Requirements

Voting faculty on fixed-term appointments shall be informed, before the end of the Spring semester of the year in which their current appointment ends, whether to expect reappointment. In all cases, this notice is subject to funding and other factors unforeseen at the time of notice.

6.2. Length of Reappointment

The length of reappointment for voting faculty on fixed-term appointments is governed by MSU policy. The Director shall be informed by the office of the Dean of the College of Arts and Letters.

7. Grievance

7.1. Grievance Procedures

In instances where a faculty member feels that, in their case, the policies and procedures of the ELC have been violated, the faculty member may contact the faculty grievance officer. See <http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/facultygrievance.htm>. Michigan State University recognizes the benefits of a method of resolving disputes in place of, or prior to, the filing of a grievance under the Faculty Grievance Policy. See <https://fgo.msu.edu/mediation-policy> for a description of mediation policies.

8. Scope of Bylaws

8.1 Academic Governance

In accordance with MSU's Bylaws, the ELC's academic governance shall have jurisdiction over other matters as provided in other University policy and legislation, e.g., Academic Freedom for Students at Michigan State University, Graduate Student Rights and Responsibilities, Faculty Grievance Procedure, and Faculty Handbook. These bylaws are subject to the provisions of these documents.

9. Adoption and Review of Bylaws

9.1. Role of voting faculty

As required by MSU's Bylaws, "The voting faculty of each academic unit shall have shared responsibility with the administrator to adopt and publish bylaws, provided they are in conformity with these Bylaws for Academic Governance [MSU Bylaws] 4.3.4."

9.2. Adoption

These bylaws shall take effect upon their approval by the Director. Prior to this approval, the bylaws will be reviewed by the voting faculty and discussed at a meeting of the whole (the Fall Planning Meeting). Outstanding issues may be further discussed by ELCOM and revised as necessary. Discussion may be in person or via an online conferencing utility, email, or other suitable medium. The Bylaws (or sections of the Bylaws) shall be reviewed by the faculty, who may identify passages that need further drafting by such persons as the Director may appoint for this purpose. In this review, the faculty's mode of participation is advisory.

After each amended section has been recast, the voting faculty shall vote to approve or not approve. The vote may be in person or via an online conferencing utility, email, or other suitable medium. The mode of participation is delegated authority. A simple majority of those voting is required to approve any amendments (See Section 2.6 above.) If the vote is to not approve, the bylaws are further modified as delegated by the Director before being presented to the voting faculty for another vote.

9.3. Revision

The Director or persons appointed by the Director will review these bylaws as necessary and commission amendments. As required by MSU's Bylaws, the ELC's bylaws "shall be reviewed at intervals not to exceed five years." Amendments must be approved via the adoption procedure detailed above.

APPENDIX A

Evaluation Procedures

Each faculty member submits written narratives of a limited length about: (1) the past year's accomplishments and challenges, (2) the direction of future projects and possible resources necessary for achievement, and (3) ways in which the faculty member demonstrated intellectual leadership. The third narrative is available to all other voting faculty, who may comment. The Director reads the original narratives and any comments from peers and uses this information in compiling an annual performance review letter. Faculty members meet with the Director as necessary to discuss the letter.