

NORTH CAROLINA STATE UNIVERSITY

Raleigh, N. C.

OFFICE OF PROVOST AND VICE-CHANCELLOR

HOLLADAY HALL

10-3-75 Date

TO: Mr. Calloway

ACTION REQUESTED ON ATTACHED:

- | | |
|--|--|
| <input type="checkbox"/> Note and Return | <input type="checkbox"/> Please draft reply for my signature
(return attachments) |
| <input type="checkbox"/> For your information
(need not return) | <input checked="" type="checkbox"/> Please give me your comments
(return attachments) |
| <input type="checkbox"/> Please handle | <input type="checkbox"/> Requires your approval |
| <input type="checkbox"/> Please answer; furnish me copy | |



FROM: Lawrence M. Clark

NORTH CAROLINA STATE UNIVERSITY
AT RALEIGH

CHANCELLOR'S OFFICE

TO:

Dr. Winstead

W



ACTION REQUESTED ON ATTACHED

- | | |
|--|--|
| <input type="checkbox"/> NOTE AND RETURN | <input type="checkbox"/> PLEASE ANSWER AND FURNISH ME COPY |
| <input type="checkbox"/> NEED NOT RETURN | <input type="checkbox"/> PLEASE DRAFT REPLY FOR MY SIGNATURE |
| <input type="checkbox"/> PLEASE HANDLE | <input type="checkbox"/> REQUIRES YOUR APPROVAL |
| <input type="checkbox"/> PLEASE ADVISE ME/FURNISH DATA | <input type="checkbox"/> PLEASE CALL ME ON THIS |

U.S. DEPARTMENT OF LABOR
MANPOWER ADMINISTRATION

WASHINGTON, D.C. 20210

Date: SEP 24 1975

Reply to
Attn of: MPRM

Subject: Staff Recruitment through the Minority Women Employment Program

To: Contractors and Grantees

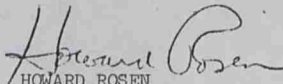
The Office of Manpower Research and Development is conducting a demonstration project which is placing professionally trained minority women in professional and technical jobs. This project, known as the Minority Women Employment Program (MWEP) may be of assistance to you in finding well trained employees.

The MWEP is showing dramatic success in placing college educated minority women into professional, managerial, and technical jobs, including occupations such as accountant, auditor, management trainee, social scientist, mathematician, in firms which have had few, if any, minorities or women in their professional ranks.

The project now has offices in Atlanta, Houston, Los Angeles, Dallas, New Orleans, Tulsa-Oklahoma City, and Cincinnati-Dayton. It is run by Recruitment and Training Program, Inc.

The project director, Ms. Alexis Herman, may be reached at Minority Women Employment Program, 40 Marietta Street, N. W., Atlanta, Georgia 30303, telephone (404)681-0001.

If you have a need for professional staff you may want to contact the MWEP for help in your staff selections.


HOWARD ROSEN
Director, Office of Manpower
Research and Development



U.S. DEPARTMENT OF LABOR
MANPOWER ADMINISTRATION

WASHINGTON, D.C. 20210

OFFICIAL BUSINESS

PENALTY FOR PRIVATE USE, \$300

POSTAGE AND FEES PAID

U. S.

DEPARTMENT OF LABOR

AIRMAIL



Mr. A. H. Shepard, Jr.
Assistant Vice President and Treasurer
North Carolina State University
Raleigh, North Carolina 27607



AFFIRMATIVE ACTION MEMBERS

1975-1976

✓
Lawrence M. Clark (EEO Officer)
Barbara H. Baines (Faculty Senate)
John F. Bogdan (Textiles)
A. C. Barefoot (Administration)
William R. Calloway (Business Affairs)
Carl J. Dolce (Education)
John F. Ely (Engineering)
Francis J. Hassler (Agriculture)
Randolph T. Hester (Design)
Cyrus B. King (Library)
Richard A. King (Human Relations Council)
Charles B. Lynam (Business Affairs)
K. A. Mabry (University Extension)
Jasper D. Memory (PAMS)
LeRoy C. Saylor (Forest Resources)
✓ Samuel C. Schlitzkus (Business Affairs)
Thomas H. Stafford (Student Affairs)
Banks C. Talley, Jr. (Student Affairs)
Elizabeth C. Theil (At large member)
Robert O. Tilman (Liberal Arts)
✓ Tommy E. Wynn (At large member)

Neerak Bond

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

DIVISION OF PERSONNEL SERVICES
Box 5067 Zip 27607

OFFICE OF BUSINESS AFFAIRS

June 10, 1975

MEMORANDUM

TO: Affirmative Action Officers

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

SUBJECT: EEO Information Report, SPA Employees

Attached are printout sheets indicating SPA employee complement as of June 5, 1975. Please use this data to complete the "June, 1975, Complement" section of the Affirmative Action Plan form. Note that permanent, part-time positions were inadvertently included with permanent positions; however, these part-time positions have been identified on the printout by an asterisk. You will need to adjust your complement data accordingly.

If departmental data varies from data shown on the printout sheets, please inform Personnel Services so that information can be verified and corrected.

Questions or comments concerning this matter should be directed to Personnel Services.

WRC/vb

Attachment

PREDOMINANTLY BLACK COLLEGES AND UNIVERSITIES

This generalized listing should be seen as a recruitment source for all areas in the university: students, faculty, administrators, and career service personnel. It can be broadened even further by using specific departments within the institutions as referral agencies.

ALABAMA AGRICULTURAL AND MECHANICAL COLLEGE

Dr. R. D. Morrison, President
Normal, Alabama 35762
(205) 859-0800

ALABAMA STATE COLLEGE

Dr. Levi Watkins, President
915 South Jackson Street
Montgomery, Alabama 36104
(205) 262-3581

ALBANY STATE COLLEGE

Mr. Charles L. Hayes, President
College Boulevard
Albany, Georgia 31705
(912) 435-3411

ALCORN AGRICULTURAL AND MECHANICAL COLLEGE

Dr. Walter Washington, President
Alcorn, Mississippi 39096
(601) 437-5151

ALLEN UNIVERSITY

Dr. J. W. Hairston, President
1530 Harden Street
Columbia, South Carolina 29204
(803) AL 6-4287

ARKANSAS AGRICULTURAL, MECHANICAL & NORMAL COLLEGE

Dr. Lawrence A. Davis, President
Pine Bluff, Arkansas 71601
(501) 535-6700

ARKANSAS BAPTIST COLLEGE

Attorney J. C. Oliver, President
1600 High Street
Little Rock, Arkansas 72202
(501) FR 4-7856

ATLANTA UNIVERSITY

Dr. Thomas D. Jarrett, President
223 Chestnut Street
Atlanta, Georgia 30314
(404) JA 3-6431

CLAF LIN COLLEGE

Dr. H. V. Manning, President
College Avenue
Orangeburg, South Carolina 29115
(803) 534-2710

CLARK COLLEGE

Dr. Vivian Wilson Henderson, President
240 Chestnut Street, S. W.
Atlanta, Georgia 30314
(404) 681-3080

COPPIN STATE COLLEGE

Dr. Calvin W. Burnett, President
2500 West North Avenue
Baltimore, Maryland 21216
(301) 383-5990

DELAWARE STATE COLLEGE

Dr. Luna I. Mishoe, President
Dover, Delaware 19901
(302) 734-8271

DILLARD UNIVERSITY

Dr. Broadus N. Butler, President
2601 Gentilly Boulevard
New Orleans, Louisiana 70122
(504) 944-8751

EDWARD WATERS COLLEGE

Dr. William B. Steward, President
1658 Kings Road
Jacksonville, Florida 32209
(904) 355-5411

✓ ELIZABETH CITY STATE COLLEGE

Dr. Marion D. Thorpe, President
Elizabeth City, North Carolina 27909
(919) 335-0551

✓ FAYETTEVILLE STATE COLLEGE

Dr. Rudolph Jones, President
Fayetteville, North Carolina 28301
(919) 483-6144

FISK UNIVERSITY

Dr. James R. Lawson, President
17th Avenue, North
Nashville, Tennessee 37203

FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY

Dr. Benjamin L. Perry, Jr., President

Tallahassee, Florida 32307

(904) 222-8030

FLORIDA MEMORIAL COLLEGE

Dr. R. W. Puryear, President

Miami, Florida 33054

(305) 625-4141

THE FORT VALLEY STATE COLLEGE

Dr. Waldo W. E. Blanchet, President

Fort Valley, Georgia 31030

(912) 825-8281

GRAMBLING COLLEGE

Dr. Ralph Waldo Emerson Jones, President

Grambling, Louisiana 71245

(318) 247-3761

HAMPTON INSTITUTE

Dr. Roy D. Hudson, President

Hampton, Virginia 23368

(703) 727-5356

HOWARD UNIVERSITY

Dr. James E. Cheek, President

2400 Sixth Street, N. W.

Washington, D. C. 20011

(202) 797-6100

HUTSON-TILLOTSON COLLEGE

Dr. John T. King, President

1820 East 8th Street

Austin, Texas 78702

(512) 476-7421

JACKSON STATE COLLEGE

Dr. John A. Peoples, Jr., President

1325 Lynch Street

Jackson, Mississippi 39217

JARVIS CHRISTIAN COLLEGE

Dr. J. O. Perpener, President

Hawkins, Texas 75765

(214) 769-2841

✓ JOHNSON C. SMITH UNIVERSITY
Dr. Lionel H. Newsom, President
100 Beatties Ford Road
Charlotte, North Carolina 28208
(704) 372-2370

KENTUCKY STATE COLLEGE
Dr. Carl M. Hill, President
East Main Street
Frankfort, Kentucky 40601
(502) 564-5948

KNOXVILLE COLLEGE
Dr. Robert L. Owens, III, President
901 College Street
Knoxville, Tennessee 37921

LANE COLLEGE
Dr. C. A. Kirkendoll, President
501 Lane Avenue
Jackson, Tennessee 38301
(901) 424-4600

LANGSTON UNIVERSITY
Dr. William E. Sims, President
Langston, Oklahoma 73050
(405) 466-2281

LeMOYNE-OWEN COLLEGE
Judge Odell Horton, President
807 Walker Avenue
Mamphis, Tennessee 38126
(901) 948-6626

LINCOLN UNIVERSITY
Dr. Walter C. Daniel, President
Jefferson City, Missouri 65101
(314) 636-8121

LINCOLN UNIVERSITY
Dr. Herman R. Branson, President y
Lincoln, Pennsylvania 19352
(215) 932-8300

August 10, 1974

NOTE TO FILE

FROM: L. M. Clark
SUBJECT: Affirmative Action Clearances

All persons appointed to positions for a year or longer should have the NCSU Affirmative Action Recruitment forms completed in quadruple and reviewed by Dr. L. M. Clark prior to an offer being made. Dr. Clark will inform the appropriate School Dean or other University officer recommending the appointment that the efforts made for equal employment activity are satisfactory. In addition, he will return to the appropriate School Dean two copies of the approved form, one copy for the Dean's file and a copy for the Department Chairman's file. At the same time he will provide Mrs. Strickland with a copy of the clearance memo. When Dr. Clark is out, Mrs. Jamison will forward all Affirmative Action Clearances to Dr. Downs.

The records and forms will be maintained by Dr. Clark.

In case of short-term and part-time employees, we will encourage people to consider and look for qualified minorities and females as seriously as possible. Most often, people in these categories are hired in a hurry to meet specific unplanned for and usually temporary needs. Clearance in these cases will be handled differently and we will not require the forms to be submitted. In cases of question Dr. Clark will verbally inquire of the School Dean whether attempts

(cont.)

at Affirmative Action were made prior to his signing the PA-1 form. This procedure would apply to persons hired on a temporary basis e.g. to take the place of a person on leave, grants which are funded and will terminate in a year or less and there is insufficient time to make an exhaustive search for personnel and for adjunct appointments.

June 24, 1974

MEMORANDUM

TO: Mr. Simpson
~~Dr. Clark~~

FROM: N. N. Winstead *NNW*

SUBJECT: H.E.W. Affirmative Action

Clauston Jenkins called on 6/20/74. He had just come back from a visit with HEW yesterday. He indicated that he had picked up one idea which we might want to keep in our back pockets to pull out in discussions with HEW. That is we might want to be able to put our hands on a few examples of how the University had changed people or caused them to be more positive in their affirmative action approaches. Eg. (1) Refusing to let a white male be appointed because of an inadequate search for females or Blacks; (2) not letting a female or Black be hired at a poor salary when white males were being hired at a higher salary, etc.

Keep this in the back of your minds as we have experiences so that we can have a few examples when needed. Also keep me informed of this type of thing.

NNW/sbc

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT

Special units

COMPLETED BY

Lawrence M Clark

DATE

June 20, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

FULL-TIME	White		Black		Other		Total			White		Black		Other		Total			White		Black		Other		Total	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F
Officials & Managers																			50	0	2	0			52	0
Professionals																			24	1	2	0	1		27	1
Technicians																										
SUB-TOTAL																			74	1	4	1			79	1
*PERMANENT PART-TIME																										
Officials & Managers																										
Professionals																										
Technicians																										
SUB-TOTAL																										
TOTAL																			74	1	4	1			79	1

* PERMANENT PART-TIME - Individuals working less than full-time and being paid accordingly but hired for term of 12 months or more or for a stated term of one academic year or more. This does not include joint appointments which should be reported as full-time by their major departments.

*Clark
Maxwell*

*Tahson, Wilbert
Tahson, Robert*

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH


DIVISION OF STUDENT AFFAIRS

OFFICE OF THE VICE CHANCELLOR
101 HOLLADAY HALL
RALEIGH, N. C. 27607

August 1, 1975

MEMORANDUM

TO: J. A. Rigney, Acting Chancellor

FROM: Banks C. Talley, Jr., Vice Chancellor 

RE: Affirmative Action Hearings by the Secretary of Labor

I have reviewed Dick Robinson's memo of July 24, 1975. After reviewing the Federal Register notice attached to his memo and talking with a number of my staff, we feel the following three areas should be commented on as part of our University response:

1. The inability to obtain accurate data to prepare an Affirmative Action Program.
2. The University calendar was apparently not considered in establishing report dates. We think Affirmative Action reports should be scheduled to coincide with the beginning of the academic year. The present June date is a difficult time to assess our employment situation.
3. Some effort should be made by the Department of Labor to respond to the problem of unreasonable salary demands in areas where minority representatives are limited.

BCT:ul

cc: Dr. N. N. Winstead, Provost
✓ Dr. Lawrence Clarke, Asst. Provost



DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE
REGION IV
50 7TH STREET N.E., Room 134
ATLANTA, GEORGIA 30323

W
OFFICE OF THE
REGIONAL DIRECTOR

August 5, 1975

Dr. Lawrence M. Clark
Affirmative Action Officer
North Carolina State University
Office of the Provost and Vice Chancellor
P. O. Box 5067
Raleigh, North Carolina 27607

Dear Dr. Clark:

Re: NCSU Affirmative Action Plan
EO 11246

This is in response to your letter of July 29, 1975, in reference to the University's Affirmative Action Plan submitted to this Office in June, 1973. In your letter you proposed to submit to this Office an addendum to the current plan (scheduled to expire June, 1976) with an extended period of time for the period of July 1, 1976 to June 30, 1979.

In light of the fact that we have not reached a determination on your plan, please be advised that your proposal to submit an addendum to your current plan is acceptable.

Accordingly, we hope to be able to make a determination on the acceptability of your plan in the near future.

If we may be of additional help to you, please do not hesitate to contact us.

Sincerely,

Louis O. Bryson
Louis O. Bryson, Chief
Higher Education Branch
Office for Civil Rights

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
MR

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

Speak

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

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

SCHOOL OF AGRICULTURE AND LIFE SCIENCES
ACADEMIC AFFAIRS, EXTENSION & RESEARCH

OFFICE OF THE DEAN
Box 5847, ZIP 27607

July 10, 1975

MEMORANDUM TO: Assistant Provost Lawrence M. Clark
SUBJECT: Draft Policy and Procedure Memorandum for
SALS on Affirmative Action Recruitment Procedures

A draft copy of a proposed policy and procedure memorandum on certain affirmative action recruitment procedures for our School is attached. I would appreciate your review of the draft plus suggested changes and/or additions.

One specific question arises. Are the last two sentences from the quotation beginning near the bottom of page one mandatory or optional inclusions in position announcements?

Your suggestions will be appreciated.


J. H. Legates, Dean

JEL:jb

cc: Dr. F. J. Hassler

Attachment

DRAFT ONLY

SCHOOL OF AGRICULTURE AND LIFE SCIENCES

POLICY AND PROCEDURE MEMORANDUM #11

Date: July 1, 1975

SUBJECT: Affirmative Action Recruitment Procedures - EPA Personnel

TO: Administrators and Department Heads

It is the policy of the School of Agriculture and Life Sciences that employment and promotion 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. Our School must take active measures to insure that this policy is effectively implemented, and that an atmosphere of nondiscrimination is established throughout the School. It is the responsibility of the administration, department heads, and faculty to insure the affirmative and vigorous enforcement of the equal opportunity policy of the School. Specific recruitment procedures must be followed to document appropriately affirmative action to locate qualified female and minority applicants for positions.

Description of Positions

1. Position descriptions must be developed to describe the essential and specific duties of each position. Each description is to be reviewed by the Dean (EPA-Faculty) or appropriate Director (EPA-~~Non-Faculty~~) (prior to authorization to recruit). A copy of the approved position description for all EPA positions must be provided the Dean.
2. The "Equal Opportunity/Affirmative Action Employer" designation is to be used in all descriptions of vacancies. The following statement has been approved by ^{Assistant}~~Vice~~-Provost Clark in his memorandum dated May 29, 1975.

"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."

Advertisement

1. Vacancies shall be advertised in ways that would reasonably lead to applications by minorities and females. Advertisement of the position should be such that notice of the opening will be presented to the available pool of qualified applicants. For administrative and tenurial positions this will usually mean advertising the position on a national basis.
2. Non-tenurial positions that are to be filled on a long-term basis (nine months or more) should be advertised in the same manner as tenurial positions, with particular emphasis to contact the available supply of females and minorities. For those positions which are to be filled on a short-term basis (less than nine months) common sense and good judgment should be used. Advertise on campus, in the Research Triangle area, local newspapers, and utilize applications on hand. The exigency which dictated limited advertisement should be explained on the North Carolina State University Affirmative Action Recruitment Report (AARR) form.

Records and Reporting

1. Each department must maintain complete records of the search process, including correspondence with those candidates who decline, withdraw or are not offered the position. for two years. The records should explain why the final candidate was chosen in comparison to the other individuals considered. Affirmative action includes promotion, as well as recruitment and employment.
2. The North Carolina State University AARR must be completed and approved

by the Department Head, Dean and Provost prior to approval of authorization to offer employment. The AARR is to be completed and submitted for Extension Specialist, Instructors, Visiting Appointees, Research Associates, and Research Assistants. In the event that circumstances dictate a limited search, these should be noted on the AARR.

These above procedures supplement previous policy and procedure as stated in SALS
in P & P Memorandum #3 and #4.

DATA ELEMENT	OCR FORMS						UNC 1975 Personnel File (7)	NGHED A-5 (8)**	HEGIS 2300-1 (9)**	HEGIS 2300-3 (10)**
	Total Staff 1000Aa (1)	New Hires 1000Ab (2)	Full-Time R/R/D* 1000A3 (3)	Full-Time Promotion 1000A4 (4)	EEO-6 221 (5)	EPA File (6)				
(Following items for EPA and SPA unless otherwise noted)										
Institution	x	x	x	x	x	x	x			
Name	x	x	x	x	x	x	x		x	
Social Security Number							x	x		
Birthdate							x	x		
Sex	x	x	x	x	x	x	x	x		x
*** Race	x	x	x	x	x	x	x	x		
Employment Date		x			x	x	x	x		
Employment Status	x	x	x	x	x	x	x			
Contract Period										
9-15 Month						x	x	x	x	x
11-12 Month						x	x	x	x	x
Other						x	x	x		
Occupational Activity										
Executive/Administrative/Managerial	x	x	x	x	x	x	x			
Instructional Faculty	x	x	x	x	x	x	x	x		x
Teaching and Research Assistant	x	x			x	x	x	x		
Professional Staff	x	x	x	x	x	x	x			
Secretarial/Clerical	x	x			x	x	x			
Technical/Paraprofessional	x	x			x	x	x			
Skilled Crafts	x	x			x	x	x			
Service/Maintenance	x	x			x	x	x			
Citizenship	x	x	x	x	x	x	x			
Subject to Fair Labor Standard's Act EPA or SPA									(OPTIONAL)	
Termination Reason (if terminated in past year)				x						
Date of Last Promotion										
OCR Promotion Flag					x					
Classification Code (SPA only)										
Exception Code (SPA only)										
Grade (SPA only)										
Step (SPA only)										
Employee's State Appropriated Salary						x	x	x		
Employee's Non-State Salary						x	x	x		
Employee's Total Salary						x	x	x		x
Employee's Total FTE (showing full- time, part-time)	x	x	x	x	x	x	x	x		x
(Following data items for EPA only)										
Academic Rank							x	x	x	x
Date of Current Academic Rank							x	x		
Permanent Tenure										
Tenured	x	x	x	x	x	x	x	x		x
Not Tenured but on Tenure Track	x	x	x	x	x	x	x	x		
Not on Tenure Track	x	x	x	x	x	x	x	x		
Date Entered Tenure Track										
Highest Earned Degree										
Abbreviation							x	x		
Year Granted							x	x		
Level							x	x		
Institution Granting (FICE Code)							x	x		
Area (HEGIS Code)							x	x		
Administrative Title							x	x		x
Functions and/or Salary Sources (may be repeated several times for one employee)										
Function Code							x	x		
Budget Code							x	x		
Position Number							x	x		
Budget Subhead							x	x		
State Appropriated Salary							x	x		
Non-State Salary							x	x		
Source of Non-State Salary							x	x		
Total Salary							x	x		
FTE							x	x		
FCS-HEGIS Code							x	x		

*Retirements, Resignations, and Dismissals.

**Some sections of these reports could be obtained from these data elements, but for the current year these forms will be collected from the Inst

*** A slight modification of race is required by HEA.

NOTE: Columns 1-5 relate to total university staff as of October 1, 1975. Column 6 relates to EPA staff as of October 1, 1974.

August 10, 1974

NOTE TO FILE

FROM: L. M. Clark
SUBJECT: Affirmative Action Clearances

All persons appointed to positions for a year or longer should have the NCSU Affirmative Action Recruitment forms completed in quadruple and reviewed by Dr. L. M. Clark prior to an offer being made. Dr. Clark will inform the appropriate School Dean or other University officer recommending the appointment that the efforts made for equal employment activity are satisfactory. In addition, he will return to the appropriate School Dean two copies of the approved form, one copy for the Dean's file and a copy for the Department Chairman's file. At the same time he will provide Mrs. Strickland with a copy of the clearance memo. When Dr. Clark is out, Mrs. Jamison will forward all Affirmative Action Clearances to Dr. Downs.

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(cont.)

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Examples

- A. 27 year old lawyer with the State Legislature who could teach one class.
- B. Accountant who has a full-time position but could manage to lead a few discussions, perhaps serve as a consultant.

II. HOW SHALL THE PROBLEM BE APPROACHED?

Such an approach to the recruitment of minority and women faculty as outlined is filled with complexity and uncertainty. Much of the problem has to do with the scarcity of the professional supply and the unwillingness of many departments to actively recruit women and minority faculty.

1. Scarcity of Supply

One reason the traditional recruitment practices tend to break down when seeking minority persons is because of the limited numbers of available personnel. To overcome this problem Florida State must undertake a two-pronged attack. In one instance more minority students must be encouraged to enter and complete graduate programs. Departments that have failed to produce minority Ph. D. students are in the position of relying upon other universities to produce for them. In another instance departmental recruiters must be willing to make the positions attractive enough to influence the prospective faculty member to choose Florida State. This requires administrative and departmental cooperation and the same allocative mechanism employed in attracting outstanding scholars or persons with unique skills to the faculty. Because the current pool of minority faculty is so low (there are more women graduate students than black, for example) it is necessary to view these prospects as a specialized group for the time being. This means that a department which seeks to employ, for example, a black economist or historian by offering that person the normal salary and benefits for the anticipated rank will end up losing that faculty member to another university's department which understands the principle of supply and demand. It goes without saying that those universities which have succeeded in attracting minority faculty members have resorted to nonconventional allocative mechanisms.

While this procedure would appear to create some problems, it actually decreases the possible problems of minority recruitment. This is so because the minority faculty member recruited at a competitive level (between schools of Florida State's caliber who are seeking minority faculty) will usually be committed to the University for a few years, without the distracting pressures of other offers of employment.

2. Departmental Commitment

With the primary responsibility for teaching in the University the departments constitute the frontline that determines if the recruitment of minorities and women will be successful.

It goes without saying that dramatic measures are required to overcome the consequences of racial and sex discrimination which have barred minority persons and women from their rightful place in the University. Departments, to be sure, will have to re-evaluate their past practices and policies in recruitment. In vital areas, minority and women faculty will bring unique attributes to their posts--stemming from their very lives' experiences--which would be unobtainable in the faculty recruited from the traditional white male dominated pool.

There is, of course, no inherent connection between race or sex and those qualities of mind and character which must ultimately qualify or disqualify a person for any position. It is, however, a fact that in our society both race and sex have frequently played primary roles in denying minority group members and women access to opportunities available to white males.

Clearly, therefore, the problem of recruitment must be approached vigorously and with commitment to removing all traces of inequality of treatment and opportunity.

SCHOOL/DEPARTMENT: _____

AFFIRMATIVE ACTION PLAN

COMPLETED BY: _____

SPA PERSONNEL

DATE: _____

TABLE I
PRESENT SPA COMPLEMENT

TABLE II
PROJECTED SPA COMPLEMENT FOR FISCAL YEARS 1978 - 1979
(Reflecting Anticipated Promotions & Your Projected Hiring Goal)

PERMANENT FULL-TIME	NON-HISPANIC				HISPANIC		AMERICAN INDIAN		ASIAN PAC. ISLE		TOTAL		X	NON-HISPANIC				HISPANIC		AMERICAN INDIAN		ASIAN PAC. ISLE		TOTAL	
	WHITE		BLACK		M	F	M	F	M	F	M	F		WHITE		BLACK		M	F	M	F	M	F	M	F
	M	F	M	F										M	F	M	F								
Exec., Admin., Mgr'l.																									
Professional																									
Clerical & Secretarial																									
Tech. & Paraprofessional																									
Skilled Crafts																									
Service/Maintenance																									
SUB-TOTAL																									
PERMANENT *PART-TIME																									
Exec., Admin., Mgr'l.																									
Professional																									
Clerical & Secretarial																									
Tech. & Paraprofessional																									
Skilled Crafts																									
Service/Maintenance																									
SUB-TOTAL																									
TOTAL																									

* SPA individuals working at least 1/2-time in a permanently established position

AFFIRMATIVE ACTION PLAN

SCHOOL/DEPARTMENT: _____

EPA NON-FACULTY

DATE: _____

COMPLETED BY: _____

TABLE VII

TOTAL NON-FACULTY COMPLEMENT
(According to June 1976 Tabulation)
See Table V

TABLE VIII

PROJECTED NON-FACULTY COMPLEMENT
(For Academic Year 1978-1979)
See Table VI

AVAILABILITY PERCENTAGES	FULL-TIME		PART-TIME		TOTAL			FULL-TIME		PART-TIME		TOTAL	
	NO	%	NO	%	NO	%		NO	%	NO	%	NO	%
WHITE MALE													
WHITE FEMALE													
BLACK MALE													
BLACK FEMALE													
HISPANIC MALE													
HISPANIC FEMALE													
AMERICAN INDIAN MALE													
AMERICAN INDIAN FEMALE													
ASIAN MALE													
ASIAN FEMALE													
TOTAL		100%		100%		100%			100%		100%		100%

The 'approach' to the laws was 100%
better - you explained their philosophy
and emphasized attitudinal changes -



AFFIRMATIVE ACTION PLAN

EPA FACULTY

DEPARTMENT _____

	TABLE I						TABLE II						TABLE III					
	TOTAL FACULTY COMPLEMENT OCTOBER 1973						PROJECTED FACULTY 1975-76						ACCORDING TO JANUARY 1, 1975					
	Full Time		Part Time*		Total		Full Time		Part Time*		Total		Full Time		Part Time*		Total	
No	%(a)	No	%(b)	No	%(c)	No	%	No	%	No	%	No	%	No	%	No	%	
White Male																		
White Female																		
Black Male																		
Black Female																		
Other Male																		
Other Female																		
TOTAL		100%		100%		100%		100%		100%		100%		100%		100%		100%

- a) These percentages should be computed on the basis of total number of full-time.
- b) These percentages should be computed on the basis of total number of part-time.
- c) These percentages should be computed on the basis of total number of full-time plus part-time.
- * Part-time includes Visiting Professors and full-time temporary appointments.

Notes

Affirmative Action

- 1) HOME - organization in Raleigh
Housing Opportunities Made Equal
A number of faculty members are participating in this.
Purpose is to prepare neighborhoods for integration that is about to occur.
- 2) Raleigh Community Relations Council
This is a creation of the City of Raleigh. One study is the possible establishment of non-profit housing corporations which could purchase property and redevelop it and make it available to new tenants on possible subsidized renting basis.
- 3) Goals for Raleigh
Housing subcommittee studying strategy for dealing with housing problems in Raleigh community. Subcommittee had contact through the City of Raleigh with faculty members to do a housing submarket analysis. This was to look at current housing demands and problems and project what demands and problems would be over the next five to ten years. Study has been completed for housing needs of the community.
- 4) ULTRA
Deals with landlord-tenant relationships. New legislation improving the rights of tenants in this relationship.

Transportation

- 1) Senior Transportation in Raleigh - STIR
Study of the needs of elderly and how transportation needs might best be met.
- 2) Mass Transit Study
Number of faculty served as consultants. This was undertaken over the past year and was published two months ago. One recommendation was to set up a transportation authority for Raleigh. Hope to obtain Federal funds for this ~~within a year.~~ within a year.
- 3) Goals for Raleigh set up a transportation committee to look at the Voorhees Study and also some short term solutions to help solve transportation problems.
- 4) Developing a proposal for the study of Wake County transportation needs for the transportation poor. These don't have access to get to the various places they need to get. This is a joint venture between University people, county people, and city people. A&T serving as consultants to the committee.

PAMS

Chen - 255 WM, 6 WF, 1 Blind. for 4 Chen women

Seem - 26 WM to 1 WF

Mad - 360 WM, 16 WF - 3 Cont / w/f. accepted 2 WM, 1 WF

Comp de. 10 WM, 1 WF

Tang

No black or women

Lewis

one position 11 WM, 15 WF, 4 BF

Univ. Expt.

Cont Dir - 1 BM, 2 BF, 3 WM, 11 WF - 1 WF accepted.

Cont to V. Chen - 1 WF

Res. Cont. - 1 WF, 1 WM, 1 BF - 3 position

Dir. - 1 WF

Cig & LS

Dir Ext Cl. - 1 BM

4-H spec - 1 WF

Bio Chen ^{Res. Cont} - 1 WF ^{Res. Cont} 1 F other

Agromom - 4 offers to 4 BM - 1 accepted.

Teach. Dir in Bio Lewis - 1 WF ^{2 women}, 1 WF

Biology for Cont / w/f - 80 WM, 10 WF, 1 Blind - Accepted 1 BM

Plant Prod - Instructor - 1 BM

Economist - 7 WM, 1 WF - 1 WF rejected offer

Food Lewis - Res. Assoc (Post Doc) 1 F 0 needed

Zoology - Cont / w/f - 38 WM, 2 WF, 1 BM - rejected offer 1 BM, accepted WM

Applicant flow informative to 1972-73

Student - fair amount of black and women for openings
Activities

2 black

Admission Council (6M)

Comm. Student Counc. - 100% W

6 black male, 1 black female, 1 white male, 2 white female

Computer Tech. - Coatsworth - W W

Management Research - 3 offers accepted by 1 FB, 2 MB. Accepted by W M

Recruitment - on black

1 woman

Educators

Asst Prof - 1 WF accepted, 1 WF refused

Asst. Assoc. - 1 FW

Asst. Prof - Graham - 1 FW accepted, 1 FW accepted

Accepted

34 WM

1 DM

1 WF

Asst. Dir. - Assoc. Prof - 1 BM

Asst. Prof - Educator - 20 WM, 1 DM, 6 WF - Accepted 1 FW

Engineers

No black or women - limited number of openings

For Rec -

No black or women applicants except 2 for Asst. Prof., Executive
Personnel Adm.

LA -

Eight approx 200 women applicant compared to 600 WM 1 black F

Heads - 21 WM, 2 WF - Asst. Prof - accepted 1 WF

Phil. Ed - 22 WM, 35 WF

Mod. Eng - Institute in Exeter - 10 WM, 1 BF, 7 WF - Accepted 1 WF after
1 WF, 1 BF, 1 WM refused offer.

Asst. Prof - Ford - 9 WM, 15 WF - accepted 1 WF

Institute in Ex - 1 FW

PE - 37 WM, 15 WF, 1 DM - 2 MW accepted, 1 WF accepted at 3 position

AFFIRMATIVE ACTION PLAN

EPA FACULTY

DEPARTMENT _____

	TABLE I						TABLE II						TABLE III					
	TOTAL FACULTY COMPLEMENT						PROJECTED FACULTY						ACCORDING TO JANUARY 1, 1975					
	OCTOBER 1973						1975-76											
Full Time		Part Time*		Total		Full Time		Part Time*		Total		Full Time		Part Time*		Total		
No	% (a)	No	% (b)	No	% (c)	No	%	No	%	No	%	No	%	No	%	No	%	
White Male																		
White Female																		
Black Male																		
Black Female																		
Other Male																		
Other Female																		
TOTAL		100%		100%		100%		100%		100%		100%		100%		100%		100%

- a) These percentages should be computed on the basis of total number of full-time.
 - b) These percentages should be computed on the basis of total number of part-time.
 - c) These percentages should be computed on the basis of total number of full-time plus part-time.
- * Part-time includes Visiting Professors and full-time temporary appointments.

U.S. DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE
ALCOHOL, DRUG ABUSE, AND MENTAL HEALTH ADMINISTRATION
NATIONAL INSTITUTE OF MENTAL HEALTH
DIVISION OF SPECIAL MENTAL HEALTH PROGRAMS
CENTER FOR MINORITY GROUP MENTAL HEALTH PROGRAMS

RACISM AND MENTAL HEALTH PROGRAM

The Center for Minority Group Mental Health Programs has implemented a new research and manpower development and training program designed to impact upon the problem of racism within our society. The racism program has three primary goals:

1. Delineation and analysis of the dynamic aspects of institutional racism at the operational level in mental health and human services agencies with a goal of developing specific and valid intervention methodologies.
2. Examination of the effects of white racism upon the majority population with an emphasis on identifying the deleterious psychosocial consequences. This should include identification of factors related to the reduction of the psychosocial resistances which impede efforts to eliminate individual and institutional racism.
3. Development of a pool of skilled professionals available to plan and implement programs designed to eliminate racism within a variety of institutional settings.

The Center for Minority Group Mental Health Programs, therefore, is now interested in receiving grant applications as follows:

A. Research

1. Studies of the dynamics and operational elements of institutional racism present within mental health, human services agencies and other organizations and institutions which impact upon the mental health of minority groups. The research should attempt to identify and study alternative strategies and intervention methodologies to eliminate racist structures and behaviors within varied organizational systems and settings.
2. Studies which identify the deleterious psychosocial effects of white racism upon white populations. Such research should have a clear relationship to the development of interventions designed to reduce resistance to the elimination of racist attitudes and behavior.
3. The development of state of the art reviews based upon convocations of scholars and annotated reviews of the liter-

ature in each of the aforementioned research areas.

B. Manpower Development and Training

Graduate-level training programs designed to develop professionals equipped to plan, implement, and evaluate sustained programs to eliminate institutional racism within varied institutional and organizational settings. The training programs should include a field placement within a mental health or human services agency or an organizational system which has a significant impact upon the mental health of minority group populations.

All applications must clearly specify the extent to which specific minority groups (Blacks, Hispanic, Asian and Pacific Islanders, American Indians and Alaskan Natives) will be represented in the project as principal investigators, researchers, training staff and trainees.

Minority Center staff are available for consultation in the development of applications. For additional information please contact: Mr. Richard M. Shapiro, Assistant Chief for Racism and Mental Health, Center for Minority Group Mental Health Programs, Division of Special Mental Health Programs, National Institute of Mental Health, Parklawn Building, Room 7-103, 5600 Fishers Lane, Rockville, Maryland 20852, (301)443-2988.

Grant application deadlines are June 1, October 1 and February 1.

DEPARTMENT OF
HEALTH, EDUCATION, AND WELFARE
PUBLIC HEALTH SERVICE

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MENTAL HEALTH ADMINISTRATION
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NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

P. O. Box 5335
RALEIGH, N. C. 27607

THE GRADUATE SCHOOL

June 13, 1974

Memorandum

To: Mr. W. H. Simpson

From: R. J. Peeler *RJP*

Subject: Notes on Meeting Concerning May 31, 1974, HEW Reply

1. I attended a meeting with Deans Lyle Jones and John Kennedy and Vice Presidents Ray Dawson and John Sanders on June 11 as requested in the attached memo. The preliminary discussion concerning increasing minority enrollment in graduate studies centered on the following four general points.
 - A. Non-service fellowship monies would be needed to support minority students.
 - B. Funds would be needed to support administrative coordination of the recruiting efforts of individual departments. Funds would also be needed to support travel related to recruitment efforts.
 - C. Improved communications are needed to better inform advisor in predominantly black schools of the requirements for entry into graduate study in various fields.
 - D. After arrival on campus, careful attention should be given to providing minority students with proper advisement.
2. There was some discussion related to upgrading faculty members on predominantly black campuses by encouraging those qualified to work towards higher degrees at NCSU, UNC-CH and UNC-G. Faculty exchange was mentioned as a possibility. It was recognized that additional funding would be required if the above was to be implemented. (Only 6% of the Assistant Professors at A&T have Ph.D. degrees).
3. UNC-CH currently has 222 black graduate students. They propose to double this number by 1977 which would give them a 9.2% black graduate student enrollment. Their black enrollment is concentrated in Public Health, Social Work and Education. They do have fellowship monies from private sources (42 fellowships). Seventeen of these were given to blacks.
4. Reverse discrimination problems must be considered relative to admissions and financial aid.
5. We will probably have to report what our current situation is with respect to black recruitment and enrollment and plans to increase black enrollment with associated costs by October 1, 1974.

In the area of employment, the University as a Federal contractor is required to take affirmative action in the employment of the handicapped. Long before the passage of the Rehabilitation Act, ^{of 1973} however, the University recognized a responsibility to this segment of society.

For many years the Division of Personnel Services has disseminated information concerning staff vacancies to those agencies, organizations or programs involved in the rehabilitation and placement of the disabled. Included in our recruitment sources are various counselors of the N. C. Division of Vocational Rehabilitation, the Raleigh Lion's Club Industries for the Blind, the Governor's Council on Employment of the Handicapped, the Veteran's Employment Service, the Division of Services to the Blind, and the Employment Security Commission.

Recent activities have included a display at D. H. Hill Library promoting National Employ the Handicapped Week and a proclamation by the Chancellor in the University Official Bulletin recognizing the accomplishments of the handicapped and calling upon campus managers "to become more aware of the value and fairness of employing handicapped men and women". Additionally the University Staff Recruitment Officer is currently serving on the Mayor's Committee for Services to the Handicapped.

~~Please contact Dr. Lawrence M. Clark
Assistant Provost
Lawrence M. Clark~~

Dr. Lawrence M. Clark Assistant Provost will
serve as the coordinator for activities
related to the Handicapped.

C.C. ^{J.A.} Chancellor Pigney
acting

School/Department: _____

Individual Completing Form: _____

PART II - AVAILABLE POOL OF PROSPECTIVE EPA NON-FACULTY PERSONNEL

1. Outline below the basic educational and experiential requirements for appointment to your EPA non-faculty positions by functional category.

2. How many people in the United States meet the basic educational and experiential requirements outlined in #1 above by functional category?
(Complete charts below)

	OFFICIALS & MANAGERS		PROFESSIONALS		TECHNICIANS	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
White Male						
White Female						
Black Male						
Black Female						
Hispanic Male						
Hispanic Female						
Am. Indian Male						
Am. Indian Female						
Asian Male						
Asian Female						
TOTAL		100%		100%		100%

School/Department: _____

Individual Completing Form: _____

Form No. 2, page two

3. Explain how you arrived at the figures in the charts on page one.

a. List sources of data:

b. Describe the method(s) used for arriving at the figures recorded in the charts on page one. If you based your figures on a representative sample, please explain below:

c. Evaluate the accuracy and/or completeness of the data you have used:

d. Indicate particular problems encountered in trying to ascertain availability information:

School/Department: _____

Individual Completing Form: _____

4. If you ordinarily draw your EPA non-faculty personnel from a smaller pool of candidates than the whole United States population noted under #2.

a. Describe the pool by functional category:

b. How many people constitute that special pool by category?

	OFFICIALS & MANAGERS		PROFESSIONALS		TEHCNICIANS	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
White Male						
White Female						
Black Male						
Black Female						
Hispanic Male						
Hispanic Female						
Am. Indian Male						
Am. Indian Female						
Asian Male						
Asian Female						
TOTAL		100%		100%		100%

School/Department: _____

Individual Completing Form: _____

Form No. 2, page four

5. Explain how you arrived at the figures in the charts on page three.

a. List sources of data:

b. Describe the method(s) used for arriving at the figures recorded in the charts on page three. If you based your figures on a representative sample, indicate how you justify this:

c. Evaluate the accuracy and/or completeness of the data you have used:

d. Indicate particular problems encountered in trying to ascertain availability information:

DATE: _____

AVAILABILITY STUDY REPORTING FORMS

Form No. 1, page one

School/Department: _____

Individual Completing Form: _____

PART I - AVAILABLE POOL OF PROSPECTIVE FACULTY MEMBERS

1. State below the requirements as to education, experience, and achievement for members of your faculty at each academic rank.

2. How many people in the United States meet the requirements in #1?
(Complete the chart below for each type of appointment described above.)

	Number	Percent
White Male		
White Female		
Black Male		
Black Female		
Hispanic Male		
Hispanic Female		
Am. Indian Male		
Am. Indian Female		
Asian Male		
Asian Female		
Total		100%

School/Department: _____

Individual Completing Form: _____

Form No. 1, page two

3. Explain how you arrived at the figures in the chart on page one.

a. List sources of data:

b. Describe the method(s) used for arriving at the figures recorded in the chart on page one. If you based your figures on a representative sample, please explain below:

c. Evaluate the accuracy and/or completeness of the data you have used:

d. Indicate particular problems encountered in trying to ascertain availability information:

School/Department: _____

Individual Completing Form: _____ Form No. 1, page three

4. If you ordinarily draw your faculty members from a smaller pool of candidates than the whole United States population in the profession,

a. Define that pool for each level and type of appointment you customarily make:

b. Complete the following chart for each of the pools defined above:

	Number	Percent
White Male		
White Female		
Black Male		
Black Female		
Hispanic Male		
Hispanic Female		
Am. Indian Male		
Am. Indian Female		
Asian Male		
Asian Female		
Total		100%

School/Department: _____

Individual Completing Form: _____

Form No. 1, page four

5. Explain how you arrived at the figures in the chart on page three.

a. List sources of data:

b. Describe the method(s) used for arriving at the figures recorded in the chart on page three. If you based your figures on a representative sample, indicate how you justify this:

c. Evaluate the accuracy and/or completeness of the data you have used:

d. Indicate particular problems encountered in trying to ascertain availability information:

DATE: _____

AVAILABILITY STUDY REPORTING FORMS

Form No. 1, page one

School/Department: _____

Individual Completing Form: _____

PART I - AVAILABLE POOL OF PROSPECTIVE FACULTY MEMBERS

1. State below the requirements as to education, experience, and achievement for members of your faculty at each academic rank.

2. How many people in the United States meet the requirements in #1?
(Complete the chart below for each type of appointment described above.)

	Number	Percent
White Male		
White Female		
Black Male		
Black Female		
Other Male		
Hispanic male		
Other Female		
Hispanic female		
Am Indian Male		100%
Am Indian female		
Asian male		
Asian female		
Total		100%

School/Department: _____

Individual Completing Form: _____

Form No. 1, page three

4. If you ordinarily draw your faculty members from a smaller pool of candidates than the whole United States population in the profession,

a. Define that pool for each level and type of appointment you customarily make:

b. Complete the following chart for each of the pools defined above:

	Number	Percent
White Male		
White Female		
Black Male		
Black Female		
Hispanic male		
Other Female Hispanic female		100%
American Indian male		
American Indian female		
Asian male		
Asian female		
Total		100%

MINUTES OF THE GENERAL FACULTY
NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

Regular Meeting: August 27, 1973, Theatre, University Student Center

The meeting was called to order at 3:10 p.m. by Chancellor Caldwell. The minutes of the General Faculty meeting of April 2, 1973, were approved as distributed.

Chancellor Caldwell welcomed Dr. E. Walton Jones, Associate Vice President for Research and Public Services, Chapel Hill, as a visitor. He also gave special thanks to Mr. Henry C. Cooke, Chairman of the Faculty Assembly and asked him to speak to the General Faculty. Mr. Cooke stated that four meetings have been planned for the academic year--the first meeting scheduled for October 5, 1973, at the Administrative Building in Chapel Hill at 1:00 p.m. Mr. Cooke indicated that there were five official delegates plus two alternates from each institution on the Faculty Assembly.

Chancellor Caldwell introduced Mr. Murray Downs, Chairman of the University Government Committee, to comment on activities of the Committee. Mr. Downs stated that the Government Committee has just completed the updating of the Official Roster of the General Faculty. There were 1,410 persons on the Official Roster, to which the Government Committee added 18 to total 1,428. The total number of faculty members in each school is as follows:

Agriculture and Life Sciences	537
Design	34
Education	114
Engineering	187
Forest Resources	54
Liberal Arts	246
Physical and Mathematical Sciences	202
Textiles	54

The quorum for the meeting is based on the total figure excluding persons on leave (18), emeritus (122), Fort Bragg personnel (3), and overseas faculty (4) which leaves a total of 1,291. Twenty percent of voting faculty members establishes the quorum (258) and twenty-five percent establishes the majority in favor of a modification of the General Faculty Bylaws (323).

Mr. Downs stated that the proposed revision of the General Faculty Bylaws now before the faculty would modify Article VI, Section 8,

Terms of Senators, Subsection a:

"Except as provided in Section 6.b., the term of service for members of the Faculty Senate shall be two years and shall begin and end ~~two weeks prior to the first day of classes of the Fall Semester~~ on July 1."

Mr. Downs stated that the third item in his report was the agenda for consideration this fall by the University Government Committee. This agenda is as follows: (1) A proposal which would amend the General Faculty Bylaws to create a new constituency for Faculty Senate and Grievance Panel purposes to be comprised of faculty members who are not directly affiliated with any of the eight school constituencies. This proposal originated from a Faculty Senate resolution dated April 23, 1968, and from a report of the Study Commission on University Government dated May 2, 1973. (2) A proposal to amend the General Faculty Bylaws to permit a member of the General Faculty to place an item on the agenda for a meeting of the General Faculty by a petition of ten faculty members. This proposal originated from a report of the Study Commission on University Government.

Mr. Downs stated that the fourth and final item in his report was an invitation to any member of the General Faculty to raise questions or submit recommendations to the Government Committee. He indicated that

they may not be approved but they will get a response.

Chancellor Caldwell recognized Mr. John Gilbert, Chairman of the American Association of University Professors, for comments. Mr. Gilbert stated that the Association was founded in 1915 by a group of leading scholars mainly devoted to advancing the standards, ideals, and welfare of the academic profession. Today, with some 90,000 members, 1,270 chapters, and 45 state and regional conferences, the AAUP can and does speak as the authoritative voice of the profession. The Association is best known for its guardianship of the principles of academic freedom and tenure.

Mr. Gilbert stated that the 1940 Statement of Principles on Academic Freedom and Tenure, formulated jointly with the Association of American Colleges, serves as a basic standard for American higher education. Relevant provisions of the University Code do not conform in their entirety to the 1940 Statement; this is a matter of continuing concern to the Association. Mr. Gilbert indicated a desire that every institution in the system, pursuant to the resolution adopted by the Board of Governors last April requiring each constituent institution to enact policies and regulations governing academic tenure, would endorse the 1940 Statement.

Mr. Gilbert noted that the financial resources of higher education are eroded by inflation, by funding cutbacks, and by a reduction in enrollment rates; the real income of faculties is declining. Public school teachers, community college personnel, and other state employees subject to the State Personnel Act all fared better at the hands of the Legislature during the last session than did higher education academic personnel.

Mr. Gilbert stated that the National Education Association and the

American Federation of Teachers are slated to begin negotiations in the near future looking towards merger. Trade unionism is a growing force in higher education.

Mr. Gilbert noted that he had asked Mr. Don Mershon, the membership chairman of the local chapter of AAUP, to make himself available to the faculty members at the close of the meeting. Mr. Mershon will distribute various informational materials and membership applications.

Chancellor Caldwell recognized Mr. F. R. Drews to speak on behalf of the United Fund. Mr. Drews stated that the United Fund goal for this year is \$1,055,346. This county-wide goal is a 10.5 percent increase over last year's goal of \$955,000. Over the years the average annual increase in goal has been approximately seven percent.

Mr. Drews stated that for the NCSU portion of the campaign, the goal has been established at \$48,000. This goal is a 3.3 percent increase over NCSU's goal of 1972. The University population base this year of EPA and SPA personnel totals approximately 3,800 persons. In 1972 the number of contributors was 1,603. Mr. Drews stated that it is apparent that if eligible contributors will respond, NCSU's goal will be achieved.

Mr. Drews indicated that of the total year-round expenditures from campaign funds, only nine percent is used for salaries and administrative costs. Therefore, 91 cents of the contributed dollar reaches the funded agencies.

Thirty-six agencies and programs in Wake County receive United Fund support. New programs for 1973 include: Drug Action, Hope Line, Wake County Council on Aging, Legal Aid Society and an increase in Day Care Services. In this regard, individuals, if they so desire, can designate on their contribution cards for specific agencies to the

exclusion of others.

Mr. Drews stated that within the next few weeks faculty and staff will be contacted by a campus representative for a contribution.

Chancellor Caldwell thanked Mr. Drews and expressed his desire for North Carolina State University to reach their goal during the United Fund Drive.

Chancellor Caldwell then recognized Mr. Riddle, Chairman of the Faculty Senate, for comments regarding the work of the Senate. Mr. Riddle indicated that the role of the Faculty Senate is one of advice and communicating. The Senate seeks to focus, refine, and represent the General Faculty concerns and to persuade the administration of the wisdom of the Senate's recommendations. He addressed himself to the new members of the Faculty and indicated that there is a Senate -- active and ready to receive new ideas.

Mr. Riddle stated that on May 22, 1973, the Senate nominated a slate of candidates for the two Search and Screening Committees for the positions of Provost and Vice Chancellor and Dean of the Graduate School. Five of the Senate nominees were selected for each of the two committees. The Senate also elected faculty membership on the Student Judicial Boards.

On July 10, 1973, the Senate met to transact some important business of which each member of the Faculty need be aware. The Senate heard a report from Chairman Carnesale of the Ad Hoc Committee for NCSU Tenure Policies and Regulations, which will be considering criteria for reappointment and rank, tenure and promotion, operation questions, Chapters V and VI of the Faculty Handbook, etc. There are three members of the Faculty Senate on the Ad Hoc Committee and, through the Personnel Policy Committee, the Faculty Senate intends to work hand-in-hand with this committee. Before November 1, 1973, the recommendations of the Ad Hoc Committee will come before the Senate for its advice. Mr. Riddle indicated that the Board of

Governors has called upon NCSU's Local Board of Trustees to develop these policies and regulations in consultation with the Faculty.

Mr. Riddle noted that during the same meeting of July 10, 1973, the Senate passed a resolution, the spirit of which was accepted as University policy by Provost Kelly on July 18, 1973, concerning departments' planning of their responses to the Provost's May 17, 1973, memorandum to School Deans on "Manpower Planning". The memorandum sought information from Schools and Departments on how best to develop an appropriate ratio of tenured to non-tenured faculty positions. The Senate resolution called for each department head to meet with his faculty collectively and discuss the implications of the Provost's memorandum on "Manpower Planning". When the department head has drafted his response to the School Dean, he is to again convene his faculty in a collective body and transmit to the Dean the vote of his faculty for and against his proposed responses and any alternative suggestions emanating from his faculty. The Faculty Senate will be examining the issue of Tenure quotas and alternatives from the standpoint of the overall University.

Mr. Riddle noted that at this summer meeting the Senate also passed the establishment proceedings of the Faculty Mediation Panel and the Faculty Hearings Panel. These documents are attached to the July 10, 1973, minutes of the Faculty Senate and can be obtained from departmental offices.

Mr. Riddle asked the faculty to be giving thought to candidates for the Hearings Panel, which will deal with cases of suspension, discharge or disruption, since elections to it are soon forthcoming.

Mr. Riddle stated that on August 8, 1973, the Chancellor accepted the Senate's A, B, C/No-Credit grading system proposal. The text of the accepted proposal has been distributed. He thanked the Administration for their cooperation and willingness to listen to comments concerning the

proposal.

Mr. Riddle noted that the coming year holds several matters of importance which the Senate carried over from last year. The Academic Policy Committee is examining the means of faculty involvement in budget-making and the Admissions Standards. The Personnel Policy Committee is concerned with faculty retrenchment and the Student Affairs Committee with non-academic fees. There are two new important matters submitted from faculty members--one, a request to the Senate to consider the feasibility of appointing a permanent committee whose primary responsibility would be to seek ways to improve faculty fringe benefits, e.g., full State contributions for hospitalization, group retirement and life insurance, reduced tuition for faculty children, credit toward state retirement for time spent in military service and financial support for a sabbatical program. The suggestion made was that the committee act as a lobbyist to improve and protect faculty interests. Another request was that the Senate consider problems associated with summer sessions. This would involve such things as the calendar, academic standards, reorganization, and improved personnel practices.

Mr. Riddle invited the faculty to express any problems they might have, by voice or in writing, to the Faculty Senate. He also invited insights, strong opinions or even solutions to issues already mentioned. Non-Senate members are invited to participate in an advisory capacity as members of Senate committees so long as the non-Senate membership is not over half the Senate membership on the Committee.

Mr. Riddle stated that both the quality and influence of the Senate's recommendations will be in relation to how well the Senate and Faculty succeed in developing Faculty ideas. Many people in the Senate have worked hard, in addition to their regular duties, in a pure labor of

concern on amplifying the faculty voice in decision-making -- not in an adversary role of "us vs. them" but in a little appreciated advisory capacity while trying to make this a better University. Representing the diverse opinions, with many interests conflicting on the nature of the University, is no easy task.

Chancellor Caldwell recognized Provost and Vice Chancellor Harry C. Kelly for comments. (A copy of Provost Kelly's presentation is attached to these minutes.)

Chancellor Caldwell announced that the following members of the academic and/or professional faculty are recognized by our Extension Council "for outstanding contributions to Extension and Continuing Education at North Carolina State University" in their respective divisions:

Dr. Peter Brown, School of Textiles (accepted by Dean Chaney)
Dr. Guy Langston Jones, School of Agriculture and Life Sciences
Dr. Jerry L. Machemehl, School of Engineering
Mr. Marvin E. Senger, School of Agriculture and Life Sciences
Dr. Bruce John Zobel, School of Forest Resources

Chancellor Caldwell then recognized President William Friday and welcomed him to the first General Faculty meeting. President Friday indicated that the Advisory Budget Commission has acted on all past actions of the Board of Governors and did so without making a single change on any recommendation. He noted that this was quite an achievement and something which the University was most grateful.

President Friday stated that he and Chancellor Caldwell have been working on what is expected of North Carolina State University; such as:

- 1) Decisions have already been made to ask for faculty salary funding and for funding the libraries of our institutions. The General Assembly has in their hands a biennial request that was submitted earlier this year. President Friday indicated that the University has learned much from this-- after having spent fourteen months trying to implement this funding, it is very clear that all procedures and actions should be aimed at the principle objectives now.

- 2) The President stated that we should seek to observe the individuality of each of our institutions and strive to do those things such as seeking the funding for the establishment of procedures that will make for advancement.
- 3) The major educational decisions were made by the people in educational institutions; that is, processes followed through the Administrative Council, the sixteen chancellors, and the Faculty Assembly. President Friday indicated there was not one instance where these were changed.
- 4) President Friday noted that the University is seeking to provide means and methods by which we can preserve to the faculty the capacity to try things that, to the faculty, seem important in building a better institution. During the coming year, in addition to the budget, we are going to move into that important phase of the Board of Governors' work on long-range planning. There will be full opportunity for the faculty to be heard. We will make some hard decisions in this process and believe this is what the people of the State really sought to achieve in establishing this Board of Governors.

President Friday announced that a Vice President for Planning will soon be appointed. He will be involved with colleagues of North Carolina State University as well as other campuses.

President Friday addressed himself to Mr. John Gilbert, Chairman of the American Association of University Professors, stating that during the summer he learned that the Department of Labor had been working on two campuses to establish a civil service for institutions. He asked that this subject matter be studied by the AAUP, especially if this is where the federal posture is going to lead. He stated that we have every right to look forward to a good year and welcomed the faculty into this undertaking.

Chancellor Caldwell thanked President Friday for taking time out from his busy schedule to speak to the Faculty. He stated that President Friday has a very large staff and indicated that he cannot possibly know everything they are doing at all times.

Chancellor Caldwell then spoke to the General Faculty. (A copy of

Chancellor Caldwell's remarks are attached to these minutes).

The meeting was adjourned at 4:30 p.m.

Respectfully submitted,

A handwritten signature in cursive script that reads "Roy A. Larson". The signature is written in dark ink and is positioned above the typed name.

Roy A. Larson, Secretary
Faculty Senate

Report to General Faculty
Harry C. Kelly, Provost
August 27, 1973

FACULTY MANPOWER PLANNING

Like most campuses in the nation, North Carolina State has for years made decisions about faculty personnel without adequately considering the long-range impact of such decisions. In the past decade we did not have a great stimulus for concern about such matters as the proportion of faculty in each rank, the percentage of tenured faculty, etc., since we were growing and were thus insured of a constant supply of new faculty. Now, however, the growth rate has slowed and we must be aware of long-range consequences of our actions if we are to maintain and strengthen the intellectual resources of this institution. Accordingly the administration decided last spring to ask Schools and departments to look at where they are now and where they will be in two decades in terms of faculty manpower. The purpose of this request was to initiate thought and discussion by all concerned of the consequences of continuing our present practices. I want to emphasize the words "all concerned" here because it was our intention that the response for each department be the result of departmental-wide discussion of the issues. To this end we endorsed the Faculty Senate recommendation concerning participation in the development of the response.

Since we have as yet received no responses (the deadline for responses is October 15), I cannot comment on the School or departmental studies. We have no pre-determined ideas about our policies and procedures for the future. At present we are asking for your ideas, your suggestions on the best way to maintain and strengthen the quality of our faculty in the years ahead. This goal requires an input of fresh young talent to help us assume our responsibility to the changing needs of our society.

REMARKS ON "TENURE COMMITTEE"

Because of a requirement of our Board of Governors, we are required to make a parallel and more urgent study on tenure policies. The Board of Governors of The University of North Carolina is requiring the Board of Trustees of each constituent institution to submit, by December 1, 1973, a proposal for the policies and regulations which would govern academic tenure at each institution.

To this end, Chancellor Caldwell appointed early this summer an ad hoc "Committee for NCSU Tenure Policy and Regulations". The Committee is comprised of three faculty members representing our Faculty Senate and three faculty members associated with our administration. It will be augmented in the near future by one or two members of our new Board of Trustees.

The task of the Committee is a broad and difficult one. It is to conduct a thorough study of academic tenure and to propose policies and regulations governing the criteria and procedures for appointment, reappointment, promotion, conferral of permanent tenure, suspension, and discharge of faculty members. The Committee is to submit its report to the Chancellor

by November 1.

The Committee and I recognize that its report will affect every current and future member of this faculty - professionally and personally, directly and indirectly. We consider it essential that you - the faculty - participate actively in this study. You are involved already through the direct participation of your Faculty Senate. In addition, the Chairman of the Committee, Dr. Al Carnesale, has asked me to invite and encourage you, as individuals, to communicate directly to him or any member of the Committee any suggestion you may wish to make. I hope that all of you will accept this invitation. The names of the Committee members will be given in a Blue Bulletin notice.

STATEMENT ON SOUTHERN ASSOCIATION OF COLLEGES & SCHOOLS ACCREDITATION REPORT

As all of you are aware, a Visiting Committee of the Southern Association of Colleges and Schools reviewed our campus this past spring for the purpose of reaffirmation of accreditation by that body. We recently received a copy of the tentative report of the Visiting Committee and are now in the process of preparing a response to the recommendations of that Committee. The report of the Visiting Committee and our responses will be reviewed by the Committee on Standards and Reports of the Southern Association of Colleges and Schools in October and the status of our accreditation will be reported at the annual meeting of the Association in December. Thus far, we have distributed copies of this report only to those groups who needed to prepare responses to the recommendations. We will make a broader distribution of the completed report later, probably in December.

I wish to thank all of the Committees on our campus and especially the Steering Committee, chaired by Dr. McVay, who worked so diligently in preparing an excellent Self-Study Report. It will help us all in our efforts to make this a better University. In my view, the work of our own self-study will prove more valuable than the report of the visitors.

AFFIRMATIVE ACTION PLANNING

Lastly, I should like to mention our concern with discrimination against minorities and women and our affirmative action plans. Like most of you, I feel somewhat ashamed that this institution of higher learning like all similar institutions of the United States interested in the search for and propagation of truth had to be forced by our government to eliminate discrimination. We have developed an affirmative action plan to provide equal employment opportunity at North Carolina State University.

Our plan was developed 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, 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 for women and minorities.

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, affirmative action planning units were formed in each of the eight academic Schools, each department, and all other administrative units of the University. 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 our campus. 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.

Mr. William H. Simpson, Assistant to the Chancellor and Provost, has been appointed Equal Employment Opportunity Officer and he will work very closely with representatives from all the units during the coming year to coordinate this important program.

Two final and brief points: Our affirmative action plans can succeed only with your determination for we are eager as you are that faculty hiring, promotion, and tenure are reviewed by senior faculty.

Lastly, we have a few, fortunately very few, who would try to intimidate us into hirings or promotions when their qualifications do not meet our needs or standards. But, the more earnest, the more honest and sincere effort we make to truly meet our obligations, the less difficulty we will have with threats of intimidation.

In my Annual Report for 1972-73 recently submitted to the President, I opened with these paragraphs.

North Carolina State University is a remarkable institution in its purposes and in the vigor with which its purposes are pursued. No one can read the annual reports of its eight Schools, of its major divisions and numerous committees and not be impressed by the energy in the pursuit of quality they exhibit. Throughout is a consistent expression of academic advancement and service to society.

The Carnegie Commission on Higher Education has already published eighteen reports with recommendations. The last published is entitled The Purposes and the Performance of Higher Education in the United States -- Approaching the year 2000 (June 1973). On Page 1 a summary speaks thoughtfully though in generalities to the purposes and tasks of higher education. North Carolina State University at Raleigh reflects the Carnegie generalizations impressively. The institution has become a rich environment for the "intellectual, aesthetic, ethical, and skilled development of individual students." Its continuing educational programs and public services make enormously valuable inputs into the "advancement of human capability in society at large." The intelligent and conscientious efforts throughout the campus to expand the number of women and minority race students and staff in "the enlargement of educational justice" are bearing fruit. Undergraduate and graduate instruction of a high order and at the highest levels plus a large and growing research program manifests the commitment to "the transmission and advancement of learning and wisdom." We are committed to maintaining an atmosphere of intellectual freedom whereby "through individual thought and persuasion" society can be critically evaluated for the sake of its own self-renewal. It is my belief, however, that the examination of challenging ideas is not as vigorous as it should be. Members of this University community continue to contribute critically and constructively to the environmental debates so urgently taking place.

I have approved a new grading system for the campus to be put into effect September 1974. After two or more years of faculty study, debate and compromise, I am convened we arrived at a plan whose elements will prove to be sound in principle, practical of administration, and generally acceptable among faculty and administrators. Furthermore, I would call it a distinctly progressive step in our academic life.

We begin this year with a certain unavoidable strain in our automobile parking and traffic situation. Mr. Berry and I have prepared a special message to the whole campus community on this subject you will see shortly. It is already evident we must take a harder line on bicycle use to keep it from becoming an abuse of both our environmental

and safety concerns.

Final recommendations of the Government Committee were received in late Spring. They proposed on the whole modest changes in our present mechanisms for participation, consultation, communication, and decision-making. The recommendations are in discrete parts and will be so dealt with. I consider the insistence on a more effective printed organ of communication to be its most important suggestion. The Journal has only pointed the way. Now to achieve a thoroughly adequate organ will require many times more budget than I had conceived, and this is a hang-up right now. But we shall move toward getting out a regular publication of all official campus documents, as, for example, from the Senate or formal committees to the Chancellor and the responses.

Two very important Committees are now in being to recommend successors to the position of Provost and Vice Chancellor and the position of Graduate Dean. Drs. Kelly and Peterson under University requirements must vacate their administrative posts by July 1, 1974. The chairmen of the two Committees are:

Dean Jackson Rigney for the Provost Search Committee, and
Dr. Nicholas Rose for the Graduate Deanship.

Each of them will have formal announcements in the Blue Bulletin very soon soliciting your interest and suggestions. I must emphasize now, as will the Committees, that N. C. State University is committed to equal opportunity without regard to race, sex, religion or any other such structured distinctions.

One school and several departments will be under new leadership this Fall.

Dean Claude McKinney, School of Design;
Col. Robert E. Lenzer assumed leadership this summer
of our Army ROTC program;
Dr. Bernard Wishy, from the University of California at
Berkeley, will head up the History Department;
Dr. William A. Smith, from Lehigh University, the
Industrial Engineering Department;
Dr. Robert Aycock, from our own Plant Pathology faculty,
has been appointed as head of that Department;
Dr. Harry Fagan has assumed full-time directorship of
Student Health Services, succeeding Dr. Combs who
retired;
Dr. William H. Wallace, who will lead our developments
in Management Science.

Other changes:

Dr. R. F. Stoops, who has served as acting head of
Engineering Research, has been appointed head of
that Division;
Dr. Carl L. Bumgardner is now serving as acting head of
the Department of Chemistry; and

Dr. N. F. Williamson is acting head of the Department of Computer Science.

One more duty. I shan't confer here the individual plaques which have been struck to honor these persons, but I will ask the respective School Deans to arrange an appropriate internal occasion for it. The following members of the academic and/or professional faculty are recognized by our Extension Council "for outstanding contributions to Extension and Continuing Education at North Carolina State University" in their respective divisions:

Dr. Peter Brown, School of Textiles

Dr. Guy Langston Jones, School of Agriculture and Life Sciences

Dr. Jerry L. Machemehl, School of Engineering

Dr. Marvin E. Senger, School of Agriculture and Life Sciences

Dr. Bruce John Zobel, School of Forest Resources

North Carolina State University is cooperating fully with the Governor's program on conservation of energy. This obligation does not rest solely on the director and staff of the Physical Plant Division. To be successful it depends upon the alertness and cooperation of all individuals in the community with respect to lighting, heating, and air conditioning. Campus accomplishments to date are considerable. May I ask you to continue your helpful cooperation.

We will soon have hard figures on our head count enrollment for this Fall Semester. Evidence points to another increase. This increase, however, does include an experimental group of students whose predicted grade point averages are below the University's 1.6 standard. This experiment was inaugurated for two years and this is the second year. The first year produced over 80 freshmen in the experimental group. The second group is apparently over 200. Though we have not had time, of course, at this juncture to evaluate the performance of the second group, the Admissions Committee and the research staff in Student Affairs are preparing new guidelines for the upcoming admissions cycle which will move us toward higher standards of admission and provide a different approach to exceptions. You will hear about this during the coming weeks and you will be asked to react thoughtfully.

President Friday has given us our budgetary instructions for the second year of the biennium and the process is underway. The School Deans will be involving the departments. We must respond very quickly. So a long period of dialogue is impossible. For your information the Board of Governors will be requesting a faculty salary increase fund of 5.5% plus another small salary fund to effect further adjustments in the system.

My final comments again paraphrase the last two paragraphs of my Annual Report to the President:

A report on 1972-73 must include with pride a summary report on a thrilling and successful year in intercollegiate

athletics. An undefeated basketball team, a nationally ranked Peach Bowl champion football team, a swimming team that won first place in every event of the Conference meet, a Conference second place golf team which was unprecedented, a baseball team which won the first Conference tournament, and finally a rifle team with 16-2 record ranked fifth nationally. What more

To that report I must now acknowledge the scintillating performances of David Thompson and Tom Burleson which led to the climax and gold medal basketball victory over Soviet Russia in the World Games and the gold medal and silver medal brought back by Mark Elliott in the 400 and 800 meter relays. He swam his best time ever.

Problems? Yes. Salaries at the full professor and associate professor ranks need improvement. Maintenance funds do not keep up with the instrumentation central to our campus. New Library funds barely meet inflation but do not make for much improvement in holdings and service. Dramatic enrollment increases in the biological science and forestry studies are not adequately supported. The general academic building and Gardner Hall expansion are musts. Administrators and faculty are all feeling the pressure of life in the complex world of educational bureaucracy, "steady state" faculty personnel, the courts, and shifting priorities.

N.C.S.U.
Affirmative Action Plan

Work Materials for
Revision of Affirmative Action Plan
Submitted to UNC General Administration,
Chapel Hill, February 8, 1974

Affirmative Action Matrix

Order Number 4 - To cover every point of this order
Must be addressed in our plan

Need to comprehensively "re-do" plan. Must be submitted to
Dick Robinson by Feb. 1.

An campus review probable.

I Utilization and Availability Appraisal - Book & Timetable

A. Where we are by department:

We could remain as of June 15 date

Adm.

Dean & Dept. Head are carried as Administration. Dept. Head kept in
dept. reports.

Non-citizen whether black from Africa should be counted
under the white

Exclude from Aff. Action Program: Appointment of 9 mos or
more must be included. Temporary personnel do not have
to be included in report. Example
for long term contracts

SPA - If works 20 hours or more.

India male counted as white male.

EPA Non-Faculty - do not report by job title but where he fits in
the categories

B. U

How do you rate:

Distinction between existence and availability. Important

in self analysis. Need to refine "existing data" to
"availability data".

C Goals and Timetable

SPA - 1 year goal

FAH - 3 year goal but will have to give annual
report.

New hiring for goal & timetable.

II Identification of Additional Problem Areas (page 18)

Must be very literal.

Applications on file for 3 years.

Applicant flow by race & sex.

Richard Howe, Acad. to Clar. Appalachian-

Louisa Mc Donald - 933-1219 - Clinchfield
933-7771 782-3508 - Nat.

Central Adm. on Dpts. --- Information on departments
such as History, Soc., etc.
Need to be uniform in expositions.

~~Foster - EPA~~

F - Page 27

How to check on appointment in school but not in one
specific dept. (Example Dept. & Fed)

Outline Draft of Working Outline

~~Chapter 1~~

✓ I Preamble - compiled by WHS from existing statements

✓ II Reaffirmation of EEO Principles

~~II A of Summary~~ + Appendix G (UNC)

WHS may want to review appendix G + determine if NCSU wants to omit anything
I have marked some deletions in brackets in "realist" copy.

also description of procedure used to develop plan, I C, I A + organization of plan
~~II B of Summary~~

✓ III Publicizing the plan + policy

III A of Summary + II N

WHS should watch this w/ Appendix H (UNC)
to be sure we do not omit any specific points - after reviewing

✓ IV General Responsibility in Implementation of Plan

II L - as edited by C.J

in addition WHS should check w/ ACK + get approval to add items 60-2.2 (Appendix H) (C3-4) (UNC)
as the specific description of duties of EEO office.

✓
or call
to
Callahan

V Identification of Problem Areas

C.J will write or revise existing parts

I D, I E, II F, G into a section

table will supply data + tables re: distribution,

salary, promotion
Callahan will do additional analysis + SPA which will be incorporated

goal
WHS schedule

VI Development & Execution of Construction & Remedial Programs

C.T. will write or revise existing parts
WHS + Beale will provide any permissions for
new material submitted by Schools + goal
permissions for Univ. + each unit.

II B, C, D, K; III A

VII Internal Audit & Reporting Systems

II M

WHS should check II M w/ 60-2.25 pp. CS(UNC)
+ p. 35 UNC memo.

~~Chapter 2 VIII~~

~~VIII~~ Summary of Analysis of ^{potential} Problem Areas

Items A-L pp. 18-32 (UNC)

Compiled by WHS from School reports
+ items in previous NCSU plan.

~~Chapter III IX~~

~~IX~~ Unit Plans

retyped title pages indicating material
changes since June 1973
(Updated January 1974)

goals
clear
page

~~X~~ Appendices

Cover letter
for Affirmative Action Plan

To: President William Friday

I am forwarding herewith to ^{review} affirmative
action plan for North Carolina State University. The
plan is the full endorsement of this administration

J. T. Colwell

cc - Provost H. C. Kelly

PREAMBLE

As Chancellor of North Carolina State University at Raleigh, it is my pleasure (privilege) to fully endorse the Affirmative Action Plan that is submitted by this University. The administration is committed to the principles of equal employment opportunity and affirmative action. Whenever HEW gives approval to this plan, a summary of the plan will be distributed to current employees and all new employees, ~~in the future.~~

It is the policy of the State of North Carolina that neither race, color, religion, sex, nor national origin is to be considered in the following:

- recruitment and employment of new employees of the State
- promotion, demotion, transfer, lay-off, termination, or selection of employees of the State for training and development
- establishment of rates of pay including the awarding of salary adjustments and/or merit salary increments.

This formal policy, of course, governs the administration of North Carolina State University, a State institution.

Every basic unit of this campus has been involved in the development of our Affirmative Action Plan. As a result of this self examination and setting of goals and timetables with the various units, it is believed that active interest and participation in attaining our goals will be shared by more of our faculty, staff, and administration than if a small central committee had prepared the plan.

The University adheres to the policy of equal opportunity not solely because

of legal requirements but because such a policy is a basic element in human dignity. Any other policy would be morally indefensible and inconsistent with the pursuit of institutional excellence.

John T. Caldwell
Chancellor

NORTH CAROLINA STATE UNIVERSITY

Raleigh, N. C.

OFFICE OF PROVOST AND VICE-CHANCELLOR

HOLLADAY HALL

TO: Mr. Scapion
Dr. Winstead

1-16-74 Date

ACTION REQUESTED ON ATTACHED:

Note and Return

For your information
(need not return)

Please handle

Please answer; furnish me copy

Please draft reply for my signature
(return attachments)

Please give me your comments
(return attachments)

Requires your approval

For your comments
and for approval

one ? page 1 -

rw -

FROM: W.S.

II.

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 help eliminate various possible impediments to the full utilization of women and members of minority groups within the employee complement, without necessary reference to whether such impediments are the product of discriminatory practice or intent. Most particularly, 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 and employment practices will operate to prevent discrimination, affecting any employee or prospective employee, which is based on consideration of race, color, religion, sex or national origin. Any other policy would be morally

not clear
P
something effort?

?

indefensible and inconsistent with the pursuit of organizational excellence.

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 regulations, (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, religion, color, 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 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 positions, appointments 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, on November 8, 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. 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 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.

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.

IV. General Responsibility for Implementation of the Plan

There are two basic levels of responsibility for implementing NC State University's Affirmative Action Plan. At the broadest level the responsibility rests on the central administration and has been delegated to the Equal Opportunity Officer.

Another level of responsibility exists at the ^{Each unit's} planning and level. ~~The~~ ^{method of} ~~implementation~~ ^{implementation} and delegation of authority and responsibility is described in each unit's plan. This section deals with responsibility at the campus-wide level.

In the fall of 1973 William H. Simpson

was appointed Equal Opportunity officer for
as EEO officer
NCSU. His responsibilities include the

following activities:

[have copy sent from 60-2.2
PP C-3-4 Appendix H
provided with S gets HLR & balance.]

This plan envisions that implementation
will proceed along the following lines.

copy pp 21 - 22 top
from II 6 of original NCSU
introduction.

— This should be a

~~part~~ complete section IV.

NORTH CAROLINA STATE UNIVERSITY

Raleigh, N. C.

OFFICE OF PROVOST AND VICE-CHANCELLOR

HOLLADAY HALL

January 15

Date

Dr. Caldwell

TO: Dr. Kelly

ACTION REQUESTED ON ATTACHED:

Note and Return

For your information
(need not return)

Please handle

Please answer; furnish me copy

Please draft reply for my signature
(return attachments)

Please give me your comments
(return attachments)

Requires your approval

Attached is a draft on policy dissemination for

EEO. Please read and give me any comments you may

have.

WHS

Bill,

are the items under
action demanded by HEW?

M

FROM:

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>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
1. EEO posters posted throughout campus on employee informational bulletin boards.	Implemented	Continuous	Director of Personnel EEO Officer
2. Post summary of provisions of Plan on employee informational bulletin boards	Date Plan approved by HEW	Continuous	<i>Dir. of Person</i> EEO Officer
3. Maintain copies of full text of Plan on file, to which all employees and applicants for employment shall have access upon request	Date Plan approved by HEW	Continuous	EEO Officer
4. EEO statement in <u>Faculty Handbook</u>	Implemented	Immediate	EEO Officer
5. Periodic memoranda to supervisors	Continuing	Immediate	EEO Officer
6. Discussion and review of affirmative action plan with Deans, Directors, and Department Heads	<i>Implemented</i> Within 30 days after approval by HEW	Annual	EEO Officer and Provost
7. Annual review of plan and progress with administration	Within 30 days after approval by HEW	Annual	EEO Officer and Chancellor
8. Review of affirmative action plan with General Faculty	First General Faculty meeting after approval by HEW	Annual	EEO Officer <i>Chancellor</i>

	<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
9.	Review of affirmative action plan with Faculty Senate	First Faculty Senate meeting after approval by HEW	Annual	EEO Officer
10.	Review of affirmative action plan with Student Government	First Student Government meeting after approval by HEW	Annual	EEO Officer
11.	Review of affirmative action plan with SPA supervisor	Within 30 days after approval by HEW	Annual	Director of Personnel and EEO Officer
11.	Discussion of plan and policy in new SPA employee orientation sessions	Implemented	Continuous	Director of Personnel and EEO Officer
12.	Discussion of policy during staff training sessions	Implemented	Continuous	Director of Personnel
12.	Summary of plan published in faculty and staff Official Bulletin	Within 30 days after approval by HEW	Annual	EEO Officer
13.	Discussion of plan with appropriate university committees	Implemented	Continuous	EEO Officer ?
14.	Furnish summary of Plan to all supervisory personnel for communication to all present and prospective employees	30 days after HEW approval	Continuous	EEO Officer
15.	EEO statement included on application routing sheets sent with application forms	Implemented	Continuous	Director of Personnel
16.	EEO statement included on notices of campus vacancies	Implemented	Continuous	Director of Personnel and EEO Officer
17.	Publicize EEO developments, progress reports in office publications campus	Immediate	Continuous, as periodically warranted	EEO Officer

	<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
18. 20	Provide access to all employees for private counseling concerning problems related to EEO	Immediate	Continuous, at request of affected employee	EEO Officer

EXTERNAL DISSEMINATION

1.	EEO policy statement included on all recruitment material and advertisements for students, staff, and faculty	Implemented	Continuous	Dean of Student Affairs, Director of Personnel, EEO Officer	
2.	EEO statement included on purchase orders, contracts, etc., as required by Executive Order 11246	Implemented	Continuous	Vice Chancellor for Finance and Business	
3.	Incorporate the Equal Opportunity clause on all letterhead stationery	Implemented <i>As new supplies of stationery are ordered</i>	Continuous	EEO Officer	?? 1 4
4.	Publicize adoption and contents of Plan in public press and in office publications distributed externally	Within 30 days after approval by HEW	Annual <i>Continuous</i>	EEO Officer	
5.	National and regional minority and women's organizations, institutions, and groups informed by letter of EEO policy)'		EEO Officer	
6.	Provide written notification of Plan and basic contents to public and private organizations interested in employment opportunities for women and minorities; community agencies and leaders; secondary schools, colleges, and technical and business institutes	Within 30 days after approval by HEW	Annual	EEO Officer	

<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
7. Subcontractors, vendors, and suppliers notified in writing of EEO policy	Implemented	Continuous	Vice Chancellor for Finance and Business
8. Publicize EEO progress, appointments of new personnel, promotions, etc., relating to EEO objectives, in public press and in office publications distributed externally	Immediate	Continuous, as periodically warranted	EEO Officer

(1)

V Analysis of Utilization and Identification of Problem Areas

A. Methods of Analysis

Systematic analysis of potential problem areas related to equal opportunity on the NCSU 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 increasing the number of people in each category. ~~rather than~~ 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} ~~both~~ EPA+SPA
personnel. These reports, are updated annually
for EPA personnel and more frequently for SPA personnel.
Essential quantitative information contained in the
reports includes name, sex, ^{race, rank or classification} salary, years of service,
and highest degree earned. Utilization analyses have
used these reports as their bases. Copies of the
computer printed have been furnished HEW and
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 opportunities.

copy recommendation (don't remember it)
from Faculty Section of Self Study Report

B. Utilization of EPA Personnel

Table 1 summarizes EPA personnel at NCSU as of June 1973 by race and sex.

Table 2 by

15

Table 3 - ~~it~~ contain the same information for each of the planning units. These tables

by race

16-28

x Table 16 summarizes this

same information for each of the planning units by sex

indicate that NCSU needs to develop goals that will provide an increase in the number of black and female EPA employees at most ranks with particular emphasis being given to the upper faculty ranks where there is (an) — black

The calling of female ^{and black} in cover letters generally indicate
1) past discrimination; 2) high turnover; 3) the fact that many
have been employed only recently and have not had time to be
given promotion. The same situation exists in relation to blacks.
In addition past employment practices have tended to employ white male.

professors & — associate professors and —
female professors and — female associate
professors. The wide variation of utilization
among planning units reflects availability rather
than patterns of discrimination at NCSU. 1

C Recruitment, Promotion, Salary, + Conditions of work -
EPA Personnel

Records do not exist that allow quantitative analysis

EPA
of recruitment procedures in the past. As part of the
plan this situation will be corrected. Lack of records
does not necessarily indicate lack of effort; it only
reflects the traditional university procedure of keeping
records related only to those individuals who are
employed.

Table ~~28~~²⁹ summarizes the results of an analysis of promotion of ~~EPA employees~~^{faculty} over the past — years.

The analysis was limited to ~~academic ranks~~^{academic} departments in which females or blacks existed. The

results of the study show that ^{in the past} ~~women~~ females

with the same background and degree ~~level~~^{level} ~~are~~^{are} ~~not~~^{not} ~~as~~^{as} ~~likely~~^{likely} ~~to~~^{to} ~~be~~^{be} ~~promoted~~^{promoted}

slightly ^{was} ~~is~~ ~~likely~~^{likely} ~~to~~^{to} ~~be~~^{be} ~~promoted~~^{promoted} than their white

colleagues. ~~The Affirmative Action Plan will help remedy this situation.~~
~~Specific steps are planned to remedy~~

~~this situation.~~ The data is so slight ~~as~~ ~~to~~ ~~cover~~^{cover}

black faculty that it is difficult to draw

conclusions, but the existence of an Affirmative Action

Plan should ensure that discrimination in promotion

does not occur.

This is as far as

I get on

Section V.

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

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2. Post summary of provisions of Plan on employee informational bulletin boards	Date Plan approved by HEW	Continuous	EEO Officer
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<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
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16. Furnish summary of Plan to all supervisory personnel for communication to all present and prospective employees	30 days after HEW approval	Continuous	EEO Officer
17. EEO statement included on application routing sheets sent with application forms	Implemented	Continuous	Director of Personnel
18. EEO statement included on notices of campus vacancies	Implemented	Continuous	Director of Personnel and EEO Officer
19. Publicize EEO developments, progress reports in office publications	Immediate	Continuous, as periodically warranted	EEO Officer

Campus

<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
20. Provide access to all employees for private counseling concerning problems related to EEO	Immediate	Continuous, at request of affected employee	EEO Officer

EXTERNAL DISSEMINATION

1. EEO policy statement included on all recruitment material and advertisements for students, staff, and faculty	Implemented	Continuous	Dean of Student Affairs, Director of Personnel, EEO Officer
2. EEO statement included on purchase orders, contracts, etc., as required by Executive Order 11246	Implemented	Continuous	Vice Chancellor for Finance and Business
3. Incorporate the Equal Opportunity clause on all letterhead stationery	Immediate <i>to new supplies of paper has ordered.</i>	Continuous	EEO Officer
4. Publicize adoption and contents of Plan in public press and in office publications distributed externally	Within 30 days after approval by HEW	Annual <i>Continuous</i>	EEO Officer
5. National and regional minority and women's organizations, institutions, and groups informed by letter of EEO policy			EEO Officer
6. Provide written notification of Plan and basic contents to public and private organizations interested in employment opportunities for women and minorities; community agencies and leaders; secondary schools, colleges, and technical and business institutes	Within 30 days after approval by HEW	Annual	EEO Officer

<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
7. Subcontractors, vendors, and suppliers notified in writing of EEO policy	Implemented	Continuous	Vice Chancellor for Finance and Business
8. Publicize EEO progress, appointments of new personnel, promotions, etc., relating to EEO objectives, in public press and in office publications distributed externally	Immediate	Continuous, as periodically warranted	EEO Officer

HOUSING RENTAL OFFICE
LEAZAR HALL
NORTH CAROLINA STATE UNIVERSITY
RALEIGH, NORTH CAROLINA 27607

I would like to make available to North Carolina State University students the accommodations listed below located at: _____.

PLEASE CHECK THE APPROPRIATE SPACES

I prefer to rent to: SINGLE Men SINGLE Women Married couples
and/or families

SINGLE room (one person) - - - Monthly rental: \$ _____

DOUBLE room (Two persons) - - - Monthly rental: \$ _____
(Per Person)

ROOM Private bath Semi-private bath
 Kitchen privileges Are bed linens furnished? _____

If meals are available, state additional charge: \$ _____

Remarks: _____

APARTMENT No. Bedrooms _____; Living room; Dining room;
 HOUSE Kitchen; Bath; Porch; Separate entrance: _____
 MOBILE Garage; Bus Line; Furniture; Linen
HOME Heat; Lights; Water; Stove; Refrigerator;
 _____ Washing Machine; Other items: _____

Are children accepted? _____ Are pets accepted? _____

Remarks: _____

Rental per month: \$ _____ Date available: _____

I understand that the assignment of University housing is made to students without regard to race, creed, nationality or ethnic origin of applicants and I subscribe to this policy for the above listing and agree to rent to University students, including Negro and other non-whites.

(Signed) _____

(Address) _____

(Telephone) _____

Date: _____

When the facilities listed above have been rented, please call the HOUSING RENTAL OFFICE, 737-2440 or 737-2449.

CHARGE

Good Neighbor Council

This Council serves the University by working for the acceptance of persons on the basis of their individual worth without regard to race, religion, or national origin. The Council is expected to inform the Chancellor of problem areas that are brought to its attention by students, faculty, and staff, or that it discovers on its own initiative. It is expected to advise the Chancellor of suggested solutions to these problems and of ways of developing still further an environment of human understanding, free from racial or religious prejudice.

January 3, 1974

NOTE TO FILE

FROM: N. N. Winstead

N N Winstead

SUBJECT: Affirmative Action Clearances

This is a record of the agreements made at the Provost staff meeting on December 19, 1973. Normally all persons appointed to positions for a year or longer should have the forms attached to Provost Kelly's memo to School Deans on December 10, 1973, completed and reviewed by Mr. Simpson prior to an offer being made. Mr. Simpson will inform the appropriate School Dean or other University officer recommending the appointment that the efforts made for equal employment activity are satisfactory. At the same time he will provide Mrs. Strickland with a copy of the clearance memo in cases where individuals will be employed as research assistants, research associates, extension specialist and other positions not normally interviewed by Provost Kelly or by Dr. Winstead. In cases of faculty appointments for individuals interviewed by Provost Kelly or Dr. Winstead, Mr. Simpson will provide Dr. Winstead with a copy of the clearance memo. Dr. Winstead will then clear the appointment with the School Dean and forward Mr. Simpson's note with the background information on the prospect to Mrs. Strickland. When Mr. Simpson is out, Mrs. Shelton will forward all Affirmative Action Clearances to Dr. Winstead.

The records and forms will be maintained by Mr. Simpson.

In cases of short-term and part-time employees, we will encourage people to consider and look for qualified minorities and females as seriously as possible. Because people in this category must usually be hired in a hurry to meet a specific, unplanned for, and usually temporary need, clearance will be handled differently. In these cases we will not require the form to be submitted. In cases of question Dr. Winstead will verbally inquire of the School Dean whether attempts at affirmative action were made prior to his signing the PA-1 form. This procedure would apply to persons hired on a temporary basis e.g. to take the place of a person on leave, grants which are funded and will terminate in a year or less and there is insufficient time to make an exhaustive search for personnel and for adjunct appointments.

cc: Mr. William Simpson
Mrs. Mary Strickland
Mrs. Leslie Shelton

NCSU AFFIRMATIVE ACTION RECRUITMENT REPORT
(Fill out for each EPA position filled)

Department of: _____

EPA position filled: _____
(rank and area of specialization if appropriate)

Fulltime ____; Part time ____; Date employment effective _____

Number of groups, institutions, etc. notified about vacancy: _____
(list on back specific efforts to locate females and minorities)

Number of applications received:

Male	Female	
		Black
		White
		Other

Number of candidates invited to campus:

Male	Female	
		Black
		White
		Other

Offers made to (list in order):

	Name	Sex	Race	Present Employer	Accepted	Rejected
1.	_____	_____	_____	_____	_____	_____
2.	_____	_____	_____	_____	_____	_____
3.	_____	_____	_____	_____	_____	_____
4.	_____	_____	_____	_____	_____	_____

Do you have files documenting your efforts to take affirmative action to locate female and minority candidates for this position? Yes No

Can you provide an explanation for the offers made by explicitly comparing the qualifications of those offered the position with those not offered the position? Yes No

Signed _____
Department Head

_____ Date

Table 1a. Summary on present and projected academic year 1975-76 racial composition of North Carolina State University EPA personnel by job classifications (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Race	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
American Negro	Full-time	present	7 (6.3) ¹	18 (6.2)	0 (0.0)	25 (6.2)
		1975-76	9 (8.1)	30 (10.4)	0 (0.0)	39 (9.5)
	Part-time	present	N/A	1 (8.3)	N/A	1 (8.3)
		1975-76		0 (0.0)		0 (0.0)
Other minority groups	Full-time	present	0 (0.0)	2 (0.7)	0 (0.0)	2 (0.5)
		1975-76	0 (0.0)	5 (1.7)	0 (0.0)	5 (1.2)
	Part-time	present	N/A	0 (0.0)	N/A	0 (0.0)
		1975-76		0 (0.0)		0 (0.0)
Caucasians and Foreign Nationals	Full-time	present	104 (93.7)	268 (93.1)	3 (100.0)	375 (93.3)
		1975-76	102 (91.9)	263 (91.3)	3 (100.0)	368 (89.3)
	Part-time	present	N/A	11 (91.7)	N/A	11 (91.7)
		1975-76		8 (100.0)		8 (100.0)
Total	Full-time	present	111 (27.6) ²	288 (71.6)	3 (0.7)	402
		1975-76	111 (26.9)	298 (72.3)	3 (0.7)	412
	Part-time	present	N/A	12	N/A	12
		1975-76		8		8

¹ Values are number of employees and (percentage within this employment status group.)

² Percent of total in this job classification.

Table 1b. Summary on present and projected academic year 1975-76 racial composition of North Carolina State University EPA personnel by rank (EPA faculty) and by employment status.

EPA FACULTY											
Race	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total	
American Negro	Full-time	present	0 (0.0) ¹	0 (0.0)	3 (1.0)	4 (1.3)	4 (3.1)	0 (0.0)	1 (14.3)	12 (1.0)	
		1975-76	0 (0.0)	3 (0.8)	9 (2.4)	22 (7.1)	9 (11.1)	0 (0.0)	1 (14.3)	44 (3.5)	
	Part-time	present	—	0 (0.0)	0 (0.0)	0 (0.0)	2 (10.0)	1 (16.7)	0 (0.0)	3 (6.4)	
		1975-76	—	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	
Other minority groups	Full-time	present	1 (1.8)	5 (1.4)	5 (1.6)	4 (1.6)	0 (0.0)	0 (0.0)	0 (0.0)	15 (1.3)	
		1975-76	1 (1.7)	6 (1.4)	9 (2.4)	2 (0.6)	2 (2.5)	0 (0.0)	0 (0.0)	20 (1.6)	
	Part-time	present	—	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	
		1975-76	—	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	
Caucasians and Foreign Nationals	Full-time	present	56 (98.2)	346 (98.6)	301 (97.4)	304 (97.4)	126 (96.1)	1 (100.0)	6 (85.7)	1140 (97.7)	
		1975-76	57 (98.3)	407 (97.8)	356 (95.2)	287 (92.3)	70 (86.4)	1 (100.0)	6 (85.7)	1184 (94.9)	
	Part-time	present	—	6 (100.0)	5 (100.0)	5 (100.0)	18 (90.0)	5 (83.3)	5 (100.0)	44 (93.6)	
		1975-76	—	3 (100.0)	7 (100.0)	4 (100.0)	5 (100.0)	3 (100.0)	3 (100.0)	25 (100.0)	
Totals	Full-time	present	57 (4.9) ²	351 (30.1)	309 (26.5)	312 (26.7)	130 (11.1)	1 (0.1)	7 (0.6)	1167	
		1975-76	58 (4.6)	416 (33.3)	374 (30.0)	311 (24.9)	81 (6.5)	1 (0.1)	7 (0.6)	1248	
	Part-time	present	—	6 (12.8)	5 (10.6)	5 (10.6)	20 (42.6)	6 (12.8)	5 (10.6)	47	
		1975-76	—	3 (12.0)	7 (28.0)	4 (16.0)	5 (20.0)	3 (12.0)	3 (12.0)	25	

^{1,2} See Table 1a. for explanation of superscripts.

Table 1c. Summary on present and projected academic year 1975-76 racial composition of North Carolina State University SPA and unclassified Student Supply Store personnel by job classifications and by employment status.

SPA & UNCLASSIFIED STUDENT SUPPLY STORE PERSONNEL							
Job Classification	Employment Status	Time Period	American Negro	Other Minority Groups	Caucasians and Foreign Nationals	Total	
Officials and Managers	Full-time	present	0 (0.0) ¹	0 (0.0)	58 (100.0)	58 (2.8)	
		1975-76	2 (3.4)	0 (0.0)	56 (96.6)	58 (2.6)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Professionals	Full-time	present	2 (2.8)	2 (2.8)	67 (94.4)	71 (3.4)	
		1975-76	6 (8.3)	2 (2.8)	64 (88.9)	72 (3.3)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Technicians	Full-time	present	37 (9.2)	6 (1.5)	357 (89.3)	400 (18.8)	
		1975-76	49 (11.4)	6 (1.4)	375 (87.2)	430 (19.4)	
	Part-time	present	0 (0.0)	0 (0.0)	3 (100.0)	3 (3.9)	
		1975-76	0 (0.0)	1 (33.3)	2 (66.7)	3 (3.1)	
Sales	Full-time	present	1 (1.8)	0 (0.0)	56 (98.2)	57 (2.7)	
		1975-76	4 (6.2)	0 (0.0)	61 (93.8)	65 (2.9)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Clerical	Full-time	present	83 (10.8)	2 (0.3)	682 (88.9)	767 (36.1)	
		1975-76	128 (16.1)	2 (0.2)	667 (83.7)	797 (36.0)	
	Part-time	present	0 (0.0)	0 (0.0)	69 (100.0)	69 (89.6)	
		1975-76	0 (0.0)	12 (14.1)	73 (85.9)	85 (87.6)	
Craftsman	Full-time	present	59 (23.9)	0 (0.0)	188 (76.1)	247 (11.6)	
		1975-76	76 (29.0)	0 (0.0)	186 (71.0)	262 (11.8)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Operations (semi-skilled)	Full-time	present	36 (32.7)	2 (1.8)	72 (65.5)	110 (5.2)	
		1975-76	45 (39.1)	2 (1.7)	68 (59.1)	115 (5.2)	
	Part-time	present	0 (0.0)	2 (66.7)	1 (33.3)	3 (3.9)	
		1975-76	0 (0.0)	2 (66.7)	1 (33.3)	3 (3.1)	
Laborers	Full-time	present	79 (63.7)	0 (0.0)	45 (36.3)	124 (5.8)	
		1975-76	79 (62.2)	0 (0.0)	48 (37.8)	127 (5.7)	
	Part-time	present	0 (0.0)	0 (0.0)	2 (100.0)	2 (2.6)	
		1975-76	0 (0.0)	3 (50.0)	3 (50.0)	6 (6.2)	
Service Workers	Full-time	present	246 (85.1)	1 (0.3)	42 (14.5)	289 (13.6)	
		1975-76	247 (84.9)	1 (0.3)	43 (14.8)	291 (13.1)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Total	Full-time	present	543 (25.6) ²	13 (0.6)	1567 (73.8)	2123	
		1975-76	636 (28.7)	13 (0.6)	1568 (70.7)	2217	
	Part-time	present	0 (0.0)	2 (2.6)	75 (97.4)	77	
		1975-76	0 (0.0)	18 (18.6)	79 (81.4)	97	

1,2

See Table 1a. for explanation of superscripts.

Table 2a. Summary on present and projected academic year 1975-76 sexual composition of North Carolina State University EPA personnel by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present	11 (9.9) ¹	71 (24.7)	2 (66.7)	84 (20.9)
		1975-76	12 (10.8)	75 (25.2)	2 (66.7)	89 (21.6)
	Part-time	present	N/A	6 (50.0)	N/A	6 (50.0)
		1975-76		4 (50.0)		4 (50.0)
Male	Full-time	present	100 (90.1)	217 (75.3)	1 (33.3)	318 (79.1)
		1975-76	99 (89.2)	223 (78.4)	1 (33.3)	323 (78.4)
	Part-time	present	N/A	6 (50.0)	N/A	6 (50.0)
		1975-76		4 (50.0)		4 (50.0)
Total	Full-time	present	111 (27.6) ²	288 (71.6)	3 (0.7)	402
		1975-76	111 (26.9)	298 (72.3)	3 (0.7)	412
	Part-time	present	N/A	12	N/A	12
		1975-76		8		8

1,2

See Table 1a. for explanation of superscripts.

Table 2b. Summary on present and projected academic year 1975-76 sexual composition of North Carolina State University EPA personnel by rank (EPA faculty) and by employment status.

EPA FACULTY

Sex	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
Female	Full-time	present	1 (1.8) ¹	2 (0.6)	5 (1.6)	31 (9.9)	27 (20.8)	0 (0.0)	1 (14.3)	67 (5.7)
		1975-76	1 (1.7)	8 (1.9)	22 (5.9)	57 (18.3)	24 (29.6)	0 (0.0)	2 (28.6)	114 (9.1)
	Part-time	present	N/A	0 (0.0)	0 (0.0)	0 (0.0)	6 (30.0)	1 (16.7)	1 (20.0)	8 (17.0)
		1975-76		0 (0.0)	0 (0.0)	1 (25.0)	4 (80.0)	1 (33.3)	1 (33.3)	7 (28.0)
Male	Full-time	present	56 (98.2)	349 (99.4)	304 (98.4)	281 (90.1)	103 (79.2)	1 (100.0)	6 (85.7)	1100 (94.3)
		1975-76	57 (98.3)	408 (98.1)	352 (94.1)	254 (81.7)	57 (70.4)	1 (100.0)	5 (71.4)	1134 (90.9)
	Part-time	present	N/A	6 (100.0)	5 (100.0)	5 (100.0)	14 (70.0)	5 (83.3)	4 (80.0)	39 (83.0)
		1975-76		3 (100.0)	7 (100.0)	3 (75.0)	1 (20.0)	2 (66.7)	2 (66.7)	18 (72.0)
Total	Full-time	present	7 (4.9) ²	351 (30.1)	309 (26.5)	312 (26.7)	130 (11.1)	1 (0.1)	7 (0.6)	1167
		1975-76	8 (4.6)	416 (33.3)	374 (30.0)	311 (24.9)	81 (6.5)	1 (.1)	7 (0.6)	1248
	Part-time	present	N/A	6 (12.8)	5 (10.6)	5 (10.6)	20 (42.6)	6 (12.8)	5 (10.6)	47
		1975-76		3 (12.0)	7 (28.0)	4 (16.0)	5 (20.0)	3 (12.0)	3 (12.0)	25

^{1,2} See Table 1a. for explanation of superscripts.

Table 2c. Summary on present and projected academic year 1975-76 sexual composition of North Carolina State University SPA personnel and unclassified Student Supply Store personnel by job classifications and by employment status.

Job Classification	Employment Status	Time Period	Female	Male	Total
Officials and Managers	Full-time	present	4 (6.9) ¹	54 (93.1)	58 (2.8)
		1975-76	4 (6.9)	54 (93.1)	58 (2.6)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Professionals	Full-time	present	38 (53.5)	33 (46.5)	71 (3.4)
		1975-76	39 (54.2)	33 (45.8)	72 (3.3)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Technicians	Full-time	present	125 (31.2)	275 (68.8)	400 (18.8)
		1975-76	136 (31.6)	294 (68.4)	430 (19.4)
	Part-time	present	1 (33.3)	2 (66.7)	3 (3.9)
		1975-76	1 (33.3)	2 (66.7)	3 (3.1)
Sales	Full-time	present	28 (49.1)	29 (50.9)	57 (2.7)
		1975-76	29 (44.6)	36 (55.4)	65 (2.9)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Clerical	Full-time	present	720 (93.9)	47 (6.1)	767 (36.1)
		1975-76	745 (93.5)	52 (6.5)	797 (36.0)
	Part-time	present	69 (100.0)	0 (0.0)	69 (89.6)
		1975-76	84 (98.8)	1 (1.2)	85 (87.6)
Craftman	Full-time	present	13 (5.3)	234 (94.7)	247 (11.6)
		1975-76	18 (6.9)	244 (93.1)	262 (11.8)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Operations (semi-skilled)	Full-time	present	65 (59.1)	45 (40.9)	110 (5.2)
		1975-76	75 (65.2)	40 (34.8)	115 (5.2)
	Part-time	present	0 (0.0)	3 (100.0)	3 (3.9)
		1975-76	0 (0.0)	3 (100.0)	3 (3.1)
Laborers	Full-time	present	6 (4.8)	118 (95.2)	124 (5.8)
		1975-76	7 (5.5)	120 (94.5)	127 (5.7)
	Part-time	present	2 (100.0)	0 (0.0)	2 (2.6)
		1975-76	6 (100.0)	0 (0.0)	6 (6.2)
Service Workers	Full-time	present	133 (46.0)	156 (54.0)	289 (13.6)
		1975-76	134 (46.0)	157 (54.0)	291 (13.1)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Total	Full-time	present	1132 (53.3) ²	991 (46.7)	2123
		1975-76	1187 (53.5)	1025 (46.2)	2212
	Part-time	present	72 (93.5)	5 (6.5)	77
		1975-76	91 (93.8)	6 (6.2)	97

^{1,2} See Table 1a. for explanation of superscripts.

OFCC: On-Site Review Guidelines

The following guidelines, issued as "Attachment B" to Order No. 14 (Revised) (See 401:151), were prepared by the Office of Federal Contract Compliance to aid compliance officers in conducting on-site reviews of a nonconstruction contractor's affirmative action experiences.

ON-SITE REVIEW GUIDELINES

A. EEO Policies and Procedures

Yes No

- 1. Are EEO posters prominently displayed?
2. What EEO policy statements are posted? Please explain:
3. How have the lower level supervisors received and disseminated the policy? Please explain:
4. Is EEO part of the orientation for new employees and are there periodic meetings with employees and/or supervisors on the subject? Please explain:
5. What role does the EEO Coordinator play in dissemination of policy? Please explain:

6. How much time does he spend in EEO work?

7. Has management expressed any intention in writing or otherwise to take disciplinary action for failure to adhere to EEO policies and procedures? Please explain:

8. Are supervisors held accountable for failure to meet EEO goals?

B. Workforce Analysis

If an adequate workforce analysis was not furnished during the off-site review, the compliance officer should ask to see, if available, the employer's representation report of his workforce summarizing the facility workforce (total male, female, and male and female for each minority group comprising 2 percent or more of the labor area) by department or organization (i.e., a logical cohesive group such as personnel, manufacturing finance, etc.) and by EEO-1 category within organization subdivided into (perhaps common) job groupings within an EEO-1 category. These job groupings should reflect one or more jobs having similar content, wage rated and opportunities. The job groupings should be ranked appropriately by skill or earnings or line of progression, or existing administrative practice. If earnings for each grouping should be given. However, for the purpose

Yes No

Yes No

1. Is the contractor maintaining an applicant flow chart which gives all the necessary information such as name, race, sex, job applied for, source of referral, date of application and disposition? ... ___ ___

2. Do the forms request information which could be used in a discriminatory manner? ___ ___

Specify the questionable information and who might have access to it

.....

3. If such information is allegedly asked for affirmative action purposes, could it not be maintained on a separate record? .. ___ ___

4. How long are application forms retained and describe the filing system?

5. Is there an affirmative action file or other retrieval systems to enable minorities and women to be reconsidered if no job can be offered at the time of their original application?

6. Are there written job descriptions or job specifications? If not what procedures are used instead?

7. Are job requisitions submitted to the employment office in

writing and how detailed are they? _____
.....

8. Are these forms or others used for external recruitment? ... ___ ___

(d) Is the contractor's applicant flow adequate for the job groupings cited by you in Section 1. given the utilization factors for this facility. If not, the following further investigation into recruitment methods and resources is necessary. Summarize the contractor's explanation of the specific recruitment methods and resources utilized for each job grouping involved. Explain the impact of word-of-mouth or other employee referral systems. Explain if recruitment sources are contacted in writing at the time of actual job openings and how much information is provided to them as to the qualifications necessary. Is he actually aware of the results of his recruitment efforts? Explain if the contractor has specifically requested to have minority and women candidates among these referrals. Explain if he has discontinued using any of these sources which have failed to make such referrals. Has he instituted any transportation or housing programs to aid in minority recruitment? Describe blue collar recruitment programs if applicable. Describe in detail the job application process from the point where the applicant first makes contact with the contractor.

Yes No

1. Are different interviewers assigned to interview applicants because of their job interest,

	Yes	No
race or sex?	—	—
2. Is job counseling offered?	—	—
3. If not hired, is the applicant given a specific reason and is it so noted on the application form?	—	—
4. If an applicant is not hired, what happens to the application form? Please explain		
.....		
5. Who makes the final decision for hire and on what basis?		
.....		
6. If additional interviews are conducted, is there feedback to the employment office?	—	—
7. Does anyone monitor for disparate rejection ratios of minorities and women	—	—
Who?		
.....		
8. Can and does anyone challenge decisions made by the selecting officials?	—	—
Please explain		
.....		
9. Are those who make selection conscious of the contractor's		

	Yes	No
goals and timetables?	—	—
Please explain:		
.....		
.....		
10. What role does the EEO Coordinator play in the selection process? Please explain:		
.....		
.....		
(e) Review a representative sample of personnel records of hires from different periods of time in various job categories.		
1. From discussions with the interviewers and supervisors as well as from comments appearing on the application forms, what appear to be some of the more subjective criteria? Please explain:		
.....		
.....		
2. Does the contractor claim any bona fide occupational qualifications to justify sex discrimination? Please explain:		
.....		
.....		
(f) If the contractor states that the tests it uses have been validated, a written report must be available specifying size of samples used and minority and sex composition, nature of jobs, criteria, methods of analysis, and results and		

of these Guidelines and in all cases where pay is used, alphabetic or numeric coding or the use of an index of pay ranges is acceptable and should be used when contractors are concerned about confidentiality of salary information.

C. Recruitment, Hiring, Selection and Placement

(a) If adequate applicant flow data was not furnished during the off-site review, the compliance officer should ask to see the contractor's applicant flow report summarizing total applicants by total, male, female, and male and female minority classification. While in many cases applicants are not classified by particular job, it should be possible to provide some separation of the applicant flow count into at least broad occupation groups. An applicant is defined as one who has applied for permanent employment and has complied with the company's formal application procedure. Next the report should show the number of offers of employment for each category and by total male, female, and male and female minority classifications. The report should show acceptance of offers for each category and by total male, female, and male and female minority classifications. The acceptances should also be related to the job groupings outlined in Section B. Workforce Analysis. This report should reflect applicant activity for the last six months or the last 100 acceptances, whichever is less.

(b) Where such a summary report is not available, the compliance officer should advise the contractor to maintain such data in the future, but the following collection of data should now be made to determine any problems that may exist in applicant flow and employment ratios. If the company's own data is insufficient, the CCO should obtain applications of 100 applicants for blue collar employment and 100 applicants for white collar employment or applications for a six (6) month period, whichever is the lesser. He may use a random sample period. He may exclude certain job groupings where applicants and hires are clearly not a problem and should be sure to include the job groupings cited by you in Section 1 above. Now he should construct the report described in the paragraph above showing applicants, offers and acceptances by total male and female, and male and female minority classifications by as much organization job grouping detail as possible.

(c) Sample a representative number of job requisitions on a given date and compare with minorities and women applying at the same time. Obtain copies of any other forms utilized by the personnel operation such as interview reports. Even if the contractor appears to have a well-structured record-keeping system, review examples of the procedure to assure that he is in fact using the system to assure equal employment opportunity.

recommendations.

The written validation report must be reviewed to determine whether or not the test or solution practice is valid as required by the OFCC Testing Order (41 CFR 60-3).

A compliance officer who has satisfactorily completed an adequate training course should inform contractors of apparent non-compliance with the Order when validity or evidence supporting validity of tests is absent or substantially deficient. However, since the issues involved in test validity are often quite technical and complex, the compliance officer should not try to identify or resolve these issues directly with the contractor during the review. In these cases or in any case where the compliance officer cannot make a clear determination of noncompliance, the contractor's evidence of test validity is to be submitted for higher level review along with the compliance officer's analysis of the disparate effect.

D. Terminations

(a) If adequate data on terminations was not furnished during the off-site review, the compliance officer should ask to see, if available, the employer's report on terminations at the facility summarizing terminations for total, male, female and male and female for each appropriate minority group, by organization and by EEO-1 category within organization subdivided into (perhaps common)

job groupings within EEO-1 Category. Consult Section B above, Workforce Analysis, for further guidelines on job groupings.

(b) If such a summary report is not available, for a similarly statistically significant time frame as investigated for hires, review a list of terminations, showing hire and termination dates, job assignment, minority group membership and sex. If possible, the terminations should be related to the period covered by the hiring analysis. To determine if there is an unfair disparity of company policies, the period of at least six (6) months or 100 such terminations should be reviewed, whichever is the lesser.

(c) If there is a disproportionate number of terminations because of minority group identification or sex or a pattern of placement of minority group members or women to specific kinds of jobs, the causal factor should be explored and discussed.

E. Promotion and Transfer

(a) If adequate data on promotions and transfer was not furnished during the off-site review, the compliance officer should ask to see, if available, the employer's report on promotions at the facility summarizing promotions for total, male, female and male and female for each appropriate minority group, by organization and by EEO-1 category within organization subdivided into (perhaps common) job groupings within EEO-1 category. Consult Section B above,

Workforce Analysis for further guidelines on job groupings. A promotion is defined as any personnel action resulting in movement to a position of greater skill, effort or responsibility. Wage or salary increases alone do not determine a promotion.

(b) If such a report is not available the compliance officer should review a list of 100 promotions or the last six months activity, whichever is less. The review should include name or other identification, minority group status, sex, previous job, department and pay. A promotion is defined as any personnel action resulting in movement to a position of greater skill, effort or responsibility. Wage increase alone do not determine a promotion.

(c) A determination should be made if there is a disparity between the promotion rate of minorities and women as related to the rate of non-minorities and/or males. In doing this analysis, the following procedures should be included:

Identify the various entry level positions and the promotional ladders as indicated by the contractor and by the CCO's confirmation through sample record analysis. Are these lines in any way oriented by race or sex? Please explain. With regard to promotions that are competitive, what is the significance of interest, ability and seniority in promotion and transfer considerations? Please explain. Are there any periodic written performance ratings which influence promotion or transfer? Are mi-

norities or women concentrated in certain jobs outside any line of progression or which dead end before the employees can reach the pay grade to which their experience, training or seniority might entitle them? Please explain. Is there a well-structured transfer program? Discuss any lack of representation of minorities and women in the program. Please explain.

(d) Review the file on transfer requests to determine if minorities or women have been overlooked or rejected disproportionately. Please summarize your findings. What is the frequency of inter- or intra-departmental transfer for better working conditions or to gain promotional opportunities? Is counseling offered to employees considering this move? How common is transfer for blue collar to white collar positions or from "traditionally female" or minority to "traditionally male" or non-minority jobs or vice versa? Who monitors promotion and transfer activity and through what means? How is job security affected by transfer or promotion and does this disproportionately affect minorities or women?

(e) Comment on the representation of minorities and women among supervisors and where promotions during the previous year suggest any improvement. If appropriate, review selected personnel records to conduct the following analysis. Explain how supervisors are selected. Who monitors these actions? Explain how supervisory ability is measured.

F. Wage and Salary Analysis

Review and compare wages and salaries of a sampling of minorities and women within selected job classifications. Are there positions with similar duties but with different rates of pay which seem to be related to the sex or race of the incumbents? Please explain. What is the contractor's explanation for these discrepancies? Please explain. Are the general salary ranges for jobs or specific rates at which everyone begins? Please explain. What is the contractor's explanation for this? Please explain. Who makes the determination as to what those starting rates will be? Please explain. Are the rates negotiable? Are minorities or women assigned to jobs where incentive earnings are more difficult? Please explain. Does review of any employee's records confirm or dispute the relationship of education training and experience to pay? Please explain. Are minorities and women supervising integrated groups? Are women supervisors generally at a lower plateau in the organization? Where minorities and women have been newly installed as supervisors has there been any negative reaction from the workforce and has management dealt with it? Please explain. Is there a supervisory development program? Please explain.

G. Training and Educational Opportunities

(a) If adequate data on training and ed-

ucational opportunities was not furnished during the off-site review, the compliance officer should ask to see, if available, the employer's report on training at the facility summarizing by training class the participation by total, male, female, and male and female minority classifications and showing the training participation rate for each group. The report should reflect the last six month's activity.

(b) If such a report is not available, the compliance officer should obtain from the contractor a list of various training and apprenticeship programs on-going or completed during the last six months, or other identification, minority group identification, sex of participants, date of completion and job and pay before and after training. Include employees hired directly into such programs.

(c) What types of training do new employees receive? How are additional opportunities for training and education advertised? Is there evidence of any disparate failure or dropout rate? If there is a registered apprenticeship program, has the contractor provided the Bureau of Apprenticeship and Training with an acceptable affirmative action program with goals and timetables? Is formal training being required now for jobs not previously involved. Is this discriminatory? Does the contractor publicize EO achievements? Does the contractor support organizations which would assist his efforts and implement his affirmative action program?

H. Section 60-2.14 , Additional Ingredients
of AAP

Has the contractor provided evidence to support the fact that the contractor is abiding by the Sex Discrimination Guidelines (41 CFR Part 60-20)? Is there evidence that the contractor is considering minorities and women not in the work force?

Table 1a. Summary on present and projected academic year 1975-76 racial composition of North Carolina State University EPA personnel by job classifications (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Race	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
American Negro	Full-time	present	7 (6.3) ¹	18 (6.2)	0 (0.0)	25 (6.2)
		1975-76	9 (8.1)	30 (10.4)	0 (0.0)	39 (9.5)
	Part-time	present	N/A	1 (8.3)	N/A	1 (8.3)
		1975-76		0 (0.0)		0 (0.0)
Other minority groups	Full-time	present	0 (0.0)	2 (0.7)	0 (0.0)	2 (0.5)
		1975-76	0 (0.0)	5 (1.7)	0 (0.0)	5 (1.2)
	Part-time	present	N/A	0 (0.0)	N/A	0 (0.0)
		1975-76		0 (0.0)		0 (0.0)
Caucasians and Foreign Nationals	Full-time	present	104 (93.7)	268 (93.1)	3 (100.0)	375 (93.3)
		1975-76	102 (91.9)	263 (91.3)	3 (100.0)	368 (89.3)
	Part-time	present	N/A	11 (91.7)	N/A	11 (91.7)
		1975-76		8 (100.0)		8 (100.0)
Total	Full-time	present	111 (27.6) ²	288 (71.6)	3 (0.7)	402
		1975-76	111 (26.9)	298 (72.3)	3 (0.7)	412
	Part-time	present	N/A	12	N/A	12
		1975-76		8		8

¹ Values are number of employees and (percentage within this employment status group.)

² Percent of total in this job classification.

Table 1b. Summary on present and projected academic year 1975-76 racial composition of North Carolina State University EPA personnel by rank (EPA faculty) and by employment status.

EPA FACULTY											
Race	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total	
American Negro	Full-time	present	0 (0.0) ¹	0 (0.0)	3 (1.0)	4 (1.3)	4 (3.1)	0 (0.0)	1 (14.3)	12 (1.0)	
		1975-76	0 (0.0)	3 (0.8)	9 (2.4)	22 (7.1)	9 (11.1)	0 (0.0)	1 (14.3)	44 (3.5)	
	Part-time	present	—	0 (0.0)	0 (0.0)	0 (0.0)	2 (10.0)	1 (16.7)	0 (0.0)	3 (6.4)	
		1975-76	—	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Other minority groups	Full-time	present	1 (1.8)	5 (1.4)	5 (1.6)	4 (1.6)	0 (0.0)	0 (0.0)	0 (0.0)	15 (1.3)	
		1975-76	1 (1.7)	6 (1.4)	9 (2.4)	2 (0.6)	2 (2.5)	0 (0.0)	0 (0.0)	20 (1.6)	
	Part-time	present	—	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	
		1975-76	—	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Caucasians and Foreign Nationals	Full-time	present	56 (98.2)	346 (98.6)	301 (97.4)	304 (97.4)	126 (96.1)	1 (100.0)	6 (85.7)	1149 (97.7)	
		1975-76	57 (98.3)	407 (97.8)	356 (95.2)	287 (92.3)	70 (86.4)	1 (100.0)	6 (85.7)	1184 (94.9)	
	Part-time	present	—	6 (100.0)	5 (100.0)	5 (100.0)	18 (90.0)	5 (83.3)	5 (100.0)	44 (93.6)	
		1975-76	—	3 (100.0)	7 (100.0)	4 (100.0)	5 (100.0)	3 (100.0)	3 (100.0)	25 (100.0)	
Totals	Full-time	present	57 (4.9) ²	351 (30.1)	309 (26.5)	312 (26.7)	130 (11.1)	1 (0.1)	7 (0.6)	1167	
		1975-76	58 (4.6)	416 (33.3)	374 (30.0)	311 (24.9)	81 (6.5)	1 (0.1)	7 (0.6)	1248	
	Part-time	present	—	6 (12.8)	5 (10.6)	5 (10.6)	20 (42.6)	6 (12.8)	5 (10.6)	47	
		1975-76	—	3 (12.0)	7 (28.0)	4 (16.0)	5 (20.0)	3 (12.0)	3 (12.0)	25	

^{1,2} See Table 1a. for explanation of superscripts.

Table 1c. Summary on present and projected academic year 1975-76 racial composition of North Carolina State University SPA and unclassified Student Supply Store personnel by job classifications and by employment status.

SPA & UNCLASSIFIED STUDENT SUPPLY STORE PERSONNEL							
Job Classification	Employment Status	Time Period	American Negro	Other Minority Groups	Caucasians and Foreign Nationals	Total	
Officials and Managers	Full-time	present	0 (0.0) ¹	0 (0.0)	58 (100.0)	58 (2.8)	
		1975-76	2 (3.4)	0 (0.0)	56 (96.6)	58 (2.6)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Professionals	Full-time	present	2 (2.8)	2 (2.8)	67 (94.4)	71 (3.4)	
		1975-76	6 (8.3)	2 (2.8)	64 (88.9)	72 (3.3)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Technicians	Full-time	present	37 (9.2)	6 (1.5)	357 (89.3)	400 (18.8)	
		1975-76	49 (11.4)	6 (1.4)	375 (87.2)	430 (19.4)	
	Part-time	present	0 (0.0)	0 (0.0)	3 (100.0)	3 (3.9)	
		1975-76	0 (0.0)	1 (33.3)	2 (66.7)	3 (3.1)	
Sales	Full-time	present	1 (1.8)	0 (0.0)	56 (98.2)	57 (2.7)	
		1975-76	4 (6.2)	0 (0.0)	61 (93.8)	65 (2.9)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Clerical	Full-time	present	83 (10.8)	2 (0.3)	682 (88.9)	767 (36.1)	
		1975-76	128 (16.1)	2 (0.2)	667 (83.7)	797 (36.0)	
	Part-time	present	0 (0.0)	0 (0.0)	69 (100.0)	69 (89.6)	
		1975-76	0 (0.0)	12 (14.1)	73 (85.9)	85 (87.6)	
Craftsman	Full-time	present	59 (23.9)	0 (0.0)	188 (76.1)	247 (11.6)	
		1975-76	76 (29.0)	0 (0.0)	186 (71.0)	262 (11.8)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Operations (semi-skilled)	Full-time	present	36 (32.7)	2 (1.8)	72 (65.5)	110 (5.2)	
		1975-76	45 (39.1)	2 (1.7)	68 (59.1)	115 (5.2)	
	Part-time	present	0 (0.0)	2 (66.7)	1 (33.3)	3 (3.9)	
		1975-76	0 (0.0)	2 (66.7)	1 (33.3)	3 (3.1)	
Laborers	Full-time	present	79 (63.7)	0 (0.0)	45 (36.3)	124 (5.8)	
		1975-76	79 (62.2)	0 (0.0)	48 (37.8)	127 (5.7)	
	Part-time	present	0 (0.0)	0 (0.0)	2 (100.0)	2 (2.6)	
		1975-76	0 (0.0)	3 (50.0)	3 (50.0)	6 (6.2)	
Service Workers	Full-time	present	246 (85.1)	1 (0.3)	42 (14.5)	289 (13.6)	
		1975-76	247 (84.9)	1 (0.3)	43 (14.8)	291 (13.1)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Total	Full-time	present	543 (25.6) ²	13 (0.6)	1567 (73.8)	2123	
		1975-76	636 (28.7)	13 (0.6)	1568 (70.7)	2217	
		Part-time	present	0 (0.0)	2 (2.6)	75 (97.4)	77
		1975-76	0 (0.0)	18 (18.6)	79 (81.4)	97	

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See Table 1a. for explanation of superscripts.

Table 2a. Summary on present and projected academic year 1975-76 sexual composition of North Carolina State University EPA personnel by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present	11 (9.9) ¹	71 (24.7)	2 (66.7)	84 (20.9)
		1975-76	12 (10.8)	75 (25.2)	2 (66.7)	89 (21.6)
	Part-time	present	N/A	6 (50.0)	N/A	6 (50.0)
		1975-76		4 (50.0)		4 (50.0)
Male	Full-time	present	100 (90.1)	217 (75.3)	1 (33.3)	318 (79.1)
		1975-76	99 (89.2)	223 (78.4)	1 (33.3)	323 (78.4)
	Part-time	present	N/A	6 (50.0)	N/A	6 (50.0)
		1975-76		4 (50.0)		4 (50.0)
Total	Full-time	present	111 (27.6) ²	288 (71.6)	3 (0.7)	402
		1975-76	111 (26.9)	298 (72.3)	3 (0.7)	412
	Part-time	present	N/A	12	N/A	12
		1975-76		8		8

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See Table 1a. for explanation of superscripts.

Table 2b. Summary on present and projected academic year 1975-76 sexual composition of North Carolina State University EPA personnel by rank (EPA faculty) and by employment status.

EPA FACULTY

Sex	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
Female	Full-time	present	1 (1.8) ¹	2 (0.6)	5 (1.6)	31 (9.9)	27 (20.8)	0 (0.0)	1 (14.3)	67 (5.7)
		1975-76	1 (1.7)	8 (1.9)	22 (5.9)	57 (18.3)	24 (29.6)	0 (0.0)	2 (28.6)	114 (9.1)
	Part-time	present	N/A	0 (0.0)	0 (0.0)	0 (0.0)	6 (30.0)	1 (16.7)	1 (20.0)	8 (17.0)
		1975-76			0 (0.0)	0 (0.0)	1 (25.0)	4 (80.0)	1 (33.3)	1 (33.3)
Male	Full-time	present	56 (98.2)	349 (99.4)	304 (98.4)	281 (90.1)	103 (79.2)	1 (100.0)	6 (85.7)	1100 (94.3)
		1975-76	57 (98.3)	408 (98.1)	352 (94.1)	254 (81.7)	57 (70.4)	1 (100.0)	5 (71.4)	1134 (90.9)
	Part-time	present	N/A	6 (100.0)	5 (100.0)	5 (100.0)	14 (70.0)	5 (83.3)	4 (80.0)	39 (83.0)
		1975-76			3 (100.0)	7 (100.0)	3 (75.0)	1 (20.0)	2 (66.7)	2 (66.7)
Total	Full-time	present	7 (4.9) ²	351 (30.1)	309 (26.5)	312 (26.7)	130 (11.1)	1 (0.1)	7 (0.6)	1167
		1975-76	8 (4.6)	416 (33.3)	374 (30.0)	311 (24.9)	81 (6.5)	1 (.1)	7 (0.6)	1248
	Part-time	present	N/A	6 (12.8)	5 (10.6)	5 (10.6)	20 (42.6)	6 (12.8)	5 (10.6)	47
		1975-76			3 (12.0)	7 (28.0)	4 (16.0)	5 (20.0)	3 (12.0)	3 (12.0)

^{1,2} See Table 1a. for explanation of superscripts.

Table 2c. Summary on present and projected academic year 1975-76 sexual composition of North Carolina State University SPA personnel and unclassified Student Supply Store personnel by job classifications and by employment status.

Job Classification	Employment Status	Time Period	Female	Male	Total
Officials and Managers	Full-time	present	4 (6.9) ¹	54 (93.1)	58 (2.8)
		1975-76	4 (6.9)	54 (93.1)	58 (2.6)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Professionals	Full-time	present	38 (53.5)	33 (46.5)	71 (3.4)
		1975-76	39 (54.2)	33 (45.8)	72 (3.3)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Technicians	Full-time	present	125 (31.2)	275 (68.8)	400 (18.8)
		1975-76	136 (31.6)	294 (68.4)	430 (19.4)
	Part-time	present	1 (33.3)	2 (66.7)	3 (3.9)
		1975-76	1 (33.3)	2 (66.7)	3 (3.1)
Sales	Full-time	present	28 (49.1)	29 (50.9)	57 (2.7)
		1975-76	29 (44.6)	36 (55.4)	65 (2.9)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Clerical	Full-time	present	720 (93.9)	47 (6.1)	767 (36.1)
		1975-76	745 (93.5)	52 (6.5)	797 (36.0)
	Part-time	present	69 (100.0)	0 (0.0)	69 (89.6)
		1975-76	84 (98.8)	1 (1.2)	85 (87.6)
Craftman	Full-time	present	13 (5.3)	234 (94.7)	247 (11.6)
		1975-76	18 (6.9)	244 (93.1)	262 (11.8)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Operations (semi-skilled)	Full-time	present	65 (59.1)	45 (40.9)	110 (5.2)
		1975-76	75 (65.2)	40 (34.8)	115 (5.2)
	Part-time	present	0 (0.0)	3 (100.0)	3 (3.9)
		1975-76	0 (0.0)	3 (100.0)	3 (3.1)
Laborers	Full-time	present	6 (4.8)	118 (95.2)	124 (5.8)
		1975-76	7 (5.5)	120 (94.5)	127 (5.7)
	Part-time	present	2 (100.0)	0 (0.0)	2 (2.6)
		1975-76	6 (100.0)	0 (0.0)	6 (6.2)
Service Workers	Full-time	present	133 (46.0)	156 (54.0)	289 (13.6)
		1975-76	134 (46.0)	157 (54.0)	291 (13.1)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Total	Full-time	present	1132 (53.3) ²	991 (46.7)	2123
		1975-76	1187 (53.5)	1025 (46.2)	2212
	Part-time	present	72 (93.5)	5 (6.5)	77
		1975-76	91 (93.8)	6 (6.2)	97

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See Table 1a. for explanation of superscripts.

Table 1a. Summary on present and projected academic year 1975-76 racial composition of North Carolina State University EPA personnel by job classifications (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Race	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
American Negro	Full-time	present	7 (6.3) ¹	18 (6.2)	0 (0.0)	25 (6.2)
		1975-76	9 (8.1)	30 (10.4)	0 (0.0)	39 (9.5)
	Part-time	present	N/A	1 (8.3)	N/A	1 (8.3)
		1975-76		0 (0.0)		0 (0.0)
Other minority groups	Full-time	present	0 (0.0)	2 (0.7)	0 (0.0)	2 (0.5)
		1975-76	0 (0.0)	5 (1.7)	0 (0.0)	5 (1.2)
	Part-time	present	N/A	0 (0.0)	N/A	0 (0.0)
		1975-76		0 (0.0)		0 (0.0)
Caucasians and Foreign Nationals	Full-time	present	104 (93.7)	268 (93.1)	3 (100.0)	375 (93.3)
		1975-76	102 (91.9)	263 (91.3)	3 (100.0)	368 (89.3)
	Part-time	present	N/A	11 (91.7)	N/A	11 (91.7)
		1975-76		8 (100.0)		8 (100.0)
Total	Full-time	present	111 (27.6) ²	288 (71.6)	3 (0.7)	402
		1975-76	111 (26.9)	298 (72.3)	3 (0.7)	412
	Part-time	present	N/A	12	N/A	12
		1975-76		8		8

¹ Values are number of employees and (percentage within this employment status group.)

² Percent of total in this job classification.

Table 1b. Summary on present and projected academic year 1975-76 racial composition of North Carolina State University EPA personnel by rank (EPA faculty) and by employment status.

EPA FACULTY

Race	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
American Negro	Full-time	present	0 (0.0) ¹	0 (0.0)	3 (1.0)	4 (1.3)	4 (3.1)	0 (0.0)	1 (14.3)	12 (1.0)
		1975-76	0 (0.0)	3 (0.8)	9 (2.4)	22 (7.1)	9 (11.1)	0 (0.0)	1 (14.3)	44 (3.5)
	Part-time	present	—	0 (0.0)	0 (0.0)	0 (0.0)	2 (10.0)	1 (16.7)	0 (0.0)	3 (6.4)
		1975-76	—	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Other minority groups	Full-time	present	1 (1.8)	5 (1.4)	5 (1.6)	4 (1.6)	0 (0.0)	0 (0.0)	0 (0.0)	15 (1.3)
		1975-76	1 (1.7)	6 (1.4)	9 (2.4)	2 (0.6)	2 (2.5)	0 (0.0)	0 (0.0)	20 (1.6)
	Part-time	present	—	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
		1975-76	—	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Caucasians and Foreign Nationals	Full-time	present	56 (98.2)	346 (98.6)	301 (97.4)	304 (97.4)	126 (96.1)	1 (100.0)	6 (85.7)	1140 (97.7)
		1975-76	57 (98.3)	407 (97.8)	356 (95.2)	287 (92.3)	70 (86.4)	1 (100.0)	6 (85.7)	1184 (94.9)
	Part-time	present	—	6 (100.0)	5 (100.0)	5 (100.0)	18 (90.0)	5 (83.3)	5 (100.0)	44 (93.6)
		1975-76	—	3 (100.0)	7 (100.0)	4 (100.0)	5 (100.0)	3 (100.0)	3 (100.0)	25 (100.0)
Totals	Full-time	present	57 (4.9) ²	351 (30.1)	309 (26.5)	312 (26.7)	130 (11.1)	1 (0.1)	7 (0.6)	1167
		1975-76	58 (4.6)	416 (33.3)	374 (30.0)	311 (24.9)	81 (6.5)	1 (0.1)	7 (0.6)	1248
	Part-time	present	—	6 (12.8)	5 (10.6)	5 (10.6)	20 (42.6)	6 (12.8)	5 (10.6)	47
		1975-76	—	3 (12.0)	7 (28.0)	4 (16.0)	5 (20.0)	3 (12.0)	3 (12.0)	25

^{1,2} See Table 1a. for explanation of superscripts.

Table 1c. Summary on present and projected academic year 1975-76 racial composition of North Carolina State University SPA and unclassified Student Supply Store personnel by job classifications and by employment status.

SPA & UNCLASSIFIED STUDENT SUPPLY STORE PERSONNEL							
Job Classification	Employment Status	Time Period	American Negro	Other Minority Groups	Caucasians and Foreign Nationals	Total	
Officials and Managers	Full-time	present	0 (0.0) ¹	0 (0.0)	58 (100.0)	58 (2.8)	
		1975-76	2 (3.4)	0 (0.0)	56 (96.6)	58 (2.6)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Professionals	Full-time	present	2 (2.8)	2 (2.8)	67 (94.4)	71 (3.4)	
		1975-76	6 (8.3)	2 (2.8)	64 (88.9)	72 (3.3)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Technicians	Full-time	present	37 (9.2)	6 (1.5)	357 (89.3)	400 (18.8)	
		1975-76	49 (11.4)	6 (1.4)	375 (87.2)	430 (19.4)	
	Part-time	present	0 (0.0)	0 (0.0)	3 (100.0)	3 (3.9)	
		1975-76	0 (0.0)	1 (33.3)	2 (66.7)	3 (3.1)	
Sales	Full-time	present	1 (1.8)	0 (0.0)	56 (98.2)	57 (2.7)	
		1975-76	4 (6.2)	0 (0.0)	61 (93.8)	65 (2.9)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Clerical	Full-time	present	83 (10.8)	2 (0.3)	682 (88.9)	767 (36.1)	
		1975-76	128 (16.1)	2 (0.2)	667 (83.7)	797 (36.0)	
	Part-time	present	0 (0.0)	0 (0.0)	69 (100.0)	69 (89.6)	
		1975-76	0 (0.0)	12 (14.1)	73 (85.9)	85 (87.6)	
Craftsman	Full-time	present	59 (23.9)	0 (0.0)	188 (76.1)	247 (11.6)	
		1975-76	76 (29.0)	0 (0.0)	186 (71.0)	262 (11.8)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Operations (semi-skilled)	Full-time	present	36 (32.7)	2 (1.8)	72 (65.5)	110 (5.2)	
		1975-76	45 (39.1)	2 (1.7)	68 (59.1)	115 (5.2)	
	Part-time	present	0 (0.0)	2 (66.7)	1 (33.3)	3 (3.9)	
		1975-76	0 (0.0)	2 (66.7)	1 (33.3)	3 (3.1)	
Laborers	Full-time	present	79 (63.7)	0 (0.0)	45 (36.3)	124 (5.8)	
		1975-76	79 (62.2)	0 (0.0)	48 (37.8)	127 (5.7)	
	Part-time	present	0 (0.0)	0 (0.0)	2 (100.0)	2 (2.6)	
		1975-76	0 (0.0)	3 (50.0)	3 (50.0)	6 (6.2)	
Service Workers	Full-time	present	246 (85.1)	1 (0.3)	42 (14.5)	289 (13.6)	
		1975-76	247 (84.9)	1 (0.3)	43 (14.8)	291 (13.1)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Total	Full-time	present	543 (25.6) ²	13 (0.6)	1567 (73.8)	2123	
		1975-76	636 (28.7)	13 (0.6)	1568 (70.7)	2217	
	Part-time	present	0 (0.0)	2 (2.6)	75 (97.4)	77	
		1975-76	0 (0.0)	18 (18.6)	79 (81.4)	97	

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See Table 1a. for explanation of superscripts.

Table 2a. Summary on present and projected academic year 1975-76 sexual composition of North Carolina State University EPA personnel by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present	11 (9.9) ¹	71 (24.7)	2 (66.7)	84 (20.9)
		1975-76	12 (10.8)	75 (25.2)	2 (66.7)	89 (21.6)
	Part-time	present	N/A	6 (50.0)	N/A	6 (50.0)
		1975-76		4 (50.0)		4 (50.0)
Male	Full-time	present	100 (90.1)	217 (75.3)	1 (33.3)	318 (79.1)
		1975-76	99 (89.2)	223 (78.4)	1 (33.3)	323 (78.4)
	Part-time	present	N/A	6 (50.0)	N/A	6 (50.0)
		1975-76		4 (50.0)		4 (50.0)
Total	Full-time	present	111 (27.6) ²	288 (71.6)	3 (0.7)	402
		1975-76	111 (26.9)	298 (72.3)	3 (0.7)	412
	Part-time	present	N/A	12	N/A	12
		1975-76		8		8

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See Table 1a. for explanation of superscripts.

Table 2b. Summary on present and projected academic year 1975-76 sexual composition of North Carolina State University EPA personnel by rank (EPA faculty) and by employment status.

EPA FACULTY

Sex	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
Female	Full-time	present	1 (1.8) ¹	2 (0.6)	5 (1.6)	31 (9.9)	27 (20.8)	0 (0.0)	1 (14.3)	67 (5.7)
		1975-76	1 (1.7)	8 (1.9)	22 (5.9)	57 (18.3)	24 (29.6)	0 (0.0)	2 (28.6)	114 (9.1)
	Part-time	present	N/A	0 (0.0)	0 (0.0)	0 (0.0)	6 (30.0)	1 (16.7)	1 (20.0)	8 (17.0)
		1975-76		0 (0.0)	0 (0.0)	1 (25.0)	4 (80.0)	1 (33.3)	1 (33.3)	7 (28.0)
Male	Full-time	present	56 (98.2)	349 (99.4)	304 (98.4)	281 (90.1)	103 (79.2)	1 (100.0)	6 (85.7)	1100 (94.3)
		1975-76	57 (98.3)	408 (98.1)	352 (94.1)	254 (81.7)	57 (70.4)	1 (100.0)	5 (71.4)	1134 (90.9)
	Part-time	present	N/A	6 (100.0)	5 (100.0)	5 (100.0)	14 (70.0)	5 (83.3)	4 (80.0)	39 (83.0)
		1975-76		3 (100.0)	7 (100.0)	3 (75.0)	1 (20.0)	2 (66.7)	2 (66.7)	18 (72.0)
Total	Full-time	present	7 (4.9) ²	351 (30.1)	309 (26.5)	312 (26.7)	130 (11.1)	1 (0.1)	7 (0.6)	1167
		1975-76	8 (4.6)	416 (33.3)	374 (30.0)	311 (24.9)	81 (6.5)	1 (0.1)	7 (0.6)	1248
	Part-time	present	N/A	6 (12.8)	5 (10.6)	5 (10.6)	20 (42.6)	6 (12.8)	5 (10.6)	47
		1975-76		3 (12.0)	7 (28.0)	4 (16.0)	5 (20.0)	3 (12.0)	3 (12.0)	25

^{1,2} See Table 1a. for explanation of superscripts.

Table 2c. Summary on present and projected academic year 1975-76 sexual composition of North Carolina State University SPA personnel and unclassified Student Supply Store personnel by job classifications and by employment status.

Job Classification	Employment Status	Time Period	Female	Male	Total
Officials and Managers	Full-time	present	4 (6.9) ¹	54 (93.1)	58 (2.8)
		1975-76	4 (6.9)	54 (93.1)	58 (2.6)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Professionals	Full-time	present	38 (53.5)	33 (46.5)	71 (3.4)
		1975-76	39 (54.2)	33 (45.8)	72 (3.3)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Technicians	Full-time	present	125 (31.2)	275 (68.8)	400 (18.8)
		1975-76	136 (31.6)	294 (68.4)	430 (19.4)
	Part-time	present	1 (33.3)	2 (66.7)	3 (3.9)
		1975-76	1 (33.3)	2 (66.7)	3 (3.1)
Sales	Full-time	present	28 (49.1)	29 (50.9)	57 (2.7)
		1975-76	29 (44.6)	36 (55.4)	65 (2.9)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Clerical	Full-time	present	720 (93.9)	47 (6.1)	767 (36.1)
		1975-76	745 (93.5)	52 (6.5)	797 (36.0)
	Part-time	present	69 (100.0)	0 (0.0)	69 (89.6)
		1975-76	84 (98.8)	1 (1.2)	85 (87.6)
Craftman	Full-time	present	13 (5.3)	234 (94.7)	247 (11.6)
		1975-76	18 (6.9)	244 (93.1)	262 (11.8)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Operations (semi-skilled)	Full-time	present	65 (59.1)	45 (40.9)	110 (5.2)
		1975-76	75 (65.2)	40 (34.8)	115 (5.2)
	Part-time	present	0 (0.0)	3 (100.0)	3 (3.9)
		1975-76	0 (0.0)	3 (100.0)	3 (3.1)
Laborers	Full-time	present	6 (4.8)	118 (95.2)	124 (5.8)
		1975-76	7 (5.5)	120 (94.5)	127 (5.7)
	Part-time	present	2 (100.0)	0 (0.0)	2 (2.6)
		1975-76	6 (100.0)	0 (0.0)	6 (6.2)
Service Workers	Full-time	present	133 (46.0)	156 (54.0)	289 (13.6)
		1975-76	134 (46.0)	157 (54.0)	291 (13.1)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Total	Full-time	present	1132 (53.3) ²	991 (46.7)	2123
		1975-76	1187 (53.5)	1025 (46.2)	2212
	Part-time	present	72 (93.5)	5 (6.5)	77
		1975-76	91 (93.8)	6 (6.2)	97

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See Table 1a. for explanation of superscripts.

Table 1a. Summary on present and projected academic year 1975-76 racial composition of North Carolina State University EPA personnel by job classifications (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Race	Employment Status	Time Period	Officials and			Total
			Managers	Professionals	Technicians	
American Negro	Full-time	present	7 (6.3) ¹	18 (6.2)	0 (0.0)	25 (6.2)
		1975-76	9 (8.1)	30 (10.4)	0 (0.0)	39 (9.5)
	Part-time	present	N/A	1 (8.3)	N/A	1 (8.3)
		1975-76		0 (0.0)		0 (0.0)
Other minority groups	Full-time	present	0 (0.0)	2 (0.7)	0 (0.0)	2 (0.5)
		1975-76	0 (0.0)	5 (1.7)	0 (0.0)	5 (1.2)
	Part-time	present	N/A	0 (0.0)	N/A	0 (0.0)
		1975-76		0 (0.0)		0 (0.0)
Caucasians and Foreign Nationals	Full-time	present	104 (93.7)	268 (93.1)	3 (100.0)	375 (93.3)
		1975-76	102 (91.9)	263 (91.3)	3 (100.0)	368 (89.3)
	Part-time	present	N/A	11 (91.7)	N/A	11 (91.7)
		1975-76		8 (100.0)		8 (100.0)
Total	Full-time	present	111 (27.6) ²	288 (71.6)	3 (0.7)	402
		1975-76	111 (26.9)	298 (72.3)	3 (0.7)	412
	Part-time	present	N/A	12	N/A	12
		1975-76		8		8

¹ Values are number of employees and (percentage within this employment status group.)

² Percent of total in this job classification.

Table 1b. Summary on present and projected academic year 1975-76 racial composition of North Carolina State University EPA personnel by rank (EPA faculty) and by employment status.

EPA FACULTY										
Race	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
American Negro	Full-time	present	0 (0.0) ¹	0 (0.0)	3 (1.0)	4 (1.3)	4 (3.1)	0 (0.0)	1 (14.3)	12 (1.0)
		1975-76	0 (0.0)	3 (0.8)	9 (2.4)	22 (7.1)	9 (11.1)	0 (0.0)	1 (14.3)	44 (3.5)
	Part-time	present	—	0 (0.0)	0 (0.0)	0 (0.0)	2 (10.0)	1 (16.7)	0 (0.0)	3 (6.4)
		1975-76	—	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Other minority groups	Full-time	present	1 (1.8)	5 (1.4)	5 (1.6)	4 (1.6)	0 (0.0)	0 (0.0)	0 (0.0)	15 (1.3)
		1975-76	1 (1.7)	6 (1.4)	9 (2.4)	2 (0.6)	2 (2.5)	0 (0.0)	0 (0.0)	20 (1.6)
	Part-time	present	—	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
		1975-76	—	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Caucasians and Foreign Nationals	Full-time	present	56 (98.2)	346 (98.6)	301 (97.4)	304 (97.4)	126 (96.1)	1 (100.0)	6 (85.7)	1147 (97.7)
		1975-76	57 (98.3)	407 (97.8)	356 (95.2)	287 (92.3)	70 (86.4)	1 (100.0)	6 (85.7)	1184 (94.9)
	Part-time	present	—	6 (100.0)	5 (100.0)	5 (100.0)	18 (90.0)	5 (83.3)	5 (100.0)	44 (93.6)
		1975-76	—	3 (100.0)	7 (100.0)	4 (100.0)	5 (100.0)	3 (100.0)	3 (100.0)	25 (100.0)
Totals	Full-time	present	57 (4.9) ²	351 (30.1)	309 (26.5)	312 (26.7)	130 (11.1)	1 (0.1)	7 (0.6)	1167
		1975-76	58 (4.6)	416 (33.3)	374 (30.0)	311 (24.9)	81 (6.5)	1 (0.1)	7 (0.6)	1248
	Part-time	present	—	6 (12.8)	5 (10.6)	5 (10.6)	20 (42.6)	6 (12.8)	5 (10.6)	47
		1975-76	—	3 (12.0)	7 (28.0)	4 (16.0)	5 (20.0)	3 (12.0)	3 (12.0)	25

^{1,2} See Table 1a. for explanation of superscripts.

Table 1c. Summary on present and projected academic year 1975-76 racial composition of North Carolina State University SPA and unclassified Student Supply Store personnel by job classifications and by employment status.

SPA & UNCLASSIFIED STUDENT SUPPLY STORE PERSONNEL							
Job Classification	Employment Status	Time Period	American Negro	Other Minority Groups	Caucasians and Foreign Nationals	Total	
Officials and Managers	Full-time	present	0 (0.0) ¹	0 (0.0)	58 (100.0)	58 (2.8)	
		1975-76	2 (3.4)	0 (0.0)	56 (96.6)	58 (2.6)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Professionals	Full-time	present	2 (2.8)	2 (2.8)	67 (94.4)	71 (3.4)	
		1975-76	6 (8.3)	2 (2.8)	64 (88.9)	72 (3.3)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Technicians	Full-time	present	37 (9.2)	6 (1.5)	357 (89.3)	400 (18.8)	
		1975-76	49 (11.4)	6 (1.4)	375 (87.2)	430 (19.4)	
	Part-time	present	0 (0.0)	0 (0.0)	3 (100.0)	3 (3.9)	
		1975-76	0 (0.0)	1 (33.3)	2 (66.7)	3 (3.1)	
Sales	Full-time	present	1 (1.8)	0 (0.0)	56 (98.2)	57 (2.7)	
		1975-76	4 (6.2)	0 (0.0)	61 (93.8)	65 (2.9)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Clerical	Full-time	present	83 (10.8)	2 (0.3)	682 (88.9)	767 (36.1)	
		1975-76	128 (16.1)	2 (0.2)	667 (83.7)	797 (36.0)	
	Part-time	present	0 (0.0)	0 (0.0)	69 (100.0)	69 (89.6)	
		1975-76	0 (0.0)	12 (14.1)	73 (85.9)	85 (87.6)	
Craftsman	Full-time	present	59 (23.9)	0 (0.0)	188 (76.1)	247 (11.6)	
		1975-76	76 (29.0)	0 (0.0)	186 (71.0)	262 (11.8)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Operations (semi-skilled)	Full-time	present	36 (32.7)	2 (1.8)	72 (65.5)	110 (5.2)	
		1975-76	45 (39.1)	2 (1.7)	68 (59.1)	115 (5.2)	
	Part-time	present	0 (0.0)	2 (66.7)	1 (33.3)	3 (3.9)	
		1975-76	0 (0.0)	2 (66.7)	1 (33.3)	3 (3.1)	
Laborers	Full-time	present	79 (63.7)	0 (0.0)	45 (36.3)	124 (5.8)	
		1975-76	79 (62.2)	0 (0.0)	48 (37.8)	127 (5.7)	
	Part-time	present	0 (0.0)	0 (0.0)	2 (100.0)	2 (2.6)	
		1975-76	0 (0.0)	3 (50.0)	3 (50.0)	6 (6.2)	
Service Workers	Full-time	present	246 (85.1)	1 (0.3)	42 (14.5)	289 (13.6)	
		1975-76	247 (84.9)	1 (0.3)	43 (14.8)	291 (13.1)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Total	Full-time	present	543 (25.6) ²	13 (0.6)	1567 (73.8)	2123	
		1975-76	636 (28.7)	13 (0.6)	1568 (70.7)	2217	
	Part-time	present	0 (0.0)	2 (2.6)	75 (97.4)	77	
		1975-76	0 (0.0)	18 (18.6)	79 (81.4)	97	

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See Table 1a. for explanation of superscripts.

Table 2a. Summary on present and projected academic year 1975-76 sexual composition of North Carolina State University EPA personnel by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present	11 (9.9) ¹	71 (24.7)	2 (66.7)	84 (20.9)
		1975-76	12 (10.8)	75 (25.2)	2 (66.7)	89 (21.6)
	Part-time	present	N/A	6 (50.0)	N/A	6 (50.0)
		1975-76		4 (50.0)		4 (50.0)
Male	Full-time	present	100 (90.1)	217 (75.3)	1 (33.3)	318 (79.1)
		1975-76	99 (89.2)	223 (78.4)	1 (33.3)	323 (78.4)
	Part-time	present	N/A	6 (50.0)	N/A	6 (50.0)
		1975-76		4 (50.0)		4 (50.0)
Total	Full-time	present	111 (27.6) ²	288 (71.6)	3 (0.7)	402
		1975-76	111 (26.9)	298 (72.3)	3 (0.7)	412
	Part-time	present	N/A	12	N/A	12
		1975-76		8		8

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See Table 1a. for explanation of superscripts.

Table 2b. Summary on present and projected academic year 1975-76 sexual composition of North Carolina State University EPA personnel by rank (EPA faculty) and by employment status.

EPA FACULTY

Sex	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
Female	Full-time	present 1975-76	1 (1.8) ¹	2 (0.6)	5 (1.6)	31 (9.9)	27 (20.8)	0 (0.0)	1 (14.3)	67 (5.7)
			1 (1.7)	8 (1.9)	22 (5.9)	57 (18.3)	24 (29.6)	0 (0.0)	2 (28.6)	114 (9.1)
	Part-time	present 1975-76	N/A	0 (0.0)	0 (0.0)	0 (0.0)	6 (30.0)	1 (16.7)	1 (20.0)	8 (17.0)
				0 (0.0)	0 (0.0)	1 (25.0)	4 (80.0)	1 (33.3)	1 (33.3)	7 (28.0)
Male	Full-time	present 1975-76	56 (98.2)	349 (99.4)	304 (98.4)	281 (90.1)	103 (79.2)	1 (100.0)	6 (85.7)	1100 (94.3)
			57 (98.3)	408 (98.1)	352 (94.1)	254 (81.7)	57 (70.4)	1 (100.0)	5 (71.4)	1134 (90.9)
	Part-time	present 1975-76	N/A	6 (100.0)	5 (100.0)	5 (100.0)	14 (70.0)	5 (83.3)	4 (80.0)	39 (83.0)
				3 (100.0)	7 (100.0)	3 (75.0)	1 (20.0)	2 (66.7)	2 (66.7)	18 (72.0)
Total	Full-time	present 1975-76	7 (4.9) ²	351 (30.1)	309 (26.5)	312 (26.7)	130 (11.1)	1 (0.1)	7 (0.6)	1167
			8 (4.6)	416 (33.3)	374 (30.0)	311 (24.9)	81 (6.5)	1 (0.1)	7 (0.6)	1248
	Part-time	present 1975-76	N/A	6 (12.8)	5 (10.6)	5 (10.6)	20 (42.6)	6 (12.8)	5 (10.6)	47
				3 (12.0)	7 (28.0)	4 (16.0)	5 (20.0)	3 (12.0)	3 (12.0)	25

^{1,2} See Table 1a. for explanation of superscripts.

Table 2c. Summary on present and projected academic year 1975-76 sexual composition of North Carolina State University SEA personnel and unclassified Student Supply Store personnel by job classifications and by employment status.

Job Classification	Employment Status	Time Period	Female	Male	Total
Officials and Managers	Full-time	present	4 (6.9) ¹	54 (93.1)	58 (2.8)
		1975-76	4 (6.9)	54 (93.1)	58 (2.6)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Professionals	Full-time	present	38 (53.5)	33 (46.5)	71 (3.4)
		1975-76	39 (54.2)	33 (45.8)	72 (3.3)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Technicians	Full-time	present	125 (31.2)	275 (68.8)	400 (18.8)
		1975-76	136 (31.6)	294 (68.4)	430 (19.4)
	Part-time	present	1 (33.3)	2 (66.7)	3 (3.9)
		1975-76	1 (33.3)	2 (66.7)	3 (3.1)
Sales	Full-time	present	28 (49.1)	29 (50.9)	57 (2.7)
		1975-76	29 (44.6)	36 (55.4)	65 (2.9)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Clerical	Full-time	present	720 (93.9)	47 (6.1)	767 (36.1)
		1975-76	745 (93.5)	52 (6.5)	797 (36.0)
	Part-time	present	69 (100.0)	0 (0.0)	69 (89.6)
		1975-76	84 (98.8)	1 (1.2)	85 (87.6)
Craftman	Full-time	present	13 (5.3)	234 (94.7)	247 (11.6)
		1975-76	18 (6.9)	244 (93.1)	262 (11.8)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Operations (semi-skilled)	Full-time	present	65 (59.1)	45 (40.9)	110 (5.2)
		1975-76	75 (65.2)	40 (34.8)	115 (5.2)
	Part-time	present	0 (0.0)	3 (100.0)	3 (3.9)
		1975-76	0 (0.0)	3 (100.0)	3 (3.1)
Laborers	Full-time	present	6 (4.8)	118 (95.2)	124 (5.8)
		1975-76	7 (5.5)	120 (94.5)	127 (5.7)
	Part-time	present	2 (100.0)	0 (0.0)	2 (2.6)
		1975-76	6 (100.0)	0 (0.0)	6 (6.2)
Service Workers	Full-time	present	133 (46.0)	156 (54.0)	289 (13.6)
		1975-76	134 (46.0)	157 (54.0)	291 (13.1)
	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Total	Full-time	present	1132 (53.3) ²	991 (46.7)	2123
		1975-76	1187 (53.5)	1025 (46.2)	2217
	Part-time	present	72 (93.5)	5 (6.5)	77
		1975-76	91 (93.8)	6 (6.2)	97

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See Table 1a. for explanation of superscripts.

From the desk of

WILLIAM H. SIMPSON

Your comments and
suggestions as soon as
possible.

Mr. Simpson

looks OK

me

VII.

INTERNAL AUDIT AND REPORTING SYSTEMS

60 - 2.25

Revised Order #4

W

A. MONITORING SYSTEMS

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>
Basic individual employee data file	EPA & SPA	Continuous
Unit employment profile	EPA & SPA	May
Recruitment summary	EPA	Continuous
Salary increase analysis	EPA	April (See Appendix A)
Promotion review	EPA	April (see Appendix B)
Application routing sheet	SPA	Continuous
Job order control sheet	SPA	Continuous
Applicant register	SPA	Continuous
Exit interviews	SPA	Continuous
Analysis of placements by recruitment source (race and sex)	SPA	Continuous
Applicant intake by recruitment sources (race and sex)	SPA	Continuous

B. FORMAL REPORTS FROM UNIVERSITY UNITS

Affirmative Action Progress Reports. This report will be submitted each June from each of the thirteen University units on both EPA and SPA personnel and will include the following information:

- progress in meeting goals and assess
- review of changes in employment profile
- review of changes in analysis of availability
- plans for changes in procedures and goals for the next year.

C. REVIEW REPORTS WITH ALL LEVELS OF MANAGEMENT

Annually, the University EEO Officer will review the unit affirmative action plan with each of the University unit representatives. In turn, the unit representatives will review with the departmental EEO officers. This review is also to insure that each unit is in compliance in areas such as, but not limited to, the following:

- posters are properly displayed
- all facilities are in fact desegregated
- minorities and females are participating in University-sponsored educational, training, recreational, and social activities.
(60 - 2.2 (b)(7), Revised Order #4)

D. ADVISEMENT AND RECOMMENDATION

The EEO Officer is to meet with the Chancellor and his Administrative Council (this includes the Vice Chancellors and Deans of all University units) to advise them of the affirmative action program's effectiveness and submit recommendations to help achieve goals.

"Composition of the work force by minority group status and sex."

When appropriate, the affirmative action plans from each of the 13 campus units include data on the composition of the present EPA nonfaculty, EPA faculty, and SPA work force. Some units do not have all three categories of employees. Also included in unit plans is a yearly projection on changes in the SPA work force profiles for the next three academic years (1973-74, 1974-75, and 1975-76) and a summary table on the expected work force profile in 1975-76. Units with EPA nonfaculty and EPA faculty also have a projection on these EPA profiles in 1975-76. These projections are based on expected new hires and attempt to correct apparent "underutilizations" which were revealed through the availability analysis done by individual departments.

The overall University work force profiles are presented in Appendix A. Tables 1a, 1b, and 1c present information on the racial composition; 1a on EPA nonfaculty, 1b on EPA faculty, and 1c on SPA and unclassified Student Supply Store personnel. Tables 2a, 2b, and 2c present the profiles for each of the three personnel classes by sexual composition. Each table contains information on the number of employees in each job classification or rank by either racial or sexual composition groups, and the percent of employees within this job classification or rank that are within the specific racial or sexual group. These data are presented on the present (June, 1973) work force and the projected 1975-76 work force both on a full-time and a part-time employment status.

The projected changes indicate that the University plans to increase the hiring of females and minority groups.

In many of the Schools the availability of minorities and females qualified for EPA faculty is very limited as shown by their availability figures. The nation-wide lack of minorities or females in graduate programs in many of the disciplines found at North Carolina State University indicates that expecting the percent of minority and/or female EPA faculty to approximate that of the population is unrealistic and unattainable. The Schools which report limited numbers of minorities and/or females available include the School of Design, Engineering, Forest Resources, Physical and Mathematical Sciences, and Textiles. The School of Agriculture and Life Sciences reports more females than minorities available in the disciplines taught in that School. The School with the greatest overall availability of minorities and/or females is the School of Liberal Arts. However, within the disciplines in the School, the availability of females varies from 4 percent to 30 percent while minorities vary from 0 percent to 6 percent.

Since many of the EPA nonfaculty are associated with academic disciplines and have backgrounds in the disciplines taught at North Carolina State University, these availability patterns parallel these disciplines. The qualifications for many of the EPA nonfaculty positions are ^{discipline}~~disciplin~~-related. For the well being of the educational environment this procedure has been the most satisfactory.

The affirmative action plan from the Office of Business Affairs discusses the availabilities and broad hiring goals for SPA personnel. The individual reports from the 13 units indicate the projected hiring plans of each unit in order to change the work force profile so that any underutilization of minorities or females can be corrected.

"Composition of applicant flow by minority group status and sex."

W

For personnel Exempt from the State Personnel Act (EPA), composition of applicant flow by minority group status and sex is reported by means of an affirmative action recruitment report filed with the University Equal Employment Opportunity Officer and the School Dean's office each time a position is filled. For personnel Subject to the State Personnel Act (SPA), the applicant flow is handled by the University Personnel Office and a report is filed with that office each time a position is filled. This manner of reporting on the number of applicants, race, and sex has been in effect only during the 1972-73 year.

In some of the technical Schools such as Engineering, Design, Textiles, and Forest Resources, few, if any, minority or women faculty apply due to their scarcity of availability in these fields. In the School of Liberal Arts there were more applicants from minorities and females. In English, for example, approximately 600 white males and 200 white females submitted applications during ~~the~~ 1972-73. In Philosophy and Religion 228 white males applied for faculty openings compared to 35 white females. Modern Languages was another example where approximately 50 percent of the applicants were females. In Physical Education 37 white male applicants, 18 white females, and ~~one~~¹ minority male applied for positions.

The School of Physical and Mathematical Sciences had 259 white male applicants, 6 white female, and 1 minority male apply for four chemistry positions. Mathematics had three assistant professor openings and received 360 white male to 16 white female applications.

In the School of Education there were 200 white male, 6 white females, and 1 minority male applicants for an assistant professor position. In Guidance and

Personnel Services, 34 white male applicants, *8 white females, and ~~XXX~~ 1 minority male applied for an assistant professor position.

The School of Agriculture and Life Sciences had a smattering of minority and female applicants for some of their departmental openings. Botany received 80 white male, 14 white female applicants, and 1 minority male applicant for one assistant professor position. Zoology had 38 white male, ~~XXXXX~~ 2 white female, and 1 minority male applicants apply for an assistant professor position.

In other University units such as the Library, Student Affairs, and University Extension, the number of ^{minority} ~~minorities~~ and/or women applications were representative of the availability for these various professional positions.

An analysis of applicant flow for SPA personnel indicates that minority group applications approximate the number of minority persons with the primary recruiting area for the University.

60 - 2.23 (a)(3) and (b)(3)

"The total selection process including position descriptions, position titles, worker specifications, application forms, interview procedures, test administration, test validity, referral procedures, final selection process, and similar factors."

U

60 - 2.23 (a)(3) and (b)(3)

"The selection process eliminates a significantly higher percentage of minorities or women than nonminorities or men."

A review of the North Carolina State University selection process does not indicate that it eliminates a significantly higher percentage of minorities or women than nonminorities or men. Comments on this topic by the various reporting units confirm the above statement.

The School of Engineering indicates that job descriptions do not reflect a bias of any type, and these descriptions are carefully reviewed to make certain that they include only those criteria necessary for the performance of the job.

In the School of Agriculture and Life Sciences the requirements and the exact duties of faculty positions are described in all materials used to solicit applications. Final selection of faculty candidate is made through a composite judgment of departmental faculty and administrative personnel (department heads, School Dean), all of whom are acutely aware of the responsibility of the University to give consideration to minorities and women.

60 - 2.23 (a)(3) and (b)(4)

"Application and related pre-employment forms not in compliance with Federal legislation."

The application forms used by North Carolina State University for recruiting SPA employees are supplied by the Central Office of State Personnel. These forms

were recently reviewed and necessary changes made by that office to conform with Federal EEO legislation.

The University does not have application forms or pre-employment forms for faculty applicants. A prospective faculty member sends his or her résumé initially. University forms are not completed until the candidate has accepted the position.

60 - 2.23 (a)(3) and (b)(5)

"Position descriptions inaccurate in relation to actual functions and duties."

University position descriptions are made as accurate as possible in relation to the actual functions and duties. The criteria for the various academic ranks are described in the Faculty Handbook (see following pages).

The School of Agriculture and Life Sciences, as an example, indicated that their position descriptions are reviewed by the appropriate associate dean and Dean before forwarding to the Provost for approval to recruit. Therefore, position descriptions are screened initially as to their accuracy.

Qualifications for Subject to Personnel Act (SPA) position classifications are specified by the Central Office of State Personnel. The School of Engineering, as an example, stated that position descriptions for all SPA jobs are carefully reviewed each time a position is to be filled to be sure that they correctly reflect the needs of the job and that the requirements are not inflated.

60 - 2.23 (a)(3) and (b)(6)

"Tests and other selection techniques not validated as required by the OFCC Order on Employee Testing and other Selection Procedures."

No pre-employment testing is utilized for Subject to Personnel Act (SPA) personnel in connection with selection and referral procedures used by the University Division of Personnel Services. In certain circumstances, applicants are requested to take the shorthand and typing skills tests administered by the local Employment Security Commission, as required by the OFCC Order on Employee Testing and other Selection Procedures.

In some of the University units simple performance job-related tests are used for SPA prospective employees. Such tests might consist of recording and typing a typical letter in the case of clerical personnel.

There are no tests per se for faculty although in some Schools and departments all applicants interviewed on campus may be asked to present a seminar to the selection committee and/or faculty members of the department.

60 - 2.23 (a)(3) and (b)(7)

"Test validation."

The Division of Personnel Services as a general rule does not test applicants for employment. At certain times typists and stenographers, as an example, who have been out of the work force for a long period of time may be requested to take

the clerical skills test administered by the local Employment Security Commission Office. These tests have been validated according to ESC officials. Skills tests may be given to SPA employees at times by various departments on campus; however, to the best of knowledge, these tests are directly related to the particular job to be performed.

60 - 2.23 (a)(3) and (b)(8)

"Referral ratio of minorities or women to the hiring supervisor or manager indicates a significantly higher percentage are being rejected as compared to nonminority and male applicants."

Records currently available do not indicate whether a significantly higher percentage of minorities and women referrals are being rejected by the hiring supervisor or manager. However, effective January 1, 1974, a procedure for maintaining cumulative data on applicant traffic by race, sex, and EEO classification was implemented. Prior to January 1 this data had been recorded on the applicant register but had not been maintained on a cumulative basis.

W

"Transfer and promotion practices."

An analysis of lateral and/or vertical movement of minority or female employees does not indicate that such movement is occurring at significantly lesser rate (compared to work force mix) than that of nonminority or male employees, but to the contrary. For example, an analysis of lateral and promotional transfer actions handled by the Division of Personnel Services from July, 1973 through October, 1973 (July, 1973 was initiation date for this type of record) revealed that minority employees received almost one-third of this activity while representing approximately one-fourth of the SPA work force. Promotional transfer activity for minority employees exceeded one-third of all promotional activity for the period. This analysis would indicate that positive and affirmative efforts have been made on behalf of the minority SPA work force.

Generally for faculty members no transfers occur from one School to another. Promotions are based on established criteria such as teaching performance, scholarly productivity, and other contributions to the profession and the University. Awareness of the affirmative action program by department heads and School Deans has insured that race and sex are not factors in such promotion decisions.

"Facilities, company sponsored recreation and social events, and special programs such as educational assistance."

All University units report that facilities, departmental and/or School functions such as recreational and social events and special programs such as educational assistance are open to all employees without regard to race or sex.

The D. H. Hill Library indicates that the Library Staff Association is the agency through which nearly all social functions are planned. Women and minorities belong to this association, hold office, and serve on planning committees. Social events quite often include the families of employees, and they are well attended by both sexes and minorities.

The University has an off-campus scholarly assignment program for faculty. On the recommendation of a department head and with the approval of the School Dean, the Provost, the Chancellor, and the Board of Trustees, a faculty member may be granted an "off-campus scholarly assignment" for one semester at full salary or for one academic year at half salary.

All full-time employees with the supervisor's consent are allowed to take one course a semester at the University for a nominal fee of \$7.00.

Educational assistance in the form of adult basic education classes for employees with less than an eighth-grade education has been provided at no cost during normal work hours for all employees.

All University units report that there is no evidence of exclusion of minorities or females and no problem seems to exist.

60 - 2.23 (a)(5) and (b)(9)

"Minorities or women are excluded from or are not participating in company sponsored activities or programs."

All University minorities and women are included in and do participate in departmental, School, and University-sponsored activities and programs. As an example, the School of Design reported that one female faculty member was given special funding last summer to attend a computer workshop at M.I.T.

60 - 2.23 (a)(5) and (b)(10)

"De facto segregation still exists at some facilities."

There is no evidence that de facto segregation exists at any University facility.

"Seniority practices and seniority provisions of union contracts.

North Carolina State University does not have seniority practices and seniority provision of "union contracts." There are no labor unions on this campus. However, the policy of the State Personnel Act which applies to SPA employees has six advancement steps for each job classification. The first three steps are automatic salary increases, usually given at the end of each year of employment. Steps four to six are based on merit and since each unit only receives two-thirds the amount for eligible merit increases each year, not all eligible employees receive merit increases. There is no indication that any discrimination exists on the basis of sex or race. All SPA employees are eligible for longevity pay after 15 years service with an automatic increase every five-year period thereafter.

Initial appointments of faculty at the rank of instructor, assistant professor, and associate professor are provisional appointments of one, three, or five years respectively. Initial appointments include experience and evaluation of educational background, performance, and other qualifications in determining initial rank and salary.

All salary increases among EPA employees are administered on merit and we do not find any indication that discrimination now exists on the basis of sex or race.

"All company training programs, formal and informal."

w)

Review of training programs, both formal and informal, does not indicate that minorities or women are underrepresented.

- employees may take University courses (tuition free) to upgrade knowledge and skills
- supervisory development training program is available to all supervisors
- high school diploma program is available to eligible employees without regard to race or sex
- orientation training sessions are attended by all new employees.

W

"Work force attitude."

University units have indicated that the work force attitude has generally been positive in the support of affirmative action and equal employment opportunities. All units have an affirmative action officer and/or affirmative action committee and in most cases the individual departments within the units have their own affirmative action programs.

All personnel in the Division of Personnel Services involved in recruiting, screening, and referral of applicants to SPA positions in the various Schools and departments have been carefully selected and trained to insure that equal opportunity for employment is given to all applicants. This means that interviewers are carefully screened before employment as to their attitudes and personal opinions concerning employment of minority group members and females. After employment, interviewers are made fully aware of legislation, executive orders, and guidelines concerning equal employment opportunity. Awareness is accomplished through on-the-job training and workshops and seminars that are offered at various locations from time to time.

The academic Schools are working regularly on helping their work force attitude. For example, in the School of Agriculture and Life Sciences each department has appointed an individual to nurture and enhance the aims and purposes of our Affirmative Action Plan. From these individuals the School maintains an Affirmative Action Committee that works with the Dean in the interest of equal employment opportunities. Similar programs ~~which~~ are concerned with the organization of affirmative action programs in the other Schools.

The units also affirm that personnel involved in their recruiting, screening, selection, promotion, disciplinary, and related processes have been carefully selected and trained to help insure elimination of bias in all personnel actions.

Work force attitude toward affirmative action is based on a grass roots level from the smallest departments on up. It is intended that a positive attitude toward equal opportunities and employment will permeate the University.

"Technical phases of compliance, such as poster and notification to labor unions, retention of applications, notification to subcontractors, etc."

W

"No formal techniques established for evaluating effectiveness of EEO programs."

There are two basic levels of responsibility for implementing North Carolina State University's Affirmative Action Plan. At the broadest level, the responsibility rests on the central administration and has been delegated to the Equal Employment Opportunity Officer (EEO Officer). The designated responsibilities of the University EEO Officer may be found in Chapter IV, Sections (a) and (b). The second level exists at the unit level. Each unit's method of implementation and delegation of authority and responsibility is described in each unit's plan.

The units' EEO Officers (total of 13) make up the University Affirmative Action Committee with the University EEO Officer serving as chairman. This committee has met periodically during the current school year and will continue to do so in the future. In turn, the unit EEO Officers meet with and disseminate information to their individual Deans and departmental affirmative action representatives.

Several formal instruments have been established for evaluating the effectiveness of EEO programs at this University. Among these instruments can be listed the following:

EPA (Exempt from Personnel Act)

- unit employment profile
- recruitment reports from units of all prospective hires through the year
- salary increase analysis

- promotion review

SPA (Subject to Personnel Act)

- EEO-1 annual report
- Job Order Control Sheet (indicates job vacancies and how they are finally filled)
- Application Routing Sheet (sent with all referrals, completed and returned to Personnel Services indicating reasons why applicant was or was not hired)
- records maintained on transfers
- records on applicant responses to newspaper advertising and referral of weekly vacancy list to selected recruiting sources.

An annual affirmative action report from each unit will include the following:

- progress in meeting goals and assessment
- review of changes in employment profile
- reivew in analysis of availability
- plans for changes in procedure and goals for the next year.

60 - 2.23 (a)(10) and (b)(15)

"Lack of access to suitable housing inhibits recruitment efforts and employment of qualified minorities."

Low income housing is in short supply and is much needed in the City of Raleigh at this time. The University through the Department of Urban Affairs in

University Extension works regularly with city officials on this problem. The City of Raleigh has a Raleigh Community Relations Council. One focus of this Committee is on the establishment of a nonprofit housing corporation which could purchase property, ~~redevelop~~ ^a redevelop it, and make it available to new tenants on possible subsidized renting basis. This effort involves several faculty members.

A member of our faculty and staff participates in HOME (Housing Opportunities Made Equal). The purpose of this organization is to help prepare neighborhoods for integration that is about to take place.

Goals for Raleigh, still another organization, through its Housing subcommittee, is studying strategy for dealing with housing problems in Raleigh. The City of Raleigh and the Housing subcommittee had faculty members do a housing submarket analysis. The project looked at housing demands and problems and then projected housing needs over the next five, ten, and fifteen years. This study has recently been completed.

A new organization, ULTRA, which involves a number of faculty and staff, deals with landlord-tenant relationships. A current project of ULTRA is the preparation of legislation to strengthen the rights of tenants.

60 - 2.23 (a)(10) and (b)(16)

"Lack of suitable transportation (public or private) to the work place inhibits minority employment."

Public transportation in the City of Raleigh is grossly inadequate at the

present time and is in need of much improvement. This inadequate service is particularly true in various minority areas and could inhibit their means of getting to this University. The obstacles are formidable.

The University through its Department of Urban Affairs in University Extension has cooperated with the City of Raleigh in efforts to improve public transportation.

In 1973 a Public Transit Study was made entitled the Voorhees Study. A number of faculty served as consultants on this study. The study has just been published and has been endorsed by city officials. At the present time an application is being prepared to request Federal funding for improvement of the transportation system. One recommendation is to set up a Transportation Authority for Raleigh. Implementation of this project would greatly enhance public transportation in the south side of the City where many minority people live. The plan fully implemented would double services in the City and improve the quality and quantity of buses.

The Goals for Raleigh organization through its Transportation Committee is also studying the Voorhees Study and any possible short term improvements in public transportation that may be accomplished in the near future. Numerous faculty members participate in the program.

Approximately two years ago several faculty members ~~REMOVED~~ conducted through the University Urban Affairs program, with the City of Raleigh a study of needs of the elderly and how their transportation needs might best be met. A lack of funds has put this study in limbo at the present time.

The University through Urban Affairs is cooperating with Wake County officials and the City of Raleigh on a proposal for a Wake County study of

