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EPA-335

Dr. Burton Levy, Director  
Office of Administration (MD-26)  
U.S. Environmental Protection Agency  
Research Triangle Park, NC 27711

June 18, 1975

MEMORANDUM

TO: Dean Toole  
FROM: Lawrence M. Clark  
SUBJECT: Black Studies

Attached is a request for information related to NCSU Black Studies offerings. Would you please handle. If you decide to respond, please provide me with a copy.

LMC:sj

Attachment

June 23, 1975

MEMORANDUM

TO: Mr. Raymond E. Tew, Director  
FROM: Lawrence M. Clark  
SUBJECT: EEO Policy - Gilbert Engineering  
Company

Pursuant to our telephone conversation,  
attached is the correspondence from Gilbert  
Engineering Company.

LMC:sj

Attachment



# GILBERT ENGINEERING COMPANY

INCORPORATED

ENGINEERS & CONTRACTORS

SINCE 1926



TELEPHONE: 704 872-5201

STATESVILLE, NORTH CAROLINA 28677

P. O. BOX 828

June 17, 1975

North Carolina State University  
Hillsborough Street  
Raleigh, North Carolina 27607

Attention: Nash N. Winstead, Vice-Chancellor & Provost

Gentlemen:


The Gilbert Engineering Company is an Equal Opportunity Employer. It is the policy of Gilbert Engineering Company to assure that applicants are employed, and that employees are treated during employment, without regard to their race, religion, sex, color, or national origin. Such action shall include: employment, upgrading, demotion, or transfer, recruitment or recruitment advertising; lay-off or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship, preapprenticeship, and/or on -the-job training.

In order that our Equal Employment Opportunity Policy may be efficiently executed, we earnestly solicit your help by engaging in aggressive recruitment for minority workmen. May we count on your help in this matter.

In order that our records might be complete, we request that you sign one copy of this letter, thus signifying your concurrence and cooperation in this endeavor, and return same to us in the enclosed envelope. Thank you for your cooperation.

Very truly yours,

GILBERT ENGINEERING COMPANY

  
Paul J. Kennedy, Jr.  
EEO Officer

PJKjr/lj

I understand and concur in the above.

\_\_\_\_\_  
Signature

Date \_\_\_\_\_

INDUSTRIAL BUILDING

HEAVY

HIGHWAYS

UTILITIES

AFFIRMATIVE ACTION OFFICERS' MEETING

file

May 29, 1975 2:00 p.m.

There was a brief discussion of hard and soft monies.

In looking at the code sheets, Dr. Clark clarified that "other" means naturalized citizen.

It was asked that the schools break down the ethnic origin on a separate sheet; but to consolidate it on the code sheet.

Work Force - July 1

Hired 5 Blacks

English  
Math  
Philosophy & Religion  
Guidance & Counseling  
Foreign Languages

It was stated that the martial status question is no longer permitted.

Dean Solomon's Interpretations of Guidelines of Title IX

1. In scholarships for men and women, there must be an equal amount for both sexes.
2. There should be equal offering of housing facilities.
3. Assistance to third party in placing students is not discriminatory.

It was felt that things would slow down if the Affirmative Action Officer signed all Affirmative Action Reports (unless the Dean is the Affirmative Action Officer).

It was mentioned that the Central Faculty Listing Service lists vacancies throughout the 16 universities. A copy of this Listing Service is in the library. It was requested that this service be used.

A May supplement of the Faculty Data Bank was handed out.

It was noted that the application rate of black students was up, but that there is a need to work on the emphasis in blacks and minorities in graduate school.

July 14, 1975

MEMORANDUM

TO: Dr. J. K. Ferrell, Head  
Chemical Engineering Dept.

FROM: Lawrence M. Clark

SUBJECT: Affirmative Action

Pursuant to our telephone conversation, below is a statement with regard to Affirmative Action which may be utilized in advertisement.

North Carolina State University is an Equal Opportunity Employer and operates under Affirmative Action Policy. The University strongly encourages all qualified applicants. Applicants are requested to indicate their race, ethnic background, and sex in their letter of application. Although providing this information is optional, the success of our Affirmative Action Program depends on our having it.

LMC:sj

July 21, 1975

MEMORANDUM

TO: Dean J. E. Legates

FROM: Lawrence M. Clark

SUBJECT: Draft Policy and Procedure Memorandum for SALS  
on Affirmative Action Recruitment Procedures

I have reviewed your draft memorandum on the above subject and find it consistent with the University Affirmative Action Policy. The last two sentences of the quotation beginning near the bottom of page 1 are mandatory inclusions for position announcements. Race and sex information with respect to applicants is necessary for proper completion of the Affirmative Action Recruitment Report form. While the sex index is covered sufficiently in reporting, the race index is not.

Appointments of Research Assistants and Associates for periods of no more than twelve months should be regarded as temporary appointments and should fall under the same policy and procedures as for full-time faculty appointments for no more than nine months.

If I can be of any further service, please contact me.

LMC:gj

cc: Dr. F. J. Hassler

June 10, 1975

MEMORANDUM

TO: Chancellor Caldwell  
FROM: Lawrence M. Clark  
SUBJECT: Affirmative Action Report

Attached, at your request, is a summary on Affirmative Action activities during 1974-1975. I have included comments on our recruitment efforts for the academic year 1975-1976 and in-service Affirmative Action activities during this year.

As you know, North Carolina State University must submit to HEW each year an interim Affirmative Action Report. The Affirmative Action Representatives are presently preparing annual unit reports. I plan to have the interim report completed by July 1, 1975, and this interim report will serve as our Annual Report on Affirmative Action.

LMC:sj

Attachment



(Draft)

July 31, 1975

TO: Mr. Richard Robinson  
Assistant to the President

SUBJECT: Public Hearing by Secretary of Labor Concerning  
Possible Revisions of Regulations Controlling  
Affirmative Action Programs Applicable to Institution  
of Higher Education

Dick, my staff has reviewed section 60-1.40(b) of the regulations with respect to Executive Order 11246 and your position paper dated January 17, 1975. We will not be submitting comments to the Secretary of Labor. Our concerns with regard to "utilization" and "availability" analyses are covered and amplified quite well in your paper.

Sincerely,

J. A. Rigney  
Chancellor

File  
Lmc

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

OFFICE OF THE CHANCELLOR  
Box 5067 Zip 27607  
TELEPHONE: 919, 737-2191

August 29, 1975

Mr. A. C. Snow, Editor  
The Raleigh Times  
215 S. McDowell Street  
Raleigh, North Carolina 27602

Dear Mr. Snow:

In its edition of Monday, August 25, 1975, The Raleigh Times published an Associated Press "news analysis" of the affirmative action plans to eliminate racial duality in the University of North Carolina System. The article, although shallow in its content, would have been cast more properly as an editorial instead of a so-called "news analysis" and should have, in my judgment, been printed on the editorial page. It called into question President William C. Friday's sincerity and integrity in finding ways to ameliorate racial discrimination among the 16 institutions in the University System.

North Carolina State University is the institution designated by the UNC Board of Governors and State Legislature to establish a School of Veterinary Science, and this decision is central to the contention of HEW and AP "news analyst" Robert Cullen of bad faith.

As Chancellor of NCSU, I would like to inform your readers of the true sense of commitment of this University to the principles agreed to in our State's affirmative action plan. We have met or exceeded our established goals in every category. We increased black enrollment from 50 to 600 in three years, including 30 in Textiles and 100 in Engineering, fields in which blacks have been almost nonexistent in the past. Black faculty members have increased from 2 to 22 in that time. We have initiated special recruitment programs and special aids to disadvantaged students. Most importantly, we have applied administrative pressure throughout the University to create a climate of sincerity of purpose and commitment, and this steadfast position has resulted in an environment that is highly favorable to the attainment of these important objectives.

The University System under President Friday's excellent leadership shall continue its efforts to enhance and advance that climate. To do

Mr. A. C. Snow

-2-

August 29, 1975

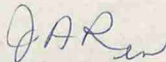
otherwise would be indefensible and inconsistent with intellectual and moral objectives of higher education.

To attack President Friday's integrity on HEW's evaluation of progress made under The Revised North Carolina State Plan for the Further Elimination of Racial Duality in the Public Post-Secondary Education System after a period of only eight months of operational time is grossly unfair. Especially since most of the commitments made in The Plan involved in-depth studies and expenditures which had to be appropriated by the 1975 General Assembly.

In light of these earnest efforts, we resent and reject the pronouncement in the Associated Press "news analysis" that President Friday is insincere and hollow in the implementation of these plans. We work closely with him in developing optimum plans for the most efficient use of public funds, and we know first hand the strength of his belief in and commitment to the principles of elimination of racial duality. He has been relentless in pressuring us in this respect. But we also know the very high standards of performance which he demands in the wise expenditure of tax dollars. In fact, his reputation as an outstanding leader in higher education places him among the top ten in the nation.

It is not surprising to see an editorial take a strongly-biased view of a particular situation, but a "news analysis" should be much more objective if it is to serve a useful purpose for your readers. We would welcome the analyst to visit us and get the facts for a re-examination.

Sincerely,



J. A. Rigney  
Acting Chancellor

CC: Mr. Wes Gallagher  
Mr. Robert Cullen

BCC: President William Friday  
Vice Chancellor Rudolph Pate  
✓ Dr. Larry Clark

August 29, 1975

This week The Raleigh Times published an Associated Press "news analysis" concerning HEW, desegregation of the UNC system, and President William C. Friday's position. The AP "news analysis" was unfair and inaccurate in charging that President Friday is not committed to desegregation as a high priority or is lax in making progress.

The University of North Carolina System under the leadership of President Friday has made great strides in recent years in creating an atmosphere where persons from different races may come to live, work, and study together. In my opinion, the Central Administration is totally committed to developing still further an environment of human understanding, free from racial prejudice.

The University System under President Friday's excellent leadership shall continue its efforts to enhance and advance that climate. To do otherwise would be indefensible and inconsistent with intellectual and moral objectives of higher education.

To attack President Friday's integrity on HEW's evaluation of progress made under The Revised North Carolina State Plan for the Further Elimination of Racial Duality in the Public Post-Secondary Education System after a period of only eight months of operational time is grossly unfair. Especially since most of the commitments made in The Plan involved in-depth studies and expenditures which had to be appropriated by the 1975 General Assembly.

We here at NCSU are totally committed to increasing minority presence among our faculty, staff, and student body. We shall continue our efforts in this area, for not only are we committed to the technical aspect of the laws against discrimination but to the spirit. For it is the latter which will show the greatest reflection of human understanding.

2nd Draft

This week The Raleigh Times published an Associated Press "news analysis" concerning HEW, desegregation of the UNC system and President William C. Friday's position.

The "news analysis" implied rather clearly that the HEW Office of Civil Rights' (OCR) criticisms of desegregation progress in the UNC System were right; and the AP report said President Friday is not taking proper action to meet desegregation goals.

Those of us who have known President Friday for many years and have experienced his excellent leadership of the University of North Carolina know his record to be solid and wise in every respect on this issue. Moreover, he is widely acknowledged to be one of the top half dozen university presidents in the nation.

President Friday's position, in which North Carolina State University is in full agreement, also happens to be shared by many others.

A recent Carnegie Commission study called HEW affirmative action programs "confused, even chaotic." The report, "Making Affirmative Action Work in Higher Education," said, "Few Federal programs are now so near self destruction...and seldom has a good cause spawned such a badly developed series of Federal mechanisms."

Nearly all of the major newspapers in North Carolina have published editorials praising the position taken by President Friday and have sharply criticized the behavior of the HEW Office of Civil Rights. Most of these editorials agree with

--more--

university administrators that OCR's position is an abuse of power and interference in purely educational matters far beyond any real concern with intelligent desegregation.

President Friday's position is also the official position of the State of North Carolina, as it is reflected in actions of the General Assembly, Governor James Holshouser, and the UNC Board of Governors.

Maryland Gov. Marvin Mandel has "rejected out of hand" OCR threats and has told HEW to begin enforcement proceedings. Nine other states are reportedly close to similar action, and the heads of many major universities in the nation recently met with top Federal Officials to protest heavy-handed practices of OCR officers.

The AP news analysis -- actually it was not a news analysis but an editorial opinion -- was unfair and inaccurate in charging that President Friday is not committed to desegregation as a high priority or is lax in making progress.

The truth is that the UNC System, under President Friday's leadership, is committed to desegregation and has accomplished a great deal.

NORTH CAROLINA STATE UNIVERSITY  
OFFICE OF PROVOST AND VICE CHANCELLOR ..... 109 Holladay Hall

February 1, 1973

TO: A.Carnesale Claude E. McKinney  
David W. Chaney Arthur C. Menius, Jr.  
Carl J. Dolce Banks C. Talley  
Eric L. Ellwood Robert O. Tilman  
Ralph E. Fadum W. L. Turner  
J. E. Legates J. D. Wright  
I. T. Littleton

FROM: H. C. Kelly, Provost *HCK*

SUBJECT: Affirmative Action Planning

In developing your affirmative action plan, I would urge you to consult with the members of the Good Neighbor Council who are in your unit. This Council has considerable experience with problems and proposals related to minorities on our campus. Of particular note is their report of October 17, 1971, "Racism in Employment at NCSU -- Patterns and Prospects," a summary of which is attached for your use.

The members of the Good Neighbor Council are as follows:

Charles F. Murphy, Chm. - Crop Science	William R. Jessup, liaison/RCRC
Spurgeon Cameron - Urban Affairs & Com. Serv.	William R. Knight, liaison/RCRC
Paul J. Capps - Physical Plant	William H. Simpson, liaison/Chancellor
Florence I. Francis - Student Affairs	William L. Williams, ex officio
Bhupender S. Gupta - Text. Tech.	
Patricia Harris - Student Affairs	Students:
Bobby F. Holloway - Physical Plant	Norman Campbell - Textiles
Julie McVay - Guid. & Pers. Serv.	Duty D. Greene - Econ.
James P. O'Brien - Student Affairs	John Robert Harman - Civil Eng.
William P. Tucker - Chemistry	Alger Marable - Chemistry
Odell Uzzell - Soc. & Anth.	Rick Shields - Liberal Arts
Jack W. Wilson, Senate - Econ.	

HCK/mg

cc: Mr. William Calloway  
Dr. R. G. Carson  
Mr. Cy King  
Dr. Jasper Memory  
Dr. Charles Murphy  
Dr. LeRoy Saylor



## Part II

### Black and White Jobs Among SPA Categories

As of January 1, 1970, SPA employees at NCSU were distributed among 256 job categories.<sup>1</sup> The size distribution among these job classifications (or titles) is as follows:

Number of job classifications (titles)	
with 1-2 employees per title	156
with 3-5 employees per title	36
with 6-10 employees per title	30
with 11 or more employees per title	34

Several of the classifications are very large. For example NCSU employed 252 Steno II's, 198 household assistants, and 90 Typist II's on January 1, 1971. By contrast, NCSU employed only 3 grounds foremen, 5 artist-illustrator I's, 1 computer systems analyst III, 1 consulting architect I, and one Physical Plant Director III. Because it is difficult to determine the degree to which the University continues to practice racial separateness with job classifications containing 1 or 2 individuals,<sup>2</sup> this analysis is restricted largely to classifications containing 3 or more persons.

It is useful to consider the three relevant size classes separately. Beginning with the class containing 11 or more employees per title, one may observe the number of titles which are white only, black only and mixed. These data are presented in Table 4. Where the title contains persons of more than one color, the degree of mixture is specified. The job titles are arranged generally in ascending order by salary rate. Table 5 shows the racial employment mix among the 30 classifications containing 6 through 10 employees. Finally, Table 6 shows the racial employment pattern for those classifications containing 3 through 5 employees.

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<sup>1</sup>These data were obtained from the personnel office printouts entitled "SPA EMPLOYEES, LISTING BY CLASSIFICATION--shows race, sex, and salary; effective date: January 1, 1971 (compiled for HEW report)."

<sup>2</sup>By definition, all one person job classifications are black, white, or other.

It is useful, first, to examine the data in Tables 4 and 5. In general, these data show a very limited number of black only jobs, and these are concentrated largely among the lower skill groups. More important, however, is the fact that the mixed employment categories also are concentrated among the lower portion of the job titles and that a substantial number of white only jobs still exist--disproportionately concentrated among the high skill groups. Where these higher paying classifications are tabulated as mixed, the mixture tends to be of a token nature--as with painters, plumbers, research technician III, agricultural research technician II, steno III, and library assistant II. Thus, it would appear that the old pattern of black and white jobs remains not too deeply below the surface. Notable exceptions are the newly established categories, research technicians I and II. By contrast another category--agricultural research trainees--which appears to be "a natural" for black advancement and training, is exclusively white. Continuing on to Table 6, one sees a further confirmation of the general pattern observed in Tables 4 and 5.

In general, these "job title" data attest (1) to the disappearance of the traditional "black only" jobs as whites--particularly white women--have increased their employment share (see Appendix A) and, (2) to gains among clerical workers, operatives, and craftsmen; gains first seen in the EEO-1 data. The "job title" data also suggest that blacks are now entering strongly into the lower ranks of technicians. The higher technical, clerical and administrative jobs continue to be exclusively or almost exclusively white.

Among the 156 categories containing 1 or 2 persons, as expected, most were all white or all black. The all black categories included:

- Light housekeeping assistant
- Messenger
- Hospital orderly
- Laundry workman
- Nurses aide
- Area foreman
- TV Production Assistant
- Baker I
- Sales Clerk II
- Dry Cleaner
- Cook II
- Laundry Routeman
- Janitor Foreman
- Floor Maintenance Foreman
- TV Production Assistant II
- Mechanic I
- Mail Center Supervisor I
- Housekeeping Supervisor I

Most of the single and dual person categories among whites were special technical, skilled craft, or supervisory titles.

In general, the pattern of racial employment mix shows a considerable widening of scope in contrast to the 1963 pattern (see Table I) despite the fact that total Negro employment has not grown substantially relative to total employment at the University from 1966 through 1971. Exclusively black jobs diminished in number, particularly among the larger categories of employment. There remain, however, a large number of exclusively white job classifications.

## Targets of Opportunity

In order to widen and deepen the potentialities for employment at the University of competent black men and women against the background presented above, it is useful to identify certain job classification (titles) in which one might expect to be able to make rapid gains. In addition, it is useful to delineate ways in which the employment opportunities and upward mobility may be increased for competent blacks and competent whites. We turn first to the delineation of targets of opportunity. The precise mechanisms by which to further reduce our bifurcated employment situation is left to Part V.

If one were to seek a rapid increase in black employment presence at the University in nontraditional SPA jobs in accordance with the oft-expressed wishes of the Chancellor, one might logically concentrate upon particular targets of opportunity. The targets (job titles) should be nontraditional jobs which are either large or have high turnover or both, but which are not so divorced from the present skill mix of the indigenous black population so as to make the attempt impossible of attainment. Although the precise mix of skills among our black population is not available, one can generalize from the rising educational levels of young blacks and from the job categories which have been successfully integrated, once we tried to do so. The following job classifications appear to represent reasonable and sizeable targets of opportunity for the near future. Some titles are included which are presently all-white but into which semi-skilled blacks and blacks presently acquiring experience in slightly lower job classifications might well aspire and qualify; given the opportunity to do so.

### Targets of Opportunity

#### Clerical

Clerk I, II, III  
Steno I, II, III  
Typist I, II, III  
Accounting Clerk I and II  
Key Punch Operator I and II  
Library Assistant I and II  
Sales Workers

#### Technical

Agri. Research Trainee  
Agri. Research Technician I & II  
Research Technician I & II  
Agri. Research Assistant  
Agri. and Engineering Research  
Assistants and Technicians

These categories largely nontraditional, relatively large and growing, are not too divorced from what appears to be the stock of available skills among local blacks. The list is not intended to be exclusive, nor is it intended to limit our search for qualified blacks in the smaller categories of employment; e.g., photographers, TV technicians, public information specialists, consulting engineers, nurses, and the like. It is intended to point up particular employment areas in which large gains might be obtained quickly. In addition, efforts should be devoted to continue and expedite the growth of nontraditional employment opportunities among the various semi-skilled and skilled craft ~~jobs or largely under the~~ control of the Physical Plant division. These job classifications represent opportunities for changes in the nontraditional occupational structure. The number of such openings are necessarily limited, however, since most of these categories contain fewer than 11 workers. Attention should, however, be given to the following:

Painter  
Electrician I, II  
Plumber  
Maintenance Mechanics I-IV  
Carpenter II

with particular emphasis on the recruitment and promotion of apprentices or helpers to journeymen's positions and from category I to higher levels upon acquisition of the requisite skills through experience (or training). Similar comments apply to small job classifications like duplicating equipment operators, data processors, computer operators, and research mechanics. The summary and recommendations presents a procedure by which such natural progression should become more rapid and more automatic even among small job categories.

# NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

P. O. Box 5067, RALEIGH, N. C. 27607

OFFICE OF THE PROVOST AND VICE-CHANCELLOR

February 6, 1973

## MEMORANDUM

TO: A. Carnesale ✓  
D. W. Chaney  
C. J. Dolce  
E. L. Ellwood  
R. E. Fadum  
J. E. Legates  
I. T. Littleton  
C. E. McKinney  
A. C. Menius, Jr.  
B. C. Talley  
R. O. Tilman  
W. L. Turner  
J. D. Wright

FROM: H. C. Kelly *HCK*

SUBJECT: Recommendations of the Minority Group Student Opportunities Committee of the Graduate School Administrative Board

Last year Dean Peterson appointed a committee to study ways in which NCSU could increase its minority enrollment at the graduate level. The Graduate School is working on these recommendations, but I am also distributing a summary of the committee recommendations in hopes that they may be of some use to you in your Affirmative Action planning. Members of the committee are also listed in case your planning committee wishes to consult further with them.

## RECOMMENDATIONS

1. Increased recruitment efforts should not wait for outside funding. We recommend that the Graduate School devote some time and energy to active recruitment on traditionally black college campuses this fall. We recommend that it encourage school and department faculties to do so also. The committee urges each department to seek at least one black graduate student. However, the committee was not willing to recommend the establishment of quotas.
2. Our second recommendation has to do with open housing. We are aware that several groups have given attention to the problem of open housing and that the university maintains a list of housing opportunities for which a certification of nondiscrimination has been made. However, we urge that this list be strengthened and extended in the following fashion. First, the University should have a more strongly worded statement which the landlord must sign in listing his housing units with the University. This would provide an opportunity for recertification of the current housing list.  
  
Second, the housing office should proceed to expand the list of off-campus housing units available on an open occupancy basis by adding to the list resident units known to be open to all persons. That is, the University should take the initiative in making sure that the list includes a range of rental rates and housing opportunities open to all students rather than simply wait for interested landlords to come into the housing office.

(Continued)

Recommendations of the Minority Group Student  
Opportunities Committee of the Graduate School  
Administrative Board

Page 2

February 6, 1973

Members of the Committee:

David R. Kniefel and Dale Hoover - Co-Chairmen  
Dr. Robert G. Carson  
Dr. Ralph Greenlaw  
Mr. Felix Grissom  
Dr. Joe Lammi  
Dr. N. J. Rose  
Dr. R. R. Wilkinson  
Dr. Robert Work  
Dr. Carl Zorowski  
Dean W. J. Peterson  
Dean Earl Droessler

HCK/mg

cc: Dean W. J. Peterson  
Dr. F. J. Hassler  
Dr. R. G. Carson  
Dr. LeRoy Saylor  
Dr. Odell Uzzell  
Dr. Jasper Memory  
Mr. William Calloway  
Mr. Cy King

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

OFFICE OF BUSINESS AFFAIRS

DIVISION OF PERSONNEL SERVICES  
Box 5067 Zip 27607

March 6, 1973

MEMORANDUM

TO: Deans, Directors, and Department Heads

FROM: William R. Calloway, Director *WRC*  
Division of Personnel Services

This is to request your assistance in the compilation of an inclusive list of all SPA employees in your jurisdiction serving in a supervisory capacity. Once completed, the list will provide communication channels to disseminate information concerning University personnel policies, programs, and procedures downward to all levels of employees through periodic training sessions, distribution of pertinent materials, and other related efforts.

For this purpose, a supervisor is defined as one who has authority to assign or direct work, to give orders, to determine priority of assignments, to discipline, and to evaluate work performance. In summation, a supervisor is responsible for the delegation of work, the instruction of the employee, coordination of the efforts of subordinates, and is accountable for the results obtained as well as the performance of subordinate employees. Inspecting, checking or proofreading the work of others or answering questions and making suggestions does not constitute supervision. Neither is the distribution of work assignments with no responsibility for results considered a supervisory function.

Requested information may be recorded on the attached sheet and returned to the Division of Personnel Services.

We will appreciate your prompt attention to this request. If you have questions, please call.

WRC/jw

*Neenah Bond*

June 10, 1975

AFFIRMATIVE ACTION REPORT  
1974-1975

The North Carolina State University Affirmative Action Plan (submitted to HEW Regional IV Office in Atlanta in February, 1974) is based on a three-year period from July 1, 1973 to June 30, 1976. As yet we have not received an indication from HEW of acceptance or rejection of our Plan.

The progress we have made in attaining our goals on race and sex, our recruitment efforts for the academic year 1975-76, and in-service activities during the academic year 1974-75 are summarized below.

Race Personnel Summary

EPA Non-Faculty

The full-time black EPA non-faculty numerical goal by June, 1976 is 39. At the present time we have 28 blacks in this category. This is an increase of one (1) over 1973-74. Under "other race" category (American Indians, American Orientals, Spanish Surnames) we have four (4) full-time persons with a 1976 goal of five (5).

EPA Faculty

The full-time black EPA faculty numerical goal by June, 1976 is 44. At the present time we have 18 full-time black faculty members. This is an increase of four (4) over 1973-74. Under "other race" category, at present, we have 15 with a goal of 20 by 1976. There has been no change over 1973-74.

Assistant  
Prof.  
Woman

Clark  
Grant  
Lucas  
Gilmore  
Sociology



SPA

The overall full-time black SPA numerical goal is 636 by June, 1976. At the present time we have 549. This is a decrease of five (5) over 1973-74.

Sex Personnel Summary

EPA Non-Faculty

The full-time female EPA non-faculty numerical goal by June, 1976 is 89. At the present time we have 91 in this category. This is an increase of seven (7) over 1973-74.

EPA Faculty

The full-time female EPA faculty numerical goal by June, 1976 is 114. At the present time we have 74 females in this category. This is an increase of six (6) over 1973-74.

SPA

The full-time female SPA numerical goal by June, 1976 is 1187. At the present time we have 1187 in this category. This is an increase of thirty-six (36) over 1973-74.

Recruitment Efforts

In the EPA faculty category five (5) blacks (Assistant Professors) and nine (9) females ( one Associate Professor, five Assistant Professors, two Visiting Instructors, one Visiting Assistant Professor) have been employed for the academic year 1975-76.

In the EPA non-faculty category one (1) female has been employed for the academic year 1975-76.

### In-Service Activities

#### Panel Discussion

A panel discussion "Federal Impact on Higher Education" was held on January 29, 1975. Mr. Richard Robinson, Assistant to President Friday, and Dr. Freddie Groomes, Assistant to the President for Minority Affairs at Florida State University, served as panelists. The Panel Discussion was well attended by the administration, faculty and staff.

#### Race Relations Seminar

A two-day Race Relations Seminar was held at Quail Roost on February 27-28, 1975, and conducted by Urban Crisis, Atlanta, Ga. Participants in the Seminar were key administrators which included the Provost, Assistant Provosts, several Deans, Associate Deans, several Affirmative Action representatives, and several department heads.

The participants unanimously agreed that the Seminar was highly beneficial, and it did indeed serve as a vehicle to advance the climate of human understanding, free from racial prejudice.

At a follow-up meeting, the participants made several specific recommendations with respect to race relation activities which will be considered for the academic year 1975-76.

## STATUS OF NCSU AFFIRMATIVE ACTION

The North Carolina State University Affirmative Action Plan is based on a three-year period from July 1, 1973, to June 30, 1976. At this time we have not been informed by HEW whether our Plan has been rejected or accepted. Tentatively, we have HEW's approval of our submitting an addendum to our current Plan. The addendum will be based on a three-year period from July 1, 1976, to June 30, 1979.

The progress we have made in attaining our goals on race and sex is summarized below. The EPA non-faculty and faculty summaries are based on studies made this fall, while the SPA summaries are based on studies completed on July 1, 1975.

RACE SUMMARYEPA Non-faculty

The full-time black EPA non-faculty numerical goal by June 1976 is 38. At the present there are 29 blacks in this category. This is an increase of 2 over 1974-1975. Under "other" category (American Indians, American Orientals, Spanish surnames), we have at present 4 full-time persons with a goal of 5 by 1976.

EPA Faculty

The full-time black EPA faculty numerical goal by June 1976 is 44. At the present there are 21 full-time black faculty members. This is an increase of 5 over 1974-1975. Under "other" race category, the increase was from 15 to 17. At present there are 4 black faculty members in temporary positions (including part-time and full-time).

September 19, 1975

## SPA

Blacks decreased from 554 to 543 with a goal of 636 by June 1976. Decreases of blacks in the clerical (-4), craftman (-5), operations (-4), and laborers (-9) classifications coupled with gains in the professionals (+2), technicians (+1), and service workers (+8) classifications resulted in a net loss of 11. Under "other" race, there was no change over last year.

## SEX SUMMARY

### EPA Non-faculty

The full-time female EPA non-faculty numerical goal by June 1976 is 90. At the present there are 94 in this category. This is an increase of 6 over 1974-1975. At present, in this category, there are 9 females in temporary positions (including part-time and full-time).

### EPA Faculty

The full-time female EPA faculty numerical goal by June 1976 is 118. At the present there are 88 females in this category. This is an increase of 10 over 1974-1975. At present there are 30 female faculty members in temporary positions (including part-time and full-time).

## SPA

The full-time female SPA numerical goal by June 1976 is 1187. On July 1, 1975, an overall increase of females was from 1151 to 1170. This represents an increase of 19 over 1974-1975.

# NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

OFFICE OF THE CHANCELLOR  
Box 5067 Zip 27607  
TELEPHONE: 919, 737-2191

October 2, 1975

## MEMORANDUM

TO: President William Friday

SUBJECT: North Carolina State Plan for the Further Elimination of Racial Duality

We are pleased to respond to your memorandum of September 25, 1975 requesting the designation of a senior administrative officer at this institution as the person you should initially contact on any issue concerning the implementation and monitoring of the State Plan.

We are designating Dr. Lawrence Clark as our contact officer for this purpose.



J. A. Rigney  
Acting Chancellor

cc: Dr. Lawrence Clark ✓  
Dr. N. N. Winstead  
Mr. John D. Wright  
Dean Banks Talley

Office of the Provost.....208 Holladay Hall

September 24, 1975

MEMORANDUM

TO: Members of the Affirmative Action Committee

FROM: Lawrence M. Clark *Lawrence M Clark*

SUBJECT: Affirmative Action Committee Meeting

There will be an Affirmative Action Committee meeting on October 2, 1975, at 1:30 p.m. in the Holladay Hall Conference Room.

*WAT  
MA 6*

AGENDA

1. Chancellor's comments
2. Provost's comments
3. Status of our Affirmative Action Plan
4. Discussion of preliminary plans for an addendum to our current Plan
5. Routine matters
6. Questions and answers

LMC:sj  
cc: Chancellor Rigney  
Provost Winstead  
Dr. Downs

October 21, 1975

To: John F. Bogdan  
William R. Calloway  
John F. Ely  
Carl J. Dolce  
Francis J. Hassler  
Randolph T. Hester  
Charles B. Lynam  
Cyrus B. King  
R. A. Mabry  
Jasper D. Memory  
LeRoy C. Saylor  
Samuel C. Schlitzkus  
Thomas H. Stafford  
Robert O. Tilman  
Banks C. Talley, Jr.

For our upcoming addendum to our Affirmative Action Plan, the index availability is one of the troublesome components. The resource booklet as indicated by the attachment may be an aid to you. Perhaps you would like to order the basic book.

The Provost's Office intends to order one copy of the basic book and the semi-annual supplements.

Lawrence M. Clark  
Affirmative Action Officer

# SCIENTIFIC MANPOWER COMMISSION

A Participating Organization of the  
AMERICAN ASSOCIATION FOR THE  
ADVANCEMENT OF SCIENCE  
1776 Massachusetts Avenue, N.W.  
Washington, D.C. 20036

202-223-6995  
202-467-4325

## MAJOR REPORT ON PROFESSIONAL WOMEN AND MINORITIES

*PROFESSIONAL WOMEN AND MINORITIES - A Manpower Data Resource Service* is a comprehensive new study published by the Scientific Manpower Commission for use by educational institutions, industry and government. This 320-page publication brings together for the first time virtually all available data on manpower at professional levels with special emphasis on women and minorities in the natural and social sciences, engineering, arts, humanities, education and the professions.

Published in loose-leaf format with appropriate subject divider tabs, this four-part reference book includes basic information on affirmative action; manpower data in all fields from more than 100 sources; recruitment resources; a bibliography, and a comprehensive cross index. Approximately 400 tables and charts with breakdowns by sex and/or minority status provide data on enrollments; degrees; and on general, academic and federal workforce participation by field and subfield. Each data resource section, arranged by field, is supplemented with textual highlights of the data and lists of specialized recruitment resources for women and minorities in that field. A continuing subscription service will provide semi-annual updates and supplementary data.

The two-year preparation of this report has been supported in part by The Ford Foundation.

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Scientific Manpower Commission, 1776 Massachusetts Ave., N.W., Washington, D.C. 20036

Please enter my order for *PROFESSIONAL WOMEN AND MINORITIES - A Manpower Data Resource Service* as follows:

- \_\_\_\_\_ copies of the basic book issued May, 1975 @ \$40 each.
- \_\_\_\_\_ set(s) of semi-annual supplements to be mailed approximately in November 1975 and May 1976, @ \$20 per set (pre-publication price).
- \_\_\_\_\_ Please notify me when the first semi-annual supplement is available.

\$ \_\_\_\_\_ Payment Enclosed

\_\_\_\_\_ Please send invoice when materials are mailed (\$1.00 handling charge)

Name \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_



*file Equal Opportunity* (Equal Employment Opportunity Act 1972)

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

Office of the Provost.....201 Holladay Hall

---

9 May 1972

*W*  
*M*

MEMORANDUM

TO: Deans, Directors and Department Heads  
FROM: Clauston Jenkins  
William Calloway

*W*

The attached information related to the Equal Employment Opportunity Act of 1972 was prepared by the Institute of Government. We are sending it to you for your information in order to give you a better understanding of the legal framework in which we are operating. From time to time we shall provide other information that may prove helpful in providing equal opportunity on this campus.

lc

Attachments

## EQUAL EMPLOYMENT OPPORTUNITY ACT OF 1972

On March 24, 1972, President Nixon signed H. R. 1746, the Equal Employment Opportunity Act of 1972. This bill which was effective on that date extends the Civil Rights Act of 1964 to all state and local governmental employees. The 1964 act prohibits discrimination because of race, color, religion, sex or national origin and established a federal agency, the Equal Employment Opportunity Commission, to investigate charges of discrimination.

The newspapers of the area carried the headlines of the debate in the Senate for many weeks, but little or no notice has been given to the legal ramifications for state and local governments.

The courts have held for many years that racial discrimination in state and local government was unconstitutional. In recent years the Civil Rights Acts of 1866 and 1871 have been cited by the Supreme Court as prohibiting racial discrimination. Federal grant programs have for some time required certification that discrimination is not being practiced. Chapter 823 enacted in 1971 by the North Carolina General Assembly provided that "all State departments and agencies and all local political subdivisions of North Carolina shall give equal opportunity for employment, without regard to race, religion, color, creed, national origin or sex to all persons otherwise qualified."

In the past a person who has believed he has been discriminated against and desired relief had to bring a civil suit in federal court. This procedure was both expensive and slow. The new legislation makes the federal government responsible for investigating alleged discrimination and for bringing legal action in the public sector as they have been responsible in the private sector since 1964.

A state or local employee or applicant who believes that he has been discriminated against may contact the Equal Employment Opportunity Commission. The Equal Employment Opportunity Commission is authorized to investigate alleged unlawful employment practice. If the Commission finds that discrimination has occurred, it is authorized to use informal methods of conference, conciliation, and persuasion to seek an agreement that discriminatory practices will cease.

If the EEOC is unable to achieve a successful conciliation of the discriminatory practices, it will refer the matter to the Attorney General of the United States. The Attorney General has 180 days following the alleged unlawful employment practice to file civil action against the governmental unit. The Attorney General may bring an action for appropriate temporary or preliminary relief pending the final disposition of the charge. If the Commission has dismissed the charge or 180 days have elapsed without the Attorney General filing a complaint, the person alleging discrimination may bring a civil action within the appropriate district court. The court may appoint an attorney and authorize the commencement of action without the payment of fees, cost, or security. In 1974, two years after the enactment of the amendments, the functions of the Attorney General under this section will be transferred to the Equal Employment Opportunity Commission.

If the court finds that a city, county or state has engaged in an unlawful employment practice, the court may order the employee reinstated with or without back pay. Back pay is limited to that which accrues from a date not more than two years prior to the filing of a charge with the Commission. Under the Civil Rights Act of 1964 court costs and attorneys' fees may be levied against the discriminating employer.

The passage of this act increases the possibility of legal action being brought against the city charging discrimination in employment and promotional practices within all departments. In August 1971 an action was filed against the City of Charlotte and in November a similar action was filed against the City of Fayetteville. The cases were brought by the North State Law Enforcement Officers Association, an unincorporated organization of Black officers, and Black officers in the two cities.

The Black officers in both cities asked for injunctions (1) prohibiting the city from using criteria for employment and promotional tests which were not properly validated, (2) requiring promotions on the basis of seniority unless valid non-discriminatory employment criteria for promotion are developed, (3) requiring that only Blacks be appointed until such time as the racial composition of the department reflect the same racial proportion as in the community, and (4) specifying that future lieutenant and captain vacancies shall be filled only with qualified Black applicants until the racial composition of police officers above the rank of patrolman reflects the same racial proportion as the average racial proportion of Black officers within the police department.

Alleged discrimination in the employment and promotion of Black officers in the Durham Police Department has been charged in a complaint recently filed with the Law Enforcement Assistance Administration in Washington.

The 1972 Equal Employment Opportunity Act makes all state and local governments subject to the regulations and investigatory authority of the Equal Employment Opportunity Commission. These regulations which appear in the Code of Federal Regulations, Title 29, Chapter XIV, and are attached, provide that the use of any test which adversely affects hiring or promotion of minority groups constitute discrimination unless (1) the test has been differentially validated, and (2) no alternative hiring or promotion procedures are available. In the Griggs v. Duke Power case decided by the U. S. Supreme Court on March 8, 1971, the court apparently approved the Equal Employment Opportunity Commission's Guidelines on Employment Testing Procedures and added that tests should be specifically related to job performance. The Supreme Court adopted the following important principles concerning employment selection: (1) employment selection devices, although neutral on their face, are unlawful if they operate to freeze the status quo or to perpetuate the effects of past discrimination; (2) it is not necessary to prove that the defendants intended to discriminate; (3) the burden is on the defendants to show that any given requirement for employment is specifically related to job performance; and (4) statistics alone may establish a prima facie case of discrimination.

A Federal District Court on March 9, 1971, in Carter v. Gallagher ordered the Minneapolis Fire Department which had no Blacks among 535 firemen to (1) initiate an affirmative recruitment program to attract minority group members to employment

as fire fighters including maximum feasible use of communication media most likely to reach minority groups and pre-test tutoring session, (2) stop requiring high school graduation or certificate of equivalency as a requirement for employment although employees might be required to obtain high school equivalency within two years, (3) validate all tests used in the future in accordance with the EEOC testing guidelines, and (4) give absolute preference to 20 minority group members.

In decisions in the same case on September 9, 1971, and January 7, 1972, the U. S. Court of Appeals, 8th Circuit, reversed the absolute preference to 20 minority group members, but the court did approve the hiring of one minority employee for every two white firemen until a minimum of 20 minority firemen were employed.

The reasoning of the courts may be helpful to suggest the thinking of federal judges and the precedents that are being established. With reference to the requirement of high school completion, the court found that a lower percentage of minority group persons than white persons graduated from high school and that there was:

"no evidence which established that a high school education is in any respect a necessary indication that the applicant has such ability to learn (fire fighting practices and procedures). An education requirement for promotions within the department may have some justification, but at the entry level position of fire fighter there is no necessary basis for that position."

With reference to the civil service examination, the court found that a disproportionate number of minority group members failed to pass the examination and that there was no evidence that the examination was related to job performance. The court further noted:

"It is now generally recognized that minority group persons will often score lower than white persons on an examination which utilizes a formal English vocabulary. ...An employment test which is 'culturally biased' against any group will tend to eliminate persons of that group without necessarily establishing that they are not likely to succeed in the employment sought."

The Court of Appeals stated that Federal courts may mandate that one out of every three persons hired by a department may be a qualified minority-group individual until at least 20 such persons have been hired. The Court found that the use of mathematical ratios as a starting point in shaping remedy for racial discrimination is not unconstitutional and is within equitable remedial discretion of district courts. The Court added, "given past discriminatory hiring policies, it is not unreasonable to assume that minority-group persons will be reluctant to apply for employment absent some positive assurance that if qualified they will be hired on more than a token basis."

In further support of the ratio the Court of Appeals stated:

"it is speculative to assume that qualifying tests rank qualified applicant with precision, statistical validity, and predictive significance, and therefore, a hiring remedy based upon alternating

ratio will by no means necessarily result in hiring less qualified minority-group persons in preference to more qualified white persons.

. . . Such a procedure does not constitute a 'quota' system because as soon as the trial court's order is fully implemented all hirings will be on a racially nondiscriminatory basis."

On February 10, 1972, the U. S. District Court of the Middle District of Alabama in NAACP v. Allen enjoined the Alabama State Highway Patrol to hire and permanently employ one Black trooper for each white trooper hired until approximately 25 per cent of the force is comprised of Blacks. The Court directed that no training courses for training new troopers should be held until approximately 25 per cent of the trooper candidates were Blacks. The Alabama Patrol was also permanently enjoined from failing to hire supporting personnel in the ratio of one Black for each white until approximately 25 per cent of supportive personnel is Black.

In summary, state and local governments are today subject to the Equal Employment Opportunity Commission. Black officers in two North Carolina cities have alleged discrimination in recruitment and promotion. The Supreme Court has looked closely at employment tests and selection devices and outlawed those that in fact perpetuate discrimination. Statistics alone have been used to establish discrimination, and the burden is on the employer to show that any given requirement for employment is specifically related to job performance. Where the per cent of Blacks employed is at variance with the per cent of Blacks in the total population, several Federal courts have mandated that a certain per cent of Blacks be hired until a specified number or percentage is employed.



DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE  
REGION IV  
50 7TH STREET N.E.  
ATLANTA, GEORGIA 30323

September 27, 1972

OFFICE OF THE  
REGIONAL DIRECTOR

Dr. William C. Friday  
President  
The University of North Carolina  
Chapel Hill, North Carolina 27514

Dear Dr. Friday:

This letter is to report to you the results of our contract compliance reviews at North Carolina State University at Raleigh, and the University of North Carolina at Chapel Hill. In addition, we have analyzed the print-out material your office provided us, covering the work forces at the University of North Carolina at Wilmington, Asheville, Charlotte and Greensboro.

As you know, the North Carolina State University System, as a Government contractor is subject to the provisions of Executive Orders 11246 and 11375, covering equal employment opportunity. Although we found evidence of compliance within the structure of the University System, there are additional requirements prescribed by the Orders which have not been met. As a result, we must conclude that the North Carolina State University System is not fully meeting its obligations under the provisions of Executive Orders 11246 and 11375, and we must ask for written commitments to take appropriate corrective action in each of the areas wherein discrepancies appeared. Such commitments are essential so that we may continue to certify that the North Carolina State University System is a responsible Government contractor.

For purposes of clarity, we have structured this letter into the following sections:

- I. Specific findings covering the North Carolina State University at Raleigh.
- II. Specific findings covering the University of North Carolina at Chapel Hill.

- III. Comments relating to our analysis of the print-out material covering the University of North Carolina at Wilmington, Asheville, Charlotte and Greensboro.
- IV. Universal requirements covering all schools within the North Carolina State University System.

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I. North Carolina State University at Raleigh

North Carolina State University does not have an approved affirmative action compliance program. We did note that a clearly written policy on equal employment opportunity has been initiated by the President and disseminated within the University by the Chancellor. This policy reflects the affirmative commitment of the University to equal employment opportunity as well as its commitment not to discriminate in employment because of race, color, religion, sex or national origin. Whereas the clarity of the policy is unquestionable, the implementation and results should be measurable. It is in this reference that the following findings, though not all inclusive, serve as indicators of corrective action which should be taken.

A. Personnel

From the statistical data available, we found that of 1,439 faculty personnel, 13 (.9%) are Black and 95 (6.6%) are female and 116 (8%) represent other minorities.

1. Of the 10 departments in the School of Engineering, no Blacks are in any EPA positions and one female holds the position of Associate Professor. There is a total of 186 EPA personnel.

Of the 58 EPA employees in the six departments of the School of Education, none are Black and 10 are female. Of the 10 females, four are in positions at the Instructor level and above.

Of the 45 EPA employees in the three departments of the School of Forest Resources, there are no Blacks and no females. Of the 178 EPA employees in the four departments of the School of Physical and Mathematic Sciences, one is Black and eight are females. They serve in positions of Instructors and Assistant Professors. Of the 465 EPA employees in the 16 departments of School of Agriculture and Life Sciences, three are Black and four are female in positions of Instructor and above.

Of the 250 EPA employees in nine departments in the School of Liberal Arts, three are Black and 41 are females.

Of the 38 EPA employees in the three departments in the School of Design, none are Black and one is female.

Of the 41 EPA employees in the School of Textiles, none are Black and two are females.

In other EPA positions, there are 176 employees, six of whom are Black and 28 are female.

The policy of the University is to allow department heads to hire EPA personnel as they are more apt to know the requirements of the positions. The administration approves the salary recommendations for the position.

2. Non-academic personnel (SPA -- Subject to State Personnel Act). There are 256 job classifications for the 1,928 SPA employees. Of the 256 job classifications, 150 are all white, with less than five persons in any one classification, and there are 31 job classifications with five or more persons that are all white. Of the 256 job classifications, twenty are all Black with less than five persons and four are all Black with five or more persons. No Black is in an SPA job classification receiving pay over \$9,000, while there are 79 job classifications filled by white males and 15 job classifications filled by white females receiving pay over \$9,000. The preponderance of Blacks is in lower paying positions. The stated policy of the University is to employ without regard



to race, color, sex or national origin. The SPA turnover rate is approximately 25%.

B. Hiring and Recruitment Findings

1. Academic Personnel (EAP)

The President and Chancellor have communicated verbally and in writing (University Bulletin, Vol XLIII, No. 116, dated June 10, 1971) that the University is committed to its contractual obligations with the United States Government to ensure equal employment. In April 1971, each department head was asked to submit a memorandum reflecting its efforts to recruit and hire Blacks and females. The same information had been requested again in October 1970. The latest request for this information was on November 4, 1971. The responses varied from little or no action to intense efforts to employ Blacks and females. Many department heads reflected that there is an absence of Blacks and/or females in the specific field, or turnover in the department is low, or the salary is not competitive. Whereas some validity may exist in each case, data was not available to substantiate these positions. It should also be noted that recruitment and hiring efforts are frequently related to the participation of women and minorities on committees which are involved in the selection and treatment of employees. The review revealed that few women and minorities are involved in this process which could have a direct relationship to those departments experiencing difficulty in attracting female and minority faculty.

Recommendations: An availability study and salary comparisons should be made to determine the validity of such statements. Further, a person should be designated as an Equal Employment Opportunity Officer to assist in assuring that the requirements of the Executive Order are met.

2. Non-academic Personnel (SPA)

In a memorandum to the Administrative Council from the Chancellor dated March 29, 1968, it was stated emphatically that Blacks should be given priority for SPA positions and that the State Personnel Office would recruit at Black colleges to

Page 5

Dr. William C. Friday

assist the University to fill vacancies. Subsequent to this, the personnel office at the University realized that a majority of the positions at the campus did not require a college degree; therefore, the recruitment at Black colleges was inconsistent with the needs of the University.

There is a central personnel office on campus readily identifiable and accessible to employees and applicants. Additionally, there are sub-personnel offices at the Physical Plant and at Agricultural Extensions. The Central Personnel Office is in the process of reorganizing its structure to improve its functions. There is a Black female and white male interviewer. The three primary areas in Personnel are: a) Recruiting and placement, b) Pay classification and, c) Research and Records. Applicants have been recruited at all state universities. Plans now are to recruit at junior colleges and community colleges. Applicants also walk in, mail in and call in. Personnel has developed a system in which all applicants for positions are listed by number and skills in a "Weekly Report of Applicants." This report is sent to department heads on a weekly basis. If a department head has a vacancy or expects a vacancy, he may use this report to request the file of the applicant and follow up with interview and hiring. The race of the individual is not on the weekly report. Whenever a vacancy exists in a department, the department must notify Personnel. Personnel prepares a list of vacancies to be posted in each department. All departments, however, are not required to recruit through Personnel. Personnel, however, must prepare the paper work regardless of how an applicant is recruited. Advertisements for positions have been placed in newspapers for positions difficult to fill. There was no evidence that the Equal Opportunity Employer tagline has been included in such advertisements. It was stated that Equal Employment Opportunity posters are placed on campus, however, no Office for Civil Rights team member saw one during their stay on campus.

Applications for SPA positions are kept active for thirty (30) days. A request can be made to keep it active for additional time. After thirty (30) days, they are kept in an inactive status for six months, then destroyed.

Grievance procedures have been established for employees. The University's personnel policies are issued by the State Personnel Office and appear satisfactory in meeting require-

ments of the Executive Order.

Recommendations: The Central Personnel Office should assume complete control of all personnel functions of the University. The Equal Opportunity Employer tagline should be included in all job announcements and advertisements. Equal Employment Opportunity posters should be conspicuously placed on campus.

✓ C. Personnel Placement

There are 24 job classifications which are all Black. However, these classifications are concentrated largely among the lower skill groups. The mixed job classifications are also concentrated near the lower skill groups. Further, as higher skills, which includes higher pay, are required for jobs, the jobs are predominantly White or all White. One step further reflects that as the skill levels and pay are increased, the race and sex of the persons in such positions show a predominance of White males.

Job classifications in which there are five or more Blacks and no Whites are as follows:

<u>Job Title</u>	<u>Number of Blacks</u>	<u>Average Salary</u>
Floor Maintenance Man	10	\$4,547
Housekeeping Foreman	21	5,420
Mail Clerk	5	5,270
Housekeeping Supervisor	7	6,273

Job classifications in which there are five or more Whites and no Blacks are as follows:

Dr. William C. Friday

<u>Job Title</u>	<u>Number Of Whites</u>	<u>Average Salary</u>
Intermediate Clerk	6	\$ 4,922
Accounting Clerk I	5	5,446
Key Punch Operator II	35	5,611
Duplicating Equipment Operator II	7	5,561
Clerk III	28	6,378
Accounting Clerk II	48	6,263
Statistical Aide III	5	6,794
Agriculture Research Trainee	12	7,310
Administrative Secretary	32	7,912
Clerk IV	13	7,604
Accounting Clerk III	8	7,944
Carpenter II	9	7,409
Maintenance Mechanic II	6	7,912
Electrician II	9	7,449
Farm Foreman	6	8,048
Maintenance Mechanic II	9	8,352
Grounds Foreman	5	7,462
Statistical Analyst	5	7,735
Administrative Assistant	11	8,437
Staff Nurse	8	7,989
Air Condition Mechanic	6	8,688
Research Mechanic II	8	9,345
Maintenance Mechanic IV	9	9,411
Electronic Technician II	5	9,098
Computer Programmer I	8	9,872
Electronic Technician III	5	11,150
Instrument Maker II	7	11,350
Farm Superintendent II	6	11,920
Research Analyst	11	10,212
Computer Programmer III	7	11,919
Consulting Engineer I	10	12,640

The above chart is included to show that the "White jobs" are types of jobs which Blacks should have no difficulty obtaining if affirmative efforts are implemented.

There are 116 job classifications in which there are only White males. There are 37 job classifications in which there are only White females. Twelve of the 116 White male job classifications have five or more employees in the classifications. Six of the 37 White female job classifications have five or more employees in the classification.

A general review of the above reflects that while there has been a plan to rid the University of "Black" jobs, "White" jobs, "male" jobs and "female" jobs, much remains to be accomplished in this area.

Recommendations: The University should focus its employment practices on the non-utilization and under-utilization of Black and female employees. Further, the referral-to-job method should provide assurance that referrals will be made in accordance with Executive Orders 11246 and 11375.

D. Salary and Wage Comparison

1. Academic Personnel (EPA)

The University has undertaken a study of salary differences. The result of the study provided for 5% increases for males and 8% increases for females for the 1971-72 academic year. It is recognized, however, that this advantage for females for the 1971-72 school year has not rectified the differences and continuous study is underway to provide equitable pay for forthcoming pay increase periods.

Recommendations: The University shall be commended for steps taken to date. Continuous salary adjustments should be made until equality has been obtained. The University should set timetables for the achievement of pay equity as well as be prepared to substantiate any differences existing after such timetables have been met and notify this office.

2. Non-academic Personnel (SPA)

The North Carolina State Personnel Department sets state classifications and salary ranges for SPA positions at the University. All persons entering a job classification with the same or similar experience are expected to be brought in at the set pay scale. Within each job classification are six steps. An employee with satisfactory performance will move through the first three steps annually. After that, merit increases are given based upon the subjective ratings of the supervisor, because the state does not

provide sufficient money that each step may be achieved automatically and it serves as an incentive to employees.

There were very few incidents of pay inequity within any specific job classification. The general problem insofar as pay is concerned seems to be a result of the type problems referred to in the previous section -- "male" jobs, "female" jobs, "Black" jobs and "White" jobs. The following table reflects average salaries by race and sex for all job classifications.

<u>White Males</u>	<u>Average Salary</u>	<u>White Females</u>	<u>Average Salary</u>	<u>Black Males</u>	<u>Average Salary</u>	<u>Black Females</u>	<u>Average Salary</u>
570	\$8,568	867	\$6,350	333	\$4,954	151	\$4,800

Again, this reflects that Blacks and females are in lower positions and receiving lower pay than White males.

E. Employment Testing

1. Academic Personnel (EPA)

EPA teaching faculty may be asked to give a lecture before faculty members in the department, or meet with a committee of the University prior to acceptance for employment. No formal testing is given.

2. Non-academic Personnel (SPA)

The University does not require tests as a prerequisite to hiring or promotions. Department heads have been known to ask applicants to demonstrate their skills in typing and/or shorthand prior to being hired.

Recommendation: Strengthening of personnel functions such as having each department head notify the Personnel Office as to why a Black or female applicant was not chosen would reflect department practices as to whether such impromptu testing may be exclusionary.

F. Employee Advancement

1. Academic Personnel (EPA)

There were 26 White males promoted from Associate Professor to Professor, including two other minorities. There were 27 White males promoted from Assistant Professor to Associate Professor, including one other minority. There were nine promotions from Instructor to Assistant Professor including one Black and two females. There were 19 miscellaneous promotions including one female and one other minority. All promotions were given between January 1, 1971 and October 31, 1971. Department heads have the responsibility for recommending individuals for promotions. Recommendations are based upon teaching ability, research and relationships within the faculty.

Recommendation: The University should develop procedures that will assure that promotion practices do not exclude eligible Blacks or females and notify Office for Civil Rights.

2. Non-academic Personnel (SPA)

The following chart provides a breakdown of SPA promotions from January to October 1971 by race, sex and salary information:

(See next page for chart)

NON-ACADEMIC (SPA)  
 EMPLOYEES OF NORTH CAROLINA STATE UNIVERSITY  
 FINANCIAL DATA ON EMPLOYEES PROMOTED 1971

<u>Race</u>	<u>Sex</u>	<u>Number Promoted</u>	<u>Average Amount Received</u>	<u>Range of Amount Received</u>	<u>Salary Range Prior to Promotion</u>	<u>Salary Range After Promotion</u>
Black	Male	27	\$396	\$132 - \$1,044	\$3,660 - \$6,528	\$3,984 - \$6,828
Black	Female	<u>6</u>	<u>376</u>	180 - 684	4,152 - 5,448	4,332 - 5,700
Total Blacks		33	392			
White	Male	23	588	1,464	3,996 - 14,412	4,980 - 15,876
White	Female	<u>49</u>	<u>457</u>	204 - 2,148	3,816 - 12,468	4,740 - 13,080
Total Whites		<u>72</u>	<u>499</u>			
GRAND TOTAL		<u>105</u>	<u>466</u>			

White Male	570
White Female	867
Black Male	333
Black Female	151
Other Male	4
Other Female	<u>3</u>
Total SPA Employees	<u>1,928</u>



Department heads and supervisors have the responsibility of making recommendations for promotions. The State Personnel Office has to have allocated a position to which a person is to be promoted, or a vacancy which exists for other reasons. The aforementioned procedure of listing existing vacancies on bulletin boards is to give notice to employees of opportunities for promotion and/or transfer.

Recommendation: The University should become more involved in notifying directly eligible candidates for promotion. Procedures should be developed whereby the University can assure non-discrimination. Training programs should be provided with the ultimate goal of increasing job performance and providing the opportunity for advancement.

#### G. General Observations

The University has undertaken affirmative efforts in a somewhat unorganized manner to assure equal employment opportunity. Members of the Society for Afro-American Culture have offered their assistance, not as a prime recruiter for Black faculty and students, but to encourage Blacks to come to the University. This possible source has not been utilized.

The Good Neighbor Council of the University has functioned to point out areas of human relations within the city of Raleigh as well as on campus that has and can continue to be beneficial to a sensitive administration and staff. A preliminary report of October 1971, entitled, "Racism in Employment at North Carolina State University: Pattern and Prospects" reflects the magnitude of the Council's ability to deal with issues and to make recommendations. This Council of University Personnel and Students in this study has focused its attention on SPA personnel that relates specifically to the goals of the Office for Civil Rights. If the University would implement the recommendations in this October report, many problems would be solved.

The University does not have an Equal Employment Opportunity Officer for SPA personnel.

Many individuals on the campus expressed desires to obtain Blacks and females; however, there seems to be little activity toward seeking out Blacks.

Five persons from the New Careers Program have been employed by the University. The limited training programs provided by the University are not a part of the Personnel Office. It would appear that there should be coordination between the Training Director and Personnel to assist in obtaining trainees and keeping personnel informed of additional training received by employees which would qualify them for advancement.

#### H. Conclusions

North Carolina State University must develop and implement an Affirmative Action Compliance Program relating to the above areas. The program must include detailed plans to take necessary actions including the proposed dates for the completion of each action.

1. Achieve salary equity between current male and female employees in every job category within the University which is currently occupied by both male and female employees. This will necessitate a continuing analysis of employment records and your analysis should be maintained for our examination.

2. Achieve a ratio of female and Black employment in academic positions at least equivalent to their availability. Specific numerical goals and timetables by department must be included in this program and supported by statistical analysis of applicant flow and availability.

3. Increase the participation by women and minorities on committees which involve the selection and treatment of employees, both academic and non-academic. Again, numerical goals and timetables must be presented.

4. Assure that female applicants for non-academic employment receive consideration for employment commensurate with their qualifications. Assure that the concept of male and female, and Black and White job classification is

eliminated through the recruitment, placement, transfer and promotion of male and female applicants and minorities into occupations from which they have traditionally been excluded. Numerical goals and timetables for the achievement of these requirements, supported by statistical analysis, must be included in the program.

5. Assure that all present female and minority employees occupying clerical or other non-academic positions and who possess qualifications equivalent to or exceeding those of other employees occupying higher-level positions be given priority consideration for promotions to higher-level positions for which they qualify. Numerical goals and timetables are also required to meet this requirement.

## II. University of North Carolina at Chapel Hill

### A. Hiring and Staffing Patterns

The following statistics were taken from the print-out material provided by officials at the University of North Carolina:

#### Academic Position Distribution by Race and Sex

<u>Position</u>	<u>White</u>	<u>Black</u>	<u>Male</u>	<u>Female</u>
Professor	408	1	401	17
Associate Professor	363	1	323	51
Assistant Professor	477	1	415	85
Instructor	136	1	85	62
Lecturer	52	3	34	22
Research Associate	101	4	103	29
Research Assistant	90	0	39	56
Administrative And Other	304	8	244	96
Total	1,931	19	1,644	418

NOTE: Male-Female Total = 2,062  
Black-White Total = 1,950

Error accounted for by other racial groupings and computer errors.

Academic Position Distribution by Percent of Total (2,062) by Race and Sex

<u>Position</u>	<u>Percent White</u>	<u>Percent Black</u>	<u>Percent Male</u>	<u>Percent Female</u>
Professor	20%	.05%	19%	8%
Associate Professor	18%	.05%	16%	3%
Assistant Professor	23%	.05%	20%	4%
Instructor	7%	.05%	4%	3%
Lecturer	3%	.01%	2%	1%
Research Associate	5%	.02%	5%	1%
Research Assistant	4%	0	2%	3%
Administrative and Other	15%	.04%	12%	5%
Total*	95%	1%	80%	20%

\*NOTE: The remaining 4% in racial grouping represents other minorities.

In regard to the above it is significant to note that the 19 academic positions held by Blacks represent less than 1% of the total academic positions. Although the low incidence of Black academic personnel makes significant salary comparisons difficult, it is noted that with the exception of the one position of Professor and one position of Lecturer, the remaining 17 positions held by Blacks have lower average salaries than Whites in these same positions.

Considering that the ranks of Professor, Associate Professor, Assistant Professor and Instructor are those positions which have the greatest student contact in classrooms, it is important that only four of 19 Blacks and 215 of 418 females are in these positions, while 1,212 of 1,644 males are holding such positions. This means that the percent distribution of Blacks, females and males among the total academic work force in these positions is .2%, 11% and 59%, respectively. Furthermore, there is a disproportionate distribution between the males and females holding these four ranks, in that female representation drops sharply at the higher ranks, while the same drop is not seen for males.

The following statistics covering non-academic personnel are cited:

There are 361 non-academic job classifications within the University and 236 (65%) of these job classifications have no Black representation.

There are 127 non-academic job classifications with five or more personnel, and 44 (35%) of these have no Black representation. These 44 position classifications are listed below indicating the number of White employees in each:

<u>Salary Range</u>	<u>Job Classification</u>	<u>Number of White Personnel</u>
20 - 62 Personnel	Administrative Secretary	62
	Administrative Assistant	38
	Switchboard Operator	36
	Administrative Officer I	21
	Dental Assistant II	20
15 - 19 Personnel	Clerk II	18
	Carpenter II	17
	Accounting Clerk III	16
10 - 14 Personnel	Air-conditioning Mechanic	15
	Telephone Switchman I	14
	Computer Programmer I	12
	Computer Programmer II	12
	Maintenance Mechanic II	12
5 - 9 Personnel	Bookkeeping Machine Operator II	9
	Dental Technician I	8
	Accountant I	8
	Accountant II	8
	Power Lineman I	7
	Computer Systems Analyst III	7
	Telephone Lineman I	6
	Telephone Switchman II	6
	Anesthetist I	6
	Dental Technician II	6
	Social Worker II	6
	Stenographer I	6
	Meter Reader	6

<u>Salary Range</u>	<u>Job Classification</u>	<u>Number of White Personnel</u>
	Sales Manager II	6
	Computer Systems Analyst II	6
	Personnel Technician I	6
	Accountant III	5
	Social Research Assistant II	5
	Clerical Unit Supervisor II	5
	Data Processor II	5
	Purchasing Agent II	5
	Photographic Assistant	5
	Artist Illustrator II	5
	Editorial Assistant	5
	Maintenance Mechanic IV	5
	Electrician I	5
	Physical Therapist II	5
	Nursing Education Instructor	5
	Dormitory Supervisor II	5
	Dietician I	5
	Power Plant Operator	5
<hr/>		
	44 Position Classifications	475

Females represent 65% (2,763 of 4,283) of the total non-academic work force. There are 87 non-academic job classifications which pay \$10,000 or more per year. Total employees in these 87 job classifications amount to 243, of which 167 are males (68%) and 76 are females (31%). While the percentages shown reflect the male-female representation within those job classes, it must also be noted that the 76 females represent 2% of the total non-academic work force, and the 167 males represent 4% of the total non-academic work force. Thus, while 65% of the non-academic work force is female, there is a disproportionate decrease in this representation at the higher paying positions.

#### B. Recruitment

Some Black and/or female recruitment efforts have been undertaken by certain employees of the University. However, the University's Black and female employment deficiencies reflect the fact that its affirmative action efforts in general and its recruitment emphases in particular have been inconsistent and insufficient. Specifically, the University has not developed and systematically implemented comprehensive Black and female recruitment programs throughout its various departments, sections and sub-sections.

A number of hiring officials, both academic and non-academic, frankly acknowledged to review interviewers that while they are completely open to the prospect of hiring well-qualified Blacks and/or females, they have not received, practiced or communicated a strong policy emphasis on Black and/or female recruitment/hiring, per se. With reference to Black/female recruitment at the academic level, the following sampling of responses and reactions from Deans and Department Chairmen is cited:

Dr. J. B. Adams, Dean of the School of Journalism which school has a component faculty of 12 -- all White, all male -- stated that no Blacks or females had been brought to the University for employment interviews within the past three years. He further indicated that no recruitment efforts had been made at any Black or female institutions.

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Mr. John Honigman, Chairman of the Department of Anthropology, indicated that there has been discussion regarding the recruitment of Blacks, but no follow-up actions. There are no Black faculty in the Department.

Dr. Lucy Conant, Dean of the School of Nursing, likewise said that there had been discussion in her school about black recruitment but they "haven't really gone out and deliberately sought black faculty."

Dr. Alan Keith-Lucas, Acting Dean of the School of Social Work, a school whose discipline and philosophy, one would think, would by definition be perhaps more related to the plight of Blacks than any of the University's other schools, indicated to an interviewer that no emphasis has been placed on the recruitment of Blacks.

Dr. Alan Stevens, Chairman of the Zoology Department, said he had never recruited for minorities and females and never would, as this would be discrimination in reverse. He indicated that virtually no attention is paid to unsolicited applicant letters and further indicated that he has never visited minority campuses for recruitment and has never made a job offer to a minority person. He advised the interviewer that he sees no need to change his recruitment methods.

Dr. Fred Wright, Chairman of the Department of Mathematics, a Department with 31 faculty, none of whom are female or identifiably Black, said that he had not and would not hire on the basis of race and made no practice of recruiting for Blacks. He further indicated that seldom is active recruitment done at all in his department. This department head claims that he does not know the racial breakdown of his department. In terms of gathering racial and sexual data for our review, he passed out a little slip to each of his faculty members requesting responses to the following items: "Name;" "Sex;" "Minority;" "I do not wish to answer this question;" "I do not wish to give you the answer to the above question." The responses to this questionnaire were somewhat lacking and/or ludicrous, containing notations such



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as "WASP" and "Celtic Protestant." With relation to these questionnaires, the department head presented our interviewer with a chart he had developed listing faculty members by last name and initials only; and in some cases not even indicating sex. Considering the philosophy and purpose of our review, the approach of this department head in developing this (non) information would appear to be petty, immature, and foreign to the spirit and intent of affirmative action. It is interesting to note that, with reference to this particular discipline, a report for the Council of University Women's Progress, University of Minnesota, indicates that 6.5% of all doctorates awarded in the discipline between 1960 and 1969 went to females.

Dr. Carl Blyth, Chairman of the Department of Physical Education, which Department has a faculty roster of 26, all White, indicated that he did try to recruit a Black student whom he taught and knew to be good, but that the student was not interested in terms of the salary available. The Department head was asked, "Have you tried to recruit other minorities?" His answer was "No."

Dr. John Mautz, Chairman of the History Department, who heads an all-White department of 31, indicated that only one Black student had been recommended to him as a faculty prospect. The student, however, was not in the subdiscipline where a vacancy existed in the department. One is led to wonder whether, in a department of this size, some adjustment might not be made to facilitate the breaking of the "color-line," if the department were in fact serious about affirmative action. This department head also indicated that he has not actively recruited from Black institutions, claiming that lack of funds prevented this type of visitation recruitment.

Academic hiring officials have not been required to submit periodic reports outlining equal employment opportunities and results. The establishment of such a reporting system is essential to self-analysis and a coordinated University-wide affirmative action recruitment emphasis.

Insofar as the recruitment of non-academic Blacks and females is concerned, it is acknowledged that the University and the University's Personnel Office have developed certain policies and procedures and undertaken certain actions toward the facilitation of needed changes in the University's non-academic employment posture, with some measurable success. However, Black, and where applicable, female recruitment has not been adequately and forcefully pursued on a consistent basis. The following particulars are noted with reference to the (non) recruitment of non-academic Blacks and/or females:

The Personnel Office, itself, has 36 employees of which none is Black professionals, and only one is Black -- a receptionist.

Black newspapers have not been utilized for employment advertising according to the information given to our staff.

No significant recruitment efforts at Black campuses have been undertaken in the past year so far as we have been able to determine.

No person or persons on the Personnel Office staff have apparently been given the responsibility and resources to focus on a full-time basis on the recruitment of Blacks and/or females.

The Personnel Office's equal employment opportunity auditing and reporting system has not been refined and developed to the point of identifying job-types and job-areas with the greatest deficiencies, nor have there been periodic evaluations as to the racial and sexual reject rate of individual hiring officials to whom employment applications are referred. Therefore, the University has developed no mechanism for systematically identifying and dealing with those hiring officials who fail to understand and/or implement affirmative action in their hiring practices.

It is acknowledged by the Personnel Office and certain hiring officials that one of the University's chief recruitment tools is "word-of-mouth" communication of job openings by University personnel to and among friends and acquaintances. This "word-of-mouth" approach on the part of an all-White or predominantly White employment structure or sub-structure, tends to perpetuate racial imbalance and to be a de facto discriminatory recruitment tool.

Interviews with hiring officials of several non-academic departments showing the non-utilization or marked underutilization of Blacks revealed one of two things, or both: that the Personnel Office had sent few, if any, Black job applicants to their departments and that certain Blacks who had been sent had been rejected for employment.

#### C. Training and Advancement

The Personnel Office sponsors no formalized employee training programs. The University budgets no funds for the development of such programs and does not employ a Training Officer.

Information received during the review indicated that no formalized system to periodically evaluate employees exists at the University. The Personnel Office has limited in-put relative to promotions and merit increases. Thus, the upward mobility of personnel, from the standpoint of salary and responsibility, is left in large part to the undirected judgment of numerous supervisors. Such an informal and unstructured approach toward the granting of promotions and merit pay increases lends itself potentially to arbitrary and subjective judgments and discriminatory actions.

One way in which the Personnel Office could exercise certain directive controls relative to promotions would be through the posting of job openings and direct notification of eligible individuals.

This procedure would involve a listing of employees who were qualified for promotional opportunities and thus provide a wider based selection procedure. In particular, it would provide a listing of minority and female eligibles who could be easily identified and promoted into positions where they were underrepresented or absent.

It appears that several female employees of the Personnel Office are under-classified, in that they carry clerical job titles but perform interviewing and/or administrative functions which appear to exceed normal responsibilities for such positions. For example, a Typist II is currently handling transfer applications; however, her role in this capacity has not been formalized and communicated to University employees.

The University has undertaken no comprehensive study of its current non-academic work force and employment files to identify and remedy possible Black and female under-employment.

From January 1 to December 2, 1971 (not including July through September), some 61 of 384 promotions (exclusive of North Carolina Memorial Hospital), or 16%, went to Black employees. However, it is significant to note that the majority of Black promotions were within service and labor job categories, and that probably not more than four Black promotions moved those Blacks being promoted out of such categories into higher ones.

An analysis of promotion data supplied by North Carolina Memorial Hospital indicates that: (1) the average grade "jump" for White promotees is 3.5 (where grade "jump" is given) and for Black promotees, 3.1; and, (2) the average grade (where grades are given) of White employees after promotion is 58.9 and Black employees 54.1.

#### D. Employee Placement

The University's Directory of Administrative Organization (key administrators such as Cabinet Members, Deans, Department Heads, etc.) lists 184 administrative personnel, among which there is one Black (less than 1%), who is a department chairman, and ten females (5.6%). Among these administrators, it is noted that only one of 10 University Cabinet Members is female: only one of a group of 19 Academic Deans, Associate Deans and Assistant Deans is female, and she is the Dean of Nursing, a traditionally female field; only one of 31 Chairmen in the College of Arts and Sciences is female; and among some 50 persons carrying titles of Directors

or Chairmen in the field of Health Sciences, only two (one Acting) is female.

It is also noted that the University System's twelve General Administrative Officers are all White males.

Black employees represent 30% of the total non-academic work force (1,296 of 4,283). Within the total non-academic work force there are 243 positions which pay salaries of \$10,000 or more per year. Of these 243 positions there are only six Black employees. In terms of per centages this means that 7% of the White employees are in these positions while only 5% of the Black employees hold such positions.

On the other hand, a relatively large per centage of the University's non-academic Black employees work in the great majority of the University's lower-paying labor and service job categories -- in large part, those categories in which Blacks have been traditionally utilized for years. By way of illustration, Blacks constitute 83% (38 of 46) of the University's Laborers, 100% (8 of 8) of its Maids and Janitors, 94% (336) of its Housekeeping Assistants, and 76% (61 of 80) of its Food Servers.

#### E. Salary and Wage Comparisons

The following two charts speak for themselves in setting forth the relative status of the University's female academicians and administrators, from the viewpoint of economic remuneration:

#### 12-MONTH PERSONNEL

<u>Rank/Category</u>	<u>Average Male Salary</u>	<u>Average Female Salary</u>	<u>Female Differential</u>
Professor	\$29,635	\$24,696	- \$4,939
Associate Professor	23,850	18,379	- 5,471
Assistant Professor	19,583	15,639	- 3,944
Instructor	14,441	11,009	- 3,432
Lecturer	15,571	11,698	- 3,873
Research Associate	10,923	11,871	+ 948
Research Assistant	9,190	8,977	- 213
Administrative & Other	20,955	11,273	- 9,682

9 - MONTH PERSONNEL

<u>RANK/CATEGORY</u>	<u>AVG MALE SALARY</u>	<u>AVG FEMALE SALARY</u>	<u>FEMALE DIFFER- ENTIAL</u>
Professor	\$21,988	\$17,433	- \$ 4,555
Associate Professor	\$16,017	\$14,234	- \$ 1,783
Assistant Professor	\$12,978	\$11,587	- \$ 1,391
Instructor	\$ 9,873	\$ 9,436	- \$ 437
Lecturer	\$14,974	\$13,082	- \$ 1,892
Research Associate	-	\$13,500	-
Research Assistant	\$ 9,300	\$ 8,400	- \$ 900
Administrative & Other	\$23,143	\$11,412	- \$11,731

The above chart indicates that, of a total of 15 line items where male-female comparisons can be drawn, there is only one exception to the prevailing pattern of male dominance with this exception existing in a "quasi-academic" line item.

F. Policy

The University has nepotism policies applicable to both academic and non-academic personnel. At many universities, nepotism policies and/or emphases have had the effect of discriminating against females. Apparently, the University of North Carolina at Chapel Hill has undertaken no study to determine if its nepotism policies have had such an effect.

G. Employment Testing

Although the University has discontinued the use of several employment tests, typing, shorthand and steno aptitude tests which have not been validated are still being utilized.

H. Facility Usage

Most if not all Black employees at the Carolina Inn apparently group together for eating purposes at one or more places outside the public dining area(s). To whatever extent this is happening, it should be strongly discouraged in that Executive Order 11246 clearly prohibits

segregated facility usage on the basis of custom and tradition, as well as on the basis of policy. Also, we noted during the review period that Black waiters only served the breakfast meal, while Whites served the lunch and evening meals exclusively.

I. Technical Requirements Not Met by Contractor

1. Not all of the University's non-exempt subcontracts have included the equal employment opportunity clause (E.O. 11246, A, 60-1.4,c).

2. The University has not in all cases formally advised all non-exempt subcontractors of their responsibility to file copies of their affirmative action plans (C,60-1.40,a).

3. The University has not formally advised all of its non-exempt subcontractors of their responsibility to file EEO-1 forms annually (A,60-1.7,a).

4. The University has not formally advised all of its non-exempt subcontractors of their responsibility to file assurances of non-segregated facilities in their operations (A,60-1.8,a).

III. Analysis of Print-out of Work Force at the University of North Carolina at Wilmington, Asheville, Charlotte and Greensboro

A. University of North Carolina, Asheville

An analysis of the print-out dated December 31, 1971 from the University of North Carolina at Asheville revealed the following:

The full-time work force numbers 151, of which 66 are EPA (Exempt from State Merit System) and 85 are SPA (State Merit System) employees. These employees are distributed as follows:

TOTAL WORK FORCE BY RACE AND SEX

MALES	98	65%
FEMALES	<u>53</u>	<u>35%</u>
TOTAL	151	100%

WHITE	134	89%
BLACK	15	10%
OTHER	<u>2</u>	<u>1%</u>
TOTAL	151	100%

SPA EMPLOYEES BY RACE AND SEX

MALES	39	46%
FEMALES	<u>46</u>	<u>54%</u>
TOTAL	85	100% (56% of total work force)

WHITE	70	82%
BLACK	15	18%
OTHER	<u>0</u>	<u>0</u>
TOTAL	85	100% (56% of total work force)

EPA EMPLOYEES BY RACE AND SEX

MALES	59	89%
FEMALES	<u>7</u>	<u>11%</u>
TOTAL	66	100% (44% of total work force)

WHITE	64	97%
BLACK	0	0%
OTHER	<u>2</u>	<u>3%</u>
TOTAL	66	100% (44% of total work force)



FACULTY BY RACE AND SEX

<u>POSITION</u>	<u>TOTAL</u>	<u>MALES</u>	<u>FEMALES</u>	<u>WHITE</u>	<u>BLACK</u>	<u>OTHER</u>
Professor	10	19	1	10	0	0
Associate Professor	17	15	2	16	0	1
Assistant Professor	23	22	1	22	0	1
Instructor	9	6	3	9	0	0
Lecturer	<u>1</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
	60	53	7	58	0	2
PERCENT	100%	88%	12%	97%	0%	3%

FACULTY SALARIES BY SEX

<u>POSITION</u>	<u>AVERAGE MALE SALARY</u>	<u>AVERAGE FEMALE SALARY</u>	<u>DIFFERENTIAL</u>
Professor	\$17,244	16,000	- 1,244
Associate Professor	14,027	12,350	- 1,677
Assistant Professor	11,491	12,500	+ 1,009
Instructor	10,217	8,733	- 1,484
Lecturer	12,000	N/A	N/A

FACULTY SALARIES BY RACE

<u>POSITION</u>	<u>AVERAGE WHITE SALARY</u>	<u>AVG BLACK SALARY</u>	<u>DIFFERENTIAL</u>	<u>AVG OTHER SALARY</u>	<u>DIFFERENTIAL</u>
Professor	17,120	N/A	N/A	N/A	N/A
Associate Professor	13,838	N/A	N/A	13,700	- 138
Assistant Professor	11,528	N/A	N/A	11,700	+ 172
Instructor	9,722	N/A	N/A	N/A	N/A
Lecturer	12,000	N/A	N/A	N/A	N/A

POSITION CLASSIFICATIONS HELD BY BLACK EMPLOYEES

<u>POSITION</u>	<u>BLACK</u>	<u>WHITE</u>
Administrative Assistant	1	1
Intermediate Clerk	1	3
Steno II	1	11
Cashier I	1	0
Steno I	1	0
Housekeeping Assistant	4	8
Housekeeping Assistant, Light	6	0
	15	23

There are 52 position classifications within the University structure employing a total of 151 employees. Of these 52 position classifications, 18 are EPA and 34 are SPA.

Of the 34 SPA positions there are seven in which the 15 Black employees are found. There are no Black EPA employees, including faculty.

There are 12 EPA and 16 SPA position classifications in which no women are employed. Considering only teaching faculty positions, women represent 12% of the total faculty positions, or seven of 60.

An analysis of the positions held by Black employees shows that 10 of 15 hold housekeeping positions.

There are 21 position classifications which pay an average salary of \$10,000 per year or more. Of these positions, none is held by Blacks and there are only five held by women although women make up 54% of the SPA employees and 11% of the EPA employees.

B. University of North Carolina, Wilmington

An analysis of the print-out dated January 25, 1972, from the University of North Carolina at Wilmington revealed the following:

The total work force numbers 291, of which there are 273 full-time and 18 part-time employees. There are two basic categories of employees which are EPA (exempt from State Merit System) and SPA (covered by State Merit System). All faculty, department chairmen, deans, and higher-level administrators are classified as EPA employees. The distribution of all employees follows:

TOTAL WORK FORCE BY SEX AND RACE

Males	175	60%
Females	<u>116</u>	<u>40%</u>
Total	291	100%

White	232	80%
Black	52	18%
Other	<u>7</u>	<u>2%</u>
Total	291	100%

SPA EMPLOYEES BY RACE AND SEX

Males	68	49%
Females	<u>70</u>	<u>51%</u>
Total	138	100% ( <u>47%</u> of total work force.)
Black	50	36%
White	88	64%
Other	<u>0</u>	<u>0</u>
Total	138	100% ( <u>47%</u> of total work force.)

EPA EMPLOYEES BY RACE AND SEX

Males	107	70%
Females	<u>46</u>	<u>30%</u>
Total	153	100% ( <u>53%</u> of total work force.)
Black	2	1%
White	144	94%
Other	<u>7</u>	<u>5%</u>
Total	153	100% ( <u>53%</u> of total work force.)

FACULTY (EPA) BY RACE AND SEX

<u>Position</u>	<u>Total</u>	<u>Male</u>	<u>Female</u>	<u>Black</u>	<u>White</u>	<u>Other</u>
Emeritus Professor	1	1	0	0	1	0
P/T Professor	2	2	0	0	2	0
Visiting Professor	1	1	0	0	1	0
Professor	16	14	2	0	15	1
Assoc. Professor	19	17	2	0	16	3
Asst. Professor	55	40	15	0	53	2
Instructor	18	10	8	1	17	0
P/T Instructor	11	9	2	0	11	0
Temp. Instructor	2	1	1	0	2	0
Lecturer	6	5	1	1	5	0
Teach. Assistant	2	0	2	0	2	0
	—	—	—	—	—	—
Total	133	100	33	2	125	6
Percent of Total	100%	75%	25%	2%	94%	4%

There are 77 separate position classifications in which the above 291 employees are found. Analysis of the employee distribution in these position classifications revealed that 43, or 56%, of these positions were exclusively male and 25, or 33%, were exclusively female positions. There are 60, or 78%, of the positions totally White, and eight, or 10%, totally Black. Only nine positions have both male and female employees, and nine positions have both Black and White employees.

Examination of the number of employees in these positions revealed that 61 males and 70 females were in the all-male and all-female positions. The 131 males and females represent 45% of the total employees. It was also learned that 100 White and 13 Black were in the all-White and all-Black positions. The 113 Whites and Blacks represent 38% of the total work force.

From the above, it can be concluded that 89% of all position classifications are segregated by sex and 88% are segregated by race. Further, 45% of all employees are in positions segregated by sex and 38% of all employees are in positions segregated by race.

It can also be concluded that while the 175 females represent 60% of the total work force, 61% of these females are found in all-female position classifications. The 116 males represent 40% of the total work force, and 31% of the males were found in all-male position classifications.

In regard to race, the 232 White employees represent 80% of the total work force; however, 43% of these White employees are found in all-White positions. The 52 Black employees represent 18% of the total work force, but 25% of these Black employees were found in all-Black positions.

Our analysis of the position classifications in which Blacks were employed revealed that of the 17 total positions, eight were exclusively Black. The following chart reflects these 17 position classifications:

POSITION CLASSIFICATIONS HELD BY BLACK EMPLOYEES

<u>Position</u>	<u>Total Black</u>	<u>Total White</u>
Instructor	1	17
Lecturer	1	5
Administrative Officer	1	3
Security Officer I	1	4
*Stock Supervisor	1	0
*Housekeeping Supervisor	1	0
Accounting Clerk II	1	3
Steno I	1	2
Typist I	2	10
*Switchboard Operator	1	0
Housekeeper	30	1
*Grounds Maintenance	3	0
*General Utility	2	0
*Laborer	3	0
*Maintenance Mechanic I	1	0
Maintenance Mechanic II	1	3
*Trade Helper	1	0
	—	—
Total	52	48

\* Designates eight all Black positions.

From the above chart it can be concluded that of the 52 Black employees, there are 39 or 75% employed in unskilled positions. Of the 48 White employees in these positions, only one (Housekeeper) can be classed as holding an unskilled position.

The following chart shows the positions paying \$10,000 or more per year by race, sex and average salary:

POSITION	NUMBER	AVG	NUMBER	AVG	NUMBER	AVG	TOTAL
	MALES	SALARY	FEMALES	SALARY	BLACKS	SALARY	
Chancellor	1	\$24,950		\$			1
Vice Chancellor Academic Affairs	2	23,000					2
Vice Chancellor Business Affairs	1	16,740					1
Vice Chancellor Student Affairs	1	17,850					1
Visiting Professor	1	17,000					1
Professor	14	15,800	2	14,400			16
Emeritus Professor	1	14,500					1
Associate Professor	17	12,811	2	12,350			19
Assistant Professor	40	11,100	15	10,120			55
Dir. Student Affairs	1	14,175	1	13,335			2
Director Counseling and Testing	1	16,065					1
Director Environmental Science	1	21,000					1

POSITION	NUMBER	AVG	NUMBER	AVG	NUMBER	AVG	TOTAL
	MALES	SALARY	FEMALES	SALARY	BLACKS	SALARY	
Director, Information Services	1	\$10,290		\$		\$	1
Director of Athletics	1	16,695					1
Lecturer	5	10,600	1	11,000	1	10,000	8
Part-time Professor	2	12,700					2
Head Librarian			1	16,275			1
Catalog Librarian			1	10,500			1
Reference Librarian	1	10,823					1
Ser. Doc. Librarian			1	10,920			1
Registrar			1	11,550			1
Counselor	1	13,125					1
Bio. Medical Lab.	1	30,000					1
*Instructor St. of 1	1	10,332					1
*Accountant I	1	11,868					1
*Plant Engineer	1	13,092					1
*Plant Maintenance Supervisor	1	11,340					1
*Systems Analyst	1	13,092					1
Totals and Averages	98	\$15,373	25	\$12,272	1	\$10,000	124

There are 25 position classifications paying \$10,000 or more per year. Within these positions there are 98 males (79%), 25 females (20%) and one Black.

\*Indicates SPA positions only.



Dr. William C. Friday

The average salary for all males in these positions is \$15,373, and for all females \$12,272. The salary for the one Black is \$10,000.

From the above, it can be concluded that while males represent 40% of the total work force, 84% of their number earn salaries of \$10,000 or more, and while females represent 60% of the total work force, only 14% of their number are in this salary range. Furthermore, the average salary of males in these positions exceed the average salary of females in these positions by \$3,101.

The following chart reflects the average salary for faculty by race and sex:

Position	Total					
	No.	Males	Females	Black	White	Other
Emeritus Prof.	1	\$14,500	\$	\$	\$14,500	\$
P/T Professor	2	12,700			12,700	
Visiting Prof.	1	17,000			17,000	
Professor	16	15,800	14,400		15,700	
Assoc. Prof.	19	12,811	12,350		12,881	12,133
Asst. Prof.	55	11,100	10,120		10,830	10,900
Instructor	18	8,310	8,337	7,400	8,376	
P/T Instructor	11	9,750	7,500		7,909	
Temp. Instructor	2	7,400	8,100		7,750	
Lecturer	6	10,600	11,000	10,000	10,800	
Teaching Asst.	2		6,000		6,000	
	133					

From the above chart, it can be determined that in the positions of Professor, Associate Professor, Assistant Professor, and part-time Instructor, males exceed females in average salary. It is also noted that Black faculty members have lower average salaries than Whites, and further, there are only two Black faculty members of a total of 133 faculty.

C. University of North Carolina, Charlotte

An analysis of the print-out dated March 11, 1972 from the University of North Carolina at Charlotte revealed the following:

The total work force numbers 527, of which 260 are SPA (State Merit System) employees, and 267 are EPA (Exempt from State Merit System) employees. These employees are distributed as follows:

TOTAL WORK FORCE BY RACE AND SEX

Males	320	61%
Females	<u>207</u>	<u>39%</u>
Total	527	100%

White	445	85%
Black	76	14%
Other	<u>6</u>	<u>1%</u>
Total	527	100%

S.P.A. EMPLOYEES BY RACE AND SEX

Males	112	43%
Females	<u>148</u>	<u>57%</u>
Total	260	100% (49% of total work force)

White	190	73%
Black	<u>70</u>	<u>27%</u>
Total	260	100% (49% of total work force)

E.P.A. EMPLOYEES BY RACE AND SEX

Males	208	78%
Females	<u>59</u>	<u>22%</u>
Total	267	100% (51% of total work force)

E.P.A. EMPLOYEES BY RACE AND SEX

White	255	96%
Black	6	2%
Other	6	2%
Total	267	100% (51% of total work force)

FACULTY (E.P.A.) BY RACE AND SEX  
 (9 Month and 12 Month)

<u>POSITION</u>	<u>TOTAL</u>	<u>MALES</u>	<u>FEMALES</u>	<u>BLACK</u>	<u>WHITE</u>	<u>OTHER RACE</u>
Professor	32	30	2	0	32	0
Assoc. Prof.	44	38	6	0	41	3
Asst. Prof.	91	77	14	3	87	1
Instructor	66	41	25	2	62	2
Total	233	186	47	5	222	6
Percent	100%	80%	20%	2%	95%	3%

FACULTY SALARIES BY SEX (9 Month)

<u>POSITION</u>	<u>AVERAGE MALE SALARY</u>	<u>AVERAGE FEMALE SAL.</u>	<u>DIFFERENTIAL</u>
Professor	\$17,516.42	\$13,500.00	-\$4,016.42
Associate Professor	14,126.76	13,439.00	- 687.76
Assistant Professor	11,844.14	10,817.30	- 1,026.84
Instructor	10,001.82	9,167.20	- 834.62

(12 Month)

Professor	\$25,144.44	\$20,000.00	-\$5,144.44
Associate Professor	19,083.50	17,867.00	- 1,216.50
Assistant Professor	18,000.00	16,000.00	- 2,000.00

FACULTY SALARIES BY RACE

(9-Month)

<u>Position</u>	<u>Average White Sal.</u>	<u>Average Black Sal.</u>	<u>Differential</u>	<u>Aver. Other Minority Sal.</u>	<u>Differential</u>
Prof.	\$17,333.86	N/A	N/A	N/A	N/A
Assoc. Prof.	14,029.30	N/A	N/A	\$14,150.00	+ \$120.70
Asst. Prof.	11,680.58	\$12,000.00	+\$ 319.42	12,250.00	+ 569.42
Instructor	9,697.66	10,100.00	+ 402.44	8,900.00	- 797.66

(12-Month)

Prof.	\$24,630.00	N/A	N/A	N/A	N/A
Assoc. Prof.	18,840.20	N/A	N/A	N/A	N/A
Asst. Prof.	18,000.00	\$16,000.00	-\$2,000.00	N/A	N/A

There are 82 position classifications within the University structure employing a total of 527 employees. Of these 82 position classifications, 77 are SPA and five are EPA.

Of the 77 SPA position classifications, there are 15 in which the 70 Black employees are found. Of these 15, there are three which employ no Whites. Furthermore, only 10 of the 70 Black employees appear to be in positions above the labor/service level. More than half (69%) of the Black employees are in the Housekeeping Assistant classification, while only three Whites are in this classification. However, the one Housekeeping Supervisor is White.

There are 28 SPA position classifications which are exclusively female. It is noted that 77% of the SPA female employees are found in these positions.

There are 41 SPA position classifications which are exclusively male. In these positions, 63% of the males are employed.

From the above, it can be concluded that 79% of the position classifications are exclusively White. Also, only eight positions employ both males and females, which means that 69, or 89%, of all SPA position classifications are segregated by sex.

Examination of the average SPA salary revealed that 15 males and one female are employed in positions paying an average salary of \$10,000 or more, even though females make up 57% of the SPA work force. There are no Black employees found in any of the 15 job classifications which pay an average salary of \$10,000 or more and, in fact, of the 62 employees working in the 43 job classifications paying an average salary of \$7,000 or more, only three are Black.

Of the 64 departments listed on the print-out, 24 (38%) have no Black employees at any level. Of the 31 departments which employ EPA personnel, 28, or 90%, have no Black employees. It is also noted that of these 31 departments, 16, or 51%, employ no female personnel.

The following chart reflects those position classifications in which Blacks are employed:

<u>POSITION</u>	<u>BLACK</u>	<u>WHITE</u>
Assistant Professor	3	91
Instructor	2	63
Administration	1	33
Bldg. Custodian	1	0
Cook I	1	0
Education Counselor	1	2
General Utility Man	5	5
Grounds Maint. Man	1	1
Housekeeping Asst.	48	3
Librarian II	1	0
Library Asst. II	1	3
Locker Room Attendant	4	2
Mail Clerk	1	1
Security Officer I	2	5
Staff Nurse	1	2
Steno. II	1	28
Switchboard Operator	1	2
Typist II	<u>1</u>	<u>21</u>
	76	262

D. University of North Carolina, Greensboro

An analysis of the print-out dated March 10, 1972 from the University of North Carolina at Greensboro revealed the following:

The total work force numbers 1,012. There are two basic categories of employees which are EPA (Exempt from State Merit System), and SPA (State Merit System). The distribution of all employees follows:

TOTAL WORK FORCE BY SEX AND RACE

Males	486	48%
Females	<u>526</u>	<u>52%</u>
Total	1,012	100%
White	786	78%
Black	217	21%
Other	<u>9</u>	<u>1%</u>
Total	1,012	100%

SPA EMPLOYEES BY RACE AND SEX

Male	181	35%
Female	<u>335</u>	<u>65%</u>
Total	516	100% (51% of total work force)
White	311	60%
Black	205	40%
Other	<u>0</u>	<u>0</u>
Total	516	100% (51% of total work force)

EPA EMPLOYEES BY RACE AND SEX

Male	305	61%
Female	<u>191</u>	<u>39%</u>
Total	496	100% (49% of total work force)
White	475	96%
Black	12	3%
Other	<u>9</u>	<u>1%</u>
Total	496	100% (49% of total work force)

FACULTY BY RACE AND SEX

<u>Position</u>	<u>Total</u>	<u>Male</u>	<u>Female</u>	<u>White</u>	<u>Black</u>	<u>Other</u>
Named Professor	4	4	0	3	1	0
Visiting Professor	1	1	0	1	0	0
Professor	55	35	20	54	0	1
Assoc. Professor	71	46	25	68	1	2
Asst. Professor	132	88	44	129	0	3
Instructor	92	50	42	90	1	1
Lecturer	27	21	6	25	0	2
Teaching Asst.	3	0	3	2	1	0
Total	385	245	140	372	4	9
	100%	64%	36%	97%	1%	2%

AVERAGE FACULTY SALARIES BY SEX

(9-Month)

<u>Position</u>	<u>Average Male Salary</u>	<u>Average Female</u>	<u>Differential</u>
Professor	\$18,746.96	\$16,555.55	-\$2,191.41
Visiting Professor	19,500.00	N/A	N/A
Named Professor	28,200.00	N/A	N/A
Associate Professor	14,956.81	14,324.37	- 632.44
Assistant Professor	12,721.59	12,259.09	- 462.50
Instructor	9,531.00	8,830.95	- 700.05
Lecturer	11,597.61	10,341.66	- 1,255.95
Teaching Assistant	N/A	7,300.00	N/A

(12-Month)

Professor	\$18,450.00	\$18,400.00	-\$ 50.00
Associate Professor	18,750.00	18,500.00	- 250.00
Instructor	N/A	11,495.50	N/A

AVERAGE FACULTY SALARIES BY RACE

(9-Month)

<u>Position</u>	<u>Average White Sal.</u>	<u>Average Black Sal.</u>	<u>Differential</u>	<u>Aver. Other Minority Sal.</u>	<u>Differential</u>
Professor	\$18,007.00	\$ N/A	\$ N/A	\$16,300.00	-\$1,707.00
Visit. Prof.	19,500.00	N/A	N/A	N/A	N/A
Named Prof.	29,500.00	24,300.00	- 5,200.00	N/A	N/A
Assoc. Prof.	14,732.07	14,900.00	+ 167.93	14,700.00	- 32.07
Asst. Prof.	12,530.23	N/A	N/A	14,166.66	+ 1,636.43
Instructor	9,254.40	7,400.00	- 1,854.40	8,000.00	- 1,254.40
Lecturer	11,490.00	N/A	N/A	9,175.00	- 2,315.00
Teach. Asst.	7,150.00	7,600.00	+ 450.00	N/A	N/A

(12-Month)

Professor	\$18,425.00	N/A	N/A	N/A	N/A
Assoc. Prof.	18,666.66	N/A	N/A	N/A	N/A
Instructor	11,495.50	N/A	N/A	N/A	N/A



There are 116 SPA position classifications within the University structure employing 516 employees. Of these, only 22 (19%) have Black employees. Within these 22 position classifications, there are 205 Black employees and 193, or 94%, work in labor/service-type positions. These 193 SPA Black employees, plus the remaining 12 Black SPA employees, earn less than an average salary of \$7,000 per year, even though 47% of the SPA position classifications pay in excess of \$7,000 per year in the University structure.

There are 130 Black Housekeeping Assistants working under the supervision of seven White supervisors; in fact, there is no evidence that any of the 205 Black SPA employees are in supervisory positions.

There are 20 SPA position classifications employing 22 SPA employees earning an average salary of \$10,000 per year or more. Of these 22 SPA employees, only two are females.

Of 75 departments listed, there are 42, or 56%, which have no Black employees. Of the 42 departments having no Black employees, 22 have five or more employees and one has 72 employees.

Of 57 departments listed which employ EPA personnel, 21, or 37%, have no female EPA personnel.

IV. Universal Requirements Applying to All Schools Within the North Carolina State University System

A. As provided for in Sec. 60-1.20 of Subpart B, of the Rules and Regulations of Executive Order 11246 where deficiencies are found to exist, reasonable efforts shall be made to secure compliance through conciliation and persuasion. Before you as a contractor can be found to be in compliance with the Order must make a specific commitment, in writing, to correct any such deficiencies. The commitment must include the precise action to be taken and the dates for completion. The following eight major deficiencies have been found in the North Carolina State University System and apply to each school within the System to a greater or lesser degree. It is recognized that each school

has achieved some varying degree of compliance and, further, specific problem areas were found at one school which were not present at other schools. In regard to these specific problem areas, it is expected that the corrective action taken or proposed would be included in the corrective action plan related to that particular school. Although the format and style of the corrective action plan rests with the officials of the North Carolina University System, we are suggesting that a general policy statement covering the equal employment opportunity requirements applicable to all schools within the System be prepared. Following this statement, a corrective action plan should be prepared for each school within the System, based on the Specific and Universal Requirements contained in this letter as relevant. Since Section III relates to our analysis of print-out data alone, suggesting that at least some of the problems found at the two schools where on-site reviews were conducted are present, we believe the corrective action plan for these schools should relate to our comments in Section III, plus any additional requirements covered by Executive Orders 11246 and 11375. This means that the four schools which were not subjected to an on-site review should examine closely their own equal employment opportunity practices to assure that any needed corrective action is taken.

1. In view of the apparent complete absence or underutilization of both females and Blacks in numerous position classifications at both the academic and non-academic levels of employment, we are requiring that an availability study of both Blacks and females be conducted in these job classifications where they are either underutilized or absent.

On the basis of this study, you must then develop a set of projected new-hire goals covering all of the academic and non-academic positions where the underutilization of Blacks and females exists. These goals must cover six-month increments for non-academic positions, and 12-month increments for academic positions.

As provided in the Regulations covering Executive Orders 11246 and 11375, goals may include similar position classifications as a group; however, each position classification included

within such groupings must be identified for reference and later analysis.

Projected new-hire goals must take into consideration availability, attrition, expansion and termination rates.

Your corrective action plans must also indicate the dates when your availability studies will be completed and your goal setting can be established.

2. Develop a well-defined recruitment plan focusing on Black and female recruitment, indicating what specific recruitment methods will be utilized toward the achievement of the University's stated numerical employment goals. This recruitment plan should address itself to the various recruitment deficiencies and problem areas pointed up in this letter. Provide a date for completion of this requirement.

3. Develop to the greatest extent feasible, a training and promotion plan specifically designed to encourage and activate the upward mobility of Blacks and females into or toward those job levels and classifications where they are non-utilized or underutilized. This plan should include a statement to the effect that the University has undertaken and completed a study of its work force and personnel files for the purpose of identifying possible under-employment among its Black and female employees and communicate an assurance that any such employees identified will be given priority consideration for promotional purposes. This plan, the under-employment study and its results, and semi-annual goals covering at least a 12-month period must be defined in an acceptable time frame.

4. Develop a set of objective criteria by which the monetary worth of faculty members might be comparatively adjudged, and by which said faculty members might be comparatively graded or rated. On the basis of these standardized criteria, analyze and rate each faculty member in each department. Where faculty members in an academic department are graded higher, but receive the same or less money than their male faculty counterparts, immediate corrective action should be taken. The same or similar

Dr. William C. Friday

criteria should be developed for rank and promotion comparisons, with needed corrective actions forthcoming. The criteria developed and utilized by the University for purposes of comparison and rating should be applied on a consistent and standardized basis within the various academic departments of the institutions. The set of criteria adopted along with the analyses and corrective action taken by the University should also prescribe an established time frame for completion.

5. Identify spouse-pairs employed by the University and undertake an analytical study of their credentials and employment status to ascertain whether and to what extent female spouses, as a class, have been equitably dealt with. It is possible that the study's results might indicate the University's need to alter or discontinue its current policies pertaining to the employment of relatives. An explanatory statement regarding the University's intentions relative to maintaining, altering or discontinuing its current nepotism policies should be submitted with the above requested materials. The time frame for completion of this action should also be indicated.

6. Enclosed with this letter is a copy of Federal Rules and Regulations pertaining to employment testing. Against the back-drop of these Rules and Regulations, the University is advised to inform our office as to their specific intentions regarding the future use or discontinuation of those invalidated employment tests in current use.

7. Take immediate action to ensure the fulfillment of each of those technical requirements outlined by this letter as having not been satisfactorily met. Submit definitive particulars.

8. Develop a plan designed to upbuild and strengthen the University's equal employment opportunity policy, to communicate said policy to all University personnel, and to monitor and control equal employment opportunity activities and progress. Such a plan should, at a minimum, address itself to each of the following elements: (If any of these elements are already operative, in part or in full, simply note appropriate particulars.)

Dr. William C. Friday

a. The appointment of one or more equal employment opportunity officers with well-defined powers and responsibilities who has (have) direct-line communication with the President of the University.

b. The continuing development and dissemination of the University's equal employment opportunity policy and activities to all personnel.

c. The development and dissemination of official University policy to the effect that: No advertisements of any sort will be published in which racial or sexual (except in those rare situations where sex can be established as a bona fide occupational qualification) preference is indicated; that all University advertisements -- academic, professional and non-academic -- will carry the required employment tagline, "An Equal Opportunity Employer;" and that qualified applicants, regardless of sex, will be given serious and equitable consideration for each and all University job openings, irrespective of the nature of the work involved and of traditional male and female connotations associated with the work.

d. The auditing of all incoming job applicants as to sex, race, referral source and type of work applied for, and the auditing of the routing and results of the internal referral of job applicants to University hiring officials.

e. The development of a periodic and systematic reporting system by which the various section and department heads of the University keep the Equal Employment Opportunity Officer(s) and the University President informed as to their affirmative action efforts and results.

f. The development of a well-defined plan showing how the Personnel Office, in the non-academic sphere, and appropriate designated administrator(s) in the academic sphere, will be supplied with the opportunity resources, flexibility and authority to develop and utilize policy, procedures, and programs which will "get the job done," insofar as equal employment opportunity activity and results are concerned. This plan should

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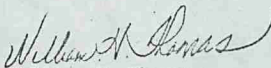
Dr. William C. Friday

clearly outline provisions which will enable the Personnel Office and/or the University to deal firmly and effectively with hiring officials at all levels who, by their action or inaction, show disregard for or lack of understanding of the University's equal employment opportunity emphasis, insofar as the hiring of employees is concerned.

In conclusion, this letter represents our findings as a result of the contract compliance reviews covering the University of North Carolina System. Within a period of approximately two weeks, representatives of our office will plan to meet with you to discuss the contents of this letter and other implicit procedures contained therein. Our representative will telephone your office to establish the actual time and date of our meeting.

We wish to thank you and your staff for the excellent cooperation and interest shown our representatives during this review. Because of this cooperation and interest we are convinced that rapid progress toward amelioration of problem areas will be accomplished.

Sincerely yours,



William H. Thomas  
Regional Civil Rights Director  
Office for Civil Rights



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY  
Research Triangle Park, North Carolina 27711

October 31, 1975

Dr. Lawrence M. Clark, Assistant Provost  
Affirmative Action Office  
North Carolina State University  
208 Holiday Hall  
Raleigh, North Carolina 27607

Dear Dr. Clark:

EPA is sponsoring a conference entitled "The Unfinished Business in Equal Employment Opportunity: Towards a New Beginning" for the EPA staff on Friday, November 7, 1975. A copy of the day's program is attached.

For this conference, we are bringing to the Research Triangle Park four persons who are well known in the fields of civil rights and education. Dr. Samuel Proctor is most familiar in this area for his work as President of A & T State University. The list and biographies are in the program.

I would like very much to have you attend an informal coffee with our out-of-town guests at 8:30 on Friday morning and to hear Dr. Proctor's keynote address. In order to make final arrangements, I would appreciate the return of the attached form. Please do try to attend.

Sincerely yours,

A handwritten signature in cursive script that reads "Burton Levy".

Burton Levy  
Director of Administration (MD-26)

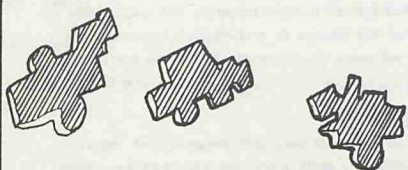
Attachments



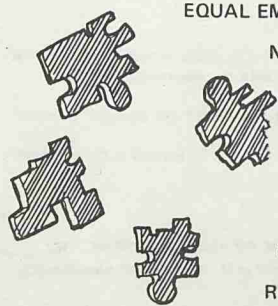
**The Unfinished Business**

in **EEO:**

**TOWARDS A NEW BEGINNING**



**EQUAL EMPLOYMENT OPPORTUNITY  
CONFERENCE  
NOVEMBER 7, 1975**



**U.S. Environmental  
Protection Agency  
Research Triangle Park  
North Carolina**



## WORKSHOP DESCRIPTIONS

### Civil Rights in Perspective.

Historical parallels in the development of civil rights "special emphasis" movements. Detailed discussion of the legislative basis of the Federal EEO Program. Examination of EEO and merit principle concepts, their similarities, and possible areas of conflict.

### Psychology of Race and Sex.

An experimental workshop designed to focus on the special problems of minorities and women in traditionally white male job areas. Identification of intrapersonal, interpersonal and institutional cultural messages and behavior which perpetuate "isms."

### Effecting Affirmative Action.

Group will arrive at an understanding of certain basic terms and concepts, such as affirmative action, nondiscrimination and qualifiable candidate. They will examine the concept of preferential treatment, the role of recruitment in EEO and means of achieving affirmative action in a static agency.

### Personnel Programs for EEO.

An explanation of the mechanics of personnel programs that impact EEO: recruitment, upward mobility, merit promotion, and training. Basic facts on position management, classification and staffing as they relate to EEO.

### Preview of Film Library.

Continuous showings of films available on loan through the EEO Office:

The Silenced Majority  
51%  
The Prejudice Film  
Twelve Like You

*Each attendee may choose one morning and one afternoon workshop. The workshops will be the same both times and will be conducted concurrently.*

EQUAL EMPLOYMENT OPPORTUNITY CONFERENCE

November 7, 1975

9:15 a.m. - 4:15 p.m.

EPA Tech Center Auditorium

- |       |                                       |  |
|-------|---------------------------------------|--|
| 9:15  | Welcome                               | Dr. Burton Levy, Director<br>Office of Administration  |
| 9:20  | Keynote Address                       | Dr. Samuel Proctor<br>Professor of Education<br>Rutgers University                               |
| 10:20 | Break                                 |  |
| 10:40 | Overview of the Agency<br>EEO Program | Mr. Carol M. Thomas, Director<br>Office of Civil Rights, EPA                                     |
| 11:10 | EEO in RTP                            | Mr. Arl Williams, EEO Officer  |
| 11:30 | Workshops                             |  |
|       | Civil Rights in Perspective           | Dr. Hubert Locke, Dean<br>School of Public Affairs<br>University of Nebraska at Omaha            |
|       | Psychology of Race and Sex            | Ms. Josephine Lewis, Coordinator<br>Lilly Endowment Counselor Ed. Program<br>Southeast Institute |
|       | Effecting Affirmative Action          | Dr. Arthur Johnson, Vice-President<br>Wayne State University                                     |
|       | Personnel Programs for EEO            | Mr. Gerald Groon and Staff   |
|       | Preview of Film Library               | Mr. Charles Hopkins<br>Special Assistant, EEO  |
| 1:15  | Lunch                                 |  |
| 2:15  | Workshops                             | Repeat of morning workshops -<br>attendees may attend two of the<br>five listed above            |
| 4:00  | Conference Wrap-up                    | Ms. Chandlee Barksdale, EEO Specialist   |

## GUEST PARTICIPANTS

Dr. Arthur Johnson - Vice-President of Wayne State University since 1972, Dr. Johnson has served in various official capacities for the State of Michigan. His career includes such posts as Deputy Director of the Michigan Civil Rights Commission and Deputy Superintendent of the Detroit Public Schools. He is known throughout the state for his valuable contributions to community affairs, highlighted by his fourteen years as Executive Secretary of the Detroit Branch of the NAACP.

Ms. Josephine Lewis - M. A., Clinical Psychology. Ms. Lewis is a member of the International Transactional Analysis Association, and has had training experiences in group process, creative group problem solving and management by objectives. Her vita includes terms as Executive Director of the Edgemont Community Center in Durham and Vista Volunteer Supervisor in Chapel Hill-Carrboro. She has conducted human awareness workshops for the University of North Carolina, Duke University, and the N.C. Department of Social Services.

Dr. Hubert Locke - Dr. Locke is currently the Dean of the College of Public Affairs and Community Services of the University of Nebraska at Omaha. His recent activities include serving as director of the New Town Feasibility Design for the city of Detroit, and authoring a weekly newspaper column for the Michigan Chronicle (Detroit). Dr. Locke has published two books - "The Detroit Riot of 1967" and "The Care and Feeding of White Liberals" - and has written a score of articles for popular and academic journals.

Dr. Samuel Proctor - This versatile man has filled positions ranging from Peace Corps Administrator in Nigeria and Washington, D.C. to president of two universities - the Virginia Union University and the North Carolina A&T State University. Dr. Proctor has received many awards and honorary degrees, including the Outstanding Alumnus Award from Boston University, where he earned his Ph.D. in 1950. His work has taken him on extensive travels and in 1968 he accompanied former Vice-President Hubert Humphrey to North Africa and the Far East. At present, he is serving as Pastor of the Abyssinian Baptist Church in Harlem and Professor of Education at Rutgers University in New Jersey.

EQUAL EMPLOYMENT OPPORTUNITY CONFERENCE  
U. S. Environmental Protection Agency  
Research Triangle Park, North Carolina

November 7, 1975

/ / I regret that I will be unable to attend.

/ / I will attend:        / / Coffee Hour    / / Keynote Address

~~/ / Entire Conference~~

NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_

ORGANIZATION: \_\_\_\_\_

The survey will be conducted on two dates: November 15-19 for labs and December 6-10 for classes. All teaching faculty and teaching assistants should allow adequate time for the students to complete the survey sheets.

Results of the current semester survey will be used with the results from the 1971 Spring Semester Survey, by the Faculty-Student School Outstanding Teacher Selection Committees. In addition, the School Committees will use information from faculty and alumni in making their choices. As in the past, each instructor will receive the results for his sections which were surveyed provided the forms are turned in on schedule.

Instructors who have questions about their printout, who discover errors in their results, or who have suggestions for improving the survey mechanics are encouraged to contact Dr. Clauston Jenkins, 201 Holladay Hall (3125).

cc: Chancellor John T. Caldwell  
Dean Banks C. Talley, Jr.  
Dean Walter J. Peterson  
Chairman, Faculty Senate

Chancellor

Advisory Committee  
Title IX

8 Schools

ALS

Grad School

Alumni Affairs

Information Services

University Extension

Student Affairs

Library

Business Affairs

Athletics

Physical Education

Special Units

1. Computer Center
2. Sea Grant P  
Center for Marine  
& Coastal Studies

EQUAL EMPLOYMENT AFFIRMATIVE ACTION OFFICIALS  
October, 1975

Appalachian State University

Dr. Richard D. Howe  
Assistant to the Chancellor  
Boone, North Carolina 28608  
(704) 262-2040

East Carolina University

Dr. David B. Stevens  
Brewster Building  
Greenville, North Carolina 27834  
(919) 758-6131

Elizabeth City State University

Attorney William T. Davis  
Affirmative Action Officer  
Elizabeth City, North Carolina 27909  
(919) 335-0551

Fayetteville State University

Mr. William Clement  
Director of Personnel  
Fayetteville, North Carolina 28301  
(919) 483-6144

North Carolina A & T State University

Mr. Lee Andrews  
Affirmative Action Officer  
Greensboro, North Carolina 27411  
(919) 379-7592

North Carolina Central University

Mr. William Jones  
Vice Chancellor, Finance  
Durham, North Carolina 27707  
(919) 683-6472

North Carolina School of the Arts

Mr. Lewis Hawley  
Director of Personnel  
Winston-Salem, North Carolina 27107  
(919) 784-7170 Ext. 51

North Carolina State University

Dr. Lawrence Clark  
Assistant Provost  
Raleigh, North Carolina 27607  
(919) 737-3148

Pembroke State University

Mr. Terry Hutchins  
Assistant to the Chancellor for  
Legal Affairs  
Pembroke, North Carolina 28372  
(919) 521-4214

University of North Carolina-Asheville

Mr. W. H. Pott  
Vice Chancellor, Finance  
Asheville, North Carolina 28801  
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Dr. Frank Dickey, Provost  
Charlotte, North Carolina 28213  
(704) 597-2441

University of North Carolina-Chapel Hill

Attorney Douglass Hunt  
Vice Chancellor, Administration  
Chapel Hill, North Carolina 27514  
(919) 933-7771

University of North Carolina-Greensboro

Dr. Charles Hounshell  
Vice Chancellor, Administration and  
Affirmative Action  
Greensboro, North Carolina 28401  
(919) 379-5266

University of North Carolina-Wilmington

Mr. Charles L. Cahill, Vice Chancellor  
Academic Affairs  
Wilmington, North Carolina 28401  
(919) 791-4330

Western Carolina University

Dr. William Scott, Department of  
Administrative Science  
School of Business  
Cullowhee, North Carolina 28723  
(704) 293-7117

Winston-Salem State University

Dr. June May, Affirmative Action Officer  
Blair Hall  
Winston-Salem, North Carolina 27102  
(919) 761-2068



MEMORANDUM TO: Equal Opportunity Officers in  
The University of North Carolina  
System

FROM: Richard D. Howe <sup>RDH</sup>  
University Equal Opportunity Officer  
Appalachian State University

DATE: 15 October 1975

SUBJECT: Enclosed Current Listing of All  
Equal Opportunity Officers in The  
System

Enclosed please find a listing of all of us in the system who have responsibilities for implementing and monitoring affirmative action plans on our respective campuses. This fall in an attempt to up-date our files and to have a copy of each of the affirmative action plans in the system, we called you all to see who you were and to request a copy of your plan if we did not already have one. Additionally, we are pleased to send you a copy of our plan if you so requested it.

With this memorandum may I make an additional request? Last week Chancellor Wey appointed our Title IX Coordinator, Dr. Isabel Jones, and for her benefit I am trying to compile another list of all of the Title IX Coordinators in The University of North Carolina system. May I, therefore, request that you send to my office a note stating who your person is along with that person's address and telephone number? In this way, Dr. Jones will have your name, address, and telephone number handy in case she would like to visit with you either over the telephone or in person.

Thank you very much for your attention to this request. Best wishes.

RDH:bc

Enclosure

cc: Chancellor Herbert W. Wey

P. S. We look forward to receiving a copy of your Affirmative Action Plan at your convenience.

Mr. Richard Robinson  
General Administration UNC

RDH

Dr. Isabel Jones  
Title IX Coordinator, ASU

Mr. Roy Jones  
Associate Equal Opportunity Officer, ASU

*File*

PANEL DISCUSSION: "FEDERAL IMPACT ON HIGHER EDUCATION"

Date January 29, 1974

10:00 a.m.

Location Student Center - Ballroom

Panel Discussion: "The Federal Impact at Home" ..Lawrence M. Clark  
Moderator, Assistant Provost, N. C. State University

The University Campus.....Susan Eringhouse  
Assistant to the Chancellor, University of N. C. at Chapel Hill

An Affirmative Action Plan Accepted.....Freddie Groomes  
Assistant to the President for Minority Affairs  
Florida State University

The University of North Carolina.....Richard H. Robinson  
Assistant to the President, The University of North Carolina

12:00 Noon

Location Blue Room

Luncheon

Affirmative Action Committee Members and Dr. Freddie Groomes

*File*

# NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

SCHOOL OF PHYSICAL AND MATHEMATICAL SCIENCES

DEPARTMENT OF PHYSICS  
Box 5367, RALEIGH, N. C. 27607

November 14, 1975

Dr. A. C. Menius, Jr., Dean  
School of Physical and Mathematical Sciences  
115 Cox Hall  
N.C. State Campus

Re: Search for Physics Department Head - Affirmative  
Action

Dear Dean Menius:

The purpose of this letter is to describe the actions taken by the Search Committee to insure that minorities and women have been offered equal opportunity to apply and to be fairly considered for the position of Physics Department Head at North Carolina State University.

In accordance with your suggestions, we met with Assistant Provost Lawrence M. Clark, the campus affirmative action officer. Dr. Clark provided the committee with the names of five prominent black physicists and educators who, in his opinion, would be helpful in suggesting possible candidates. They were Dr. Juan Lawson (University of Texas at El Paso), Dr. Calvin Atkinson (Physics Department Chairman at Tennessee State University), Dr. Herman R. Branson (President of Lincoln University), Dr. James C. Davenport (Physics Department Head at Virginia State College), and Dr. Roy A. Woods (Academic Dean at Norfolk State College).

The Committee wrote to each of these individuals inviting applications or nominations for the position. The only one who responded was Dr. Lawson who submitted his own application for the position and, in addition, suggested as possible candidates, Dr. Arthur N. Thorpe and Dr. Solomon J. Glass, both of the Physics Department at Howard University. The Committee wrote to both Dr. Thorpe and Dr. Glass inviting applications or nominations but received no reply.

Further steps taken by the committee were to place advertisements of the position in the June and September 1975 issues of Physics Today.

November 14, 1975

To date, the Committee has received resumés from 32 applicants of which one (Dr. Lawson) is black and one (Dr. Caroline Herzenberg) is a woman. The Committee gave serious, fair, and impartial consideration to all applicants and selected for possible further consideration six applicants who, in the judgement of the Committee, have the experience and qualifications the position of Physics Department Head requires.

Yours very truly,



D. R. Tilley  
Chairman, Search Committee

CC: Dr. Lawrence M. Clark

DRT/bys

Affirmative Action Committee

Lawrence M. Clark (EEO Officer)	3148
John F. Bogdan (Textiles)	3231
Robert G. Carson Jr., (Engineering)	2316, 2315
Carl J. Dolce (Education)	2231, 2232
Bhupender S. Gupta (Good Neighbor Council)	3231
Francis J. Hassler (Agriculture)	2694
Randolph T. Hester (Design)	2878
Charles B. Lynam (Business Affairs)	2135, 2136
Cyrus B. King (Library)	2841
R. A. Mabry (University Extension)	2261
Jasper D. Memory (PAMS)	2502, 2503
LeRoy C. Saylor (Forest Resources)	2883
Samuel C. Schlitzkus (Business Affairs)	2157
Thomas H. Stafford (Student Affairs)	2426
Clayton L. Stalnaker (Administration)	2479
Edith Sylla (Liberal Arts)	2485
Banks C. Talley Jr. (Student Affairs)	2446
Elizabeth C. Theil (At large member)	2581
Mary C. Williams (Faculty Senate)	2463
Tommy E. Wynn (At large member)	3341

File  
AA LHC

NORTH CAROLINA STATE UNIVERSITY / AT RALEIGH

SCHOOL OF DESIGN: Architecture . Landscape Architecture . Product Design

Interoffice Correspondence

P. O. Box 5398: Z. C. 27607

December 17, 1975

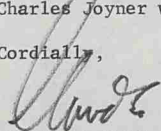
Dr. Lawrence M. Clark  
Assistant Provost  
208 Holladay Hall  
NCSU Campus

Dear Larry:

This is to inform you that effective immediately Professor John Loss is the Affirmative Action Officer for the School of Design. Building on the base established by Roger Clark and Randolph Hester, John's appointment is further evidence of my commitment to our responsibility to increase the presence of women and minorities in our faculty/student/staff community.

The attached copy of my letter to Provost Winstead is for your information. We are pleased to be able to have Charles Joyner working with us during the spring semester.

Cordially,

  
Claude E. McKinney  
Dean

CEMcK:ss

cc: John Loss  
Randolph Hester

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

P. O. Box 5067, RALEIGH, N. C. 27607

OFFICE OF THE PROVOST AND VICE-CHANCELLOR

May 29, 1975

MEMORANDUM

TO: Affirmative Action Officers

FROM: Lawrence M. Clark *LMC*

SUBJECT: Race, Ethnic Background, and Sex of Applicants

Periodically we must determine whether the applications from minorities and women are increasing. At the present time, when persons apply for various position openings, it is in most cases difficult from their applications to determine their race, ethnic background, and/or sex.

Please inform persons within your unit to use the following statement in advertising vacant positions.

Equal Opportunity/Affirmative Action Employer

North Carolina State University is an Equal Opportunity Employer and operates under Affirmative Action Policy. The University strongly encourages all qualified applicants. Applicants are requested to indicate their race, ethnic background, and sex in their letter of application. Although providing this information is optional, the success of our Affirmative Action Program depends on our having it.

LMC:sj

AFFIRMATIVE ACTION PLAN  
NORTH CAROLINA STATE UNIVERSITY

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- A. An Overview of Availability
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- G. School of Liberal Arts
- H. School of Physical and Mathematical Sciences
- I. School of Textiles
- J. D. H. Hill Library
- K. Division of Student Affairs
- L. Office of Business Affairs
- M. University Extension
- N. Special Units

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- A. List of information sent to affirmative action planning units
- B. EPA affirmative action recruiting report form
- C. Routing sheet for SPA applicant
- D. Chancellor's memorandum concerning listing staff vacancies and advertising
- E. NCSU nepotism policy for EPA employees
- F. State nepotism policy for SPA employees
- G. SPA grievance procedure

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Affirmative Action Plan  
North Carolina State University

PART I  
INTRODUCTION

A. THE EXTENT AND NATURE OF THE PLAN

This plan for affirmative action to provide equal employment opportunity at North Carolina State University is designed to serve two functions. First, it represents the University's compliance with Federal regulations requiring a written affirmative action plan. Second, it represents the University's response to a letter of findings of September 27, 1972, which presented the results of a compliance review by the staff of Region IV of the Office for Civil Rights. Insofar as possible, the University has attempted to incorporate the recommendations of the letter in this affirmative action plan, but the recommendations in the letter have also been addressed in a separate section of this document.

Organization of the Plan. The affirmative action plan for N. C. State University consists of three parts: Part I, Introduction; Part II, Policies and Procedures; and Part III, Analysis, Goals and Timetables.

B. EQUAL OPPORTUNITY POLICY

In accordance with section 103 of The Code of the University of North Carolina and in accordance with the aims and intent of this institution, it is our policy that admission to, employment by, and promotion in North Carolina State University shall be on the basis of merit, and there shall be no discrimination on the basis of race, color, creed, religion, sex, or national origin. It is also the policy of North Carolina State University to take positive action to further employment opportunity for women and minorities.

C. PROCEDURE USED TO DEVELOP THE PLAN

Initial steps in the development of the present affirmative action plan were taken in early November, 1972, when it was determined that the most effective method of developing a functional and effective plan for this campus would

be to follow the regular patterns of organization and administration. Accordingly, on November 8, the following affirmative action planning units were identified:

- School of Agriculture and Life Sciences
- School of Design
- School of Education
- School of Engineering
- School of Forest Resources
- School of Liberal Arts
- School of Physical and Mathematical Sciences
- School of Textiles
- Division of Student Affairs
- Library
- Office of Business Affairs
- University Extension
- Special Units

Each unit was asked to establish a planning committee which was to develop plans applicable to that unit. When combined with a general statement on policy and procedure these plans constitute the affirmative action plan for NCSU. Approaching affirmative action planning in this manner had several advantages. First, it followed normal organizational patterns of the University rather than imposing a new structure for administration of the plan on the existing structure. Second, this method of organization compelled each unit to conduct its own analysis of utilization and availability and to develop a plan that would work in that unit's context. Third, this approach meant that more individuals would be involved in developing affirmative action plans than would have been the case if a single central committee had been assigned this task. Wide participation is an important factor in the success of any endeavor in a collegial institution like the university.

The central administration of N. C. State under the direction of the acting Equal Employment Opportunity Officer, Provost Harry C. Kelly, worked with the General Administration of The University of North Carolina to provide data and other information to the planning units. Appendix A lists the material sent to the units in the process of planning.

Because of major differences in our procedures and responsibilities for professional personnel (EPA) as contrasted to staff personnel (SPA), the plan includes separate goals, timetables, and procedures for these groups of personnel even within a single unit. Such procedure is standard and practical and is

accepted by all involved at this University.

D. BASIC ASSUMPTIONS AND CONDITIONS UPON WHICH THE PLAN IS BASED

Certain basic assumptions and conditions underlie N. C. State University's affirmative action planning, and it seems prudent to list them at the beginning.

First, it is our position that N. C. State University has not been guilty of overt acts of discrimination in the past that have denied equal employment opportunity to individuals. We do acknowledge, however, that we have reflected societal patterns which have resulted in de facto if not de jure discrimination in employment. Our employment profile convinces us that we should take steps to change patterns that have developed over the years. Our focus, for this reason, has been on the future rather than on the situation as it now exists. We have concentrated on effecting changes.

Second, especially at the faculty level, many personnel decisions must be made on the basis of subjective evaluation of individual merit. For this reason, it is meaningless to attempt evaluation in terms of averages or formulas. Each case must be decided on its own merit. Although this condition means that comparisons are sometimes difficult, we think it is essential that individuals be considered as individuals and that the unique needs and circumstances of the hiring unit be taken into account. In short, we reject a formula approach to personnel decisions. We are willing to undertake the additional work necessary to continue making decisions on an individual basis. In practice this approach means that we do not think that all individuals of the same rank with the same years of service in the same department should necessarily have the same salary.

Third, as will be noted in subordinate analyses of availability, we must point out that N. C. State University's academic mission means that it emphasizes technological fields that are not at present highly attractive to females and minorities. Some reluctance to enter these fields may be the result of traditional attitudes on which this University can only attempt some change. The problem of why some students have been and are attracted to some fields of study is complex and beyond the power of the University to control. We can only work on the problem affirmatively. We cannot guarantee that our recruitment efforts will be

successful.

Fourth, like many other universities, N. C. State University is in a period of declining or stable resources. Enrollment, the basis on which we are allocated positions, is leveling off or increasing slightly. In addition, the General Assembly of North Carolina in 1971 changed the student-faculty ratio from 13.7 to 1 to 14.5 to 1. This means fewer faculty positions per 100 students. Federal support for research and student aid has declined significantly. For example, the value of our contracts and grants on July 1, 1972, was almost 40 percent lower than the previous year. Under these circumstances N. C. State University will have few new positions and because of the tight academic job market in general there will be few resignations. At the end of the 1972-73 academic year, only seven people with faculty rank resigned from our faculty of more than 1,000. Concurrently there is on this campus a high percentage of faculty holding academic tenure. In several schools nearly 80 percent of the faculty already has tenure. As a result of these factors the competition for new positions will be keen. It will be impossible to produce dramatic changes in this employment profile of all units, and promotions will be extremely difficult to obtain.

Finally, in all of our affirmative planning we are cognizant of certain basic provisions of the laws and interpretation of the laws by HEW. We have noted the prohibition against preferential treatment contained in subsection (j), section 703 of Title VII of the Civil Rights Act of 1964, As Amended:

Nothing contained in this title shall be interpreted to require any employer, employment agency, labor organization, or joint labor-management committee subject to this title to grant preferential treatment to any individual or to any group because of race, color, religion, sex, or national origin of such individual or group on account of an imbalance which may exist with respect to the total number or percentage of persons of any race, color, religion, sex, or national origin employed by any employer....

We are reassured by HEW's statement that "a nondiscriminatory selection pro-

cess does not mean that an institution should indulge in 'reverse discrimination' or 'preferential treatment' which leads to the selection of unqualified persons over qualified ones." Similarly we have developed our affirmative action plan on the assumption that there is a difference between the establishment of goals and quotas as stated by HEW. Our plan is presented in the context of compliance as described in the October 1, 1972, Higher Education Guidelines, Executive Order 11246:

The achievement of goals is not the sole measurement of a contractor's compliance, but represents a primary threshold for determining a contractor's level of performance and whether an issue of compliance exists. If the contractor falls short of its goals at the end of the period it has set, that failure in itself does not require a conclusion of noncompliance. It does, however, require a determination by the contractor as to why the failure occurred. If the goals were not met because the number of employment openings was inaccurately estimated, or because of changed employment market conditions or the unavailability of women and minorities with the specific qualifications needed, but the record discloses that the contractor followed its affirmative action program it has complied with the letter and spirit of the Executive Order. If, on the other hand, it appears that the cause for failure was an inattention to the non-discrimination and affirmative action policies and procedures set by the contractor, then the contractor may be found out of compliance. It should be emphasized that while goals are required, quotas are neither required nor permitted by the Executive Order. When used correctly, goals are an indicator of probable compliance and achievement, not a rigid or exclusive measure of performance.

E. RESPONSE TO LETTER OF FINDINGS

1. Academic personnel hiring and recruitment.

Recommendation: An availability study and salary comparisons should be made to determine the validity of such statements. Further, a person should be designated as an Equal Employment Opportunity Officer to assist in assuring that the requirements of

the Executive Order are met.

This recommendation has been followed as part of affirmative action planning.

2. Non-academic personnel hiring and recruitment.

Recommendation: The Central Personnel Office should assume complete control of all personnel functions of the University. The Equal Opportunity Employer tagline should be included in all job announcements and advertisements. Equal Employment Opportunity posters should be conspicuously placed on campus.

The Division of Personnel Services has increased its control over personnel functions to the extent to which present resources permit. Changes are described in the plan. The tagline has been added; posters have been placed.

The affirmative action plan speaks to the other points as well.

3. SPA placement.

Recommendation: The University should focus its employment practices on the non-utilization and under-utilization of Black and female employees. Further, the referral-to-job method should provide assurance that referrals will be made in accordance with Executive Orders 11246 and 11375.

The affirmative action plan deals with this recommendation.

4. Academic Personnel (EPA) Salary

Recommendation: The University shall be commended for steps taken to date. Continuous salary adjustments should be made until equality has been obtained. The University should set timetables for the achievement of pay equity as well as be prepared to substantiate any differences existing after such timetables have been met and notify this office.

Salaries for females have been given special attention with the aim of making them equal to the salaries of males with equal work qualifications. The significant differences that do exist are the result of judgments about the performance of individuals or the result of length of service.



5. Testing of SPA employees.

Recommendation: Strengthening of personnel functions such as having each department head notify the Personnel Office as to why a Black or female applicant was not chosen would reflect department practices as to whether such impromptu testing may be exclusionary.

The affirmative action plan shows that this action has been taken.

6. Academic personnel (EPA) advancement.

Recommendation: The University should develop procedures that will assure that promotion practices do not exclude eligible Blacks or females and notify Office for Civil Rights.

This affirmative action plan deals with this recommendation.

7. Non-academic personnel (SPA) advancement.

Recommendation: The University should become more involved in notifying directly eligible candidates for promotion. Procedures should be developed whereby the University can assure non-discrimination. Training programs should be provided with the ultimate goal of increasing job performance and providing the opportunity for advancement.

The affirmative action plan deals with this recommendation.

PART II

POLICIES AND PROCEDURES

A. POLICY DISSEMINATION

The equal employment opportunity policy and this University's commitment to taking positive action is stated in Part I, Section B above. Specific efforts at dissemination will be as follows:

INTERNAL DISSEMINATION

<u>Action</u>	<u>Responsibility</u>	<u>Date Effective</u>
EEO Posters posted	Director of Personnel and EEO Officer	Implemented
EEO statement in <u>Faculty Handbook</u>	EEO Officer	Implemented
Periodic memoranda to supervisors	EEO Officer	Continuing (See Appendix B)
Discussion and review of affirmative action plan with Deans, Directors, and Department Heads	EEO Officer and Provost	July 1, 1973, and continuing
Annual review of plan and progress with administration	EEO Officer and Chancellor	January 1, 1974
Review of affirmative action plan with General Faculty	EEO Officer	August, 1973
Review of affirmative action plan with Faculty Senate	EEO Officer	August, 1973
Review of affirmative action plan with Student Government	EEO Officer	August, 1973
Review of affirmative action plan with SPA personnel	EEO Officer	July 1, 1973, or as soon as Officer appointed

<u>Action</u>	<u>Responsibility</u>	<u>Date Effective</u>
Discussion of plan and policy in new SPA employee orientation sessions	Director of Personnel and EEO Officer	Implemented
Discussion of policy during staff training sessions	Director of Personnel	Implemented
Summary of plan published in faculty newspaper	EEO Officer	Fall, 1973
Discussion of plan with appropriate university committees	EEO Officer	Fall, 1973
Distribution of Plan	EEO Officer	30 days after HEW approval
EEO statement included on application routing sheets sent with application forms	Director of Personnel	Implemented
EEO statement included or notices of campus vacancies	Director of Personnel and EEO Officer	Implemented

#### EXTERNAL DISSEMINATION

EEO policy statement included on all recruitment material and advertisements for students, staff, and faculty	Dean of Student Affairs Director of Personnel EEO Officer	Implemented
EEO statement included on purchase orders, contracts, etc., as required by Executive Order 11246	Vice Chancellor for Finance and Business	Implemented
National and regional minority and women's organizations, institutions, and groups informed by letter of EEO policy	EEO Officer	Fall, 1973
Local community organizations informed of EEO policy by personal contact	EEO Officer	Fall, 1973

<u>Action</u>	<u>Responsibility</u>	<u>Date Effective</u>
Subcontractors, vendors, and suppliers notified in writing of EEO policy	Vice Chancellor for Finance and Business	Implemented

B. RECRUITMENT PROCEDURES - EPA PERSONNEL

University recruitment procedures will be modified in several ways to insure affirmative action is taken in the process of recruiting. The following list represents steps all units must be able to show that they take in recruitment.

1. Use Equal Employment Opportunity slogan on all descriptions of vacancies.
2. Advertise the vacancies in ways that would reasonably lead to application by minorities and females.
3. Review files of previous applications to determine if qualified minorities or females are in these files.
4. Notify through official communication potential candidates on campus who may wish to be considered for the vacant positions.
5. Explain why the final candidate was chosen by means of an explicit comparison with other individuals considered.
6. Maintain complete records of the search process including correspondence with those candidates who decline, withdraw or are not offered the position.
7. Keep all applications on file for a period of two years.

The Provost has the responsibility for insuring that this procedure is followed and he shall be assisted by the Equal Employment Opportunity Officer.

Annually, all School and other affirmative action planning units will submit reports on their recruitment efforts which shall summarize the recruitment contacts for each position filled. Appendix B contains a reporting form which will be used.

C. INCREASING THE SUPPLY OF POTENTIAL EPA PERSONNEL

As the unit plans document, lack of available female and minority faculty is one of the major difficulties encountered by an institution with academic program emphases in the scientific, technological and professional fields. N. C. State University recognizes that one solution to this problem is the development of

potential faculty through training. For this reason several School plans emphasize recruitment of students, especially graduate students. This emphasis is considered a major aspect of our affirmative action planning because it represents the best long-range positive action possible and such recruitment is considered a major element of our goals.

D. RECRUITMENT PROCEDURES - STAFF (SPA)

Several steps have been taken in the direction of centralized control of personnel actions by the Division of Personnel Services. This Division has formalized a procedure to insure that female and minority applicants are given due consideration in filling vacancies. The basic mechanism used for this purpose is the application routing sheet which accompanies the personal information for each candidate. A copy of the routing sheet is attached as Appendix C. Each unit filling a position is required to supply the requested information for each applicant referred to them before the position can be filled. In addition, through a memorandum, the Chancellor has required all vacancies to be listed in the Personnel Office and all advertising to be placed by that office. A copy of this directive is attached as Appendix D. In order to provide opportunities for upward mobility for those females and minorities already on campus, it is now N. C. State University's policy that all staff vacancies must be listed with the Division of Personnel Services and posted campus-wide five work days before outside applicants can be considered. The Division of Personnel Services has also encouraged present minority staff members to encourage other qualified individuals to apply at NCSU when vacancies arise.

External actions are also part of our plans for making positive action to recruit females and minorities for staff positions. The following statements indicate positive action already taken and continuing:

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
Place recruitment advertising with newspapers having predominantly minority or female circulation. All	Director, Division of Personnel Services	Continuing

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
advertisements to include tagline "An Equal Opportunity Employer."		
Expand mailing lists of staff vacancies to the Durham and Johnson County State Employment Offices.	Director, Division of Personnel Services	Continuing
Established close working relationships with officers of various community manpower programs including W.I.N. (Work Incentive Program), Wake Opportunities, New Careers, and N. C. Manpower Development Program. Also furnished these offices lists of current job openings ("Personnel Notes").	Director, Division of Personnel Services	Continuing
Established working relationships with local predominantly black institutions resulting in the exchanging of vacancies and subsequent employment of minorities at North Carolina State University.	Director, Division of Personnel Services	Continuing
Annually conduct on-campus recruitment in at least five predominantly black colleges and universities in North Carolina.	Director, Division of Personnel Services	Continuing
Periodically mail "status" letters inviting inactive minority applicants to re-apply with the University.	Director, Division of Personnel Services	Continuing
Further disseminated staff vacancies through Wake Opportunities Manpower Pilot Program throughout the local black community.	Director, Division of Personnel Services	Continuing
Verbally reaffirm periodically our interest in employing minorities to current recruitment sources including Employment Security Commission, Office of State Personnel, manpower agencies, business schools, technical institutes, and Lion's Club Industries for the Blind.	Director, Division of Personnel Services	Continuing

As a result of these plans the recruitment for staff positions at NCSU should include more female and minority candidates thereby creating a pool of talent from which campus units may recruit to reach their goals. In addition, the upward mobility of females and minority members already on campus should be improved by these processes.

E. NEPOTISM POLICY

On April 13, 1973, the Board of Governors of The University of North Carolina adopted a new nepotism policy for EPA employees which extends the permissible employment of close relatives so long as no supervisory relationship is involved. Faculty and staff have been informed of this new policy. A copy of the policy is included as Appendix E.

For staff personnel the State nepotism policy has recently been revised to make it consistent with Federal regulations. A copy of this policy is attached as Appendix F.

F. PLACEMENT, PROMOTION, SALARY, AND CONDITIONS OF WORK - EPA PERSONNEL

Criteria for each rank as well as University policy on academic freedom and tenure, leave, and other benefits are explained in the Faculty Handbook, a copy of which is included as Appendix I. This handbook is distributed to all EPA personnel at the time of their arrival on campus. Evaluation for promotion and salary increases is based on subjective evaluations of individual merit related to the stated criteria. The primary evaluation occurs at the departmental level with reviews by the Dean and Provost. In order to insure that affirmative action for females and minority faculty will occur, the Provost will require each Dean to be able to produce an explanation in writing for any personnel action taken. If in the process of review of salary increases, for example, the Provost has concerns about the increase given one individual in comparison with another, he can ask for explanations of both actions. If the explanation does not appear to be satisfactory, appropriate action will be taken. Because N. C. State University recognizes the need to provide female and minority faculty the opportunity for advancement to higher ranks, reviews of promotions will be

conducted with this need in mind. Similarly, salary increases will be reviewed carefully in order to prevent differences arising that may be related to sex since the University has now virtually succeeded in eliminating such differences.

Workload for faculty is normally 12 credit hours of undergraduate teaching per semester with adjustment being made for teaching graduate courses and other appropriate academic duties as departmental resources permit. In essence workload is adjusted on an individual basis. To this date there does not appear to be any discrimination in workload at NCSU. To paraphrase the late Vince Lombardi, "all our faculty work alike, like dogs."

There is no discrimination in the policies or application of the policies related to other benefits for EPA employees.

G. PLACEMENT, PROMOTIONS, SALARY, AND CONDITIONS OF WORK - SPA PERSONNEL

A statistical evaluation of present staff positions indicates that on this campus there are 303 job classifications for the 2,140 staff employees. Of the 303 job classifications, the majority are filled by whites, with fewer than five persons in any one classification. Some of the job classifications at the lower skill level are all black; no black is in a job classification receiving pay over \$9,420 per annum. As one moves through the middle classifications and pay ranges into the upper job classifications and pay ranges, the race and sex of members occupying these classes show a predominance of white males.

Job classes in which there are five or more blacks and no whites are as follows:

- Floor Maintenance Man
- Housekeeping Foremen
- Mail Clerk
- Housekeeping Supervisor

Job classifications in which there are five or more whites and no blacks are as follows:

Job Title

- Statistical Aide
- Agricultural Research Technician I
- Administrative Secretary
- Clerk IV



Accounting Clerk III  
Carpenter II  
Maintenance Mechanic II  
Electrician II  
Grounds Foreman  
Statistical Analyst  
Administrative Assistant  
Air Conditioning Mechanic  
Research Mechanic II  
Maintenance Mechanic IV  
Electronic Technician II  
Computer Programmer I  
Electronic Technician III  
Instrument Maker II  
Farm Superintendent II  
Research Analyst  
Computer Programmer II  
Consulting Engineer I

Since the central State of North Carolina Office of State Personnel establishes job classifications and salary ranges for classified positions at the University and since most employees progress through the salary steps according to predetermined policy, salary and other benefit inequity is not a problem. The problem appears to be in the underutilization of minorities and women in certain job classifications as noted above.

In order to help eliminate or revise any policy or practice which in effect is discriminatory, the Division of Personnel Services commits itself to assist all campus departments through good personnel management to utilize the skills of minorities and women at all levels of classified employment in keeping with their capability and potential for development. To accomplish these tasks, efforts will continuously be made to identify and use existing talent and potential through upgrading and promoting present employees and by broadening the search for useable talent outside the University. The following specific goals and timetables will substantiate this commitment. All of these activities will be undertaken in cooperation with the campus EEO Officer.

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
Continue to work toward goal of identifying all underutilization of minority and female employees.	Director, Division of Personnel Services	Continuing
Make available to campus departments availability and work force data on recruiting area to be used for determining proper employee mix.	Director, Division of Personnel Services	Continuing
Implement a continuous review and as necessary make recommendations to Office of State Personnel to revise job specifications, especially minimum qualification requirements to achieve consistency with actual needs of the positions. (Initial review of present specifications to be completed by December, 1973.)	Director, Division of Personnel Services	Continuing
Prompt posting of all vacancies with attendant qualifications on weekly basis campus-wide in conspicuous places accessible to all employees, to include language that clearly informs candidates that commensurate job experience will be considered in filling of vacancies.	Director, Division of Personnel Services	Effective immediately and continuing
Publication and notification to all staff employees of training programs (both formal and O-J-T) available to upgrade skills.	Training Officer	Completion date - September, 1973, and continuing as new programs become available.
Training sessions at least twice a year to brief supervisors on subject of increased utilization of minorities and women at all levels of the staff work force and inclusion of the subject in all orientation sessions for new employees.	Training Officer	Continuing
All departmental tests given to staff employees to demonstrate fitness to perform job, when required or appropriate, shall be approved by Division of Personnel Services, and shall in all cases be job related.	Director, Division of Personnel Services	Effective immediately and continuing

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
Campus policy on nepotism shall be implemented according to newly approved policy passed by State Personnel Board.	Vice Chancellor for Finance and Business	Effective immediately
Each list of referrals made for staff job openings in campus departments where apparent underutilization of minority and female employees exists shall include the name of at least one minority and/or one female candidate for consideration if such candidates are available.	Director, Division of Personnel Services	Effective immediately
Each referral will be accompanied by an application routing sheet which must be returned to Personnel Services with written justification why particular applicant was selected or why other applicants were not selected.	Director, Division of Personnel Services	Continuing
A comprehensive recruitment program will be expanded and implemented as designed specifically to attract minority group members and women, and will include the following activities: a. Increase on-campus recruitment activity at predominantly black colleges and universities to recruit research technicians, and at predominantly female colleges and universities to recruit females. b. Increase advertisements in media with predominantly black circulation or audiences. c. Control all advertisements for staff centrally by Division of Personnel Services.	Director, Division of Personnel Services	Effective immediately
Interview, select, and refer in accordance with equal employment concept, including continuous review of	Director, Division of Personnel Services and EEO Officer	Continuing

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
recruitment procedures to assure that barriers to successful recruitment do not exist, (i.e., negative attitudes of the interviewer, assumptions about applicants' interest and presumptions of employment stability, and referral procedures that tend to channel applicants to jobs that are thought of as "female" jobs, "male" jobs and "minority" jobs).		
Monitor departmental selection, promotion, demotion, transfer, disciplinary and layoff practices through internal audit and reporting system.	Director, Division of Personnel Services	Continuing
Campus visitation program in which the Personnel Director visits all School Deans for the purposes of discussing present equal employment policies and procedures (i.e., location and posting of "Personnel Notes" and EEO posters, past employment practices of departments) and of gaining suggestions as to how the Division of Personnel Services can better serve in helping units to attain affirmative action goals.	Director, Division of Personnel Services	Continuing
Follow-up on minority referral by phone and/or visit to determine why individuals are hired or not hired.	Director, Division of Personnel Services	Immediate and continuing
Distribute letters under the Chancellor's signature encouraging minority and female employees to apply for promotional opportunities as they appear in "Personnel Notes." The letter will include a statement which requests that employees who do not have access to "Personnel Notes" notify the Division of Personnel Services so that copies can be made available to them.	Director, Division of Personnel Services	Initial completion September, 1973 - to be continued as needed

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
With the goal of increasing job performance and enhancing promotional opportunities, the University will continue to provide Supervisory Development Training programs for first-line and intermediate level supervisors. Adult Basic Education courses which have already been conducted on campus during work hours for employees with less than eighth-grade level education will be continued as need arises. Approved apprenticeship training programs have been established in the Print Shop and in the Physical Plant Division to be used for training purposes. Employees are eligible for and encouraged to attend, at no cost, job-related courses on campus or at other Raleigh area colleges and universities.	Training Officer	Continuing

All of these programs will be continued with stress being placed upon enhancing promotional opportunities of women and minority groups. Additionally, if feasible to do so, a high school equivalency program will be established on campus in cooperation with the Department of Community Colleges for those employees with less than high school level education.

#### H. CHILD CARE

North Carolina State University does not have the resources necessary to offer a child care program for students, staff and faculty, singly or collectively.

#### I. TEST VALIDATION

N. C. State University does not test applicants for employment except in certain skills for certain staff positions. When such skills testing is conducted, it is done with work that is part of the regular operation of the unit and part of the regular responsibility of the position.

J. GRIEVANCE PROCEDURE

N. C. State University has an established grievance procedure for faculty personnel. The procedure is described in the Faculty Handbook. It has already been used to hear one grievance related to sex discrimination. Staff employees have a grievance procedure available to them which is described in Appendix G. The procedure provides means of hearing charges of sex and race discrimination. Edited copies are placed in new employee orientation packets.

In addition to these grievance procedures, several unit affirmative action plans provide for a process of handling grievances through the unit equal opportunity officer or committee.

K. GOALS AND TIMETABLES

Part III, Sections A through N contain the analysis of utilization and availability, goals and timetables for the affirmative action planning units at N. C. State University. Most plans provide separate goals for faculty and staff personnel and, when appropriate, students.

A review of the plans reveals a variety of methods of stating goals. In our view such diversity is a strength of this plan because it couches goals in terms that are applicable for each unit and does not impose the same rigid format on all units. Since the goals and timetables have been developed by the units themselves, successful attainment by means of good faith efforts is also likely to occur. The plans have been reviewed by the Provost and Chancellor and are forwarded with their endorsement.

L. RESPONSIBILITY FOR IMPLEMENTATION

Each unit plan describes the responsibility for implementation within that unit. For N. C. State University as a whole, an equal opportunity officer will be designated and assigned to the central administration by the beginning of the 1973-74 academic year. At present such responsibility is handled by the Provost along with other responsibilities. It is our intention to change this situation

so that an officer will have as his primary responsibility the monitoring of affirmative action on this campus. The implementation of this plan will proceed and be organized along the following lines.

<u>Activity</u>	<u>Responsibility</u>	<u>Timetable</u>
Disseminate policy and plan both internally and externally	EEO Officer	July, 1973, through January, 1974, and continuing thereafter
Identify problems encountered in reaching goals	EEO Officer and unit EEO Officer	Continuing
Develop mechanism for handling reports and identify need for additional reports	EEO Officer	June, 1974, and continuing
Review reports and identify problems that need attention	EEO Officer	January, 1974
Assist units in recruitment efforts	EEO Officer	Fall, 1973
Establish contact with minority and women's groups	EEO Officer	Fall, 1973
Liaison with Federal and State Government and UNC on EEO matters	EEO Officer	As soon as appointed
Attend meetings and conferences in order to keep abreast of latest development in providing EEO	EEO Officer	Continuing
Audit progress in meeting goals and taking other affirmative steps	EEO Officer	June, 1974, and continuing
Revise goals and timetables to reflect development and progress	EEO Officer in cooperation with unit officers and committees	July, 1974
Periodic review of campus' technical compliance with laws and Executive Orders 11246 and 11375	EEO Officer	January, 1974, and continuing

<u>Activity</u>	<u>Responsibility</u>	<u>Timetable</u>
Annual report on affirmative action progress	EEO Officer	July, 1974, and continuing

M. REPORTING PROCEDURE

A number of reports will be generated in order to monitor and assess the need for and progress in providing equal employment opportunity at N. C. State University. Copies of all reports will be available to the EEO Officer who will be responsible for analysis and for bringing problems to the attention of appropriate individuals. The following list includes reports currently planned. The EEO Officer will initiate additional reports as he deems them necessary.

<u>Report</u>	<u>Type of Employee Covered</u>	<u>Date</u>
Unit employment profile	EPA & SPA	December
Recruitment summary	EPA	June
Salary increase analysis	EPA	April (see Appendix H)
Promotion review	EPA	April (see Appendix H)
Application routing sheet	SPA	Continuous
Job order control sheet	SPA	Continuous
Applicant register	SPA	Continuous
Exit interviews	SPA	Continuous
Analysis of recruitment source by placement	SPA	June
Placement report	SPA	Monthly
Recruitment source evaluation	SPA	July
Affirmative Action Progress Report	EPA/SPA	July
	1) Progress in meeting goals and assess	
	2) Review of changes in employment profile	
	3) Review of changes in analysis of availability	
	4) Plans for changes in procedure and goals for next year	

N. PUBLICATION

After its approval by HEW the University will make this plan available to all personnel.



PART III

ANALYSIS, GOALS AND TIMETABLES

A. AN OVERVIEW OF AVAILABILITY

Detailed analysis of utilization and availability is contained in the separate unit plans, but it also seems appropriate to provide a general discussion of availability.

Since faculty recruitment at North Carolina State is conducted on a national basis and since the doctorate or its equivalent remains a basic requirement for faculty appointment, a review of data on doctoral degrees awarded provides a valid means of assessing availability for faculty.

TABLE 1

Doctor's Degrees Awarded in Selected Disciplines in the United States by Sex, 1961-62 through 1970-71

Discipline	Ten-Year Total	Total Female	% Female
Agriculture	5,562	131	2
Biological Sciences	23,470	3,337	14
Engineering	24,948	123	0.5
Mathematics	8,492	578	7
Physical Sciences	32,449	1,591	5
Social Sciences	25,053	3,000	12

Source: Office of Education, Bureau of Higher Education.

Table 1 shows doctorates awarded to females over a ten-year period in disciplines emphasized at NCSU. The variation among disciplines is striking with the major implication being that in many instances females are simply not available or in very short supply. Since there is no comparable data on minorities, all discussion about availability must be based on estimates which suggest that although about one percent of doctorates are held by blacks, there appears to be great variation among disciplines, as Table 2 shows.

TABLE 2

Distribution of Black Ph.D.'s by Discipline, 1969  
(Results of Ford Foundation Survey with 1,096 respondents)

Field	Number	Percent
Education	313	29
Social Sciences	288	26
Biological Sciences	142	13
Humanities	136	12
Physical Sciences	129	12
Other (Agriculture, Business, Engineering, Home Economics, Religion)	88	8
<b>Total</b>	<b>1,096</b>	

Clearly there is a very limited supply of both blacks and females in many of the fields in which this University recruits faculty.

Closely related to availability of faculty is the question of availability of graduate students. Table 3 shows the number of females and blacks who received bachelor's degrees in North Carolina over a three-year period in selected disciplines closely related to the academic programs at North Carolina State University.

TABLE 3

Number of Bachelor's Degrees Awarded in Selected Disciplines in North Carolina by Race\* and Sex, 1968-69, 1969-70, and 1970-71

	1968-69	1969-70	1970-71
Agriculture Total	106	101	212
Black	17	13	6
Female	1	6	11

	1968-69	1969-70	1970-71
Biological Sciences Total	788	863	850
Black	129	133	144
Female	274	318	295
Engineering Total	709	754	965
Black	33	28	40
Female	3	4	6
Mathematics Total	818	774	699
Black	68	88	63
Female	370	345	315
Physical Sciences Total	555	555	540
Black	38	30	38
Female	87	71	77
Social Sciences Total	3968	4246	4352
Black	525	567	737
Female	1391	1500	1578

\* Estimate based on graduates from predominantly black institutions.

Source: Statistical Abstract of Higher Education in North Carolina, 1969-70, 1970-71, 1971-72.

Looking at this data, one can estimate the pool of potential graduate students in North Carolina. If one assumes that about ten percent of bachelor's degree holders will pursue graduate study in the field of the undergraduate major, the number of potential black graduate students is very small except in the social sciences; and the number of potential female graduate students is small except in mathematics and the biological and social sciences. Because of the increased out-of-state tuition rate imposed by the 1971 General Assembly and the decline in Federal support of graduate study and research, this campus has to rely more upon in-state students to fill its programs. If few women and blacks are available as potential graduate students, it is difficult to honestly predict that we will be highly successful in attracting more female and minority graduate students in order to develop more potential female and minority faculty.

Although our non-academic personnel recruitment area is generally considered to be local, it is informative to look at the data in Table 4 which show production of trained manpower on a state-wide basis for 1971-72.

TABLE 4

Number of Associate Degrees and Diplomas Awarded by North Carolina Community Colleges and Technical Institutes in 1971-72 by Race and Sex in Selected Disciplines

College Transfer Programs			
	Total	Black	Female
Agriculture and Natural Science	8	0	0
Engineering	20	0	0
Mathematics	13	0	7
Science	26	1	7
Textiles	0	0	0

Occupational Programs			
	Total	Black	Female
Agricultural and Biological Science Technologies	208	6	36
Engineering and Science Technologies	908	64	45
Office Technologies	1653	267	956
Trades and Industry Occupations	2391	471	455

Source: Department of Community Colleges

It is obvious that among community college and technical institute students there is very little interest in programs emphasized by NCSU, and thus a potential source of transfer students has not materialized. More significant is the data on occupational programs which show that except for the office technologies and trade and industry vocations neither blacks nor females appear to be available in significant numbers. If these data are typical, then NCSU should expect to encounter great difficulty in locating blacks and females qualified for many of

its SPA classifications in agriculture, the sciences, and engineering. Tables 5 and 6 provide a framework for assessing availability of potential SPA personnel locally.

TABLE 5  
1971 Civilian Work Force Estimate for Wake County

	Total	Female		Minority	
		#	%	#	%
Total Work Force	118,170	49,150	42	22,660	19
Employed	115,320	47,510	41	21,560	19
Unemployed	2,850	1,640	57	1,100	39

TABLE 6  
1970 Census Data Showing Personnel in Selected Occupational Groups in Wake County by Sex and Race

	Total	Female		Minority	
		#	%	#	%
Clerical and Kindred Workers	20,234	15,424	76	1,627	8
Craftsmen, Foremen and Kindred Workers	9,929	624	6	1,651	17
Laborers, except farm	3,326	306	9	1,645	49
Service Workers except private household	9,620	5,280	55	4,017	42

Although minorities are estimated to comprise about 19 percent of the work force in Wake County, the information in Tables 4 and 6 suggests that the qualified workers in every job category who are minorities do not represent 19 percent of the work force in each category. Availability at the SPA level varies as much by type of position as does EPA availability by academic discipline.

SUMMARY OF NCSU  
AFFIRMATIVE ACTION PLAN

REAFFIRMATION OF EEO POLICY AND  
DEVELOPMENT OF PLAN

A. EQUAL EMPLOYMENT OPPORTUNITY POLICY

North Carolina State University is subject to the requirements of Executive Order 11246, as interpreted and administered by the Secretary of Labor and by the Department of Health, Education, and Welfare. This program of Federal regulation, designed to insure equality of employment opportunity without reference to considerations of race, color, religion, sex, or national origin, embodies two basic requirements. First, the University must insure the absence of discrimination in the formulation, statement, and application of all personnel policies and practices. Second, the University must undertake positive efforts designed to eliminate impediments to the full utilization of women and members of minority groups within the employee complement, whether or not such impediments are the product of past discriminatory practice or intent. This type of affirmative effort must address any demonstrated past underrepresentation or underutilization of women or members of minority groups.

Commitment to Nondiscriminatory Policies and Practices.

In accordance with Section 103 of The Code of The University of North Carolina, North Carolina State University is committed, without reservation, to the principle that employees shall be

identified initially and thereafter differentiated among only on the basis of good-faith assessments of individual professional merit. Therefore, University policy prohibits discrimination affecting all employees and prospective employees, and employment practices will operate to prevent discrimination.

The principle of equal employment opportunity shall apply with respect to all incidents of the employment relationship, including: (1) initial consideration for employment, (2) job placement and assignment of responsibilities, (3) evaluation of performance, (4) promotion and advancement, (5) compensation and fringe benefits, (6) access to training and other professional-development opportunities, (7) formulation and application of personnel rules and regulation, (8) access to facilities, and (9) layoff, discipline, and termination.

The personnel policies and practices of the University will be monitored continuously to determine whether any individual or class has been or is being affected adversely, contrary to the principle of equal employment opportunity. In any case where discrimination based on race, color, religion, sex, or national origin is demonstrated, prompt remedial action will be taken.

All employees of the University are expected to support the principle of and contribute to the realization of equal employment opportunity. Any employee with responsibility and authority in the area of personnel relations who imposes any detriment on any other employee through failure or refusal to subscribe to the



principle of equal employment opportunity shall be subject to appropriate internal disciplinary action.

Commitment to Increasing Employment Opportunity. North Carolina State University is committed to the elimination of any demonstrated underutilization of women and members of minority groups within its staff complement.

It is acknowledged that there is a national legacy of prejudice and ignorance which has curtailed unjustifiably the employment opportunities of women and members of minority groups, in both the public and private sectors of employment. In order to enhance significantly and promptly the employment opportunities of those who have suffered disadvantage in the past, it is necessary to do more than simply insure nondiscriminatory employment practices. Where there is reasonable evidence that members of a particular class have been underrepresented or underutilized within areas of the staff complement, specific goals and timetables designed to remedy that underrepresentation have been established.

As an institution which seeks to encourage excellence in all areas of endeavor, a university must with integrity maintain high standards in the evaluation of employees and prospective employees. It must also apply those standards fairly and consistently. Thus, the conscientious search for and effort to employ additional women and members of minority groups pursuant to established goals and timetables shall not entail a reduction of premium on quality nor

a conferral of advantage on any person because of race, color, religion, sex, or national origin. Rather, the affirmative efforts of the University shall be directed toward enlarging the opportunity for and incidence of fair competition, by qualified members of previously underrepresented groups, for available appointments, positions, and promotions.

B. PROCEDURE USED TO DEVELOP THE PLAN

Initial steps in the development of the present affirmative action plan were taken in early November, 1972, when it was determined that the most effective method of developing a functional and effective plan for this campus would be to follow the regular patterns of organization and administration. Accordingly, in November, 1972, the following affirmative action planning units were identified:

- School of Agriculture and Life Sciences
- School of Design
- School of Education
- School of Engineering
- School of Forest Resources
- School of Liberal Arts
- School of Physical and Mathematical Sciences
- School of Textiles
- Division of Student Affairs
- Library
- Office of Business Affairs
- University Extension
- Special Units.

Each unit was asked to establish a planning committee which was to develop plans applicable to that unit. In combination with the

general statement on policy and descriptions of procedure, these plans constitute the Affirmative Action Plan for NCSU.

Approaching affirmative action planning in this manner had several advantages. First, it followed normal organizational patterns of the University rather than imposing a new structure for administration of the plan on the existing pattern. Second, this method of organization compelled each unit to conduct its own analysis of utilization and availability and to develop a plan that would work in that unit's context. Third, this approach meant that more individuals would be involved in developing affirmative action plans than would have been the case if a single central committee had been assigned this task. Wide participation is an important factor in the success of any endeavor in a collegial multi-purpose institution like the university.

The central administration of North Carolina State University under the direction of the Equal Employment Opportunity Officer, Mr. William H. Simpson, worked with the General Administration of The University of North Carolina to provide data and other information to the planning units. (At the present time Lawrence M. Clark is our Equal Employment Opportunity Officer.)

Because of major differences in our procedures and responsibilities for professional personnel (EPA) as contrasted to staff personnel (SPA), the plan includes separate goals, timetables, and

procedures for these groups of personnel even within a single unit\*. Such procedure is standard and practical and is accepted by all involved at the University.

#### GENERAL RESPONSIBILITY FOR IMPLEMENTATION OF THE PLAN

Two basic levels of responsibility exist for implementing North Carolina State University's Affirmative Action Plan. At the broadest level, the responsibility rests on the central administration and oversight has been delegated to the Equal Employment Opportunity Officer (EEO Officer). Another level of responsibility is assigned to the planning "unit" level. Each unit's method of implementation and delegation of authority and responsibility is described in the unit's plan. The following paragraphs deal with responsibility at the campus-wide level.

In the fall of 1973, the Chancellor designated Mr. William H. Simpson Equal Employment Opportunity Officer for North Carolina State University. Responsibilities of the EEO Officer include the following activities:

- (a) staff assistance in developing policy statements, affirmative action programs, and internal and external communication techniques
- \* EPA Nonfaculty - employees exempt from State Personnel Act without faculty rank (Example: Librarian)  
EPA Faculty - employees exempt from State Personnel Act with faculty rank (Example: Assistant Professor)  
SPA - employees subject to the State Personnel Act (Example: Secretary)

- (1) assist in the identification of problem areas
  - (2) assist line management in arriving at solutions to problems
  - (3) design and implement audit and reporting system that will
    - (i) measure effectiveness of the University's programs
    - (ii) indicate need for remedial action
    - (iii) determine the degree to which the University's goals and objectives have been attained
  - (4) serve as liaison between the University and enforcement agencies
  - (5) serve as liaison when appropriate between the University and minority organizations, women's organizations and community action groups concerned with employment opportunities of minorities and women
  - (6) keep management informed of latest significant developments in the entire equal opportunity area.
- (b) line responsibilities include but not limited to the following:
- (1) assistance in the identification of problem areas and establishment of local and unit goals and objectives
  - (2) periodic audit of training programs, hiring and promotion patterns to recommend procedures to facilitate

- the attainment of goals and objectives
- (3) regular discussions with Deans, department heads, directors, and employees to be certain the University's policies are being followed
  - (4) periodic review of transfers and promotions to insure that these are based on qualifications to insure that minorities and women are given full consideration
  - (5) encourage career counseling for all employees
  - (6) encourage periodic audit to insure that
    - (i) posters are properly displayed
    - (ii) all facilities which the University maintains for use and benefit of the employees are in fact desegregated, both in policy and use; and to insure that facilities such as dormitories, locker rooms, and rest rooms are comparable for both sexes
    - (iii) minority and female employees are afforded a full opportunity and are encouraged to participate in all University-sponsored educational, training, recreational, and social activities
  - (7) have supervisors understand that their work performance is being evaluated on the basis of their equal employment opportunity efforts and results, as well as other criteria

- (8) insure that supervisors prevent harassment of employees who have been placed through affirmative action efforts when such action is appropriate.

ANALYSIS OF UTILIZATION AND  
IDENTIFICATION OF PROBLEM AREAS

A. METHODS OF ANALYSIS

Systematic analysis of potential problem areas related to equal opportunity on the North Carolina State University campus began in the fall of 1970 with a study of the salary of female faculty members. Until that time the University had mainly concentrated on reviewing employment totals in terms of race and sex. As a result of the salary analysis, adjustments were made in the salaries of several women and the review process has continued on an annual basis.

In January, 1971, HEW initiated a compliance review which culminated in a visit to the campus during the fall of 1971. In preparation for this review, NCSU developed a series of computer-generated reports on all EPA and SPA personnel. These reports are updated annually for EPA personnel and more frequently for SPA personnel. Essential quantitative information contained in the reports include name, sex, race, rank or classification, salary, years of service, and highest degree earned. These reports have served as the basis for utilization analyses. Copies of the

computer print-out have been furnished HEW and are available to University administrators.

Another analysis of utilization and salary was conducted independently during the NCSU Self Study process which spanned the period 1971-1973. In that report the faculty recognized the University's need to make progress in providing equal opportunity when it recommended:

Present efforts to promote recruiting and recognition of faculty who are members of disadvantaged and/or minority groups should be encouraged and expanded. (North Carolina State University Self Study Report, Chapter 7, page 27, Recommendation 8.)

#### B. EPA PERSONNEL

Utilization of EPA Personnel. Tables 1a and 1b summarize the distribution of EPA personnel at North Carolina State University as of June, 1973, by race and Tables 2a and 2b summarize by sex. The (a) tables present data on EPA nonfaculty and (b) tables present data on EPA faculty. These tables indicate that NCSU needs to develop goals that will provide an increase in the number of minority and female EPA employees at most ranks with particular emphasis being given to the upper faculty ranks where there are five minority professors and eight minority associate professors and two female professors and five female associate professors. The wide variation of utilization among planning units reflects availability rather than patterns of discrimination at NCSU.



The clustering of females and minorities in the lower ranks generally indicates of these individuals that many have been employed only recently and have not had time to merit promotion. Past employment practices tended to lead to the employment of white males who now occupy the more senior positions.

Recruitment, Promotion, Salary, and Conditions of Work.

Records that allow numerical analysis of EPA recruitment procedures in the past do not exist. This situation will be corrected for the present and future. Absence of records does not necessarily indicate lack of effort but only reflects the traditional University procedure of retaining only the records on individuals who were employed.

A comparison of promotion rates for the various academic ranks by race and sex suggests that in the past women may have experienced some discrimination in promotions. This conclusion, however, must remain tentative because in promotion decisions numerous intangible factors are weighed which cannot be read into the data. Nevertheless, it is clear that in the past it has taken females longer to gain promotion than men.

Criteria for each rank as well as University policy on academic freedom and tenure, leave, and other benefits are explained in the Faculty Handbook. This handbook is distributed to all EPA personnel at the time of their arrival on campus. Evaluation for promotion and salary increase is based

on subjective evaluation of individual merit related to the stated criteria. The primary evaluation occurs at the departmental level with reviews by the School Dean and the Provost.

The approval of School Deans and the Provost is required for all appointments. For assistant professors and above, interviews with the Deans and the Provost are required and the Graduate Dean is included if graduate faculty status is to be requested.

Rank is determined by the department head with the approval of the Dean and the Provost. Individuals appointed to fill assistant professor positions who do not have their doctorate are appointed with the rank of instructor until they receive their degree. Usually the probable rank of a position is determined before the search is begun, i.e., a department decides it will fill an associate professorship in a particular speciality and then begins to consider individuals. The minimum requirements are stated in the Faculty Handbook. The following factors are considered in making a specific offer:

- a) must meet the need of the department in terms of scholarly competence and interest
- b) evidence of ability and interest in teaching
- c) evidence of potential contributions to scholarship and research
- d) experience

- e) market conditions for discipline specialty
- f) salaries in the department
- g) quality of educational background--source of highest degree and sponsor or director of dissertation
- h) recommendations
- i) publications, quality of publications counted
- j) evidence of ability to participate in joint research projects
- k) evidence of interest in and ability for public service and extension activities
- l) compatibility with other members of the department.

Depending on the mission of the department, criteria may be weighed differently. For instance, the Department of Entomology would emphasize research and extension while the Department of English would emphasize undergraduate teaching since it does not have a doctorate level graduate program.

There is no obligation to award every faculty employee an increase, nor are there minimum criteria for allocating increases other than satisfactory performance of duties. Criteria which may be used include the following:

- a) teaching performance
- b) research contributions
- c) service to department, School, and University
- d) service to community, State, and Nation
- e) need to redress imbalances

- f) receipt of other offers
- g) market conditions for a particular field
- h) cost of living
- i) history of past increases
- j) general overall performance
- k) interpersonal relationships.

Workload for faculty is normally 12 credit hours of undergraduate teaching per semester. Wide variations from this norm allow for advanced graduate courses, research assignments, and the performance of other academic duties as departmental obligations permit or require. In essence workload is adjusted on an individual basis and there does not appear to be any evidence of discrimination on the basis of race or sex in this matter at NCSU.

C. SPA PERSONNEL

Placement, Promotion, Salary, and Conditions of Work.

The placement of SPA employees throughout the campus depends upon vacancies at any particular time. The referral of qualified candidates is made without regard to race or sex. Selection of the appropriate individual is made by the hiring official. As noted elsewhere in this report, units needing help in recruiting minority or female applicants will be given special consideration through recruitment efforts of the Division of Personnel Services.

SPA promotions are normally handled at the School or depart-

ment level and are supposed to be given without regard to race or sex. Records are kept on promotions in the Division of Personnel Services. There, records are available for audit to determine if promotions are being given in keeping with equal employment concepts.

Identification of Problem Areas. Each SPA position, which currently numbers some 2,000, has been assigned by sex and race to one of the nine categories indicated in the EEO-1 report. Comparing these figures with availability data on the work force for Wake County (area designated as primary recruiting area for SPA personnel, see Appendix A), one can readily see some disparity in the SPA work force as it pertains to these nine categories. Each of the unit plans, which altogether encompass the total NCSU Affirmative Action Plan, addresses these deficiencies and attempts to establish goals and time-tables to correct any deficiencies noted.

Another method of identifying problem areas is to analyze SPA job classifications in terms of racial and sexual mix. Currently, there are 339 job classifications; the majority are filled by whites, with fewer than five persons in any one classification. Some of the job classifications at the lower skill level are all minority; no minority is in a job classification receiving pay over \$9900. As one moves through the middle classifications and pay ranges into the upper job classifications and pay ranges, the race and sex of members occupying these classes

show a predominance of white males.

Job classifications in which there are five or more minorities and no whites are as follows:

Housekeeping foreman  
Mail clerk  
Housekeeping supervisor.

Job classifications in which there are five or more whites and no minorities are as follows:

Statistical Aide  
Administrative Secretary  
Clerk IV  
Accounting Clerk III  
Carpenter II  
Electrician II  
Statistical Analyst  
Administrative Assistant  
Air Conditioning Mechanic  
Research Mechanic II  
Maintenance Mechanic IV  
Computer Programmer I  
Computer Programmer II  
Electronic Technician II  
Electronic Technician III  
Instrument Maker II  
Farm Superintendent II  
Research Analyst  
Consulting Engineer I.

It is interesting to note, however, that from January 1, 1973, until October 1, 1973 (date of most recent computer print-out listing all SPA positions by EEO job categories, race, and sex) minority group employees have been added to two formerly all-white classes. Maintenance Mechanic II and Grounds Foreman.