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09/18/14; 04/10/15; 4/29/2016

BYLAWS

DEPARTMENT OF LINGUISTICS AND GERMANIC, SLAVIC, ASIAN AND AFRICAN LANGUAGES

1. Constituent Membership of the Department

The Department of Linguistics and Germanic, Slavic, Asian and African Languages is one administrative unit and shall consist of all faculty and students as defined by the constituent membership.

The Department, having various academic missions, will conduct its affairs in Sections (research and teaching based), in Programs (curriculum based), or as a whole. The three Sections will be 1) Language Learning and Teaching, 2) Linguistics, and 3) Literature and Culture. The Programs will be 1) Arabic, 2) Chinese, 3) German, 4) Japanese, 5) Linguistics, 6) Russian, 7) Teaching English to Speakers of Other Languages (TESOL), and 8) Program of Non-degree Studies (African languages, Hebrew, Hindi, Korean, and other less commonly taught languages [LCTLs]).

1.1. The Faculty

- 1.1.1. The voting faculty of the Department shall consist of all persons whose primary academic appointment is in the Department, and who have a tenure-stream or Designation B status or who are academic specialists with a continuing appointment. Designation B faculty and academic specialists may not vote on matters that pertain solely to tenure-stream faculty or other matters deemed inappropriate by the Chair..
- 1.1.2. The non-voting faculty of the Department shall consist of all persons not appointed as tenure-stream or Designation B or who are academic specialists not on a continuing appointment. The non-voting members of the faculty are invited to attend Department, Program, and Section meetings and to participate in the discussions.
- 1.1.3. The honorary faculty of the Department shall consist of all other faculty (e.g. Visiting Professors, part-time faculty, Professors Emeriti). The honorary faculty will be invited to attend Department, Program, and Section meetings and to participate in the discussions.
- 1.1.4. Faculty are members of the Program in which they have at least 50% of their academic responsibilities. Faculty members belonging equally to two Programs will decide, in consultation with the Chair, which Program they will represent in the DAC.
 - 1.1.4.1 The Programs are responsible for determining course and teaching schedules, curriculum, standards, evaluation, policies, procedures, and position requests of the Program.

1.2. Student Members

1.2.1. All undergraduate students who have declared a major in the Department

1.2.2 All graduate degree candidate students of the Department shall be student members of the Department.

1.3. Modes of Participation

There are four modes of faculty and student participation identified for use in Academic Governance. According to the Bylaws for Academic Governance - Michigan State University these modes are:

1.3.1. Consultation

A body of faculty and/or students who discuss with and inform the administrator with authority and responsibility for decision. Such a committee is not a deliberative body; there is no vote. Rather, the members express their views to inform an administrator's decision.

1.3.2. Advisory

A deliberate body of faculty and/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 decision.

1.3.3. Shared Responsibility

A deliberative body of faculty and/or students makes recommendations to an administrator authorized to make decisions. If the administrator and deliberative body cannot agree and action must be taken, the recommendation of the administrator and the deliberative body will be submitted in writing to the next higher administrative level for resolution.

1.3.4. Delegated Authority

A deliberative body of faculty and/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. Department Meetings

2.1. Frequency

There shall be at least one Department meeting each academic year. Additional meetings of the Department may be called at the pleasure of the Chair, the Department Advisory Committee, or upon petition of 20% of the voting

members of the Department.

2.2. Announcement

Department meetings shall be announced in advance with the distribution of an agenda.

2.3. Quorum

2.3.1. A majority of the voting members of the Department shall constitute a quorum for the conduct of business at any Department meeting.

2.3.2. For online ballots, the number of votes cast must meet quorum requirements (see 2.5.2).

2.4. Conduct of Meetings

2.3.1. The Chair of the Department, or his/her designate, shall preside at all Department meetings.

2.3.2. Department meetings shall be conducted according to the rules of parliamentary procedure.

2.3.3. The Chair of the Department, or his/her designate, shall either serve as secretary of the meeting or appoint someone to serve as secretary. Action which is interpreted as constituting policy or position shall be reported and distributed in writing to all voting member of the Department within two weeks after the meeting.

2.5. Voting

2.5.1. Decisions shall be determined by voice or show of hands, unless the majority of the assembled decides in favor of another procedure.

2.5.2. Issues subject to online voting must be preceded by discussion of these issues at a Departmental meeting.

2.6. Elections to College Committees

2.6.1. During the semester in which the term of office for the Department representative to the College Advisory Council, or College Curriculum Committee, or College Graduate Committee shall expire, the DAC chair shall ask voting members of the Department to nominate faculty members for the position(s) and the faculty by secret ballot shall elect the

representative(s). If possible, the representatives on these committees shall come from different Sections of the Department.

2.6.2. However, when the Department has an Associate Chair or another person with designated Department-wide responsibility for either graduate studies or undergraduate studies, this person shall be the department representative to the respective College committee (i.e., College Graduate Committee or College Curriculum Committee).

2.6.3. Other College Committees

The Chair, after consultation with the DAC, shall appoint the representatives of the Department to other standing and ad hoc committees of the College.

2.6.4. All Department representatives to College committees shall periodically report to the Department meeting (at least once per year).

2.7. Academic Council and University Committees

When the Department is called upon to nominate a faculty member for a position on the Academic Council or a standing or ad hoc committee of the University, the DAC shall advise the Chair on the selection of a nominee. After consultation with the DAC, the Chair shall appoint the nominee, unless a majority of the voting members declare their wish to choose the nominee by election, in which case the procedure shall be the same as that described under elections to the College Committees.

3. Department Administrative Officers

3.1. DEPARTMENT CHAIR

3.1.1. The Department Chair shall be the chief executive officer of the Department. The duties and responsibilities of the Chair as well as the procedures for appointment and review of appointment are specified in the Bylaws for Academic Governance - and the Faculty Handbook - Michigan State University.

3.1.2. No later than the end of the Spring semester, the Chair shall notify all faculty members who are eligible for tenure, promotion or reappointment that the review process will take place during the following academic year. The Chair shall direct all eligible faculty members to respond in writing, indicating whether or not they wish to be considered for such action. The Chair will review the promotion and tenure criteria and the review process with each candidate who wishes to be considered for such action, and will

begin the preparation of the dossier (see 5.3.4.1.). For promotion and tenure reviews (and optionally for reappointments) the Chair requests names of potential external referees from the candidate.

3.1.3. Once a dossier is forwarded to the Office of the Dean, the Chair will notify the candidate in writing of what action was recommended by the unit committee(s) and what the Chair has recommended.

3.1.4. The procedures adopted under the Bylaws of this Department shall not abrogate either the freedom or the responsibility of the Chair to make final decisions in all areas of concern to the Department. However, when the Chair's decisions are not in conformity with the wishes of the majority of the voting members of the Department, the Chair shall explain the reasons for his/her decisions.

3.2. Selection and Review of a Chair

In accordance with the Bylaws for Academic Governance - Michigan State University, the following procedures shall be utilized in the selection and review of a Chair:

3.2.1. Review of the Chair

3.2.1.1. The Chair of the Department shall be subject to regular review at intervals not to exceed five years.

3.2.1.2. The Department faculty shall have Shared Responsibility (see 1.3.3.) with the Dean to determine procedures for the review of the Chair. As part of its role in this process, department faculty should consult the document "Recommended Procedures in the Review of the Chair of LGSAAL."

3.2.1.3. The review procedure may be initiated by the Chair, the Dean or the Department Advisory Committee.

3.2.2. Selection of the Chair

3.2.2.1. Composition of the Search Committee.

The Search Committee shall be composed of all members of the Department Advisory Committee, excluding the ex officio members.

The Chair of the department may add up to two additional members, in consultation with the DAC, to ensure diversity in terms of rank, Section, gender, and program. If for any reason a member steps down from the Committee, that member will be replaced by a member selected by the same rules for and manner of distribution as has been established for the Department Advisory Committee.

3.2.2.2. The Search Committee shall have Shared Responsibility (see 1.3.3.) with the Dean to determine procedures for the selection of the Chair. As part of its role in this process, the Search Committee should consult the document “Recommended Procedures in the Review of the Chair of LGSAAL.”

4. Department Advisory Committee (DAC)

4.1. Composition

The membership of the Department Advisory Committee shall be comprised of:

- a) One voting tenure-stream faculty member representing the German Program;
- b) One voting tenure-stream faculty member representing the Linguistics Program;
- c) One voting tenure-stream faculty member representing the TESOL Program;
- d) One voting tenure-stream faculty member representing the Programs other than German, Linguistics and TESOL;
- e) One voting fixed-term faculty member representing the Programs other than German, Linguistics, and TESOL.
- f) One undergraduate student representing the undergraduate constituency of the Department--elected according to the procedures outlined in Appendix A;*
- g) One graduate student representing the graduate student constituency of the Department--elected according to the procedures outlined in Appendix A;*
- h) The Chair and the Associate Chair of the Department (ex officio).

*It is recommended that the student representatives be of different Programs of the department.

4.2. Functions

The mode of participation shall be Advisory.

4.2.1. The Department Advisory Committee shall advise the Chair on matters affecting the Department as a whole.

4.2.2. The Department Advisory Committee, in consultation with the Chair, shall determine the necessary committees for the Department and shall appoint Chairs and members of these committees.

4.3. Procedures

4.3.1. The Department Advisory Committee shall determine its own operating rules and procedures and annually elect a Chair from its membership.

4.3.2. The Department Advisory Committee shall meet as often as required to perform its duties, but shall meet a minimum of once each academic semester, except summer semester.

4.3.3. Meetings of the Department Advisory Committee may be called by the Department Advisory Committee Chair, the Chair of the Department, or by petition of at least one-third of the voting members of the Department Advisory Committee.

4.3.4. The Department Advisory Committee Chair shall distribute to all voting members of the Department the agenda and summary minutes of each meeting.

4.4. Selection

4.4.1. DAC faculty membership is determined alphabetically from lists of voting faculty of all Programs.

4.4.2. The DAC approves the alphabetical lists of faculty provided by the Department Chair and makes alphabetical selections with adjustments concerning byes.

4.4.3. Byes shall be given, and the next person on the list selected, for sabbatical and other authorized leaves of absence, and to ensure a minimal two-year interval between terms of DAC membership of an individual. Those given byes shall be selected in the subsequent year or as soon as possible thereafter.

4.5. Terms of office

- 4.5.1. Faculty. Tenure-stream faculty serve two-year terms and non-tenure-stream faculty and students one-year terms.
- 4.5.2. Students. Student members are elected by the respective student constituencies. (See Appendix A.)
- 4.5.3. Vacancies are filled by the DAC with consideration to by-laws concerning regular DAC membership.

5. Standing Committees of the Department

Since the voting membership of the Department is small in number, it is possible and often desirable to function as a committee of the whole on most matters of concern. However, in order to expedite the work and to assure that all work is done, Standing Committees shall be established.

The general procedures of Standing Committees shall be:

- a) Prepare each semester a summary of the activities of the preceding semester and a list of prospective agenda items for the coming semester. This report shall be distributed to all voting members of the Department.
- b) Committees are encouraged to call on faculty, students and administrators who have special expertise on matters under consideration including minorities and women for the perspective which they may bring to the consideration of many issues. Such individuals are asked to render whatever services are reasonably requested.
- c) Subcommittees shall exist at the discretion of the parent committee. The advisability of their continuance shall be raised annually.

5.1. Programs in the Department

The programs are defined in section 1.0 as follows:

- The Arabic Program
- The Chinese Program
- The German Program
- The Japanese Program
- The Linguistics Program
- The Russian Program
- The Program of Teaching English to Speakers of Others Languages (TESOL)
- The Program of Non-degree Studies (African languages, Hebrew, Hindi, Korean, and other less commonly taught languages [LCTLs])

5.1.1. Composition

Each Program shall be composed of all faculty belonging to that Program and the Chair of the Department. Each program may include student representation.

5.1.2. Functions

Each Program shall deal with problems and issues relating to the academic and curricular mission of that Program.

5.1.3. Procedures

The mode of participation shall be Shared Responsibility.

5.1.3.1. Each Program shall determine its own operating rules and procedures.

5.1.3.2. The Chair of the Department shall serve as Chair of each Program.

5.1.3.3. The Program shall meet as often as required to perform its duties, but shall meet a minimum of one time each academic semester, except summer semester.

5.1.3.4. Meetings of the Program may be called by the Chair, by the convener/coordinator of the Program, or at the request of at least one-third of the voting members of the Program.

5.2. Faculty Evaluation Committee (FEC) (Sec. 5.2. amended 6/15/82; 1/22/14; 4/10/15)

5.2.1. Composition

5.2.1.1 Each tenure-stream faculty member in consultation with the Chair self-selects into one of three Sections according to their teaching and research: Linguistics; Literature and Culture; or Language Learning and Teaching.

5.2.1.2 The FEC consists of members from each of the three Sections based on section size. The

minimum number of members for any section is two. Sections with ten or more faculty will each have one additional member. The members for each Section serve two-year staggered terms where one new member is added each year for a two-member Section, and for a three-member Section, the addition of one or two new members alternates every other year.

5.2.1.3 Selection of FEC members is made alphabetically (A-Z order) by the DAC, from faculty lists of the three Sections. The DAC approves the three alphabetical lists of faculty provided by the Chair and makes adjustments concerning byes.

5.2.1.4 Byes shall be given, and the next person on the list selected, for sabbatical and other authorized leaves of absence, for new faculty in the first year of appointment, and to ensure a minimal two-year interval between terms of FEC membership as an individual. Those given byes shall be selected in the subsequent year or as soon as possible thereafter.

5.2.2. Functions

5.2.2.1. The FEC shall evaluate all tenure-stream faculty and submit their evaluations to the Department Chair.

5.2.2.2. Whenever necessary or requested by one-third of the voting faculty of the Department, the Department Advisory Committee shall prepare and submit for approval by the voting faculty of the Department recommendations for or against changes in the criteria and procedure for faculty evaluation.

5.2.3. Procedures

The mode of participation shall be Shared Responsibility.

5.2.3.1. The FEC shall be convened each year by the Chair of the Department to review its responsibilities and determine its procedures.

5.2.3.2. The FEC shall use the document entitled

Criteria and Procedure for Peer Evaluation in
the conduct of their business.

- 5.2.3.3. The FEC shall submit its evaluations to the Chair no later than the last Friday before spring break.

5.3. COMMITTEES ON PROMOTION, TENURE, AND REAPPOINTMENT

5.3.1. Membership

The composition of each committee shall be determined by its specific function. The appropriate committee shall be constituted for each faculty member reviewed, with membership as follows:

- 5.3.1.1. to recommend promotion to the rank of professor, all members of the Program at that rank;
- 5.3.1.2. to recommend promotion to associate professor and tenure in the case of those appointed at associate professor rank without tenure, all members of the Program at the rank of professor or associate professor;
- 5.3.1.3. to recommend reappointment of non-tenured faculty in the tenure stream, the tenured faculty of the Program;
- 5.3.1.4. each committee shall also include one member of respective rank from another Program of the department, appointed by the Chair, with the concurrence of the DAC;
- 5.3.1.5. if a duly composed committee shall otherwise have no women and/or minority members, the Chair, with the concurrence of the Department Advisory Committee, shall appoint one additional member to that committee from other Sections or from outside the department as necessary to include women and/or minority representation among the membership of the committee;
- 5.3.1.6. if a committee shall otherwise have fewer than five members, the Chair with the concurrence of the DAC shall appoint as many faculty of

respective rank from the candidate's Section as necessary to bring membership to five;

5.3.1.7. if a committee should otherwise have no members of a Section in which a candidate has significant duties, the Chair, with the concurrence of the Department Advisory Committee, shall appoint one additional member from that Section to the committee.

5.3.2. Function

The committees shall make recommendations to the Chair regarding the promotion, tenure and reappointment of tenure-stream faculty.

5.3.3. Mode of Participation

The mode of participation of the committee shall be Advisory.

5.3.4. Procedure (See 3.1.2)

5.3.4.1. By the middle of the Fall semester, the committee will receive for each candidate a dossier containing (i) a full curriculum vitae, (ii) a self evaluation of 3-5 pages addressing research/creative activity, teaching, and professional service, (iii) materials such as those defined in Criteria for Peer Evaluation, including copies of all publications since any previous change in the candidate's personnel status, (iv) in the case of promotion and tenure reviews (and optionally for reappointments) external review letters, and (v) additional materials the candidate may wish to provide.

5.3.4.2. For a candidate for reappointment or tenure, to clarify the candidate's duties and responsibilities as an MSU faculty member, the committee shall receive at the same time the announced official description of the position filled by the candidate, and, as deemed appropriate by the candidate, any correspondence between the chair and the candidate during the search and appointment process.

5.3.4.3. Committees shall evaluate the achievement of

candidates in the areas of teaching, research and service, applying the standards given below.
(5.3.5.)

- 5.3.4.4. The candidate may attend a meeting of the committee to answer questions or to make a presentation of qualifications.
- 5.3.4.5. After examination of the materials and after open discussion concerning the merits of each case, in which the Chair shall participate, committee members shall each provide the Chair and the committee chair with written recommendations. In addition, the committee as a whole shall provide the Chair with a letter including both the recommended personnel action and an explanation of its recommendations. All faculty members of the committee should indicate by signature that this recommendation letter is a fair representation of the committee's position. If there is a minority or dissenting viewpoint, the letter should so indicate. The letter then becomes part of the candidate's dossier.
- 5.3.4.6. Professional ethics demand that the committee's deliberations be held in strictest confidence.

5.3.5. STANDARDS OF ACHIEVEMENTS EXPECTED OF CANDIDATES

The principles of academic freedom and the rights and responsibilities of faculty with regard to teaching, research, and service concern "the unfettered search for knowledge and its free exposition" (MSU Faculty Handbook, p. 27) and are relevant to expectations of faculty achievement. Paragraphs 5.3.5.1, 5.3.5.2, and 5.3.5.3 below provide general direction for candidates and committees and should be interpreted with appropriate flexibility so as not to constrain such search and exposition. Candidates and committees will find further explication of requirements and clarification of terminology in the document Guidelines for Reappointment, Promotion, and Tenure, with accompanying *Interpretations and Clarifications of Terminology*. In addition to the requirements specified here and in the aforementioned Guidelines document, candidates should be aware of the current University and College criteria (http://www.cal.msu.edu/files/8213/3003/2353/CAL_RPT_GUIDELINES_REVISIED_1-12-2012.pdf) for reappointment, tenure and promotion.

- 5.3.5.1. For reappointment (without award of tenure), the candidate must show promise of being able to meet the requirements for promotion within the contractually stipulated amount of time. Promise shall be demonstrated by evidence of the candidate's effectiveness and achievement in teaching, scholarship and service (See document "Guidelines for Reappointment, Promotion, and Tenure.")
 - 5.3.5.2. For promotion from assistant professor to associate professor with tenure or award of tenure in the case of those appointed at associate professor rank without tenure, candidates must demonstrate excellence in teaching, sustained excellence in scholarship, and involvement in service. (See document "Guidelines for Reappointment, Promotion, and Tenure.")
 - 5.3.5.3. For promotion from associate professor to professor, the candidate must demonstrate continued excellence in teaching, sustained excellence in scholarship, and increased involvement in service. (See document "Guidelines for Reappointment, Promotion, and Tenure.")
- 5.4. The Committees on New Tenure-Stream Appointments
- 5.4.1. Composition
 - 5.4.1.1 The composition of each committee shall be determined by its specific function. Each Program shall have its own committee to recommend candidates for new appointments to the Program: the tenure-stream voting faculty of that Program, plus additional members as may be required (see below).
 - 5.4.1.2 If a duly-composed committee shall otherwise have no woman and/or minority member, the Chair, with the concurrence of the Department Advisory Committee, shall appoint one additional member to that committee from the Section which most closely relates to the potential appointment, from another Section, or

from outside the Department as necessary to include a woman and/or minority member on the committee.

5.4.1.3 If a committee shall otherwise have fewer than five members, the Chair with the concurrence of the DAC shall appoint as many faculty from the Section or Sections which most closely relate to the potential appointment, from another Section, or from outside the department, as necessary to bring membership to five.

5.4.1.4 If a committee should otherwise have no members of a second Program in which a new appointee will have significant duties, the Chair, with the concurrence of the DAC, shall appoint to the committee one additional member from that Program.

5.4.1.5 The committee as specified above may recommend additional members for the Chair's approval.

5.4.2. Functions

These committees shall recommend candidates for new appointments to the regular faculty.

5.4.3. Procedures

The mode of participation shall be Shared Responsibility.

5.4.3.1. These committees shall be convened when warranted by the Chair of the Department.

5.4.3.2. The Chair of the Department shall advise the committee as to what positions need to be filled and shall ask for recommendations of candidates for filling them.

5.4.3.3. The dossiers of the candidates for a position shall be made available to all committee members.

5.4.3.4. The committee shall vote on whether an offer should be made by the Chair of the Department to a candidate.

5.5. Graduate Committee

5.5.1. Composition

5.5.1.1. The Graduate Committee consists of the Director of Graduate Studies of each Program (of bylaw 1.1.4) offering graduate degrees, a representative of graduate students of the Department, and the Chair and Associate Chair of the Department.

5.5.1.2. Selection: Directors of Graduate Studies are determined by the Chair in consultation with faculty from that program. The representative of graduate students is selected according to the procedures described in Appendix A.

5.5.2. Function

5.5.2.1. The Graduate Committee shall advise the Chair on intra-departmental matters affecting the graduate programs in the Department.

5.5.3. Procedures

The mode of participation shall be Advisory.

5.5.3.1. The Graduate Committee shall meet as often as required to perform its duties and shall determine its own operating rules and procedures.

6. Ad hoc Committees of the Department

The formation of ad hoc committees shall be kept to a minimum. Whenever possible, a commission shall be referred to a standing committee.

7. Grievance Procedure

7.1. Any faculty member with the rank of professor, associate professor, assistant professor, lecturer, instructor, assistant instructor, research associate, or specialist may initiate a grievance procedure, alleging violation of existing policies or established practices by an administrator, by filing a complaint with the Faculty Grievance Officer (FGO) pursuant to the procedures set forth in the Faculty Grievance Procedure.

- 7.2 For up-to-date policies on the initiation of grievances and hearing procedures go to www.msu.edu/~fgo.
8. Bylaws
- 8.1. Interpretation
- 8.1.1. The Department Advisory Committee shall be the final authority with regard to the interpretation of these Bylaws.
- 8.2. Amendment Process
- The mode of participation shall be Shared Responsibility.
- 8.2.1. Amendments to these Bylaws may be introduced by any voting member of the Department through their DAC representative.
- 8.2.2. A proposed amendment shall be publicized in advance on an agenda announcing the Departmental meeting at which the proposed amendment is to be decided upon.
- 8.2.3. These Bylaws shall be amended by a two-thirds vote of those present and voting in a departmental meeting or, in the case of an online vote, two-thirds of those voting, assuming the quorum requirements are met.
- 8.3. Review of Bylaws
- The Departmental Advisory Committee shall regularly review the Bylaws, to assure that they are in conformity with the College and University regulations, and current departmental practice.

APPENDIX A (Revised 6/15/82; 05/01/98; 05/30/10; 01/22/14)

STUDENT REPRESENTATION

- 1.a. There must be an attempt to fill the following student representative positions:
 - (i) One undergraduate student to represent the undergraduate students of the Department on the Department Advisory Committee (DAC) (see §1.2.1. of the Bylaws):
 - (ii) One graduate student to represent the graduate students of the Department on the DAC (see §1.2.2. of the Bylaws).
 - (iii) One graduate student to represent the graduate students of the Department on the Department Graduate Committee (DGC) (see §5.5.1.2. of the Bylaws):
 - (iv) One graduate student to represent the graduate students of the Department to the MSU Council of Graduate Students (COGS).
- 1.b. As soon as feasible, the Department Chair shall announce by e-mail to all undergraduate and graduate majors that they have these rights of representation.
2. Students have the responsibility to choose their representatives in a fair manner open to all students. The following guidelines for choosing section representatives are suggested, but not required:
 - a. Calls for the nomination of candidates for all student positions at department and college level should be made by e-mail through the undergraduate and graduate email lists as soon as feasible each year. The nomination period will last 1 week.
 - b. If there are more nominations than positions to be filled, a run-off election will be held in a manner determined by the Chair.
3. In the event there are no representatives to initiate the election process, any interested student(s) in the Department may commence such a process, with the approval of the DAC and/or the Chair.
4. The three undergraduate section representatives shall together arrange for the selection of an undergraduate representative to serve on the DAC and at department meetings.
5. The three graduate student section representatives shall together arrange for the selection of the DAC/department representative, the DGC representative, and the COGS representative. If possible, these positions should be distributed among the three sections.