



NORTH CAROLINA
STATE EDUCATION ASSISTANCE AUTHORITY

GENERAL ADMINISTRATION, THE UNIVERSITY OF NORTH CAROLINA

910 RALEIGH ROAD

P. O. BOX 2699

CHAPEL HILL, N. C. 27514

TELEPHONE (919) 933-6981

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STAN C. BROADWAY EXECUTIVE DIRECTOR
CHARLES F. GEORGE, JR. ASSISTANT DIRECTOR

August 12, 1974

Memorandum to: Dr. John Davis
From: Stan C. Broadway
Re: Data Collection Activities Implied by HEW Plan
(Student Aid)

Consistent with your verbal request and a follow-up memorandum from you dated July 26, 1974, I convened an "ad hoc" committee of student aid officers to review the specific pledges made by The University with regard to the North Carolina Plan to Eliminate Racial Duality in Public Postsecondary Education. The committee consisted of: Mr. Wallace Blackwell, NCCU; Mr. Robert Boudreaux, ECU; Mr. William Geer, UNC-CH; Mrs. Eleanor Morris, UNC-G.

The committee met at General Administration on Tuesday, August 6, 1974.

The mandate which we regarded as fundamental to any of our considerations was expressed in item 3 of attachment A to Mr. Holme's letter of June 14, 1974, addressed to Governor Holshouser. Specifically, collection of financial aid information should specify the number of students receiving financial aid by category of such aid, by race and sex. Also, the average award by category of award type must be expressed in a similar manner.

The University of North Carolina now collects financial aid information in basically two ways: (1) the receipt of a copy of all Federal reporting documents such as applications for participation in Federal student assistance programs, fiscal operational reports and all other data supplied by the institution directly to the Office of Education (these reports deal with the expenditure of Federal student financial aid dollars, and in some cases, other funds as well); (2) The University also receives an annual summary of financial aid activity on the respective campuses in the form of NCHED A-10. This is an historical document

Dr. John Davis
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which had its origin in the mid-1950s and, over time has established a compatible data base about student financial aid activity in North Carolina for almost twenty years.

We purpose to continue to collect basic financial aid information from the constituent institutions by the use of these two documents. However, we purpose to improve the data collection process by the incorporation therein with respect to the NCHED A-10 of data elements which would provide sufficient documentation at a minimum to meet the fundamental mandate expressed by Mr. Holmes.

Specifically, the committee makes the following recommendations to the Office of Planning of General Administration in regard to the topic so styled. The "ad hoc" committee's recommendations appear in the sequence in which the topics appear in the long range plan.

Recommendation number 1: Advanced Deposits

It is the opinion of these experienced financial aid officers that the advanced deposit system either for admission or for dormitory reservation is a useful tool in solidifying collegiate enrollment. However, it is recommended that a systematic means be provided among all of the sixteen institutions for the granting of exemption for the payment of any advance deposit when sufficient information is presented by the applicant that financial aid is necessary in order to complete enrollment. In other words, if an applicant for admission is accepted and an admissions deposit required, the student should be allowed to request an exemption from the payment thereof by having the Financial Aid Office certify that the applicant has applied for financial assistance and that sufficient documentation is present in that office to justify such exemption. In other words, exemptions should be granted upon the authorization of the financial aid administrator through an orderly, documented procedure. Such an effort will retain the valuable aspects of advanced deposit procedures without acting as a deterrent to low income student aspirants.

Recommendation number 2: Financial aid data elements

In addition to the financial aid data collection instruments listed above, beginning with the academic year 1974-75 schools should be notified that the following information must be provided on all financial aid programs which are under the jurisdiction of, control of, coordinated by, or in any way officially related to the financial aid committee or office charged with the central responsibility of administering financial aid programs on an individual campus. Specific inclusion of the following data elements delineating the five (5) ethnic groups and sex is recommended:

Dr. John Davis
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I. Program Source (i.e., Federal, state, institutional, outside source)

A. Program

1. number of students
2. amount of dollars
3. average award
4. income level

II. Unduplicated Total (i.e., the number of students receiving financial aid from a single or combination of sources)

Recommendation number 3: Data universe

The universe for data collection for student financial aid resources should extend only to the programs under the jurisdiction of, control of, coordinated by, or in some way officially connected with the financial aid committee or office which administers programs of student assistance on a constituent campus. Should General Administration desire information about significant programs operating within the state exclusively for benefit of North Carolinians, it would be the responsibility of General Administration to make inquiries directly to the respective program.

We would recommend that immediate attention be given to the design of a supplemental page to the NCHED A-10 form which would collect the information specified in Recommendation number 3. Further, that as soon as practical all financial aid offices be informed by your office of the increased requirements for data collection in order to establish a system that would collect it for the 1974-75 school year.

kal

cc: Orientation File
Vice President Student Services and Special Programs

THE UNIVERSITY OF NORTH CAROLINA

General Administration

P. O. BOX 2688

CHAPEL HILL 27514

November 8, 1974

TELEPHONE: (919) 933-6981

MEMORANDUM

TO: William Friday
FROM: Dick Robinson *RWR*
RE: Affirmative Action Implications of Chancellor Selection Process, NCSU

The welter of federal regulations to which we are subject in the equal employment opportunity context includes:

1. Title VII of the Civil Rights Act of 1964, which prescribes that it shall be an "unlawful employment practice" to discriminate against any person because of such individual's "race, color, religion, sex or national origin" with reference, inter alia, to recruitment for employment or provision of opportunities for employment.

3 2. Executive Order 11246, as amended by 11375, which prescribes (1) a nondiscrimination obligation essentially identical to that established in Title VII and (2) an Affirmative Action component designed to induce additional positive effort by the employer to cause favorable changes in the composition of the workforce, with emphasis on more extensive and higher quality participation therein by women and members of racial minority groups.

4 3. Title IX of the Higher Education Amendments of 1972, which prescribes that no person shall be subjected to discrimination based on considerations of sex in any education program or activity receiving federal financial assistance; the HEW proposed regulations for imple-

mentation of the statute purport to extend its reach to cover employment in educational institutions, though whether this provision will survive the rule-making process is yet to be seen; if employment remains a focus of Title IX, the impact will be essentially identical to that of Title VII and the Executive Order, though limited to sex discrimination.

The most significant of the foregoing, ~~for present purposes~~, is the Executive Order program, under which NCSU, and every other campus within the University, has developed a written Affirmative Action Plan. These programs, and the federal mandate on which they are based, envision more than just "benign neutrality" reflected by nondiscriminatory policy and practice in employment. Additional effort is to be made to actively identify, recruit and employ members of the protected groups (i.e., women and blacks) who have been "underrepresented" in the workforce in the past. *Stop*

"Administrators" is one of the categories of employment which must be addressed under the applicable regulations and which is included in the NCSU Affirmative Action Plan. Employment "goals" for increasing female and black representation in the administrative staff have been articulated by NCSU in its Plan.

The Chancellor selection process must be invested with a sensitivity to the affirmative action requirements under which NCSU operates. The institutional Affirmative Action Plan should be studied by the selection committee in advance of beginning seriously the task of attracting and screening candidates.

The most critical aspect of affirmative action in this context, in my judgment, is that the selection process be "wide open" for the avowed purpose of attracting a broadly representative "applicant pool" including members of both sexes and members of the principal races in our population. A principal objective of the Executive Order program is to break up the traditional "old boy" system which has been used to effect essentially "closed" selection processes. Minimum precautions dictated by the affirmative action concept are that the vacancy be widely publicized, through both traditional and nontraditional channels, and that active efforts be taken to insure the attraction of female and black candidates. Thereafter, the candidates must be screened and evaluated on a nondiscriminatory basis, with clear ultimate demonstration of the objective bases for selection of the successful candidate or candidates.

More concretely, I suggest, in addition to the routine solicitations of candidates, (1) that announcement of the vacancy be publicized in appropriate national journals (with use of the EEO tagline accompanying any such advertisements); (2) that personal letters be sent to the executive heads of other educational institutions, with insurance that predominantly black and female institutions are included on the list (one manageable technique would be to send such a letter to every "senior" institution in North Carolina, which would include a substantial number of predominantly black institutions); (3) that the following language be used in various contexts, including the letters referred to above, as a model for careful communication of our commitment to and responsibility under equal employment opportunity:

"Applications and recommendations are being sought and candidates

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November 8, 1974

will be evaluated on a nondiscriminatory basis, without reference to consideration of race, color, religion, sex or national origin. North Carolina State University is an Equal Opportunity Affirmative Action Employer."

If initial recruitment efforts do not produce representative numbers of female and black candidates, no comparison and evaluation of candidates should be undertaken until after additional efforts have been made to attract applications from such persons. Such additional efforts may have to be of a nontraditional nature.

The selection committee should keep very careful and complete records of its activities, in order to be in a position to demonstrate the nature and extent of recruitment efforts and to document the bases for selection.

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

OFFICE OF INTERNATIONAL PROGRAMS
Box 5968 Zip 27607

November 18, 1974

MEMORANDUM

TO: Chancellor Search Committee

FROM: J. A. Rigney, Executive Secretary *J. A. Rigney 11/16*

I have decided that it would be prudent to send you materials relating to the responsibilities and activities of the Chancellor Search Committee as fast as they are received or prepared rather than waiting to deliver them in a single bundle.

You will recall President Friday's comments at our first meeting regarding certain legal constraints to which the committee must be sensitive in its activities. Mr. Richard H. Robinson of President Friday's office has provided us with a memorandum which sets forth the legal constraints and which also provides his views and recommendations for our consideration. These are attached for your information and serious consideration.

JAR/tb
attachment

LNC

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

OFFICE OF THE CHANCELLOR
BOX 5067 ZIP 27607
TELEPHONE: 919, 737-2191

October 14, 1974

Mr. William Thomas
Director, Office of Civil Rights
Region IV
50 7th Street, N.E., Room 134
Atlanta, Georgia 30323

Dear Mr. Thomas:

Attached is the update of our Affirmative Action Report for July 1, 1973 - June 30, 1974. This report updates the first year of our three year Affirmative Action Plan.

Dr. Lawrence Clark has succeeded Mr. William H. Simpson as Affirmative Action Officer and his address is as follows:

Dr. Lawrence Clark
Assistant Provost
208 Holladay Hall
North Carolina State University
Raleigh, N.C. 27607

Telephone: (919) 737-3148.

Sincerely,

John T. Caldwell
Chancellor

cc: Mr. Richard H. Robinson, Jr.
✓ Dr. Lawrence Clark

D R A F T

North Carolina State University
1973-74 (Interim)
Affirmative Action Update Report

In June, 1973 North Carolina State University submitted its Affirmative Action Plan to the HEW District Office in Atlanta, Georgia, and in mid-February, 1974 submitted a revised and expanded plan for this University. In the original and the revised edition, the first year of the goals and timetables was July 1, 1973 to June 30, 1974. Overall, the Affirmative Action Plan is based on a three-year period from July 1, 1973 to June 30, 1976. At the end of each year (June 30), a brief yearly report will be made on the progress and/or lack of progress toward the affirmative action goals.

The NCSU Affirmative Action Plan follows the regular pattern of organization and administration of the University and is divided into 13 planning units which include the eight degree-granting Schools, Student Affairs, Library, Business Affairs, University Extension, and Special Units. Each unit established a planning committee which developed plans applicable to that unit. In combination with the general statement on policy and description of procedure, these 13 plans constituted the Affirmative Action Plan for NCSU.

With the conclusion of the first year each unit reported on the results of the good faith efforts made within that unit on the following groups of personnel:

- | | |
|----------------|---|
| EPA Nonfaculty | Employees exempt from the State Personnel Act without faculty rank (example: librarian). |
| EPA Faculty | Employees exempt from the State Personnel Act with faculty rank (example: assistant professor). |

SPA Employees subject to the State Personnel Act
(example: secretary).

Attached are tables from each of the 13 units plus a University total on race and sex on the three categories listed above.

A summary of the tables indicates the following:

Race Summary

EPA Nonfaculty Increase in blacks from 25 to 27 with a goal of 38 by 1976. The two increases of blacks were both in the professional classification. Under the other race category (American Indians, American Orientals, Spanish surnames) the increase was from two to four with a 1976 goal of five. Both of these individuals also were employed under the professional classification. The total of whites in EPA nonfaculty positions was reduced by three from 375 to 372.

EPA Faculty In the faculty ranks progress has been slower than expected with only two blacks added at the associate professorship level during the year. This increased the total of black faculty members to 14 but well below the hoped for progress toward the June, 1976 goal of 44 black faculty. There was no overall change in the other race category total, but within this category full professors were increased from five to six but this was affected by a reduction of one in the assistant professor total.

SPA

Overall increase of blacks from 538 to 554. Twelve of the 16 additions came in the clerical area. One bright spot showed a black addition in the officials and managers job classification where a year ago there were none. The increase in SPA positions during the year totaled 27 with 16 of the total being black. The Division of Student Affairs equalled or surpassed their one-year SPA goals in both the employment of blacks and females.

Looking at the total University employees, the number of employees increased from 3694 to 3732 (+38) with blacks increasing in number by 20, other races by 2, and whites by 16.

Sex Summary

EPA Nonfaculty The D. H. Hill Library had a goal of two blacks for the three-year timetable and reached their EPA nonfaculty goal during the year with the employment of two black females, one as head of the Catalog Department and the other as Assistant Acquisitions Librarian. In addition the Library employed a Spanish surnamed female in the Reference Department. With the addition of the two black females the University reached one-third of its three-year goal.

EPA Faculty

Female progress has been extremely slow with a three-year goal of 50 females. Between July 1, 1973 and June 30, 1974

the University gained overall only one full-time female faculty member. The increase in female associate professors made a gain of three from five to eight, and assistant professors made a gain of one from 31 to 32. Instructors fell from 28 to 24 which was predicted as either promotions occurring or new appointments made at higher levels.

SPA

Two additional females came under the officials and managers classification during the year to surpass the predicted goal of no new females in this category. However, under the classification of professionals (-1), craftsmen (-2), and operations (-4), slight decreases were noted. Female increases came in the classification of officials and managers (+2), clerical (+13), laborers (+1), and service workers (+10). The overall increase of females in SPA positions showed an increase of 19 and surpassed the one-year goal by eight.

It is very clear after the first year of the three-year period the University as a whole has a long way to go to meet the goals set last year for blacks and females, particularly in the EPA faculty area. One death and several resignations kept the EPA faculty results from looking better than the record shows in both the minority and female count. The first year was expected to be the least productive of the three as the various departments, Schools, and divisions expanded their efforts in the attempted recruitment

of minorities and females. Availability of qualified applicants became a problem with many of our more technical departments and Schools such as Forest Resources, Engineering, Textiles, and various departments within the Schools of Agriculture and Life Sciences, Design, and Physical and Mathematical Sciences.

An affirmative action form that accompanies each regular University appointment form was used during the year to review the good faith efforts made on each new EPA faculty and nonfaculty appointment prior to the official offer being made. In cases where the effort appeared to be too limited in scope for the position or not enough good faith effort was made to publicize the open position, then the EEO Officer contacted the responsible persons and either received additional information on the efforts made or asked that the opening be further publicized or additional efforts be made before being approved. A copy of this Affirmative Action Report Form is attached.

Although the first year results are not as dramatic as hoped for, there were several encouraging reports. During the year a black became the Associate Dean of the School of Education, a female became the Director of Student Health Services, and a black was appointed as an assistant basketball coach. Appointments made effective July 1, 1974 included several blacks and females, among them a black Assistant Provost and professor of Mathematics Education and a black assistant professor of Chemical Engineering.

The Equal Employment Opportunity Officer chaired the Affirmative Action Committee consisting of one representative from each of the 13 units of the University. This Committee met several times during the year to discuss affirmative action, equal employment, and the revising of the Affirmative Action Plan.

During the year the EEO Officer met and reported on the University Plan to the University Board of Trustees, University Good Neighbor Council, Committee W of the AAUP, and the Chancellor's Administrative Council.

Effective July 1, 1974, Dr. Lawrence M. Clark was appointed Assistant Provost and assumed the duties of the Equal Employment Opportunity Officer for NCSU.

NORTH CAROLINA STATE UNIVERSITY

Raleigh, N. C.

OFFICE OF PROVOST AND VICE-CHANCELLOR

HOLLADAY HALL

1/23/76 DateTO: Dr. Clark

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 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 | |

Interesting & complex - you might
wish to articulate to staff. Do you
feel that we have deficiencies or
improvements needed along the
lines being followed at UNC-Ch. H.?

FROM: NW



THE UNIVERSITY OF NORTH CAROLINA

AT
CHapel Hill
27514

N FERELEE TAYLOR
Chancellor

September 18, 1973

TO: Deans, Directors, and Chairmen

FROM: Ferebee Taylor, Chancellor
J. Charles Morrow, Provost
Cecil G. Sheps, Vice Chancellor for Health Sciences
Douglass Hunt, Vice Chancellor for Administration
and Affirmative Action Officer

SUBJECT: Implementation of Affirmative Action Plan

Each of you has received a copy of the University's Affirmative Action Plan, which was adopted by the Chancellor effective July 1, 1973. The Plan is a pledge of our efforts, and a statement of the means, to achieve the goals of equal employment opportunity in the University without discrimination because of race, color, religion, sex, or national origin. While it is a response to legal requirements, it is also a re-affirmation of the University's commitment to equality of opportunity for all who work here.

A Memorandum from the Chancellor dated September 14 informed you of the appointment of Mr. Douglass Hunt, Vice Chancellor for Administration, as the University's Affirmative Action Officer. It also informed you of the appointment, and supplied the names of the members, of the University's Affirmative Action Advisory Committee.

The final paragraph of the Summary (pages ii-iii) of the Affirmative Action Plan reads as follows:

4. The recruitment procedures of the schools and departments of the University will be broadened with the objective of bringing to their attention more black and female candidates for consideration. The appointment, promotion, reappointment, and salary-setting procedures will be more carefully carried out and better documented in order to ensure the fact and provide the evidence of fairness in these actions and to enable the University to respond to inquiries that may be made with respect to them.

As one step in discharging the responsibilities undertaken by the University in its Affirmative Action Plan, the following procedures will be in effect until further notice:

(A) EPA Personnel Actions

(1) Initial EPA Appointments

Every PD-7 form which recommends the appointment of an EPA employee, whether faculty or non-faculty, for a term of twelve months or more (in the case of faculty members, for a stated term of one academic year or more), is to be accompanied by a separate signed written statement indicating how and to what extent affirmative action steps have been taken in arriving at the recommendation. The statement is to set forth the following:

- (a) the name, race, and sex of the candidate being recommended;
- (b) the steps taken to identify other qualified persons -- of either sex or any race -- for the appointment;
- (c) the name, race, and sex of each person considered but not recommended for the appointment; and
- (d) the reasons for recommending the appointment of the candidate rather than any of the other persons considered for the appointment.

(2) EPA Reappointments

Every PD-7 form which recommends the reappointment of an EPA employee, whether faculty or non-faculty, as of the end of a stated term of employment of twelve months or more (in the case of faculty members, a stated term of one academic year or more) is to be accompanied by a separate signed written statement which sets forth the following:

- (a) the name, race, and sex of the candidate being recommended;
- (b) the name, race, and sex of each person within the same department (or non-departmentalized School) who is in the same faculty rank, or EPA non-faculty category, but is of a different race or sex from the recommended candidate and who has been (during the preceding six months) or is expected to be (during the succeeding six months) recommended for non-renewal instead of for reappointment; and
- (c) the reasons for recommending the reappointment of the candidate rather than any of the other persons named.

(3) EPA Non-renewals

Recommendations for the non-renewal of an EPA employee, whether faculty or non-faculty, as of the end of a stated term of employment of twelve months or more (in the case of faculty members, a stated term of one academic year or more) are to be made in every case by a PD-7 form which is to be accompanied by a separate signed written statement which sets forth the following:

- (a) the name, race, and sex of the person being recommended for non-renewal;
- (b) the name, race, and sex of each person within the same

-3-

- department (or non-departmentalized School) who is in the same faculty rank, or EPA non-faculty category, but is of a different race or sex from the person recommended for non-renewal and who has been (during the preceding six months) or is expected to be (during the succeeding six months) recommended for reappointment; and
- (c) the reasons for recommending the person for non-renewal rather than any of the other persons named.

(4) EPA Terminations

Every PD-7 form recommending the termination of a non-faculty EPA employee (a) prior to age 65, and (b) before the end of a stated period of employment of twelve months or more, or when the employment was for an indefinite term, and (c) for a reason other than resignation, retirement, or death is to be accompanied by a separate signed written statement which sets forth the following:

- (a) the name, race, and sex of the person being recommended for termination;
- (b) the name, race, and sex of each person within the same department (or non-departmentalized School) who is in the same EPA non-faculty category but is of a different race or sex from the person recommended for termination and who has not been (during the preceding six months) or is not expected to be (during the succeeding six months) recommended for such termination; and
- (c) the reasons for recommending the person for termination rather than any of the other persons named.

(5) Faculty Promotions

Every PD-7 form which recommends the promotion of a faculty member (Instructor, Assistant Professor, or Associate Professor) to a higher faculty rank is to be accompanied by a separate signed written statement which sets forth the following:

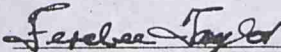
- (a) the name, race, and sex of the candidate being recommended;
- (b) the name, race, and sex of each faculty member within the same department (or non-departmentalized School) who is in the same faculty rank but is of a different race or sex from the recommended candidate and who has not been (during the preceding six months) or is not expected to be (during the succeeding six months) recommended for promotion; and
- (c) the reasons for recommending promotion of the candidate rather than any of the other persons named.

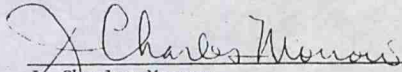
The separate signed written statements specified in paragraphs (1) through (5) above will be referred to the Affirmative Action Officer by the official who receives them from the department or School (e.g., the Provost or the Vice Chancellor for Health Sciences); and each recommendation will be forwarded for further action only after the Affirmative Action Officer has expressed an opinion as to whether it appears that the recommendation was arrived at in accordance with principles and objectives of the Affirmative Action Plan.

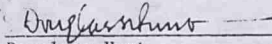
(B) Staff (SPA) Personnel Actions

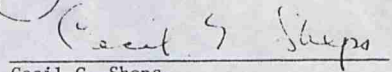
The University Personnel Office will maintain records of decisions and recommendations of all University Schools, departments, and other units with respect to the hiring, promotion, transfer, demotion, and termination of SPA applicants and employees, by race and sex, and will make quarterly reports of results to the Affirmative Action Officer, who will transmit to one or more of the responsible University officials details of those reports with his recommendations for corrective action where indicated.

It is clear that the University cannot achieve the goals of affirmative action toward equality of employment opportunity without the positive effort of all those involved at every level of decision-making with respect to employment. We solicit and expect that effort from you and all others in positions of such responsibility.


 Ferebee Taylor
 Chancellor


 J. Charles Morrow
 Provost


 Douglass Hunt
 Vice Chancellor for Administration
 and Affirmative Action Officer


 Cecil G. Sheps
 Vice Chancellor for Health Sciences

Copy to: Members of the Affirmative Action
 Advisory Committee
The University Gazette

- ___ e. Comparison of availability information in C 1. above to summary total in C 3d. above, and explanation of differences in the figures.
- ___ 4. Individuals considered (include for each individual considered the name, sex, race, source of application, name of person or committee who reviewed the application, the date of the review, and comments about the application).

D. Recommended Selection

- ___ 1. Justification (indicate why this person was chosen instead of other individuals considered -- be specific).
- ___ 2. List all committees and/or individuals who reviewed and approved the recommendation.
- ___ 3. Any other comments on the selection process and/or the individual recommended.

II. REAPPOINTMENTS, NON-RENEWALS, TERMINATIONS, AND PROMOTIONS

A. Recommended Action

- ___ 1. Type of action (reappointment, non-renewal, termination, promotion).
- ___ 2. Name of person with respect to whom action is recommended.
- ___ 3. School, department.
- ___ 4. Title of appointment, if applicable.
- ___ 5. Recommended salary, if applicable.
- ___ 6. Sex.
- ___ 7. Race.

B. Individuals Considered

- ___ 1. With respect to EPA reappointments, please respond to item (A)(2) of the memorandum of September 18, 1973.
- ___ 2. With respect to EPA non-renewals, please respond to item (A)(3) of the memorandum of September 18, 1973.
- ___ 3. With respect to EPA terminations, please respond to item (A)(4) of the memorandum of September 18, 1973.
- ___ 4. With respect to faculty promotions, please respond to item (A)(5) of the memorandum of September 18, 1973.

C. Person with respect to whom Action is Recommended

- ___ 1. Justification (indicate why this person was chosen for this personnel action instead of other individuals similarly situated -- be specific.).
- ___ 2. List all committees and/or individuals who reviewed and approved the recommended action.
- ___ 3. Any other comments on the action recommended.

Please refer to Section IV, D, herein, for a definition of "applicant."



THE UNIVERSITY OF NORTH CAROLINA
AT
CHAPEL HILL

VICE CHANCELLOR FOR ADMINISTRATION
100 W. HARRIS DRIVE, ROOM 2711A
CHAPEL HILL, N.C. 27514

2 April 1974

MEMORANDUM

TO: Deans, Directors, and Chairmen

SUBJECT: Implementation of Affirmative Action Plan--Supplement to Memorandum of 18 September 1973

Following adoption of the University's Affirmative Action Plan by the Chancellor, effective 1 July 1973, the Chancellor, the Provost, the Vice Chancellor for Health Sciences, and I issued a jointly signed memorandum, dated 18 September 1973, prescribing procedures for implementing the Affirmative Action Plan. Experience under the Plan has shown a need for further interpretation and clarification with respect to some types of employment relationships to the University.

After consultation with the Chancellor, the Provost, and the Vice Chancellor for Health Affairs, all of whom have joined in the development of this document, this supplement to the memorandum of 18 September 1973 is promulgated and is effective from the date of its issuance.

Residents (Medical School)

Residents in the Medical School are postgraduate students at, not employees of, the University. As postgraduate students, they are exempt from the University's Affirmative Action Plan.

Research Associates

Research Associates are employees of the University. A recommendation for an appointment to a position carrying the title of Research Associate, for more than half-time service, must be accompanied by an Affirmative Action Statement as required by Section (A) (1) of the 18 September 1973 memorandum in the case of initial EPA Appointments.

Visiting Appointments

A recommendation for an appointment to a visiting category must be accompanied by a statement answering the following question:

Is the visiting status being used as a means to consider the person for a non-visiting appointment during or after the term of the temporary appointment?

If this question is answered in the affirmative, this statement must be accompanied by an Affirmative Action Statement as required by Section (A) (1) of the 18 September 1973 memorandum in the case of initial EPA Appointments.

If, in recommending an appointment to a visiting category, a department submits a statement answering the above question in the negative, and if during the term of the temporary appointment the department then wishes to consider the visitor for a non-visiting appointment, the visitor must be considered as only one member of the potential pool of applicants for appointment.

Fixed-Term Appointments as Lecturer or carrying "Clinical," "Adjunct," or "Research" as the prefix

A recommendation for a fixed-term appointment carrying the title of "lecturer" or the prefix "clinical," "adjunct," or "research" must be accompanied by a statement answering the following questions:

1. Is the fixed-term appointment being used as a means to consider the person for a probationary term appointment (three years or five years) or a tenured appointment during or after the fixed-term appointment?
2. Is the person recommended for appointment for more than half-time service with the University?

If either question is answered in the affirmative, this statement must be accompanied by an Affirmative Action Statement as required by Section (A) (1) of the 18 September 1973 memorandum in the case of initial EPA Appointments.

If the department submits a statement answering both questions in the negative, and if during the fixed-term appointment the department then wishes to consider the appointee for a probationary term or tenured appointment, the appointee must be considered as only one member of the potential pool of applicants for appointment.

EPA Joint Appointment:

A recommendation for an initial EPA joint appointment must be accompanied by a statement from each department answering the following question:

Is the recommended appointee going to be contributing 10% or more of his/her time to the department?

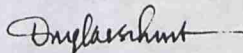
If the question is answered in the affirmative, this statement must be accompanied by an Affirmative Action Statement as required by Section (A) (1) of the 18 September 1973 memorandum in the case of initial EPA Appointments.

If, in recommending the joint appointment, a department submits a statement answering the question in the negative, no additional Affirmative Action Statement is required.

For all personnel actions relating to the appointee subsequent to the initial joint appointment, only the home department must submit an Affirmative Action Statement where required by the provisions of the 18 September 1973 memorandum.

Routing of Above Mentioned Statements

The procedure outlined in the Memorandum of 11 October 1973 from Provost Morrow and Vice Chancellor Sheps should be followed in regard to all of the statements required in the above categories.



Douglass Hunt
Vice Chancellor for Administration
and Affirmative Action Officer

mh

cc: Members of the Affirmative Action
Advisory Committee
The University Gazette

NOTE: The various responses called for in the foregoing memorandum when an affirmative action statement is not required are to be submitted to the Affirmative Action Officer in a separate signed written "Statement in Lieu of an Affirmative Action Statement". Each such recommendation will be forwarded for further action only after the Affirmative Action Officer has expressed an opinion in writing as to whether the "Statement in Lieu of an Affirmative Action Statement" complies with the requirements of the above memorandum of 2 April 1974.

December 6, 1974

MEMORANDUM

TO: Dr. Clark
FROM: N. N. Winstead
SUBJECT: Affirmative Action Workshop
(January 13-14, 1975)

WAS
WAS

LMC
max D

Is this a workshop which you would be interested in or should attend? If so, please send in the necessary request. I do not feel strongly one way or the other.

NNW:gj

Attachment

December 20, 1974

TO: Chancellor Caldwell
FROM: Lawrence M. Clark
SUBJECT: Panel Discussion Federal Impact on Higher Education

On November 8-9, 1974 Provost Winstead and I attended the North Carolina Association of Academic Deans meeting which was held in Winston-Salem. One of the topics discussed at that meeting was "Federal Impact at Home". Provost Winstead and I found the comments made by the panelists quite informative and insightful. We thought the Topic would be appropriate for our University. We have invited several of the panelists who participated at the NCAAD meeting to our campus.

Enclosed is our Panel Discussion Program, and we invite your attendance. We hope to reach as large a University-wide audience as possible.

I have not sent out the announcement of the Program as yet. Would you like to make any remarks.

LMC:sj
Enclosure



THE UNIVERSITY OF NORTH CAROLINA

AT
CHapel Hill
27514

N. FEREBEE TAYLOR
Chancellor

September 18, 1973

TO: Deans, Directors, and Chairmen

FROM: Ferebee Taylor, Chancellor
J. Charles Morrow, Provost
Cecil G. Sheps, Vice Chancellor for Health Sciences
Douglass Hunt, Vice Chancellor for Administration
and Affirmative Action Officer

SUBJECT: Implementation of Affirmative Action Plan

Each of you has received a copy of the University's Affirmative Action Plan, which was adopted by the Chancellor effective July 1, 1973. The Plan is a pledge of our efforts, and a statement of the means, to achieve the goals of equal employment opportunity in the University without discrimination because of race, color, religion, sex, or national origin. While it is a response to legal requirements, it is also a re-affirmation of the University's commitment to equality of opportunity for all who work here.

A Memorandum from the Chancellor dated September 14 informed you of the appointment of Mr. Douglass Hunt, Vice Chancellor for Administration, as the University's Affirmative Action Officer. It also informed you of the appointment, and supplied the names of the members, of the University's Affirmative Action Advisory Committee.

The final paragraph of the Summary (pages ii-iii) of the Affirmative Action Plan reads as follows:

4. The recruitment procedures of the schools and departments of the University will be broadened with the objective of bringing to their attention more black and female candidates for consideration. The appointment, promotion, reappointment, and salary-setting procedures will be more carefully carried out and better documented in order to ensure the fact and provide the evidence of fairness in these actions and to enable the University to respond to inquiries that may be made with respect to them.

As one step in discharging the responsibilities undertaken by the University in its Affirmative Action Plan, the following procedures will be in effect until further notice:

-2-

(A) EPA Personnel Actions

(1) Initial EPA Appointments

Every PD-7 form which recommends the appointment of an EPA employee, whether faculty or non-faculty, for a term of twelve months or more (in the case of faculty members, for a stated term of one academic year or more), is to be accompanied by a separate signed written statement indicating how and to what extent affirmative action steps have been taken in arriving at the recommendation. The statement is to set forth the following:

- (a) the name, race, and sex of the candidate being recommended;
- (b) the steps taken to identify other qualified persons -- of either sex or any race -- for the appointment;
- (c) the name, race, and sex of each person considered but not recommended for the appointment; and
- (d) the reasons for recommending the appointment of the candidate rather than any of the other persons considered for the appointment.

(2) EPA Reappointments

Every PD-7 form which recommends the reappointment of an EPA employee, whether faculty or non-faculty, as of the end of a stated term of employment of twelve months or more (in the case of faculty members; a stated term of one academic year or more) is to be accompanied by a separate signed written statement which sets forth the following:

- (a) the name, race, and sex of the candidate being recommended;
- (b) the name, race, and sex of each person within the same department (or non-departmentalized School) who is in the same faculty rank, or EPA non-faculty category, but is of a different race or sex from the recommended candidate and who has been (during the preceding six months) or is expected to be (during the succeeding six months) recommended for non-renewal instead of for reappointment; and
- (c) the reasons for recommending the reappointment of the candidate rather than any of the other persons named.

(3) EPA Non-renewals

Recommendations for the non-renewal of an EPA employee, whether faculty or non-faculty, as of the end of a stated term of employment of twelve months or more (in the case of faculty members, a stated term of one academic year or more) are to be made in every case by a PD-7 form which is to be accompanied by a separate signed written statement which sets forth the following:

- (a) the name, race, and sex of the person being recommended for non-renewal;
- (b) the name, race, and sex of each person within the same

- department (or non-departmentalized School) who is in the same faculty rank, or EPA non-faculty category, but is of a different race or sex from the person recommended for non-renewal and who has been (during the preceding six months) or is expected to be (during the succeeding six months) recommended for reappointment; and
- (c) the reasons for recommending the person for non-renewal rather than any of the other persons named.

(4) EPA Terminations

Every PD-7 form recommending the termination of a non-faculty EPA employee (a) prior to age 65, and (b) before the end of a stated period of employment of twelve months or more, or when the employment was for an indefinite term, and (c) for a reason other than resignation, retirement, or death is to be accompanied by a separate signed written statement which sets forth the following:

- (a) the name, race, and sex of the person being recommended for termination;
- (b) the name, race, and sex of each person within the same department (or non-departmentalized School) who is in the same EPA non-faculty category but is of a different race or sex from the person recommended for termination and who has not been (during the preceding six months) or is not expected to be (during the succeeding six months) recommended for such termination; and
- (c) the reasons for recommending the person for termination rather than any of the other persons named.

(5) Faculty Promotions

Every PD-7 form which recommends the promotion of a faculty member (Instructor, Assistant Professor, or Associate Professor) to a higher faculty rank is to be accompanied by a separate signed written statement which sets forth the following:

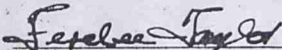
- (a) the name, race, and sex of the candidate being recommended;
- (b) the name, race, and sex of each faculty member within the same department (or non-departmentalized School) who is in the same faculty rank but is of a different race or sex from the recommended candidate and who has not been (during the preceding six months) or is not expected to be (during the succeeding six months) recommended for promotion; and
- (c) the reasons for recommending promotion of the candidate rather than any of the other persons named.

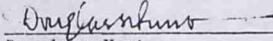
The separate signed written statements specified in paragraphs (1) through (5) above will be referred to the Affirmative Action Officer by the official who receives them from the department or School (e.g., the Provost or the Vice Chancellor for Health Sciences); and each recommendation will be forwarded for further action only after the Affirmative Action Officer has expressed an opinion as to whether it appears that the recommendation was arrived at in accordance with principles and objectives of the Affirmative Action Plan.

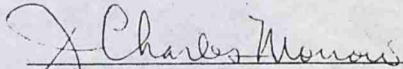
(B) Staff (SPA) Personnel Actions

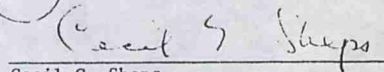
The University Personnel Office will maintain records of decisions and recommendations of all University Schools, departments, and other units with respect to the hiring, promotion, transfer, demotion, and termination of SPA applicants and employees, by race and sex, and will make quarterly reports of results to the Affirmative Action Officer, who will transmit to one or more of the responsible University officials details of those reports with his recommendations for corrective action where indicated.

It is clear that the University cannot achieve the goals of affirmative action toward equality of employment opportunity without the positive effort of all those involved at every level of decision-making with respect to employment. We solicit and expect that effort from you and all others in positions of such responsibility.


 Ferebee Taylor
 Chancellor


 Douglass Hunt
 Vice Chancellor for Administration
 and Affirmative Action Officer


 J. Charles Morrow
 Provost


 Cecil G. Sheps
 Vice Chancellor for Health Sciences

Copy to: Members of the Affirmative Action
 Advisory Committee
The University Gazette

AFFIRMATIVE ACTION CHECKLIST
EPA PERSONNEL ACTIONS

(The following checklist is offered to assist you in evaluating the steps you have taken prior to recommending a particular EPA personnel action and in writing your Affirmative Action statement on the recommended action. Though you are free to use this checklist in reporting on your recommended action, it is offered not as the required form an Affirmative Action statement should take, but rather as a guide to factors you should consider generally in EPA personnel actions and specifically in writing your Affirmative Action statements as required by the memorandum of September 18, 1973.)

1. INITIAL APPOINTMENTS

A. Position to be Filled

1. Date of notification that position would become available.
2. Effective date of position availability.
3. Date on which position is proposed to be filled.
4. Minimum qualifications for position.

B. Recommended Appointment

1. Name of person recommended to fill position.
2. School, department, institute, or center.
3. Title of appointment (Assistant Professor, Research Associate, etc.).
4. Recommended salary.
5. Sex.
6. Race.

C. Record of Recruitment Efforts

1. Availability information (include specific efforts made to obtain information and statistics broken down by race, and within each race, by sex).
2. Publicizing the position.
 - a. Letters (to institutions, associations, individuals, etc.; where, when, magnitude of response)
 - b. Verbal communications, formal contacts made at professional meetings (to whom, response)
 - c. Advertisements (where, when, magnitude of response)
 - d. Telephone calls (to whom, response)
 - e. Other sources
3. Record of applicants*and persons considered.
 - a. Suggestions by individuals (include names of persons suggested, their sex and race, whether they were interviewed, by whom they were suggested, and the disposition, i.e., not qualified; not interested because of low salary, location, duties, etc.; less qualified than others recommended, etc.)
 - b. Direct applicants (include same information as in 3a. above).
 - c. Other (include same information as in 3a. above).
 - d. Summary total (include total number of applicants broken down by race, and within each race, by sex, and include total number interviewed broken down in the same fashion).

- ___ e. Comparison of availability information in C 1. above to summary total in C 3d. above, and explanation of differences in the figures.
- ___ 4. Individuals considered (include for each individual considered the name, sex, race, source of application, name of person or committee who reviewed the application, the date of the review, and comments about the application).

D. Recommended Selection

- ___ 1. Justification (indicate why this person was chosen instead of other individuals considered -- be specific).
- ___ 2. List all committees and/or individuals who reviewed and approved the recommendation.
- ___ 3. Any other comments on the selection process and/or the individual recommended.

II. REAPPOINTMENTS, NON-RENEWALS, TERMINATIONS, AND PROMOTIONS

A. Recommended Action

- ___ 1. Type of action (reappointment, non-renewal, termination, promotion).
- ___ 2. Name of person with respect to whom action is recommended.
- ___ 3. School, department.
- ___ 4. Title of appointment, if applicable.
- ___ 5. Recommended salary, if applicable.
- ___ 6. Sex.
- ___ 7. Race.

B. Individuals Considered

- ___ 1. With respect to EPA reappointments, please respond to item (A)(2) of the memorandum of September 18, 1973.
- ___ 2. With respect to EPA non-renewals, please respond to item (A)(3) of the memorandum of September 18, 1973.
- ___ 3. With respect to EPA terminations, please respond to item (A)(4) of the memorandum of September 18, 1973.
- ___ 4. With respect to faculty promotions, please respond to item (A)(5) of the memorandum of September 18, 1973.

C. Person with respect to whom Action is Recommended

- ___ 1. Justification (indicate why this person was chosen for this personnel action instead of other individuals similarly situated -- be specific.).
- ___ 2. List all committees and/or individuals who reviewed and approved the recommended action.
- ___ 3. Any other comments on the action recommended.

Please refer to Section IV, D, herein, for a definition of "applicant."



THE UNIVERSITY OF NORTH CAROLINA
AT
CHAPEL HILL

THE CHANCELLOR FOR ADMINISTRATION
107 NORTH BUILDING, 27514
(919) 919-1771

2 April 1974

MEMORANDUM

TO: Deans, Directors, and Chairmen

SUBJECT: Implementation of Affirmative Action Plan--Supplement to Memorandum of 18 September 1973

Following adoption of the University's Affirmative Action Plan by the Chancellor, effective 1 July 1973, the Chancellor, the Provost, the Vice Chancellor for Health Sciences, and I issued a jointly signed memorandum, dated 18 September 1973, prescribing procedures for implementing the Affirmative Action Plan. Experience under the Plan has shown a need for further interpretation and clarification with respect to some types of employment relationships to the University.

After consultation with the Chancellor, the Provost, and the Vice Chancellor for Health Affairs, all of whom have joined in the development of this document, this supplement to the memorandum of 18 September 1973 is promulgated and is effective from the date of its issuance.

Residents (Medical School)

Residents in the Medical School are postgraduate students at, not employees of, the University. As postgraduate students, they are exempt from the University's Affirmative Action Plan.

Research Associates

Research Associates are employees of the University. A recommendation for an appointment to a position carrying the title of Research Associate, for more than half-time service, must be accompanied by an Affirmative Action Statement as required by Section (A) (1) of the 18 September 1973 memorandum in the case of initial EPA Appointments.

Visiting Appointments

A recommendation for an appointment to a visiting category must be accompanied by a statement answering the following question:

Is the visiting status being used as a means to consider the person for a non-visiting appointment during or after the term of the temporary appointment?

If this question is answered in the affirmative, this statement must be accompanied by an Affirmative Action Statement as required by Section (A) (1) of the 18 September 1973 memorandum in the case of initial EPA Appointments.

If, in recommending an appointment to a visiting category, a department submits a statement answering the above question in the negative, and if during the term of the temporary appointment the department then wishes to consider the visitor for a non-visiting appointment, the visitor must be considered as only one member of the potential pool of applicants for appointment.

Fixed-Term Appointments as Lecturer or carrying "Clinical," "Adjunct," or "Research" as the prefix

A recommendation for a fixed-term appointment carrying the title of "lecturer" or the prefix "clinical," "adjunct," or "research" must be accompanied by a statement answering the following questions:

1. Is the fixed-term appointment being used as a means to consider the person for a probationary term appointment (three years or five years) or a tenured appointment during or after the fixed-term appointment?
2. Is the person recommended for appointment for more than half-time service with the University?

If either question is answered in the affirmative, this statement must be accompanied by an Affirmative Action Statement as required by Section (A) (1) of the 18 September 1973 memorandum in the case of initial EPA Appointments.

If the department submits a statement answering both questions in the negative, and if during the fixed-term appointment the department then wishes to consider the appointee for a probationary term or tenured appointment, the appointee must be considered as only one member of the potential pool of applicants for appointment.

EPA Joint Appointment:

A recommendation for an initial EPA joint appointment must be accompanied by a statement from each department answering the following question:

Is the recommended appointee going to be contributing 10% or more of his/her time to the department?

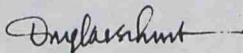
If the question is answered in the affirmative, this statement must be accompanied by an Affirmative Action Statement as required by Section (A) (1) of the 18 September 1973 memorandum in the case of initial EPA Appointments.

If, in recommending the joint appointment, a department submits a statement answering the question in the negative, no additional Affirmative Action Statement is required.

For all personnel actions relating to the appointee subsequent to the initial joint appointment, only the home department must submit an Affirmative Action Statement where required by the provisions of the 18 September 1973 memorandum.

Routing of Above Mentioned Statements

The procedure outlined in the Memorandum of 11 October 1973 from Provost Morrow and Vice Chancellor Sheps should be followed in regard to all of the statements required in the above categories.



Douglass Hunt
Vice Chancellor for Administration
and Affirmative Action Officer

mh

cc: Members of the Affirmative Action
Advisory Committee
The University Gazette

NOTE: The various responses called for in the foregoing memorandum when an affirmative action statement is not required are to be submitted to the Affirmative Action Officer in a separate signed written "Statement in Lieu of an Affirmative Action Statement". Each such recommendation will be forwarded for further action only after the Affirmative Action Officer has expressed an opinion in writing as to whether the "Statement in Lieu of an Affirmative Action Statement" complies with the requirements of the above memorandum of 2 April 1974.

North Carolina State University
at Raleigh

1973-74 (Interim)
Affirmative Action Update Report

In June, 1973, North Carolina State University submitted its Affirmative Action Plan to the HEW District Office in Atlanta, Georgia, and in mid-February, 1974, submitted a revised and expanded Plan for this University. In the original and revised edition, the first year of the goals and timetables was July 1, 1973 to June 30, 1974. Overall, the Affirmative Action Plan is based on a three-year period from July 1, 1973 to June 30, 1976. At the end of each year (June 30), a brief yearly report will be made on the progress and/or lack of progress toward the affirmative action goals.

The NCSU Affirmative Action Plan follows the regular pattern of organization and administration of the University and is divided into 13 planning units which include the eight degree-granting Schools, Student Affairs, Library, Business Affairs, University Extension, and Special Units. Each unit established a planning committee which developed plans applicable to that unit. In combination with the general statement on policy and description of procedure, these 13 plans constituted the Affirmative Action Plan for NCSU.

With the conclusion of the first year each unit reported on the results of the good faith efforts made within that unit on the following groups of personnel:

- | | |
|----------------|---|
| EPA Nonfaculty | Employees exempt from the State Personnel Act without faculty rank (example: librarian). |
| EPA Faculty | Employees exempt from the State Personnel Act with faculty rank (example: assistant professor). |

SPA Employees subject to the State Personnel Act
(example: secretary).

Attached are tables from each of the 13 units plus a University total on race and sex on the three categories listed above.

A summary of the tables indicates the following:

Race Summary

- EPA Nonfaculty Increase in blacks from 25 to 27 with a goal of 38 by 1976. The two increases of blacks were both in the professional classification. Under the other race category (American Indians, American Orientals, Spanish surnames) the increase was from two to four with a 1976 goal of five. Both of these individuals also were employed under the professional classification. The total of whites in EPA nonfaculty positions was reduced by three from 375 to 372.
- EPA Faculty In the faculty ranks progress has been slower than expected with only two blacks added at the associate professorship level during the year. This increased the total of black faculty members to 14 but well below the hoped for progress toward the June 1976 goal of 44 black faculty. There was no overall change in the other race category total, but within this category full professors were increased from five to six but this was affected by a reduction of one in the assistant professor total.
- SPA Overall increase of blacks from 538 to 554. Twelve of the 16 additions came in the clerical area. One bright spot showed a black addition in the officials and managers job classification where a year ago there were none. The increase in SPA positions during the year totaled 27 with 16 of the total being black. The Division of Student Affairs equalled or surpassed

their one-year SPA goals in both the employment of blacks and females.

Looking at the total University employees, the number of employees increased from 3694 to 3732 (+38) with blacks increasing in number by 20, other races by 2, and whites by 16.

Sex Summary

EPA Nonfaculty The D. H. Hill Library had a goal of two blacks for the three-year timetable and reached their EPA nonfaculty goal during the year with the employment of two black females, one as head of the Catalog Department and the other as Assistant Acquisitions Librarian. In addition the Library employed a Spanish surnamed female in the Reference Department. With the addition of the two black females the University reached one-third of its three-year goal.

EPA Faculty Female progress has been extremely slow with a three-year goal of 50 females. Between July 1, 1973 and June 30, 1974 the University gained overall only one full-time female faculty member. The increase in female associate professors made a gain of three from five to eight, and assistant professors made a gain of one from 31 to 32. Instructors fell from 28 to 24 which was predicted as either promotions occurring or new appointments made at higher levels.

SPA Two additional females came under the officials and managers classification during the year to surpass the predicted goal of no new females in this category. However, under the classification of professionals (-1), craftsmen (-2), and operations (-4), slight decreases were noted. Female increases came in the

classification of officials and managers (+2), clerical (+13), laborers (+1), and service workers (+10). The overall increase of females in SPA positions showed an increase of 19 and surpassed the one-year goal by eight.

It is very clear after the first year of the three-year period the University as a whole has a long way to go to meet the goals set last year for blacks and females, particularly in the EPA faculty area. One death and several resignations kept the EPA faculty results from looking better than the record shows in both the minority and female count. The first year was expected to be the least productive of the three as the various departments, Schools, and divisions expanded their efforts in the attempted recruitment of minorities and females. Availability of qualified applicants became a problem with many of our more technical departments and Schools such as Forest Resources, Engineering, Textiles, and various departments within the Schools of Agriculture and Life Sciences, Design, and Physical and Mathematical Sciences.

An affirmative action form that accompanies each regular University appointment form was used during the year to review the good faith efforts made on each new EPA faculty and nonfaculty appointment prior to the official offer being made. In cases where the effort appeared to be too limited in scope for the position or not enough good faith effort was made to publicize the open position, then the EEO Officer contacted the responsible persons and either received additional information on the efforts made or asked that the opening be further publicized or additional efforts be made before being approved. A copy of this Affirmative Action Report Form is attached.

Although the first year results are not as dramatic as hoped for, there were several

encouraging reports. During the year a black became the Associate Dean of the School of Education, a female became the Director of Student Health Services, and a black was appointed as an assistant basketball coach. Appointments made effective July 1, 1974 which are not reflected in this report included several blacks and females, among them a black Assistant Provost and professor of Mathematics Education and a black assistant professor of Chemical Engineering.

The Equal Employment Opportunity Officer chaired the Affirmative Action Committee consisting of one representative from each of the 13 units of the University. This Committee met several times during the year to discuss affirmative action, equal employment, and the revising of the Affirmative Action Plan.

During the year the EEO Officer met and reported on the University Plan to the University Board of Trustees, University Good Neighbor Council, Committee W of the AAUP, and the Chancellor's Administrative Council.

Effective July 1, 1974, Dr. Lawrence M. Clark was appointed Assistant Provost and assumed the duties of the Equal Employment Opportunity Officer for NCSU.

NCSU AFFIRMATIVE ACTION RECRUITMENT REPORT
(Fill out for each EPA position prior to final approval)

Department of: _____

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

Fulltime ____; Parttime ____; Date employment effective _____

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

Number of written applications received:

Number of candidates invited to campus or interviewed elsewhere:

Male	Female	
		Black
		White
		Other

Male	Female	
		Black
		White
		Other

Offer to be made to:

Name	Sex	Race	Present Employer
_____	_____	_____	_____
_____	_____	_____	_____

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

_____ Date
Dean

_____ Date

TABLE 1a. Summary by race on all employees of North Carolina State University

Job Classification	Employment Status	Time Period	Black	Other	White	Total	
<u>EPA NON-FACULTY</u>							
Officials & Managers	Full-time	June 1973	7 (6.4) ¹	0 (0.0)	102 (93.6)	109 (27.1) ²	
		June 1974	7 (6.5)	0 (0.0)	100 (93.5)	107 (26.6)	
		1975-76	9 (8.4)	0 (0.0)	98 (91.6)	107 (26.1)	
	Part-time	June 1973	0 (0.0)	0 (0.0)	1 (100.0)	1 (8.3)	
		June 1974	-	-	-	-	
		1975-76	0 (0.0)	0 (0.0)	1 (100.0)	1 (12.5)	
Professionals	Full-time	June 1973	18 (6.2)	2 (0.7)	270 (93.1)	290 (72.1)	
		June 1974	20 (6.8)	4 (1.4)	268 (91.8)	292 (72.4)	
		1975-76	29 (9.6)	5 (1.7)	266 (88.7)	300 (73.2)	
	Part-time	June 1973	1 (9.1)	0 (0.0)	10 (90.9)	11 (91.7)	
		June 1974	0 (0.0)	0 (0.0)	11 (100.0)	11 (100.0)	
		1975-76	0 (0.0)	0 (0.0)	7 (100.0)	7 (87.5)	
Technicians	Full-time	June 1973	0 (0.0)	0 (0.0)	3 (100.0)	3 (0.8)	
		June 1974	0 (0.0)	0 (0.0)	4 (100.0)	4 (1.0)	
		1975-76	0 (0.0)	0 (0.0)	3 (100.0)	3 (0.7)	
	Part-time	June 1973		N/A	N/A	N/A	N/A
		June 1974					
		1975-76					
Total	Full-time	June 1973	25 (6.2)	2 (0.5)	375 (93.3)	402	
		June 1974	27 (6.7)	4 (1.0)	372 (92.3)	403	
		1975-76	38 (9.3)	5 (1.2)	367 (89.5)	410	
	Part-time	June 1973	1 (8.3)	0 (0.0)	11 (91.7)	12	
		June 1974	0 (0.0)	0 (0.0)	11 (100.0)	11	
		1975-76	0 (0.0)	0 (0.0)	8 (100.0)	8	
<u>EPA FACULTY</u>							
Department Head	Full-time	June 1973	0 (0.0)	1 (1.8)	56 (98.2)	57 (4.9)	
		June 1974	0 (0.0)	1 (1.7)	57 (98.3)	58 (4.9)	
		1975-76	0 (0.0)	1 (1.7)	57 (98.3)	58 (4.6)	
	Part-time	June 1973		N/A	N/A	N/A	N/A
		June 1974					
		1975-76					

TABLE 1a. - Continued

Job Classification	Employment Status	Time Period	Black	Other	White	Total
Professors	Full-time	June 1973	0 (0.0)	5 (1.4)	346 (98.6)	351 (29.9)
		June 1974	0 (0.0)	6 (1.7)	355 (98.3)	361 (30.5)
		1975-76	2 (0.5)	6 (1.5)	401 (98.0)	409 (32.6)
	Part-time	June 1973	0 (0.0)	0 (0.0)	6 (100.0)	6 (14.0)
		June 1974	0 (0.0)	0 (0.0)	6 (100.0)	6 (11.8)
		1975-76	0 (0.0)	0 (0.0)	4 (100.0)	4 (12.1)
Associate Professors	Full-time	June 1973	3 (1.0)	5 (1.6)	302 (97.4)	310 (26.5)
		June 1974	5 (1.6)	5 (1.6)	308 (96.8)	318 (26.9)
		1975-76	8 (2.2)	9 (2.4)	353 (95.4)	370 (29.5)
	Part-time	June 1973	0 (0.0)	0 (0.0)	5 (100.0)	5 (11.6)
		June 1974	0 (0.0)	0 (0.0)	5 (100.0)	5 (9.8)
		1975-76	0 (0.0)	0 (0.0)	5 (100.0)	5 (15.2)
Assistant Professors	Full-time	June 1973	4 (1.3)	4 (1.3)	304 (97.4)	312 (26.6)
		June 1974	4 (1.2)	3 (0.9)	319 (97.9)	326 (27.6)
		1975-76	27 (8.2)	1 (0.3)	302 (91.5)	330 (26.3)
	Part-time	June 1973	0 (0.0)	0 (0.0)	4 (100.0)	4 (9.3)
		June 1974	0 (0.0)	0 (0.0)	6 (100.0)	6 (11.8)
		1975-76	0 (0.0)	0 (0.0)	3 (100.0)	3 (9.1)
Instructors	Full-time	June 1973	4 (3.0)	0 (0.0)	130 (97.0)	134 (11.4)
		June 1974	4 (3.6)	0 (0.0)	106 (96.4)	110 (9.3)
		1975-76	6 (7.4)	1 (1.2)	74 (91.4)	81 (6.4)
	Part-time	June 1973	2 (13.3)	0 (0.0)	13 (86.7)	15 (34.9)
		June 1974	2 (9.5)	0 (0.0)	19 (90.5)	21 (41.2)
		1975-76	0 (0.0)	0 (0.0)	12 (100.0)	12 (36.3)
Lecturer	Full-time	June 1973	0 (0.0)	0 (0.0)	1 (100.0)	1 (0.1)
		June 1974	0 (0.0)	0 (0.0)	1 (100.0)	1 (0.1)
		1975-76	0 (0.0)	0 (0.0)	1 (100.0)	1 (0.1)
	Part-time	June 1973	0 (0.0)	0 (0.0)	5 (100.0)	5 (11.6)
		June 1974	0 (0.0)	0 (0.0)	5 (100.0)	5 (9.8)
		1975-76	0 (0.0)	0 (0.0)	3 (100.0)	3 (9.1)
Other	Full-time	June 1973	1 (14.3)	0 (0.0)	6 (85.7)	7 (0.6)
		June 1974	1 (12.5)	0 (0.0)	7 (87.5)	8 (0.7)
		1975-76	1 (14.3)	0 (0.0)	5 (85.7)	6 (0.5)
	Part-time	June 1973	0 (0.0)	0 (0.0)	8 (100.0)	8 (18.6)
		June 1974	0 (0.0)	0 (0.0)	8 (100.0)	8 (15.6)
		1975-76	2 (33.3)	0 (0.0)	4 (66.7)	6 (18.2)

Job Classification	Employment Status	Time Period	Black	Other	White	Total
Total	Full-time	June 1973	12 (1.0)	15 (1.3)	1145 (97.7)	1172
		June 1974	14 (1.2)	15 (1.3)	1153 (97.5)	1182
		1975-76	44 (3.5)	18 (1.4)	1193 (95.1)	1255
	Part-time	June 1973	3 (7.0)	0 (0.0)	40 (93.0)	43
		June 1974	2 (3.9)	0 (0.0)	49 (96.1)	51
		1975-76	2 (6.1)	0 (0.0)	31 (93.9)	33
<u>SPA & UNCLASSIFIED STUDENT SUPPLY STORE EMPLOYEES</u>						
Officials & Managers	Full-time	Oct 1973	0 (0.0)	0 (0.0)	59 (100.0)	59 (2.8)
		June 1974	1 (1.6)	0 (0.0)	61 (98.4)	62 (2.9)
		1973-74	0 (0.0)	0 (0.0)	59 (100.0)	59 (2.8)
	Part-time	Oct 1973	N/A	N/A	N/A	N/A
		June 1974	N/A	N/A	N/A	N/A
		1973-74	N/A	N/A	N/A	N/A
Professionals	Full-time	Oct 1973	2 (2.8)	2 (2.8)	67 (94.4)	71 (3.3)
		June 1974	2 (2.9)	1 (1.4)	67 (95.7)	70 (3.3)
		1973-74	2 (2.8)	2 (2.8)	67 (94.4)	71 (3.3)
	Part-time	Oct 1973	N/A	N/A	N/A	N/A
		June 1974	N/A	N/A	N/A	N/A
		1973-74	N/A	N/A	N/A	N/A
Technicians	Full-time	Oct 1973	37 (9.2)	6 (1.5)	357 (89.3)	400 (18.9)
		June 1974	36 (9.0)	7 (1.8)	357 (89.2)	400 (18.6)
		1973-74	37 (9.2)	6 (1.5)	357 (89.3)	400 (18.7)
	Part-time	Oct 1973	0 (0.0)	0 (0.0)	3 (100.0)	3 (3.7)
		June 1974	0 (0.0)	0 (0.0)	3 (100.0)	3 (3.4)
		1973-74				
Sales	Full-time	Oct 1973	1 (1.8)	0 (0.0)	56 (98.2)	57 (2.7)
		June 1974	1 (1.7)	0 (0.0)	57 (98.3)	58 (2.7)
		1973-74	3 (4.9)	0 (0.0)	58 (95.1)	61 (2.9)
	Part-time	Oct 1973	N/A	N/A	N/A	N/A
		June 1974	N/A	N/A	N/A	N/A
		1973-74	N/A	N/A	N/A	N/A
Clerical	Full-time	Oct 1973	81 (10.6)	3 (0.4)	682 (89.0)	766 (36.1)
		June 1974	93 (12.0)	3 (0.4)	681 (87.6)	777 (36.2)
		1973-74	97 (12.5)	2 (0.3)	676 (87.2)	775 (36.3)
	Part-time	Oct 1973	1 (1.3)	0 (0.0)	76 (98.7)	77 (93.9)
		June 1974	1 (1.4)	0 (0.0)	73 (98.6)	74 (93.7)
		1973-74	1 (1.2)	0 (0.0)	82 (98.8)	83 (94.3)

Job Classification	Employment Status	Time Period	Black	Other	White	Total
Craftsman	Full-time	Oct 1973	59 (23.9)	0 (0.0)	188 (76.1)	247 (11.7)
		June 1974	59 (24.1)	0 (0.0)	186 (75.9)	245 (11.4)
		1973-74	62 (24.8)	0 (0.0)	188 (75.2)	250 (11.7)
	Part-time	Oct 1973				
		June 1974	N/A	N/A	N/A	N/A
		1973-74				
Operations (Semi-skilled)	Full-time	Oct 1973	34 (31.5)	2 (1.8)	72 (66.7)	108 (5.1)
		June 1974	37 (32.4)	1 (0.9)	76 (66.7)	114 (5.3)
		1973-74	36 (33.0)	2 (1.9)	71 (65.1)	109 (5.1)
	Part-time	Oct 1973				
		June 1974	N/A	N/A	N/A	N/A
		1973-74				
Laborers	Full-time	Oct 1973	79 (63.7)	0 (0.0)	45 (36.3)	124 (5.8)
		June 1974	82 (59.9)	1 (0.7)	54 (39.4)	137 (6.4)
		1973-74	79 (63.7)	0 (0.0)	45 (36.3)	124 (5.8)
	Part-time	Oct 1973	0 (0.0)	0 (0.0)	2 (100.0)	2 (2.4)
		June 1974	0 (0.0)	0 (0.0)	2 (100.0)	2 (2.5)
		1973-74	0 (0.0)	0 (0.0)	2 (100.0)	2 (2.3)
Service Workers	Full-time	Oct 1973	245 (85.1)	1 (0.3)	42 (14.6)	288 (13.6)
		June 1974	243 (85.6)	1 (0.4)	40 (14.0)	284 (13.2)
		1973-74	245 (85.1)	1 (0.3)	42 (14.6)	288 (13.4)
	Part-time	Oct 1973				
		June 1974	N/A	N/A	N/A	N/A
		1973-74				
Total	Full-time	Oct 1973	538 (25.3)	14 (0.7)	1568 (74.0)	2120
		June 1974	554 (25.8)	14 (0.7)	1579 (73.5)	2147
		1973-74	561 (26.2)	13 (0.6)	1563 (73.2)	2137
	Part-time	Oct 1973	1 (1.2)	0 (0.0)	81 (98.8)	82
		June 1974	1 (1.3)	0 (0.0)	78 (98.7)	79
		1973-74	1 (1.1)	0 (0.0)	87 (98.9)	88
TOTAL EMPLOYEES	Full-time	Jun/Oct 1973	575 (15.6)	31 (0.8)	3088 (83.6)	3694
		June 1974	595 (15.9)	33 (0.9)	3104 (83.2)	3732
		Goals	643 (16.9)	36 (0.9)	3123 (82.2)	3802
	Part-time	Jun/Oct 1973	5 (3.6)	0 (0.0)	132 (96.4)	137
		June 1974	3 (2.1)	0 (0.0)	138 (97.9)	141
		Goals	3 (2.3)	0 (0.0)	126 (97.7)	129

¹Number of employees and (percent within this employment status group)

²Number and (percent of total) within this job classification.

TABLE 1b. Summary by sex on all employees of North Carolina State University

Job Classification	Employment Status	Time Period	Female	Male	Total
<u>EPA NON-FACULTY</u>					
Officials & Managers	Full-time	June 1973	8 (8.3)	101 (92.7)	109 (27.1)
		June 1974	10 (9.3)	97 (90.7)	107 (26.6)
		1975-76	11 (10.3)	96 (89.7)	107 (26.1)
	Part-time	June 1973	1 (100.0)	0 (0.0)	1 (8.3)
		June 1974	-	-	-
		1975-76	1 (100.0)	0 (0.0)	1 (12.5)
Professionals	Full-time	June 1973	74 (25.5)	216 (74.5)	290 (72.1)
		June 1974	74 (25.3)	218 (74.7)	292 (72.4)
		1975-76	77 (25.7)	223 (74.3)	300 (73.2)
	Part-time	June 1973	5 (45.5)	6 (54.5)	11 (91.7)
		June 1974	3 (27.3)	8 (72.7)	11 (100.0)
		1975-76	3 (42.9)	4 (57.1)	7 (87.5)
Technicians	Full-time	June 1973	2 (66.7)	1 (33.3)	3 (0.8)
		June 1974	2 (50.0)	2 (50.0)	4 (1.0)
		1975-76	2 (66.7)	1 (33.3)	3 (0.7)
	Part-time	June 1973			
		June 1974	N/A	N/A	N/A
		1975-76			
Total	Full-time	June 1973	84 (20.9)	318 (79.1)	402
		June 1974	86 (21.3)	317 (78.7)	403
		1975-76	90 (22.0)	320 (78.0)	410
	Part-time	June 1973	6 (50.0)	6 (50.0)	12
		June 1974	3 (27.3)	8 (72.7)	11
		1975-76	4 (50.0)	4 (50.0)	8
<u>EPA FACULTY</u>					
Department Head	Full-time	June 1973	1 (1.8)	56 (98.2)	57 (4.9)
		June 1974	1 (1.7)	57 (98.3)	58 (4.9)
		1975-76	1 (1.7)	57 (98.3)	58 (4.6)
	Part-time	June 1973			
		June 1974	N/A	N/A	N/A
		1975-76			

Job Classification	Employment Status	Time Period	Female	Male	Total
Professors	Full-time	June 1973	2 (0.6)	349 (99.4)	351 (29.9)
		June 1974	2 (0.6)	359 (99.4)	361 (30.5)
		1975-76	6 (1.5)	403 (98.5)	409 (32.6)
	Part-time	June 1973	0 (0.0)	6 (100.0)	6 (14.0)
		June 1974	0 (0.0)	6 (100.0)	6 (11.8)
		1975-76	0 (0.0)	4 (100.0)	4 (12.1)
Associate Professors	Full-time	June 1973	5 (1.6)	305 (98.4)	310 (26.5)
		June 1974	8 (2.5)	310 (97.5)	318 (26.9)
		1975-76	22 (5.9)	348 (94.1)	370 (29.5)
	Part-time	June 1973	0 (0.0)	5 (100.0)	5 (11.6)
		June 1974	0 (0.0)	5 (100.0)	5 (9.8)
		1975-76	0 (0.0)	5 (100.0)	5 (15.2)
Assistant Professors	Full-time	June 1973	31 (9.9)	281 (90.1)	312 (26.6)
		June 1974	32 (9.8)	294 (90.2)	326 (27.6)
		1975-76	62 (18.8)	268 (81.2)	330 (26.3)
	Part-time	June 1973	0 (0.0)	4 (100.0)	4 (9.3)
		June 1974	0 (0.0)	6 (100.0)	6 (11.8)
		1975-76	0 (0.0)	3 (100.0)	3 (9.1)
Instructors	Full-time	June 1973	28 (20.9)	106 (79.1)	134 (11.4)
		June 1974	24 (21.8)	86 (78.2)	110 (9.3)
		1975-76	25 (30.9)	56 (69.1)	81 (6.4)
	Part-time	June 1973	1 (6.7)	14 (93.3)	15 (34.9)
		June 1974	5 (23.8)	16 (76.2)	21 (41.2)
		1975-76	7 (58.3)	5 (41.7)	12 (36.3)
Lecturers	Full-time	June 1973	0 (0.0)	1 (100.0)	1 (0.1)
		June 1974	0 (0.0)	1 (100.0)	1 (0.1)
		1975-76	0 (0.0)	1 (100.0)	1 (0.1)
	Part-time	June 1973	1 (20.0)	4 (80.0)	5 (11.6)
		June 1974	0 (0.0)	5 (100.0)	5 (9.8)
		1975-76	1 (33.3)	2 (66.7)	3 (9.1)
Other	Full-time	June 1973	1 (14.3)	6 (85.7)	7 (0.6)
		June 1974	2 (25.0)	6 (75.0)	8 (0.7)
		1975-76	2 (33.3)	4 (66.7)	6 (0.5)
	Part-time	June 1973	2 (25.0)	6 (75.0)	8 (18.6)
		June 1974	3 (37.5)	5 (62.5)	8 (15.7)
		1975-76	2 (33.3)	4 (66.7)	6 (18.2)

Job Classification	Employment Status	Time Period	Female	Male	Total
Total	Full-time	June 1973	68 (5.8)	1104 (94.2)	1172
		June 1974	69 (5.8)	1113 (94.2)	1182
		1975-76	118 (9.4)	1137 (90.6)	1255
	Part-time	June 1973	4 (9.3)	39 (90.7)	43
		June 1974	8 (15.7)	43 (84.3)	51
		1975-76	10 (30.3)	23 (69.7)	33
<u>SPA & UNCLASSIFIED STUDENT SUPPLY STORE EMPLOYEES</u>					
Officials & Managers	Full-time	Oct 1973	4 (6.8)	55 (93.2)	59 (2.8)
		June 1974	6 (9.7)	56 (90.3)	62 (2.9)
		1973-74	4 (6.8)	55 (93.2)	59 (2.8)
	Part-time	Oct 1973			
		June 1974	N/A	N/A	N/A
		1973-74			
Professionals	Full-time	Oct 1973	38 (53.5)	33 (46.5)	71 (3.3)
		June 1974	37 (52.9)	33 (47.1)	70 (3.3)
		1973-74	38 (53.5)	33 (46.5)	71 (3.3)
	Part-time	Oct 1973			
		June 1974	N/A	N/A	N/A
		1973-74			
Technicians	Full-time	Oct 1973	125 (31.2)	275 (68.8)	400 (18.9)
		June 1974	125 (31.2)	275 (68.8)	400 (18.6)
		1973-74	125 (31.2)	275 (68.8)	400 (18.7)
	Part-time	Oct 1973	1 (33.3)	2 (66.7)	3 (3.7)
		June 1974	1 (33.3)	2 (66.7)	3 (3.8)
		1973-74	1 (33.3)	2 (66.7)	3 (3.4)
Sales	Full-time	Oct 1973	28 (49.1)	39 (50.9)	57 (2.7)
		June 1974	28 (48.3)	30 (51.7)	58 (2.7)
		1973-74	29 (47.5)	32 (52.4)	61 (2.9)
	Part-time	Oct 1973			
		June 1974	N/A	N/A	N/A
		1973-74			
Clerical	Full-time	Oct 1973	721 (94.1)	45 (5.9)	766 (36.1)
		June 1974	734 (94.5)	43 (5.5)	777 (36.2)
		1973-74	729 (94.1)	46 (5.9)	775 (36.3)
	Part-time	Oct 1973	77 (100.0)	0 (0.0)	77 (93.9)
		June 1974	73 (98.6)	1 (1.4)	74 (93.7)
		1973-74	82 (98.8)	1 (1.2)	83 (94.3)

TABLE 1b. - Continued

Job Classification	Employment Status	Time Period	Female	Male	Total
Craftsman	Full-time	Oct 1973	13 (5.3)	234 (94.7)	247 (11.7)
		June 1974	11 (4.5)	234 (95.5)	245 (11.4)
		1973-74	13 (5.2)	237 (94.8)	250 (11.7)
	Part-time	Oct 1973			
		June 1974	N/A	N/A	N/A
		1973-74			
Operations (Semi-skilled)	Full-time	Oct 1973	64 (59.3)	44 (40.7)	108 (5.1)
		June 1974	60 (52.6)	54 (47.4)	114 (5.3)
		1973-74	66 (60.6)	43 (39.4)	109 (5.1)
	Part-time	Oct 1973			
		June 1974	N/A	N/A	N/A
		1973-74			
Laborers	Full-time	Oct 1973	6 (4.8)	118 (95.2)	124 (5.8)
		June 1974	7 (5.1)	130 (94.9)	137 (6.4)
		1973-74	6 (4.8)	118 (95.2)	124 (5.8)
	Part-time	Oct 1973	2 (100.0)	0 (0.0)	2 (2.4)
		June 1974	2 (100.0)	0 (0.0)	2 (2.5)
		1973-74	2 (100.0)	0 (0.0)	2 (2.3)
Service Workers	Full-time	Oct 1973	133 (46.2)	155 (53.8)	288. (13.6)
		June 1974	143 (50.4)	141 (49.6)	284 (13.2)
		1973-74	133 (46.2)	155 (53.8)	288 (13.4)
	Part-time	Oct 1973			
		June 1974	N/A	N/A	N/A
		1973-74			
Total	Full-time	Oct 1973	1132 (53.4)	988 (46.6)	2120
		June 1974	1151 (53.6)	996 (46.4)	2147
		1973-74	1143 (53.5)	994 (46.5)	2137
	Part-time	Oct 1973	80 (97.6)	2 (2.4)	82
		June 1974	76 (96.2)	3 (3.8)	79
		1973-74	85 (96.6)	3 (3.4)	88
TOTAL EMPLOYEES	Full-time	Jun/Oct 1973	1284 (34.8)	2410 (65.2)	3694
		June 1974	1306 (35.0)	2426 (65.0)	3732
		Goals	1351 (35.5)	2451 (64.5)	3802
	Part-time	Jun/Oct 1973	90 (65.7)	47 (34.3)	137
		June 1974	87 (61.7)	54 (38.3)	141
		Goals	99 (76.7)	30 (23.3)	129

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See Table 1a. for explanation of superscripts.

SUMMARY OF NCSU
AFFIRMATIVE ACTION PLAN

REAFFIRMATION OF EEO POLICY AND
DEVELOPMENT OF PLAN

A. EQUAL EMPLOYMENT OPPORTUNITY POLICY

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

Commitment to Nondiscriminatory Policies and Practices.

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

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

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

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

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

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

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

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

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

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

B. PROCEDURE USED TO DEVELOP THE PLAN

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

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

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

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

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

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

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

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

GENERAL RESPONSIBILITY FOR IMPLEMENTATION OF THE PLAN

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

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

- (a) staff assistance in developing policy statements, affirmative action programs, and internal and external communication techniques

* EPA Nonfaculty - employees exempt from State Personnel Act without faculty rank (Example: Librarian)
EPA Faculty - employees exempt from State Personnel Act with faculty rank (Example: Assistant Professor)
SPA - employees subject to the State Personnel Act (Example: Secretary)

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

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

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

ANALYSIS OF UTILIZATION AND
IDENTIFICATION OF PROBLEM AREAS

A. METHODS OF ANALYSIS

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

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

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

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

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

B. EPA PERSONNEL

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

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

Recruitment, Promotion, Salary, and Conditions of Work.

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

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

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

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

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

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

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

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

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

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

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

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

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

C. SPA PERSONNEL

Placement, Promotion, Salary, and Conditions of Work.

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

SPA promotions are normally handled at the School or depart-

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

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

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

show a predominance of white males.

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

Housekeeping foreman
Mail clerk
Housekeeping supervisor.

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

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

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

J. Roberts

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

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

OFFICE OF THE PROVOST AND VICE-CHANCELLOR

August 23, 1974

TO: N. N. Winstead
FROM: Lawrence M. Clark

I talked with Attorney Kaine this morning with reference to the Bireline case. He is waiting for a court date. He made the following points pertaining to the case.

- (1) HEW ruled from its investigation that there was no sex discrimination.
- (2) Mrs. Bireline cannot from his point of view sue the Dept. Chairman nor Dean. It must be the Board of Trustees and Chancellor.
- (3) Her attorney probably will try to add the Board of Trustees and Chancellor as parties to the suit.
- (4) Attorney Kaine will argue that it is too late for other parties to be so joined since it has been three years. (Statue of Limitation)
- (5) Overall Attorney Kaine will be trying to get a dismissal.

LMC:sj

Bireline / J. Roberts

file under search for Chancellor

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

OFFICE OF INTERNATIONAL PROGRAMS
Box 5968 Zip 27607
TELEPHONE: 919, 829-2380

February 10, 1976

MEMORANDUM

TO: Dr. Lawrence Clark

FROM: J. A. Rigney, Executive Secretary to Search Committee

J. A. Rigney

We have completed a report on the activities of the Chancellor Search Committee which culminated in the selection of Dr. Joab Thomas as the new Chancellor of North Carolina State University effective January 1, 1976. A copy of the report is placed in North Carolina State University Archives and a copy was sent to President Friday and to the Chairman of the Board of Trustees, Mr. Walter L. Smith. The original documents from which the report was prepared will be retained in this office.

The report documents the fact that the Search Committee made every effort to include in the list of candidates considered qualified members of the minority races and women. Advertisements were placed in a variety of media designed to bring this vacancy to the attention of qualified persons and letters were written to university presidents and other knowledgeable people specifically requesting their assistance in this respect. These activities were discussed with your office on several occasions and the Committee took advantage of the several helpful ideas that were offered.

See

It is the Committee's judgment that they fully satisfied both the spirit and the letter of the regulations governing equal employment.

25%

cc: Chancellor J. L. Thomas
President William Friday
Provost N. N. Winstead

9 May 1972

MEMORANDUM

TO: Deans, Directors and Department Heads

FROM: Clauston Jenkins
William Calloway

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

lc

Attachments

EQUAL EMPLOYMENT OPPORTUNITY ACT OF 1972

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

December 11, 1972

MEMORANDUM

TO: Dr. Albert Carnesale, Head
Division of University Studies

FROM: Harry C. Kelly, Provost *HCK*

North Carolina State must begin developing an affirmative action to provide equal employment opportunity plans as required by Federal law and Department of Labor regulations. Attached is a copy of a memorandum I sent to Deans in order to initiate affirmative action planning. As the memorandum indicates, we want to use decentralized planning that will result in a plan for each School. In addition, we shall develop plans for Business Affairs, University Extension, the Library, and Student Affairs.

There are several administrative units which are not included above but which must be included in any plan for the entire campus. I am asking you to serve as coordinator of affirmative action planning for the following units:

- Athletics
- Alumni Affairs
- Chancellor's Office
- Computing Center
- Development
- Fort Bragg
- Graduate School
- Information Services
- International Programs
- Provost's Office
- Radiological Safety
- Research Administration
- University Studies
- Water Resources

Your goal should be the development of a single document or statement covering all of these units. If you have questions about procedure or information, please contact Dr. Clauston Jenkins.

HCK:CJ:gj

cc: Heads of Units mentioned

Attachments: Provost's memo of November 8
HEW letter of September 27, 1972
HEW Affirmative Action Planning Guidelines
(Pottinger letter of October 1, 1972)

December 13, 1973

MEMORANDUM

TO: Deans, Directors, and Department Heads

FROM: *HCK*
J.D.W. H. C. Kelly, Provost and Vice Chancellor
J. D. Wright, Vice Chancellor for Finance and Business

SUBJECT: Preservation of Records, Equal Employment Opportunity Commission (EEOC)

The following regulations regarding the preservation of Equal Employment Opportunity Commission (EEOC) Records were sent to us by the Office of State Personnel. These regulations were established by the EEOC.

"Any personnel or employment record made or kept by a political jurisdiction (including but not necessarily limited to application forms submitted by applicants and other records having to do with hiring, promotion, demotion, transfer, layoff or termination, rates of pay or other terms of compensation, and selection for training or apprenticeship) shall be preserved by the political jurisdiction for a period of 2 years from the date of the making of the record or the personnel action involved, whichever occurs later."

"In the case of involuntary termination of an employee, the personnel records of the individual terminated shall be kept for a period of 2 years from the date of termination."

"Where a charge of discrimination has been filed, or an action brought by the Attorney General against a political jurisdiction under title VII, the respondent political jurisdiction shall preserve all personnel records relevant to the charge or action until final disposition of the charge or the action. The term 'personnel record relevant to the charge,' for example, would include personnel or employment records relating to the person claiming to be aggrieved and to all other employees holding positions similar to that held or sought by the person claiming to be aggrieved; and application forms or test papers completed by an unsuccessful applicant and by all other candidates for the same position as that for which the person claiming

Deans, Directors, and Department Heads
Page Two
December 13, 1973

to be aggrieved applied and was rejected."

"The above requirements shall not apply to application forms and other pre-employment records of applicants for positions known to applicants to be of a temporary or seasonal nature."

HCK:JDW:gj

cc: Chancellor John T. Caldwell
Dr. John Riddle, Chairman, Faculty Senate

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

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

OFFICE OF THE PROVOST AND VICE-CHANCELLOR

August 30, 1973

To: Deans
Unit Affirmative Action Officers
Faculty Senate Chairman
Good Neighbor Council

Attached for your information is the NCSU Affirmative Action General Statement submitted to HEW earlier this summer. In addition to this statement, the affirmative action plan for each University unit (Schools, Library, Business Affairs, etc.) was included in the full report to HEW along with appropriate supplements (Faculty Handbook, policy statements, etc.).

It should be pointed out that our Affirmative Action Plan has not as yet been approved by HEW and is subject to change following review by that agency. We are now awaiting comments from HEW.

William H. Simpson

William H. Simpson
Equal Employment Opportunity
Officer

October 5, 1973

TENURE POLICIES AND REGULATIONS

(Report to NCSU Board of Trustees)

The Board of Governors of The University of North Carolina on April 13, 1973, directed the Board of Trustees of each of the sixteen constituent institutions to submit by December 1 of this year a proposal for the policies and regulations which would govern academic tenure at that institution. As a part of this undertaking, the North Carolina State University community is now involved actively in a study of tenure policies and in the preparation of recommendations.

Last June, Chancellor Caldwell appointed an ad hoc Committee for Tenure Policy and Regulations. The composition of the Committee is as follows: Mr. C. A. Dillon, Jr. and Dr. J. W. Pou (members of the Board of Trustees' Personnel Committee); Professors S. E. Elmaghraby, J. F. Ely, and S. Suval (members of the Faculty Senate); and Professors A. Carnesale, L. C. Saylor, and W. B. Toole (faculty members associated with the administration). Professor Carnesale serves as chairman. The Committee is to submit to the Chancellor by November 1 its recommendations for policies and regulations governing the criteria and procedures for appointment, reappointment, promotion, conferral of permanent tenure, suspension, and discharge of NCSU faculty members.

The Committee recently released a preliminary draft of its recommendations, representing a consensus of the Committee at this stage of its deliberations. The draft is intended to serve as a vehicle for comments and suggestions from all interested parties, and has been distributed to the University administration and faculty and student organizations. With the benefit of these comments and suggestions from

Tenure Policies and Regulations
Page Two
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all segments of the University community, the Committee will develop its formal recommendations to the Chancellor. The Chancellor, in turn, shall submit his recommendations to the Board of Trustees' Personnel Committee.

HCK

October 5, 1973

AFFIRMATIVE ACTION PLAN

(Report to NCSU Board of Trustees)

The NCSU plan for affirmative action in providing equal employment opportunity responds to two requirements. First, it represents the University's compliance with Federal regulations requiring a written affirmative action plan. Second, it represents the University's response to a letter of findings of September 27, 1972, which presented the results of a compliance review by the staff of Region IV of the Office of Civil Rights. It is also the University's formal statement of commitment to the moral imperatives now challenging our democratic society.

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

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 utilize the established University structure for organization and administration. Accordingly, on November 8, the following affirmative action planning units were identified:

Each of the eight academic Schools
Division of Student Affairs
Library
Office of Business Affairs
University Extension
Special Units

Affirmative Action Plan
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Each unit was asked to establish a planning committee to develop plans applicable to that unit. When combined with a general statement on policy and procedures, 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 be most practical 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.

In mid-September HEW informed us that a preliminary evaluation of the proposed Affirmative Action Compliance Program had been completed and that for the most part the proposed NCSU plan was responsive to HEW requests for corrective actions relating to Executive Order 11375. We are now preparing additional information requested by HEW before final evaluation of our plan can be completed.

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.

HCK

October 5, 1973

THE STATUS OF FACULTY MANPOWER PLANNING

(Report to NCSU Board of Trustees)

Projections of enrollment at North Carolina State University indicate that enrollments will not be increased substantially for the next two decades. Without increased enrollments we will not be allocated new instructional positions for existing programs and thus will be moving to a "steady state" staff condition. We decided that we should ask our Schools and Departments and faculty for advice in developing possible policies to help ensure that the University would continue to have the capacity to make new faculty appointments on a regular basis. We asked each School and Department to provide advice on this subject in consultation with all faculty (both tenured and nontenured). We asked them to provide an inventory of present manpower with projections by rank and tenure for each year of this decade and for 1985 and 1990. We also asked for their suggestions on: 1) mechanisms to ensure new appointments, 2) desirable ratios of tenured to nontenured faculty, and 3) appropriate distribution among ranks. Schools are to make their reports by October 15, 1973.

At about the same time, an ad hoc committee was appointed to formulate an improved method of assessing faculty work load. We felt a need for more meaningful information in allocating new faculty positions and in reallocating positions which became vacant. The recent Self-Study developed by our faculty also recommended that we devise a more comprehensive method of defining work load. This committee should report its findings and recommendations during the fall semester.

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These studies should provide a basis for the eventual development of new policies and procedures. As you all recognize, new policies in these sensitive areas will require extensive consultation and much time before we can confidently resolve the issues.

HCK

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NORTH CAROLINA STATE UNIVERSITY

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