Department of Modern Languages and Literatures
BYLAWS

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1.   MEMBERSHIP

1.1   Department

Department membership shall consist of full-time faculty who hold the rank of professor, associate professor, assistant professor, instructor, and special instructor within the Department of Modern Languages and Literatures. Faculty on joint appointment hold membership in their primary department , as per the *Agreement.*

1.1.2   All full-time department members who are part of the AAUP Bargaining Unit of Northern Michigan University are entitled to vote on departmental affairs. A member of the department on leave retains all membership rights during his/her leave, consistent with the *Agreement.* A tenured person on reduced appointment retains all membership rights.

1.1.3   Visiting faculty and part-time contingent faculty are invited to attend departmental meetings, but are not entitled to vote on departmental affairs.

1.1.4   The department head will serve as an ex-officio, non-voting member of the department except in the event of a tie when the department head can vote to break the tie.

1.2   Committee of the Whole

Membership of this Committee shall include all approved voting members of the department. The department head will serve on the Committee of the Whole in an ex-officio capacity and will serve as the chair of the Committee of the Whole except when the Committee meets to evaluate faculty performance, including annual evaluations and evaluation for tenure, promotion, and continuing contract status. For the purpose of annual evaluations, a member of the faculty who has been a department member for at least three years will be elected by the Committee of the Whole. Members applying for tenure, continuing contract or promotion may select a willing department member. The department head is neither present nor ex officio during faculty evaluations. Voting on all department issues may take place by e-mail as the need arises.

1.2.1   The Committee will make recommendations to the appropriate authority (e.g., department head, dean, provost, committee) concerning departmental affairs such as:

a.   Recommendations dealing with matters of curriculum and academic advisement.

b.   Recommendations in the hiring of all faculty, in the reappointment or non-reappointment of term faculty, evaluation of faculty and recommendations regarding tenure and promotion.

c.   Recommendations regarding class assignments and schedules.

d.   Recommendations dealing with working conditions such as special assignments, released time, and grant applications.

e.   Recommendations dealing with allocation of professional development funds as specified in section 6 of these Bylaws.

1.2.2   Colleague Teaching Evaluations

Each member of the Department at the rank of instructor, assistant professor, associate professor, and continuing contract shall annually select a department member, without repetition over a period of three years, to write an evaluation. Those at the rank of professor shall do so once every three years. Members seeking tenure and/or promotion are strongly urged to choose classroom observation as the primary means of peer evaluation. See also 3.2.1.1.a of these ByLaws.

1.3   Ad Hoc Committees

Ad Hoc Committees will be appointed at the request of the department head and/or the request of a majority of the voting members of the department whenever matters arise that require special expertise and/or investigation. Ad hoc committee chairs will be elected by the members of the ad hoc committee.

1.3.1   Ad Hoc Committees will submit their recommendations to the head and to the Committee of the Whole. The Ad Hoc Committee will be dissolved when the issue for which the Committee was formed has been resolved.

2.   OFFICERS

2.1   Department Head

The department head is the chief executive officer of the department as defined by the *Agreement*. The head shall conduct business in accordance with the *Agreement* and Bylaws of the department.

2.1.1   Should the head find it necessary to absent himself/herself, a faculty member will be designated by either the head or the dean to take care of administrative duties that are not supervisory.

2.1.2   The selection and evaluation of the department head shall conform to the *Agreement*.

2.2   Chair - Committee of the Whole

The department head shall serve as chair of the Committee of the Whole except as noted in 1.2.

2.3   Department Meeting Minutes

The head shall assign a person to keep and publish minutes. Minutes are subject to approval by the members at the following meeting and will be placed on file in the department. Approved minutes will be distributed to faculty by email or hard copy.

2.4   Senate Representative

The department representative to the Academic Senate shall be elected in every even academic year. during the ninth or tenth week of the winter semester. The department member elected must be a voting member of the department and, if possible, should have been on the faculty at Northern for at least three years. The term of office shall be two years.

2.4.1   The representative will provide a brief report of Senate activities at each departmental meeting.

2.5   Bargaining Council Representative

           The Bargaining Council representative shall be elected from among voting department members who
           belong to AAUP. The representative elected shall normally serve for the duration of a collective
           bargaining agreement.

2.5.1   The representative shall provide a brief report of AAUP activities at each departmental meeting.

3.   APPOINTMENT, EVALUATION, TENURE AND PROMOTION

3.1   Appointment

3.1.1   In conducting a search for new full-time faculty members, all members of the Committee of the
           Whole are eligible and ought to participate in the search process and in the interviewing of
           candidates. The appointment procedure shall follow the guidelines of the *Agreement* and these
           Bylaws.

3.1.2   In recommending a candidate to fill a full-time position, the actions of the Committee of the Whole
           shall be consistent with the *Agreement*. The head shall seek authorization from the dean when a
           simple majority of the faculty members of the Committee of the Whole agrees that an additional full-
           time position or part-time faculty appointment is necessary. The Committee of the Whole will
           recommend the background and specialization needed in the new position as well as the duties
           involved. A rank and salary commensurate with the proposed duties will be recommended by the
           Committee of the Whole. Under normal circumstances, the minimal qualification for the instructor
           rank is the completion of all requirements for the Ph.D except the dissertation (i.e., "A.B.D") and the
           minimal degree requirement for assistant professor is Ph.D. Under unusual circumstances the
           minimal degree for the instructor rank is an M.A. in a related field. A native speaker pursuing a
           master's degree at Northern Michigan University may be hired on a part-time basis to teach his/her
           native language.
           The department faculty will make an affirmative recommendation only when the candidate has
           teaching experience or, at the least, is enrolled in LG 350 and supervised.

3.1.3   The Committee of the Whole will recommend, to the department head, content of the advertisement
           for the position and the selection criteria, in accordance with the dean's staffing guidelines.

3.1.4   The head will facilitate advertisement for full-time faculty positions and collect applications. The
           Committee of the Whole shall rank applicants according to the agreed upon criteria. After
           interviewing the candidates, the Committee of the Whole shall make recommendations to the head,
           who will make recommendations to the dean.

3.1.5   The Committee of the Whole shall make recommendations to the department head regarding the
           reappointment or non-reappointment of probationary, term and part-time faculty, as per *the
           Agreement*.

3.1.6   Emergency appointments
           "Emergency appointments" refers to the filling of one-semester or one-year term and/or contingent
           positions due to late resignations, leaves of absence, etc. during a time when classes are not in
           session

3.1.6..1 Procedure
- the head will inform the faculty of the situation via e-mail to faculty nmu.edu addresses;
- the head may make recommendations to the faculty, and will seek advice and votes;
- the head will take into account feedback and votes received within one week of sending the e-mail;
- the head must wait up to one extra week if votes from at least two thirds of the department's voting members have not been received within one week of sending the e-mail, especially when immediate action is not crucial (in the judgment of the head).

3.2 Evaluation

A written evaluation for each non-tenured faculty member and tenured assistant and associate professor shall be completed once during each academic year in accordance with the departmental Bylaws and the Agreement. Tenured professors will be evaluated at least every three years in accordance with the *Agreement*.

The Committee of the Whole shall undertake the evaluations following the guidelines in the *Agreement*.

3.2.1 Judgmental Criteria for Performance in Assigned Responsibilities

The Department recognizes two levels in the performance of assigned responsibilities: *effective* and *distinguished*

3.2.1.1   **Effective** performance is evidenced by meeting the criteria "a" through "d" below

a.   positive written evaluation by peers, which may be:
1. observation of class session(s): recommended (see 1.2.2)
2. evaluation of video-taped class session (s)
3. evaluation of teaching portfolio (to include syllabi, teaching materials, testing material, study guides, class/individual projects [instructions and products], recordings, videos, etc.)
4. evaluations by co-instructors in a team-taught course
5. evaluations by faculty who take one's course
6. evaluations by faculty who observe one's guest lesson(s)

b.   receive student evaluations that evidence teaching effectiveness. In assessing student evaluations, the difficulty of the course, the size of the class, the teaching load, whether the course was taught for the first time, whether the course was required or elective, and other considerations may be taken into account.

c.   develop and maintain an updated portfolio of teaching materials, such as syllabi, sample assessments, sample assignments, sample handouts, etc

d.   advise students / provide tutoring, mentoring, and feedback

3.2.1.2   The following may also be evidence of effective performance; the examples are meant to be illustrative rather than exhaustive
e.   achievement of plans identified in this area in prior evaluations

f.   positive correspondence from students and advisees

g.   assigning daily homework that requires students to use instructional technology, e.g., online textbooks or workbooks, Wimba Voice Boards, online discussion boards, etc.

h.   assigning projects that require students to use general technology, such as Power Point presentations, multimedia projects, building web pages or wikis, etc.

i.   reviewing audiovisual materials for new and/or revised courses

j.   reviewing textbooks for new and/or revised courses

k.   reviewing literary works for new and/or revised courses

l.   gathering realia for new and/or revised courses

m.   preparing translations for new and/or revised courses

n.   preparing ancillary materials for new and/or revised courses

o.   proposing changes to program curriculum

p.   comments from advisees on evaluation forms

q.   advising students (non-advisees) on an informal basis

r.   providing Academic Feedback through the Academic and Career Advisement Center

s.   providing feedback to students on an individual basis

t.   apprising students of academic resources, including the language lab and tutors

3.2.1.3   *Distinguished* performance is evidenced by 3.2.1.1 above plus a selection of activities below; it is not expected that faculty members will include every item mentioned.

a.   receipt of teaching awards

b.   using instructional technology in course pedagogy for example:
  • to manage courses, e.g., EduCat, listservs, electronic message boards, etc.
  • to enhance course content by including native language media such as newspapers, videos, and regional maps
  • to deliver a course in a non-traditional setting, such as an online course or a distance-learning course

c.   course and/or program initiatives
  • creating new courses
  • a substantial revision to a curriculum as confirmed by the review and adoption by the Academic Senate
  • making major revisions to existing courses

d.   creating print or online support materials for a course, for example a manual or a tutorial

e.   Training and mentoring language lab tutors

3.2.2 **Judgmental Criteria for Performance in Scholarship and/or Professional Development.**
Scholarship involves one or more of the four (4) forms of scholarship: the scholarship of discovery; the scholarship of integration; the scholarship of application; the scholarship of teaching. All forms of scholarship must involve the production of a tangible artifact or outcome. For most forms of scholarship, peer review is expected. The department will accept artifacts appearing at web sites of the profession.

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Scholarship

Scholarship can be accomplishments in any of the following fields: literary studies, cultural studies, language pedagogy, language acquisition, applied or theoretical linguistics, application of technology to language learning, translation, and academic service learning.

3.2.2.1 The scholarship of discovery involves original production or testing of a theory, principle, knowledge, or artistic creation. Artifacts or outcomes include

a.   a traditional or experimental survey resulting in quantitative and/or qualitative study and research
b.   a monograph that articulates an original contribution to the study of modern languages and literatures
c.   substantial journal articles, book chapters, or vetted articles in selected conference proceedings that express an original contribution to the study of modern languages and literatures
d.   a literary work, for example fiction or non-fiction writing that expresses an original contribution to the study of modern languages and literatures
e.   a musical performance, theater performance, poetry reading
f.   professional presentations that articulate an original contribution to the study of modern languages and literatures

3.2.2.2 The scholarship of integration involves using knowledge found within and across disciplines to create an original understanding or insight that reveals larger intellectual patterns. Artifacts or outcomes include

a.   a textbook or synthesis that summarizes what is known about a topic or process
b.   an edited anthology
c.   a theoretical analysis
d.   field bibliography
e.   report on the state of research

3.2.2.3   The scholarship of application involves bringing knowledge to bear in addressing a significant issue or problem by using existing research or creative activities to influence current or future conditions. Artifacts or outcomes include

a.   providing expert testimony
b.   production of a technical report
c.   a substantive grant proposal
    • competitive grants, fellowships, or stipends from external sources (funded and/or unfunded)
    • internal competitive grants or sabbatical awards (funded and/or unfunded)
d.   white paper associated with consultancies or grants
e.   public policy analysis
f.   professional presentations
g.   a scholarly review of a professionally related publication
h.   translation of literary works or professional writings
i.   critical edition
j.   encyclopedia or dictionary entries

3.2.2.4 **The Scholarship of teaching** involves proposing and empirically testing a pedagogical procedure that transforms or improves teaching practices. Artifacts or outcomes include

a.   a systematic comparison of learning environments
b.   an impact analysis for learning activities beyond the classroom (such as academic service learning)
c.   a comprehensive assessment of teaching methodologies
d.   writing/preparing peer reviewed pedagogical material that draws on the professional training and scholarly capability of the faculty member and are evaluated for their effectiveness
e.   professional presentations

3.2.2.5   **Peer Review** Common types of peer review include (but are not limited to):

a.   publication in a peer reviewed journal
b.   presentation of scholarly work as a result of a competitive selection process
c.   a written review of one's research
d.   evaluation of a grant proposal
e.   a peer letter acknowledging scholarly accomplishments
f.   an invitation to present scholarly work, including a keynote address
g.   receiving a professional award, or
h.   obtaining a competitive grant

Professional Development

3.2.2.6 **Professional development** includes activities intended to maintain currency in one's discipline, developing new professionally related expertise, or participation in other professionally related activities that may or may not result in a scholarly outcome. Examples of professional development:
a.   Maintaining language fluency, cultural awareness, and professional standards in the target language by international travel
b.   Attending professional conferences
c.   Attending professional workshops or online seminars
d.   Developing a new, or maintaining a current certification
e.   Obtaining an additional degree or training related to one's field
f.   Engaging in post-doctoral work designed to expand one's professional competence
g.   Presenting a paper in a setting that does not require vetting or invitation
h.   Serving as an outside reader to review and critique an article, journal, newsletter, monograph, textbook, or any other scholarly manuscript
i.   Producing a newsletter
j.   Professionally-related media interviews or commentaries (newspaper, radio, tv)
k.   Non-competitive grants from external sources
l.   Non-competitive supportive grants from internal sources
m.   Developing new areas of expertise
n.   Other appropriate professional activities, when confirmed by the departmental evaluation committee and the department head

3.2.3 **Judgmental Criteria for Performance in Service**

The Department recognizes **three levels of service:**

3.2.3.1 **Support** for the functions of the department, college, university or profession as exemplified by

a. Serving as a member of a department, school or university committee
b. Assisting with student recruitment activities (e.g., meeting with/promoting NMU to prospective students; Wildcat Weekend presentations; conducting interviews for university scholarships, etc)
c. Assisting with continuous improvement activities (e.g., outcomes assessment, scholarly resource assessment or accreditation reports when not an assigned responsibility for teaching load credit)
d. Chairing sessions at professional meetings
e. Advising student groups
f. Serving as a reader on a thesis written outside the university
g. Guest lecturing in other departments
h. Advising during summer orientation sessions
i. Service to the Office of International Programs
j. Contributing to internationalization efforts on campus
k. Scholarship decision committees, re current students
l. Mentoring junior faculty
m. Writing grant proposals seeking funding for the department (funded and/or unfunded)
n. Offering directed studies without compensation
o. Uncompensated supervision of student research projects
p. Uncompensated supervision of student apprentices
q. Offering ASL opportunities
r. Honorizing courses for students in the Honors Program
s. Arranging contact between visiting scholars/lecturers and students
t. Organizing additional classroom instruction from members of other NMU depts.
u. Planning and organizing study abroad programs
v. Outreach to teachers/students in area schools
w. Delivering presentations to community organizations
x. Writing grant proposals for community organizations (funded and/or unfunded)

3.2.3.2 **Leadership** in achieving the goals or obligations of the department, college, university or profession as exemplified by

a. Serving as a member of a professional committee
b. Serving on the editorial board of a publication of the profession
c. Serving a term as a committee or subcommittee chair or officer within the department, college or university
d. Organizing a panel, seminar, or workshop at a professional meeting
e. Leading a study abroad experience for students
f. Organizing or directing a workshop, symposium, seminar, or discussion group on campus

3.2.3.3 **Transformative leadership** in establishing new directions for the department, university or profession as exemplified by:

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a. Marshalling the efforts of a group to develop a substantial written recommendation with university-wide or profession-wide consequence and which is subsequently adopted in whole or in part
b. Serving as an editor for a publication of the profession
c. Creating enduring activities that support university-wide goals (e.g., Planet Chat, Spanish Field Day)
d. Serving as Chair of the Academic Senate, Educational Policy Committee, Committee on the Undergraduate Program, Graduate Program Committee, Liberal Studies Committee, Faculty Review Committee, AAUP
e. Organizing a conference or similar scholarly event

3.3 These Bylaws indicate types of activities that can be cited as evidence for promotion to various ranks; the faculty member is encouraged to cite others of equal merit.

3.4 Levels of Achievement for Promotion

3.4.1 **To Assistant Professor**

3.4.1.1 *Assigned Responsibilities*

a. Effective performance (3.2.1.1)

3.4.1.2 *Scholarship and/or Professional Development*

a. **For all:** a sustained record of scholarship and/or professional development (3.2.2)
b. **When an emphasis:** at least one peer reviewed scholarly contribution and a sustained record of professional development (3.2.2)

3.4.1.3 *Service*

a. **For all:** a sustained record of service at the support level (3.2.3.1)
b. **When an emphasis:** a sustained record of service at the *support* level (3.2.3.1) and at least one example at the *leadership* level (3.2.3.2)

3.4.2 **To Associate Professor**

3.4.2.1 *Assigned Responsibilities*

a. Effective performance (3.2.1)

3.4.2.2 *Scholarship and/or Professional Development*

a. **For all:** at least three peer reviewed scholarly contributions (3.2.2) that may include publications, conference presentations, and grants; and a sustained record of professional development (3.2.2)
b. **When an emphasis:**
at least three peer reviewed scholarly contributions (3.2.2) that must include at least one   peer reviewed publication as evidenced by a monograph, a textbook, a book chapter, a translation of a literary work or professional writings, or a substantial article that appears in a   professional journal of the discipline and a sustained record of professional development (3.2.2)

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3.4.2.3 **Service**

a.   **For all:** a sustained record of service at the support level (3.2.3.1)

b.   **When an emphasis**:
(3.4.2.3.b.1)   a sustained record of service at the *support* level (3.2.3.1) and at least three examples of any activity at the *leadership* level (3.2.3.2), or
(3.4.2.3.b.2) one example at the *transformative* level (3.2.3.3)

3.4.3   **To Full Professor**

3.4.3.1   **Assigned Responsibilities**

a.   Effective performance (3.2.1.1)

3.4.3.2   **Scholarship and/or Professional Development**

a.   **For all:** at least three peer reviewed scholarly contributions (3.2.2) that may include publications, conference presentations, and grants; and a sustained record of professional development (3.2.2)

b.   **When an emphasis:**
(3.4.3.2.b.1) at least three peer reviewed scholarly contributions (3.2.2) that must include at least one peer reviewed publication as evidenced by a monograph, a textbook, a book chapter, a translation of a literary work or professional writings, or a substantial article that appears in a professional journal of the discipline and**:**
(3.4.3.2.b.2) a sustained record of professional development (3.2.2) that must include conference attendance (3.2.2.6.a) and participation in workshops (3.2.2.6.b).

3.4.3.3   **Service**

a.   **For all**: a sustained record of service at the *support* level (3.2.3.1)

b.   **When an emphasis**:
(3.4.3.3.b.1)   a sustained record of service at the *support* level (3.2.3.1) and
(3.4.3.3.b.2)   at least three examples of any activity at the *leadership* level (3.2.3.2) or
(3.4.3.3.b.3)   at least one example at the *transformative* level (3.2.3.3)

3.5   **Tenure**

3.5.1   Tenure shall be recommended for faculty who

a.   meet the eligibility requirements of the Agreement and who
b.   meet the judgmental standards for promotion to the rank of Associate Professor, as indicated in the ByLaws, and who
b.   show promise for future contributions to the department, school, university and their profession

3.6   Continuing Contract

Faculty members who apply for Continuing Contract status shall be reviewed using the same process and calendar as for a tenure review, as per the *Agreement*. Pursuant to the *Agreement,* however, the

judgmental criteria apply only to the areas of Assigned Professional Responsibilities and Departmental Service.

3.7   Exceptions

Exceptions to the requirements for number of years of full-time higher education experience at the rank of instructor or above and type of degree) may be made because of unusual scholarly achievements and/or professional service achievements.

3.8   Procedures

The department member shall absent himself/herself from the Committee of the Whole when his/her own case is under consideration.

3.8.1   Faculty who serve on evaluation committees shall have access to information necessary to making an informed decision. Such information shall include those data required by the Agreement. Requests for additional information by such faculty shall be governed by the *Agreement*.

4.   GRIEVANCES

4.1   Faculty Grievance

Faculty grievances shall be in accordance with provisions of Article IV of the *Agreement*.

4.2   Student Grievance

Student grievances shall be brought to the attention of the head. The head will follow the procedures outlined in the University's Student Rights and Responsibilities handbook.

4.2.1   The head will ascertain if the student has discussed the matter with the faculty member, and if not, advise the student to consult with the faculty member and let the faculty member know that a complaint has been brought.

4.2.2   The head will discuss the matter with the student and the faculty member and attempt to resolve the issue so that no grievance hearing is necessary.

4.2.3   If no resolution can be reached, the head will have the student set forth his/her grievance in writing and also specify his/her specific recommendation as to the resolution of the problem. The faculty member will respond in writing to the grievance.

4.2.4   The head will appoint a three-member ad hoc committee to consider the grievance.

4.2.5   The committee will examine the matter and return its decision and recommendation to the head who will communicate this to the student and to the faculty member.

5.   TEACHING ASSIGNMENTS

Professional responsibilities shall be in conformance with the *Agreement*.

5.1   Class schedules

Class scheduling shall be arranged by the department head in consultation with each member of the department. Faculty requests to teach experimental courses should be reviewed by the Committee of the Whole, which will then make recommendations to the department head. The department head will make the final decision, according to the *Agreement*.

5.2.   Campus Overload Courses, Summer School and Extension Courses

In the assignment of courses beyond the normal 24-credit annual teaching load, members of the bargaining unit shall be given first opportunity to teach campus overload, summer school, and extension courses before they are offered to any other person, as specified in the *Agreement*.

5.3   Reassigned Time

Faculty members who have accumulated reassigned time credits must submit written proposals in accordance with the *Agreement*.

6.   PROFESSIONAL DEVELOPMENT FUNDS

6.1   Professional Development Funds accorded by the Board of Trustees

The allocation of professional development funds shall be made by the head in consultation with the Committee of the Whole according to the *Agreement*.

6.1.1   Carry-over
If these funds are not used in three years, they go into a department fund to be disbursed by the department and the department head, according to the *Agreement*.

6.1.2   Use of Funds

As stated in the *Agreement*, the primary purpose of professional development funds is to support faculty travel. However, other approved expenditures in support of professional development may be made if approved by the department and department head, according to the *Agreement*.

6.1.2.1 When faculty members desire to use funds for purposes other than travel, they must submit a written request and brief justification to the Committee of the Whole and to the department head. The Committee of the Whole will review the request and vote to approve or disapprove; the department head will make his/her judgment. In accordance with the *Agreement,* both must approve expenditures other than faculty travel.

7.   **LEAVES**

7.1   Sabbatical Leave

Applications for sabbatical leave shall be considered by the Committee of the Whole, and the department head as a voting member (as provided for by the *Agreement*). The recommendations shall be forwarded to the College of Arts & Sciences Advisory Council (CASAC).

8. MEETINGS

The department normally shall meet once a month at a regularly scheduled time. A quorum consisting of at least two-thirds of the members of the department shall be required for business transactions requiring a vote.

8.1. Special Meetings

Upon the request of the head or three voting members of the department, the head shall convene a meeting of the department within seven calendar days.

8.1.2 No departmental meetings shall be held after the academic year except in cases of emergency. During the summer, the head may conduct essential business of the Department via e-mail. Procedure:

- the head will inform the faculty of a situation via e-mail to faculty nmu.edu addresses;
- the head may make recommendations to the faculty, and will seek advice and votes;
- the head will take into account feedback and votes received within one week of sending the e-mail;
- the head must wait up to one extra week if votes from at least two thirds of the department's voting members have not been received within one week of sending the e-mail, especially when immediate action is not crucial (in the judgment of the head).

9. AMENDMENTS

9.1 Proposed Amendments

Proposed amendments shall be distributed to the members of the department one week before they are to be discussed. The final amendments will be voted upon within one week thereafter.

9.2 Approval

Amendments to these Bylaws must be approved by two-thirds of the voting members of the department. Following this step in the approval process, the departmental ByLaws Committee chair will forward them to the appropriate university committee or authority, as specified in the *Agreement*.

10. RATIFICATION

These Bylaws and amendments hereto shall go into effect after they have been approved by two-thirds of the voting members of the department and after receipt of notification of approval by the Provost and Vice President for Academic Affairs.