

Dr. Bhupender S. Gupta

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NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

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

September 24, 1976

TO: Affirmative Action Committee

Handwritten notes on the left margin: "Ed", "ALS", "Step", "Laky".

- Lawrence M. Clark, Chairman (EEO Officer)
- Barbara H. Baines *Denis Wood* (Faculty Senate) 2279
- A. C. Barefoot (Special Units)
- ~~John F. Bogdan~~ *Dr. B. Gupta* (Textiles) *Dean Chaney 3231*
- Phyllis C. Bradbury (Member-at-large)
- ~~William R. Galloway~~ *Nathaniel Hines* (Business Affairs) (*Nathaniel Luford Hines*)
- Virginia G. Cowgell (Education)
- Carl J. Dolce (Education)
- John F. Ely (Engineering)
- Beth Gardner (Business Affairs)
- Francis J. Hassler (Agriculture & Life Sciences)
- Mary Frances Hester (University Extension)
- ~~Linda T. Holley~~ *Edith D. Sylla* (Liberal Arts) *HASS*
- ~~Linda Jewell~~ *Robert Stipe* (Design)
- Cyrus B. King *E.* (Library)
- ~~John Loss~~ *Robert Stipe* (Design) ✓
- R. A. Mabry (University Extension)
- Jasper D. Memory (PAMS)
- Sandra O. Paur (PAMS)
- James R. Peeler (Graduate School) ✓
- LeRoy C. Saylor (Forest Resources)
- Donald H. Solomon (Student Affairs)
- ~~Banks C. Talley, Jr.~~ *Anna P. Keller* (Student Affairs) ✓
- ~~Elizabeth C. Theil~~ (Agriculture & Life Sciences)
- Robert O. Tilman (Liberal Arts) *HASS*
- Nellie L. Waltner (Library)
- Tommy E. Wynn (Member-at-large)

I would appreciate your serving or continuing to serve on the Affirmative Action Committee. The Committee has been expanded to reflect the growth of Federal Equal Employment Opportunity law and its extension into the area of sex-based discrimination.

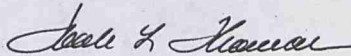
The Title IX Unit Coordinators and the Affirmative Action Officers will be consolidated into the Affirmative Action Committee, and as such shall

September 24, 1976

have responsibilities under Executive Order 11246, Title IX, of the Education Amendments of 1972, and 503 and 504 of the Rehabilitation Act of 1973.

North Carolina State University believes in equal opportunity practices which conform to both the spirit and letter of all laws against discrimination. To this end the Committee should function to aid in implementing the "good faith effort" component of our Affirmative Action Programs.

Lawrence M. Clark, Assistant Provost, will serve as our Equal Employment Opportunity Officer and Chairman of this Committee.



Joab L. Thomas  
Chancellor

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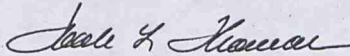
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Joab L. Thomas  
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D R A F T

TO: All University Employees  
SUBJECT: Affirmative Action for Handicapped and Veterans

Historically, there has been a widespread disregard for the problems and potential of the handicapped. Recent estimates indicate the number of handicapped persons in the U. S., of work-force age and able to work, to be in excess of 7.2 million. The veteran of the Vietnam era has also experienced employment difficulties because of his participation in an unpopular war and the concomitant public prejudices and misconceptions that arose from it. The social and economic costs of the underutilization of these individuals are enormous. It is of critical importance that we take affirmative steps to provide equal employment opportunity for those qualified handicapped individuals and veterans who wish to work.

Federal legislation, specifically section 503 of the Rehabilitation Act of 1973 and section 402 of the Vietnam Veterans Readjustment Assistance Act of 1974, requires North Carolina State University, as a government contractor, to take affirmative action in the employment and advancement of handicapped persons, disabled veterans, and veterans of the Vietnam era.

We would like to obtain a census of University employees who are handicapped or veterans of the Vietnam era. This information would be useful in future employment-related decisions such as advancement, training, and transfer. If you are handicapped, or a covered veteran, please identify yourself in order that we may consider you under our affirmative action plan and have as accurate a profile of campus employees as possible.

We are asking all employees to fill out the attached form. Your classification will be determined by the definitions contained in the Department of Labor's regulations implementing the Federal laws. A set of those definitions is attached.

Dr. Lawrence M. Clark, University Equal Employment Opportunity Officer, will coordinate our affirmative action efforts in this area. If you should need additional information, please contact his office.

Dr. Lawrence M. Clark  
201 Holladay Hall  
NCSU - Campus  
Phone: 737-3148

Joab L. Thomas  
Chancellor

Attachments

DRAFT

AFFIRMATIVE ACTION FOR HANDICAPPED & VETERANS FORM

Submission of your status as a handicapped person, disabled veteran, or veteran of the Vietnam era is voluntary; refusal to submit this information will not subject you to discharge or disciplinary treatment.

This information shall be kept confidential except that (1) supervisors and managers may be informed regarding restrictions on the work or duties of handicapped individuals, and regarding necessary accommodations, (2) first aid and safety personnel may be informed, when and to the extent appropriate, if the condition might require emergency treatment, and (3) governmental officials investigating compliance with the Act shall be informed.

If you are eligible to be included in the affirmative action plan, but do not wish to at this time, you may elect to be considered under the Plan at a later date. Provision of this information will help us to better serve the members of our University Community.

- (1)  I am not eligible under the NCSU Affirmative Plans for handicapped persons, disabled veterans, or veterans of the Vietnam era.
- (2)  I am eligible for the NCSU Affirmative Action Plan for the handicapped, however, I do not wish to be considered under the plan at this time.
- (3)  I am eligible for the NCSU Affirmative Action Plan for disabled veterans or veterans of the Vietnam era, however I do not wish to be considered under the plan at this time.
- (4)  I would like to be considered under the NCSU Affirmative Action Plan for the handicapped.
- I would like to be considered under the NCSU Affirmative Action Plan for disabled veterans and veterans of the Vietnam era. I served on active duty from \_\_\_\_\_ to \_\_\_\_\_, and was released from service with other than a dishonorable discharge ( \_\_\_\_\_ ).
- Yes / No

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Department/Unit

DEPARTMENT OF LABOR DEFINITIONS  
FOR HANDICAPPED, DISABLED VETERANS,  
AND VETERANS OF THE VIETNAM ERA

HANDICAPPED

A handicapped individual is defined as:

1. Any person who has an impairment which substantially limits one or more of such person's major life activities, such as hearing, speaking, seeing, performing manual tasks, walking or working.
2. Any person who has a record of being handicapped; for example, someone with a history of heart disease.
3. Any person who is regarded as having a handicap; for example, someone with a limp or disfiguring scar.

DISABLED VETERAN

Disabled veteran means a person entitled to disability compensation under laws administered by the Veterans Administration for disability rated at 30 percentum or more, or a person whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty.

VETERAN OF THE VIETNAM ERA

A veteran of the Vietnam era is defined as a person who served on active duty for a period of more than 180 days, any part of which occurred between August 15, 1964 and May 7, 1975, and was discharged or released from active duty for a service connected disability, if any part of such active duty was performed between August 15, 1964 and May 7, 1975.

AFFIRMATIVE ACTION PLAN  
HANDICAPPED & VETERANS

This document constitutes the North Carolina State University Affirmative Action Plan for the Handicapped for 1976-77. This Plan was prepared in compliance with Department of Labor regulations at 41 CFR Part 60-741, implementing Section 503 of the Rehabilitation Act of 1973, and 41 CFR Part 60-250, implementing the Vietnam Veteran's Readjustment Assistance Act of 1974.

Policy

N.C.S.U. reaffirms its long-standing policy of nondiscrimination in the employment of handicapped individuals. In accord with our other Equal Employment responsibilities, we are committed to providing equal employment opportunity to handicapped persons whose handicap can be reasonably accommodated, consistent with the efficient operation of this institution and who are capable of performing a particular job in a manner safe to themselves, their fellow-workers, and the general public.

Affirmative Action will be taken, in a continuing and good faith effort to assure that no person will be discriminated against because of a handicap, physical or mental, that does not affect his ability to perform the job. All personnel actions, including but not limited to hiring, advancement, recruitment, training, compensation, and employee benefits, are based upon the job



qualifications of each individual, and the capacity of the employing unit to reasonably accommodate the handicap.

### Organization

Prior experience in the development of Affirmative Action reports indicates that the optimal method of preparing a functional, effective plan for the handicapped is to utilize the University's existing organizational structure. Following the normal organizational patterns minimizes potential problems associated with the implementation of new practices and policies.

There are two major employment categories defined on campus: (1) SPA, those individuals whose employment is governed by the North Carolina State Personnel Act, and (2) EPA, those persons who are exempt from State Personnel Act regulations. This second category includes faculty, administrators, and those professionals classified as Faculty without Academic Rank.

### Responsibility

(1) Overall responsibility for the NCSU Equal Employment Opportunity programs rests with the Chancellor.

(2) The Chancellor has designated one of the University's administrative officers director of all Affirmative Action Compliance activities. This office comes under the jurisdiction of the Office of Provost and Vice-Chancellor for Academic Affairs. In addition, responsibility for implementation of planned programs has been delegated to particular individuals as detailed in the appropriate sections of the plan.

(3) The Affirmative Action Committee, chaired by the Affirmative Action Officer, has responsibility for supervising and coordinating affirmative action activities within the units at both the EPA and SPA level. SPA level

In addition, one individual from University Personnel has been assigned responsibility for monitoring overall SPA compliance.

The Chancellor has recently established a University Equal Opportunity Committee. The Committee's primary responsibility is to be a positive force to help sensitize the members of the University community to prejudice, whether subtle or overt. The Equal Opportunity Committee represents part of N. C. State University's commitment to achieving the spirit of equal opportunity beyond compliance with the letter of the law.

#### Policy Dissemination

##### I. Internal

The NCSU Non-Discrimination Statement, carried by official university publications, such as the graduate and undergraduate catalogues, personnel bulletins and forms, and other descriptive brochures, includes reference to the Rehabilitation Act of 1973 and Non-discrimination on the basis of handicap.

The text of that statement is as follows:

North Carolina State University is dedicated to equality of opportunity within its community. Accordingly, North Carolina State University does not practice or condone discrimination in any form, against students, employees, or applicants on the grounds of race, color, national origin, religion, sex, age or handicap. North Carolina State University commits itself to positive action to secure equal opportunity regardless of those characteristics.

North Carolina State University supports the protection available to members of its community under all applicable Federal laws, including Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Sections 799A and 845 of the Public Health Service Act, the Equal Pay and Age Discrimination Acts, the Rehabilitation Act of 1973, and Executive Order 11246. For information concerning these provisions, contact:

Dr. Lawrence M. Clark  
Assistant Provost and  
Affirmative Action Officer  
201 Holladay Hall  
North Carolina State University  
Raleigh, North Carolina 27607

Further dissemination will include the use of campus media to publicize programs on and for the handicapped in an effort to create a greater awareness and sensitivity to handicapped individuals.

The University shall invite all employees and applicants for employment, who believe themselves covered by the Rehabilitation Act, to identify themselves, if they wish to be included under our Affirmative Action Plan. Persons seeking employment on campus will be notified of the plan through an Equal Employment Opportunity Data Sheet, distributed by the Personnel Office with all job application forms.

## II. External

Utilizing the local news media, the University will publicize campus programs such as the removal of architectural barriers, and various achievements of handicapped employees on campus.

Notices of the equal employment opportunity policy on hiring and advancing in employment qualified handicapped individuals will be prominently posted campus-wide, and in the University personnel office.

All recruitment sources for the University will be notified of the Equal Employment Opportunity Program for the handicapped; and the University will continue to recruit from both public and private vocational rehabilitation organizations.

#### Reasonable Accommodation

North Carolina State University will make reasonable accommodation to the physical and mental limitations of an employee or applicant, unless such accommodation would impose an unreasonable hardship on the conduct of the University's business. To determine the extent of our accommodation obligations, the following factors, among others, are to be considered. (1) financial cost and expense (2) the efficient operation of business, (3) business necessity, and (4) availability of funds to make the accommodation.

The University is already engaged in an extensive barrier removal program. The Facilities Planning Division has been developing plans to create a campus more accessible to handicapped employees and students. All new facilities will comply with the American National Standard Specifications for Making Buildings and Facilities Accessible to, and Usable by the Physically Handicapped.

The University, however, is a state institution, and as such, is limited financially to those funds appropriated by the state legislature for renovation and construction of new facilities.

#### Grievance Procedures

N. C. State University has an established grievance procedure for faculty personnel. This procedure is described in the Faculty Handbook.

In addition, several unit affirmative action plans provide for a process of handling complaints through the unit equal opportunity officer or committee.

SPA employees may use the state grievance procedure, recently modified to follow State law in this area.

### Veterans

The foregoing policy of non-discrimination and commitment to affirmative action in the employment of the handicapped extends to cover veterans and disabled veterans pursuant to the Vietnam Veterans Readjustment Assistance Act of 1974.

The Affirmative Action Plan for covered veterans has been incorporated into those activities outlined for implementation of section 503 of the Rehabilitation Act of 1973. Affirmative action requirements for veterans will be implemented in practices and procedures involving proper consideration of applicant's qualifications, review of physical and mental job requirements, outreach, recruitment, and policy dissemination. Those specific requirements not included in the Department of Labor's regulations on employment of the handicapped will be, or have been put into effect as follows:

- University job openings, not to be filled from within the institution, are listed with the North Carolina State Employment Service in accordance with that agency's listing requirements.

- Only that portion of a covered veteran's military record, relevant to the specific job qualifications, shall be considered in determining the veteran's qualifications for employment.

SPA and EPA employees may use the existing grievance procedures in effect for University personnel. The Veteran's Employment Service will defer complaints to internal grievance mechanisms for sixty days. If a satisfactory resolution of the complaint is not obtained through University grievance procedures, the Veteran's Employment Service will refer the complaint to the Department of Labor for processing.

EPA EMPLOYMENT

I. Policy Dissemination

Official University publications carry an Equal Employment Opportunity statement. The EEO statement currently in effect covers the Rehabilitation Act of 1973, at the next printing it will be amended to include veterans as specified by the Vietnam Veterans Readjustment Assistance Act of 1974.

Periodically, the EEO statement, as well as references to our other Affirmative Action Programs, are published in the Official Bulletin. This bulletin is circulated among the faculty and staff. Other dissemination activities having a university-wide effect include posting notices on campus of the University EEO policy and contacts with the local news media.

All University personnel, who are handicapped or covered Veterans, will be invited to participate in the University's Affirmative Action Plan.

II. Recruitment

Activities for Recruitment of EPA personnel involve mailing announcements of position openings to other institutions, especially those having degree programs producing candidates with the necessary academic background for the job. Other recruitment is done in the form of advertising in various publications directed at both general and specialized audiences. All advertisements and announcements of position openings are required to carry the following tag line:

North Carolina State University is an  
Affirmative Action/Equal Employment Opportunity Institution.

III. Selection, Employment, and Advancement

Criteria for each rank, as well as University policy on Academic freedom and tenure, leave, and other benefits are explained in the Faculty Handbook.

Employment decisions at the EPA level are made on an individual basis. The following factors may be 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
- (j) evidence of ability to participate in joint research projects
- (k) evidence of interest in and ability for public service and extension activities
- (l) compatibility with other members of the department.



These factors are weighed differently, depending on the orientation and current needs of the employing unit.

The University does not discriminate on the basis of handicap or veteran status in the employment of EPA personnel. Reasonable accommodation will be made to those individuals who are otherwise qualified and meet the particular needs of the employing department. Implementation of this policy is evidenced by the presence of several handicapped individuals on our faculty.

#### IV. Grievance Procedures

Grievance procedures have been developed for use by all EPA personnel. They are contained in Section VI of the Faculty Handbook.

Department of Labor regulations implementing the Vietnam Veterans Readjustment Assistance Act, requires the Veteran Employment Service to defer any complaints to internal institutional grievance procedures for sixty days. If after that period, the grievance has not been resolved to the satisfaction of the complainant, the Veterans Employment Service will refer the matter to the Department of Labor for processing.

SPA EMPLOYMENT

I. Policy Dissemination

EEO policy statements containing reference to the handicapped are included in SPA publications. The EEO statement will be expanded to include disabled veterans and veterans of the Vietnam era.

A memorandum announcing the University's Affirmative Action Plan for handicapped and covered veterans, will be issued to all University employees. General information aimed toward developing sensitivity and eliminating myths about the handicapped and disabled veterans will be presented whenever possible. Appropriate notices will be posted campus-wide stating University policy on employment and advancement of covered groups. The University will continue to provide local news media with information relating to accomplishments in employment, and removal of architectural barriers.

All University employees will be advised of their responsibility in achieving successful implementation of the Affirmative Action Plans. Letters to all employees will be issued inviting handicapped and covered veterans to participate.

II. Recruitment

Employees involved in recruitment, screening, and referral will receive training in all applicable legislation. Sensitivity training will be provided to any of these staff members who have not received it. Furthermore, supervisory training programs will focus on University policies implementing EEO legislation.

The current recruitment sources, including Vocational Rehabilitation, Commission for the Blind, sheltered workshops, the Employment

Security Commission, the Employment Security Commission Veterans Representative, the Veterans Employment Service, and the State Personnel Department will continue to receive a weekly listing of SPA vacancies, Personnel Notes. All recruitment sources will be notified of the University's commitment to EEO and affirmative action in the employment and advancement of handicapped persons and covered veterans. Visits to recruitment sources will be continued with the goal of increasing referrals and acquiring technical assistance.

### III. Selection, Employment, and Advancement

Job qualifications for SPA positions are established by the State of North Carolina. A review of physical and mental job qualification requirements is scheduled for this year by the Office of State Personnel; the University Staff Personnel Office will continuously review job qualifications to ensure they are relevant to each position as it is performed on campus.

Periodically all SPA selection procedures will be reviewed to assure thorough consideration of the job qualifications of applicants and those requesting transfer assistance, who are known veterans or handicapped. The application or personnel files of those eligible persons electing to participate in the University Affirmative Action Plan, and those known to be covered by the applicable laws will be marked for easy retrieval.

In addition, handicapped individuals will be given any assistance necessary to gain access to Primrose Hall or to complete application forms.

IV. Grievance Procedures

Applicants and SPA employees may seek resolution of a complaint through the Grievance Procedure for SPA employees.

Persons seeking resolutions of complaints arising under the Vietnam Veterans Readjustment Assistance Act of 1974 should also refer to EPA Employment, Section IV.

Civil Rights Act of 1964

A. Title VI

No person in the U. S. shall, on the grounds of race, color, or national origin be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. Title VI, under a long-accepted interpretation, has been considered applicable to discrimination in academic employment.

B. Title VII

Prohibits discrimination in employment practices on the basis of race, color, religion and national origin. Amended by the Equal Employment Opportunity Act of 1972 to include sex. Title VII requires non-discrimination only.

Executive Order 11246 (As Amended by Ex.order 11375)

Prohibits discrimination by government contractors and subcontractors against any employee or applicant for employment because of race, color, religion, sex, or national origin. It requires affirmative action be taken to ensure that applicants are employed and that employees are treated during employment without regard to their race, color, religion, sex or national origin. Title IX of the Education Amendments of 1972 is of 1972

No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

Rehabilitation Act of 1973

A. Section 503

Requires government contractors and subcontractors to take affirmative action to employ and advance in employment qualified handicapped persons.

B. Section 504

No otherwise qualified handicapped individual in the U. S. shall, solely by reason of his handicap, be excluded from the participation and be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.

# NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

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

OFFICE OF THE PROVOST AND VICE-CHANCELLOR

June 23, 1976

MEMORANDUM

TO: Administrative Council  
 FROM: Lawrence M. Clark  
 SUBJECT: Revised Affirmative Action Plan

We are in the process of revising our current Affirmative Action Plan which expires June 30, 1976. Our revised Affirmative Action Plan will cover another three-year period July 1, 1976-June 30, 1979.

The University's projections for full-time EPA faculty in terms of race and sex for the period July 1, 1976 - June 30, 1979 are given below:

RACIAL COMPOSITION

| <u>Race</u>                | <u>Time Period</u> | <u>Total</u> |
|----------------------------|--------------------|--------------|
| White                      | Present            | 1100 (96.5)  |
|                            | 1978-1979          | 1191 (93.9)  |
| Black                      | Present            | 18 ( 1.6)    |
|                            | 1978-1979          | 47 ( 3.7)    |
| Hispan                     | Present            | 6 ( 0.5)     |
|                            | 1978-1979          | 8 ( 0.6)     |
| Asian &<br>Pacific Islands | Present            | 16 ( 1.4)    |
|                            | 1978-1979          | 23 ( 1.8)    |
| American<br>Indians        | Present            | 0 ( 0.0)     |
|                            | 1978-1979          | 0 ( 0.0)     |
| TOTAL                      | Present            | 1140         |
|                            | 1978-1979          | 1269         |

## MEMORANDUM TO ADMINISTRATIVE COUNCIL

Page 2

June 23, 1976

BLACKS

| <u>Schools</u>      | <u>Present</u> | <u>1978-1979</u> | <u>Net Gain</u> |
|---------------------|----------------|------------------|-----------------|
| 1. SALS             | 6              | 16               | 10              |
| 2. Design           | 0              | 1                | 1               |
| 3. Education        | 1              | 10               | 9               |
| 4. Engineering      | 1              | 1                | 0               |
| 5. Forest Resources | 0              | 1                | 1               |
| 6. Liberal Arts     | 9              | 14               | 5               |
| 7. PAMS             | 1              | 4                | 3               |
| 8. Textiles         | 0              | 0                | 0               |

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SEXUAL COMPOSITION

| <u>Sex</u> | <u>Time Period</u> | <u>Total</u> |
|------------|--------------------|--------------|
| Female     | Present            | 77 (6.8)     |
|            | 1978-1979          | 123 (10.3)   |
| Male       | Present            | 1063 (93.2)  |
|            | 1978-1979          | 1146 (89.7)  |
| TOTAL      | Present            | 1140         |
|            | 1978-1979          | 1269         |

LMC/fr



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| Black                      | Present            | 18 ( 1.6)    |
|                            | 1978-1979          | 47 ( 3.7)    |
| Hispan                     | Present            | 6 ( 0.5)     |
|                            | 1978-1979          | 8 ( 0.6)     |
| Asian &<br>Pacific Islands | Present            | 16 ( 1.4)    |
|                            | 1978-1979          | 23 ( 1.8)    |
| American<br>Indians        | Present            | 0 ( 0.0)     |
|                            | 1978-1979          | 0 ( 0.0)     |
| TOTAL                      | Present            | 1140         |
|                            | 1978-1979          | 1269         |

## MEMORANDUM TO ADMINISTRATIVE COUNCIL

Page 2

June 23, 1976

BLACKS

| <u>Schools</u>      | <u>Present</u> | <u>1978-1979</u> | <u>Net Gain</u> |
|---------------------|----------------|------------------|-----------------|
| 1. SALS             | 6              | 16               | 10              |
| 2. Design           | 0              | 1                | 1               |
| 3. Education        | 1              | 10               | 9               |
| 4. Engineering      | 1              | 1                | 0               |
| 5. Forest Resources | 0              | 1                | 1               |
| 6. Liberal Arts     | 9              | 14               | 5               |
| 7. PAMS             | 1              | 4                | 3               |
| 8. Textiles         | 0              | 0                | 0               |

SEXUAL COMPOSITION

| <u>Sex</u> | <u>Time Period</u> | <u>Total</u> |
|------------|--------------------|--------------|
| Female     | Present            | 77 ( 6.8)    |
|            | 1978-1979          | 123 (10.3)   |
| Male       | Present            | 1063 (93.2)  |
|            | 1978-1979          | 1146 (89.7)  |
| TOTAL      | Present            | 1140         |
|            | 1978-1979          | 1269         |

LMC/fr

AFFIRMATIVE RETURN STATUS REPORT  
AS OF JUNE 30, 1976

| CURRENT<br>TOTAL | EPA FULL-TIME    | BLACKS/ EPA - FWAR |                     |          |
|------------------|------------------|--------------------|---------------------|----------|
|                  |                  | Present            | Projected 1978-1979 | Net Gain |
| 159              | SALS             | 17                 | 21                  | 4        |
| 1                | Design           | 0                  | 0                   | 0        |
| 8                | Education        | 0                  | 1                   | 1        |
| 30               | Engineering      | 0                  | 2                   | 2        |
| 8                | Forest Resources | 0                  | 0                   | 0        |
| 2                | Liberal Arts     | 0                  | 0                   | 0        |
| 17               | PAMS             | 0                  | 0                   | 0        |
| 12               | Textiles         | 1                  | 0                   | -1       |
| 66               | Student Affairs  | 6                  | 8                   | 2        |
| 2                | Business Affairs | 0                  | 0                   | 0        |
| 23               | Univ. Extension  | 2                  | 2                   | 0        |
| 24               | Library          | 2                  | 2                   | 0        |
| 91               | Special Units    | 3                  | 5                   | 2        |
|                  | TOTAL NCSU       | 31                 | 41                  | 10       |

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| BLACKS EPA/FACULTY |               |    |    |    |
|--------------------|---------------|----|----|----|
| 405                | SALS          | 6  | 16 | 10 |
| 28                 | Design        | 0  | 2  | 2  |
| 60                 | Education     | 1  | 8  | 7  |
| 147                | Engineering   | 1  | 1  | 0  |
| 55                 | Forestry      | 0  | 1  | 1  |
| 221                | Liberal Arts  | 9  | 14 | 5  |
| 174                | PAMS          | 1  | 4  | 3  |
| 36                 | Textiles      | 0  | 1  | 1  |
| 6                  | Special Units | 0  | 0  | 0  |
|                    | TOTAL NCSU    | 18 | 47 | 29 |

## FEMALES / EPA - FWAR

| <u>UNIT</u>         | <u>Present</u> | <u>Projected 1978-1979</u> | <u>Net Gain</u> |
|---------------------|----------------|----------------------------|-----------------|
| 1. SALS             | 43             | 42                         | -1              |
| 2. Design           | 0              | 0                          | 0               |
| 3. Education        | 3              | 2                          | -1              |
| 4. Engineering      | 0              | 0                          | 0               |
| 5. Forest Resources | 0              | 0                          | 0               |
| 6. Liberal Arts     | 0              | 0                          | 0               |
| 7. PAMS             | 4              | 6                          | 2               |
| 8. Textiles         | 1              | 0                          | 1               |
| 9. Student Affairs  | 21             | 21                         | 0               |
| 10. Univ. Extension | 3              | 4                          | 1               |
| 11. Library         | 15             | 15                         | 0               |
| 12. Business        | 0              | 0                          | 0               |
| 13. Special Units   | 2              | 4                          | 2               |
| <u>EPA- FACULTY</u> |                |                            |                 |
| 1. SALS             | 11             | 28                         | 17              |
| 2. Design           | 3              | 4                          | 1               |
| 3. Education        | 9              | 13                         | 4               |
| 4. Engineering      | 1              | 3                          | 2               |
| 5. Forest Resources | 2              | 2                          | 0               |
| 6. Liberal Arts     | 44             | 60                         | 16              |
| 7. PAMS             | 6              | 14                         | 8               |
| 8. Textiles         | 1              | 2                          | 1               |
| 9. Special Units    | 0              | 0                          | 0               |
| NCSU TOTALS         |                |                            |                 |
| 1. NCSU- EPA-FAC    | 77             | 126                        | 49              |
| 2. NCSU- EPA-FWAR   | 92             | 95                         | 3               |

FORMAT

- I Preamble
- II Reaffirmation of Equal Employment Opportunity Principles
- III Publicizing the Equal Employment Opportunity Policy
- IV Responsibility for Implementation of the Plan
- V Identification of Problems
  - A. Utilization and Availability Analysis and Goals and Timetables
    - 1) Analysis of Work Force Profile by Race and Sex
      - a) EPA Faculty
      - b) EPA Non-faculty
      - c) SPA
    - 2) Utilization and Availability Analysis
      - a) EPA Faculty
      - b) EPA Non-faculty
      - c) SPA
    - 3) Establishment of Goals and Timetables
      - a) EPA Faculty
      - b) EPA Non-faculty
      - c) SPA
  - B. Composition of Applicant Flow by Minority, Group Status and Sex
    - 1) EPA Faculty
    - 2) EPA Non-faculty
    - 3) SPA
  - C. Analysis of Total Selection Process
    - 1) EPA Faculty
    - 2) EPA Non-faculty
    - 3) SPA
  - D. Analysis of Transfer and/or Promotion Practices
    - 1) EPA Faculty
    - 2) EPA Non-faculty
    - 3) SPA
  - E. Work Force Attitude
  - F. Analysis of Technical Phases of Compliance
  - G. Rights and Benefits - Salary
- VI Development and Execution of Corrective and Remedial Programs

September 19, 1975

STATUS OF NCSU AFFIRMATIVE ACTION

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

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

RACE SUMMARY

EPA Non-faculty

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



### EPA Faculty

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

### SPA

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

### SEX SUMMARY

### EPA Non-faculty

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

EPA Faculty

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

SPA

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

September 19, 1975

STATUS OF NCSU AFFIRMATIVE ACTION

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

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

RACE SUMMARY

EPA Non-faculty

January 1974 - 25

The full-time black EPA non-faculty numerical goal by June 1976 is <sup>39</sup>38. At the present there are 29 blacks in this category. This is an increase of 2 over 1974-1975. Under "other" category (American Indians, American Orientals, Spanish surnames), we have at present 4 full-time persons with a goal of 5 by 1976.

EPA Faculty

January 1974

-F. 12

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

SPA

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

SEX SUMMARY

EPA Non-faculty

84

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

EPA Faculty

(67) →

$\frac{88}{67}$

(21)

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

SPA

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

1

Lmc

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

SCHOOL OF ENGINEERING

OFFICE OF THE DEAN  
Box 5518 ZIP 27607

August 16, 1976

Memorandum

To: Executive Committee

From: John F. Ely

Re: Affirmative Action

Enclosed is a suggested form letter to satisfy our affirmative action efforts for SPA personnel. In parentheses are those items that will, of course, vary from one personnel action to another.

I would appreciate any comments and suggestions for improvement that you may have by August 31.

JFE:tv

cc: Dr. Lawrence Clark  
Mr. W. R. Calloway

Enclosure

FORM LETTER FOR AFFIRMATIVE  
ACTION STATEMENT FOR SPA PERSONNEL

Dr. John F. Ely, Affirmative Action Officer  
School of Engineering  
North Carolina State University  
232 Riddick  
NCSU Campus

Dear Dr. Ely:

The Department of (Nuclear Engineering) required the services of (a person with the knowledge and ability in the field of electronics in general and also, in particular, his understanding and ability in those areas of electronics of particular interest in the Department of Nuclear Engineering.) This is an SPA position entitled ( ), and will be a (full-time, part-time) position with this appointment beginning on ( ) and ending on ( ).

The department has notified the following (groups, agencies, institutions, journals, etc.) about the vacancy and has advertised for a person in the following (list publications). The department has also contacted (names), the Black (position) in the School to find additional qualified applicants.

We have received (eight) applications. Of the applicants (none) were Black, (one) was a woman, and in arranging interviews no account was taken of non-professional characteristics such as ethnic background, race, color, sex, creed, national origin, handicapped or veteran status.

The total number of applicants invited to campus or who was interviewed elsewhere was (eight) of which (none) were blacks and (one) was a woman.

Offers were made to:

| Name  | Sex | Race | Present Employer |
|-------|-----|------|------------------|
| _____ | ___ | ___  | _____            |
| _____ | ___ | ___  | _____            |

The department has maintained files documenting both our efforts to obtain minority candidates and an explanation for the offers made by explicitly comparing the qualifications of those offered and those not offered the position.

Signatures:

Department Head  
Affirmative Action Officer  
Date

LEWIS - CLARK STATE COLLEGE

AFFIRMATIVE ACTION OFFICE  
LEWISTON, IDAHO 83501

The Lewis-Clark State College Affirmative Action office would very much appreciate it if you would circulate these job announcements, calling them to the attention of qualified persons who might be interested.

| POSITION   | RESPONSIBILITIES (Include but not limited to)   | QUALIFICATIONS (Include but not limited to)  | CONTACT/<br>CLOSING DATE                          |
|--|---|--|---|
| Instructor in Vocational Special Skills          | Develop lesson plans, instruct, supervise students in OJT, conduct physical conditioning. Evaluate progress of students.  | High school diploma or GED. Course work in Psychology, special education or related field. Degree helpful.   | Dr. M. L. Shinn<br>Dir. Vo-Tech<br>Closes 7/21/76 |
| Vocational Home Economics Instructor/Coordinator | Teaching short term occupational Home Economics for adults. Develop family living and consumer education materials for post high school vocational students. Assist in organizing evening extension programs in Home Economics. | Bachelors Degree in Home Economics, with additional credentials and credits for vocational endorsement on Idaho Teaching Certificate. Occupational experience involving Home Economics | Dr. M. L. Shinn<br>Dir. Vo-Tech<br>closes 7/21/76 |

Lewis-Clark State College is an Affirmative Action/Equal Opportunity Employer. Women and minorities are encouraged to apply. All qualified applicants will receive consideration without regard to race, color, national origin, religion, age, handicapped status, or sex.



## LEWIS - CLARK STATE COLLEGE

AFFIRMATIVE ACTION OFFICE  
LEWISTON, IDAHO 83501

The Lewis-Clark State College Affirmative Action office would very much appreciate it if you would circulate these job announcements, calling them to the attention of qualified persons who might be interested.

| POSITION                                  | RESPONSIBILITIES (Include but not limited to)   | QUALIFICATIONS (Include but not limited to)   | CONTACT/<br>CLOSING DATE  |
|---|---|---|---|
| Chairperson<br>Division of Educa-<br>tion | In addition to serving as Chairperson, Division of Education, serves as Director of Continuing Education, Director of Summer School and Coordinator of Non-Traditional Studies Program. | Earned Doctorate, plus public school teaching experience. Ability to provide strong leadership. Experience working within performance-based Teacher Education Program highly desirable. | Dr. Lee A. Vickers<br>Exec. V.P. and<br>Academic Dean<br>closes: 8/6/76 |

Lewis-Clark State College is an Affirmative Action/Equal Opportunity Employer. Women and minorities are encouraged to apply. All qualified applicants will receive consideration without regard to race, color, national origin, religion, age, handicapped status, or sex.

CENTRAL WASHINGTON STATE COLLEGE  
Ellensburg, Washington 98926  
June 25, 1976

DEPARTMENT OF COMMUNICATION

POSITION AND RANK: Assistant Professor of Speech Communication

SALARY RANGE: \$12,789 to \$13,931

RESPONSIBILITIES: Duties include instructing on a regular basis a large lower division course in political communication as well as fundamentals and occasionally teaching courses in rhetorical theory and criticism. Teaching capability in one of the following areas is highly desirable: communication theory, interpersonal, small group, organizational, or non-verbal communication.

QUALIFICATIONS: 1) Two years of actual college classroom instruction  
2) Minimum educational requirement is doctoral coursework completed (all but the dissertation) with the granted Ph.D. highly desirable.

DEADLINE FOR APPLICATION: July 30, 1976

STARTING DATE: September, 1976

EQUAL OPPORTUNITY/  
AFFIRMATIVE ACTION  
EMPLOYER: Central Washington State College is an Equal Opportunity Employer and operates under an Affirmative Action Policy. The College strongly encourages all qualified applicants, especially women and ethnic minorities to apply. Applicants are requested to indicate their ethnic background and sex in their letter of application. Although providing this information is optional, the success of our Affirmative Action Program depends on our having it.

CONTACT: Dr. Lynn R. Osborn, Chairperson  
Search Committee  
Department of Communication  
Central Washington State College  
Ellensburg, WA 98926

CENTRAL WASHINGTON STATE COLLEGE  
Ellensburg, Washington 98926

**POSITION:** It is anticipated there will be a temporary position available as Lecturer in Education with specialties in Elementary Reading and Special Education. The position is to replace faculty granted a one year leave of absence for the 1976-77 academic year.

**SETTING:** The College is located in the center of the State in a small town (14,000) on the eastern slopes of the Cascades, one-hundred miles from Seattle. The Department of Education is housed in a building which has classrooms that are well equipped, including closed-circuit television for observation of demonstration teaching in the local schools.

**QUALIFICATIONS:** Minimum of a Masters Degree with specialization in Elementary Education (Reading) and Special Education. The candidate must have strong preparation or experience in diagnosis and remediation of reading problems. At least three years successful teaching experience with elementary age children in a State Accredited program is desired.

**DUTIES:** The appointee will be expected to teach courses in reading and language arts and special education.

**SALARY:** Negotiable, depending on experience and qualifications.

**DEADLINE FOR APPLICATION:** August 20, 1976

**STARTING DATE:** September 20, 1976

**EQUAL OPPORTUNITY/  
AFFIRMATIVE ACTION  
EMPLOYER:** Central Washington State College is an Equal Opportunity Employer and operates under an Affirmative Action Policy. The College strongly encourages all qualified applicants, especially women and ethnic minorities to apply. Applicants are requested to indicate their ethnic background and sex in their letter of application. Although providing this information is optional, the success of our Affirmative Action Program depends on our having it.

**CONTACT:** Robert K. Carlton, Chairman  
Department of Education  
Central Washington State College  
Ellensburg, Washington 98926  
Telephone: (509) 963-3412

CENTRAL WASHINGTON STATE COLLEGE

Reference Librarian: Position open now.

Minimum Requirements: Master of Library Science degree from an ALA-accredited Library school.

Desirable Qualifications: A second Master's degree or additional graduate level training beyond the library Master's. Fluency or 2 years of course work in Germanic and/or Romance languages. Courses in general reference with an emphasis on academic librarianship, and discipline-oriented reference. Cataloging courses and a thesis experience and/or research methods course. Academic major or minor in Business Administration or Physical Science. Course work and/or experience in computer applications. Pre-professional library experience in an academic or large public library.

Duties: A beginning level position to provide general reference service in conjunction with a team of four other professional librarians. Acceptance of a varying work schedule of approximately 40 hours per week ranging between 8:00 AM to 10:30 PM. Assume responsibilities for supervision and maintenance of reference support functions, eg. pamphlet files, business services, and reference collection development. Participate in library orientation, subject bibliographic lectures and teaching. Also, faculty committee work, research, publication and other professional activities.

Documents/Map Librarian: A beginning level position for 1 year, September 15, 1976 - September 15, 1977. Appointment may continue if incumbent does not return.

Minimum Requirements: Master of Library Science degree from an ALA-accredited library school.

Desirable Qualifications: Courses in reference, government documents, and cataloging, with emphasis on academic librarianship; courses in geography and/or geology; at least one foreign language; ability and personality to work with the public, and computer retrieval knowledge. Graduate level training in addition to M.L.S.

Duties: Work with the Head Government Documents Librarian to provide reference services for government documents, maps, and microforms; do original cataloging of government documents and maps; regularly scan all government documents received; give occasional lectures on the use of bibliographic tools and the use of documents, maps, and microforms; help supervise and train clerical and student assistants. Acceptance of varying work schedule of approximately 40 hours per week ranging between 8:00 AM to 10:30 PM.

ALL OF THE FOLLOWING INFORMATION APPLIES TO BOTH POSITIONS:

Rank, Salary, and Benefits: Instructor of Librarianship. (May be hired at Lecturer level for one year to qualify for Instructor.) Starting salary, Lecturer - \$11,920.00, Instructor - \$12,498.00 for a 12 month contract. 22 working days vacation. Generous sick leave, TIAA-CREF retirement, group health plan and disability insurance. Faculty benefits include eligibility for tenure, sabbatical leave, leaves of absence and Faculty Senate representation.

College policy calls for affirmative action toward hiring ethnic minorities and women. Central Washington State College is an Equal Opportunity Employer and operates under an Affirmative Action Policy. The College strongly encourages all qualified applicants, especially women and minorities, to apply. Applicants are requested to indicate their ethnic background and sex in their letters of application. This information is optional but very important to the success of our Affirmative Action Program. We welcome all qualified applicants for the position.

All applications should be received or post-marked by May 31, 1976. Send a letter expressing interest and a resume'. Interview recommended. The college can not pay travel expenses.

Contact: Richard Waddle  
Dean of Library Services Telephone (503) 963-1901  
Central Washington State College SCAN 8-453-1901  
Ellensburg, Washington 98926

An Equal Opportunity/Affirmative Action Employer



The University of Georgia College of Agriculture

ATHENS, GEORGIA 30602

DEPARTMENT OF AGRICULTURAL ECONOMICS

March 17, 1976

PLEASE REPLY TO:  
LIVESTOCK-POULTRY BUILDING

404 / 542-2481

Affirmative Action Chairman  
North Carolina State University  
Raleigh, North Carolina 27607

Dear Sir:

Attached are announcements of positions available in this Department. Your assistance is solicited in calling these positions to the attention of qualified persons. Of course, I would welcome your nomination of individuals whom you can recommend.

Would you also share copies of these announcements with other departments in your Institution where there may be qualified and interested persons.

Sincerely yours,

Stephen J. Brannen  
Chairman  
Agricultural Economics Division

Attachment

## FACULTY POSITION ANNOUNCEMENT

Department of Agricultural Economics  
College of Agriculture, University of Georgia  
Athens, Georgia 30602

- POSITION:** Full-time (12 months) joint teaching & research with approximately one-third time assigned to teaching.
- RANK:** Assistant or Associate Professor of Agricultural Economics, depending on qualifications.
- DATE OPEN:** July 1, 1976.
- ROLE & RESPONSIBILITY:** A permanent position oriented towards Resource Economics. Teaching and research assignments are mainly related to land, water, and environmental economics and related issues. Responsibilities include organizing current knowledge, defining prevailing issues, specifying appropriate analytical techniques, designing research projects and making relevant analyses.
- QUALIFICATIONS:** Ph.D. in Agricultural Economics or Economics with strong background in theory and quantitative methods. Professional interest and orientation towards Environmental and Resource Economics. Evidence of potential for outstanding teaching and research performance.
- SALARY:** Commensurate with education and professional experience.
- GENERAL INFORMATION:** Department offers complete program of study at the B.S., M.S., and Ph.D. levels. Research and teaching in Agricultural Economics spans all major areas of the agricultural economy. The position is one on the University of Georgia campus at Athens (population 65,000), about one hour's drive east of metro Atlanta.
- APPLICATIONS:** Send letter of application, resume, and transcripts to:  
  
Dr. S. J. Brannen, Chairman  
Division of Agricultural Economics  
301 Conner Hall  
University of Georgia  
Athens, GA 30602  
Ph. 404 - 542-2481
- CLOSING DATE FOR RESUMES:** May 1, 1976, or later if selection has not been made.

The University of Georgia is an Equal Opportunity/Affirmative Action Employer



The University of Georgia College of Agriculture

ATHENS, GEORGIA 30602

DEPARTMENT OF AGRICULTURAL ECONOMICS

March 17, 1976

PLEASE REPLY TO:  
LIVESTOCK-POULTRY BUILDING

404 / 542-2481

Here is a non-academic position we have just established.  
We would appreciate your help in reaching qualified  
candidates.

UNIVERSITY OF GEORGIA ... COLLEGE OF AGRICULTURE

POSITION: Information Analyst II

LOCATION: Department of Agricultural Economics  
University of Georgia  
Athens, GA 30602

POSITION AVAILABLE: April 1, 1976

POSITION RESPONSIBILITIES:

Plan and direct activities to implement a "Producer Panel Project." Supervise other project personnel. Analyze current system operations and define requirements for improving or replacing information system as well as coordinate and oversee the work of fieldmen assigned to data collection phase of the project. Will be required to train in the area of data collection and judge adequacy of computer programming required for enterprise cost analysis. Provide liaison between the project executive committee and commodity committees. Prepare Project reports and recommend changes that may be required in operational elements of the project.

QUALIFICATIONS:

M.S. degree in Agricultural Economics or Economics

Experience in Agricultural Economics' application and/or decision sciences.

SALARY & EMPLOYMENT STATUS:

Salary is commensurate with professional qualifications. Non-academic appointment is on a 12 month basis with one calendar month paid leave plus holidays and Christmas week.

OTHER BENEFITS

State retirement plan, health and life insurance group plans. Details will be supplied on request.

\*\*\*\*\*

For further information contact:

Dr. Stephen J. Brannen, Head  
Agricultural Economics Department  
University of Georgia  
Athens, GA 30602  
Phone: 404-542-2481

The University of Georgia is an equal opportunity-affirmative action employer.





CHATTANOOGA STATE TECHNICAL COMMUNITY COLLEGE

4501 AMNICOLA HIGHWAY  
CHATTANOOGA, TENNESSEE 37406  
PHONE (615) 698-3681

May 17, 1976

Attention: Affirmative Action Officer

Please post the attached announcement of position openings  
on your bulletin board.

Sincerely,

*Charles W. Branch*

Charles W. Branch  
President

CWB:mbj

Enclosure (1)

ANNOUNCING FACULTY POSITION OPENINGS

CHATTANOOGA STATE TECHNICAL COMMUNITY COLLEGE  
4501 Amnicola Highway  
Chattanooga, Tennessee 37406

ASSISTANT TO DEAN OF INSTRUCTION -- Master's degree with eighteen (18) graduate semester hours in teaching area; five years' college experience, preferably at community college level and administrative experience in community college. To teach sixty percent of the time in the area of competence and forty percent of time will be administrative responsibilities. Position available July 1, 1976.

\*INSTRUCTOR WITH COACHING RESPONSIBILITIES -- Master's degree with a minimum of eighteen (18) semester hours in the teaching discipline. Teach a full load in either English, Mathematics, Sociology, Accounting, or Management, plus coaching responsibilities in baseball and basketball.

\*PSYCHOLOGY INSTRUCTOR -- Master's degree with eighteen (18) graduate semester hours in psychology. Experience in teaching in a two-year institution preferred.

Resume to: Dr. Herbert J. Robinson  
Dean of Instruction

\*HISTORY INSTRUCTOR -- Master's degree in discipline. To teach American history, history of western civilization, and Black history.

Resume to: Mr. Van Compton, Head  
Division of Arts and Sciences

\*Positions available September 15, 1976.

Applications accepted through May 31, 1976.

AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER

POSITIONS ANNOUNCEMENT

Central Washington State College  
Ellensburg, Washington 98926

THREE POSITIONS: Assistant or Associate Professor of Business Education and Administrative Management, full-time (9 month) faculty positions.

QUALIFICATIONS: Position No. 1

1. Doctor's degree or equivalent preferred. Will consider persons with a Master's degree.
2. Teaching expertise should be in Business and Office education subjects, to include (1) undergraduate business and vocational teacher education, and (2) secretarial related courses. This position requires student teacher visitations one or two quarters a year and may involve the teaching of graduate business or vocational teacher education courses off-campus. Any preparation and experience in distributive education should be identified in the application.
3. Minimum of three years teaching experience in business and office subjects to include at least one year of public secondary school teaching.

QUALIFICATIONS: Position No. 2

1. Doctor's degree or equivalent preferred. Will consider persons with a Master's degree.
2. Teaching expertise should be in the areas of office machines, reprographics, typewriting, Gregg shorthand, and related business and office subjects. Emphasis in legal, medical, and general secretarial subjects.
3. Minimum of three years teaching experience in business and office subjects.

QUALIFICATIONS: Position No. 3

1. Doctor's degree or equivalent preferred. Will consider persons with a Master's degree.
2. Primary teaching emphasis should be in administrative office management and the professional secretarial area to include competency and interest in teaching records management, business communications, business organization, and related business and office subjects. Position may involve the teaching of off-campus classes. Any academic or work experience in marketing and distribution should be identified in the application.
3. Minimum of three years teaching experience in business and office related subjects.

RANK AND SALARY: Commensurate with education, experience, and other qualifications.

SETTING: The 1975-76 academic year enrollment at Central Washington State College is approximately 7,500 students. Ellensburg is a college town (population 14,000) located in the Kittitas Valley on the eastern slope of the Cascade Mountains, two hours (110 miles) from metropolitan Seattle on the main east-west interstate route. The college is one of the six four-year institutions of public higher education in the State of Washington.

The Department of Business Education and Administrative Management has a full-time teaching faculty of eight and administratively reports to the dean of the School of Professional Studies. There are six departments in the School of Professional Studies. The department has four programs of study: Administrative Office Management, Business Education, Distributive Education, and Pre-professional secretarial.

APPLICATION CLOSING DATE: Will remain open until further notice.

EMPLOYMENT STARTING DATE: September, 1976.

EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER. Central Washington State College is an Equal Opportunity Employer and operates under an Affirmative Action Policy. The College strongly encourages all qualified applicants, especially women and ethnic minorities, to apply. Applicants are requested to indicate their ethnic background and sex in their letter of application. Although providing this information is optional, the success of the Affirmative Action Program depends on our having it.

CONTACT: Dr. Eugene J. Kosy, Chairman, Telephone (509) 963-2611, Department of Business Education and Administrative Management, Central Washington State College, Ellensburg, Washington 98926.

CENTRAL WASHINGTON STATE COLLEGE  
Ellensburg, Washington 98926  
March 18, 1976

OFFICE OF INTERNATIONAL PROGRAMS

**Position:** Resident Director, Mexico Instructional Center

**Duties:** Serve as chief administrative officer of the Northwest Council of Colleges Instructional Center, Administreated by CWSC, including responsibilities for academic program, student and auxiliary services for center enrolling approximately 200 students per quarter (800 per year).

**Qualifications:** Fluency in Spanish and English; terminal degree in appropriate liberal arts discipline and experience with foreign study programs. Business experience desirable but not mandatory.

**Setting:** Guadalajara, Mexico

**Position and Salary:** Staff (Civil Service Exempt): \$15,000 -- \$18,000

**Deadline for Application:** May 21, 1976

**Starting Date:** June 21, 1976

**Equal Opportunity/Affirmative Action Employer:** Central Washington State College is an Equal Opportunity Employer and operates under an Affirmative Action Policy. The College strongly encourages all qualified applicants especially women and ethnic minorities to apply. Applicants are requested to indicate their ethnic background and sex in their letters of application. Although providing this information is optional, the success of our Affirmative Action Program depends on our having it.

**Contact:** Chairman Screening Committee  
International Programs  
Central Washington State College  
Ellensburg, Washington 98926  
Telephone: (509) 963-3612



The University of Georgia College of Agriculture  
Experiment Stations • Georgia Station

EXPERIMENT, GEORGIA 30212  
404/228-7272



DEPARTMENT OF AGRONOMY

June 28, 1976

Affirmative Action Office  
North Carolina State University  
Raleigh, N. C. 27607

Dear Sir:

Enclosed is an announcement of an Agricultural Research Associate position at the Georgia Experiment Station. This is a postdoctoral-type position and candidates must be immediately available after the closing date of the announcement. Funds to support the position will be available through September 30, 1978.

It would be greatly appreciated if you would bring this announcement to the attention of potential candidates in your department.

Thank you.

Sincerely,

Oscar E. Anderson  
Professor and Head  
Department of Agronomy

OEA:bs



## The University of Georgia College of Agriculture

Experiment Stations • Georgia Station

EXPERIMENT, GEORGIA 30212

404/228-7272



DEPARTMENT OF AGRONOMY

### POSITION ANNOUNCEMENT

**TITLE:**

Agricultural Research Associate

**TERM OF APPOINTMENT:**

This is a full-time research position with an initial appointment of one year, renewable for a second year.

**LOCATION:**

Department of Agronomy, Georgia Experiment Station, Experiment (near Griffin), Georgia.

**SALARY:**

\$12,800/year

**RESPONSIBILITIES:**

To conduct field and laboratory research on rhizobial inoculants and inoculation methods to improve legume productivity.

**QUALIFICATIONS:**

Candidates must have a Ph.D. degree in Agronomy or Soil Science with experience in soil microbiological techniques. Experience in small plot field research, rhizobial serogrouping and acetylene reduction assay techniques, and a strong background in legume nutrition and soil fertility are highly desirable. Candidates with degrees in related disciplines and having the above qualifications will also be considered.

**CLOSING DATE:**

All application materials, must be received by July 31, 1976.

**APPLICATION INFORMATION:**

Send letter of application, curriculum vitae, official grade transcript and three letters of reference to:

Dr. D. O. Wilson  
Department of Agronomy  
University of Georgia  
Georgia Station  
Experiment, Georgia 30212

Tel. (404) 228-7274

*Call John - suggest  
keeping this as an  
"in house"  
document.*

NORTH CAROLINA STATE UNIVERSITY

STATEMENT OF AFFIRMATIVE ACTION CONCERNING

SPA EMPLOYMENT OF THE HANDICAPPED

In keeping with the provisions of Section 503 of the Rehabilitation Act of 1973, which requires federal contractors to take affirmative action regarding the employment of the handicapped, North Carolina State University, consistent with our previous commitments in all aspects of Equal Employment Opportunity, pledges to provide equal opportunity to any handicapped individual who is qualified to perform a particular SPA position with reasonable accommodation to his or her handicap.

Furthermore, no individual will be discriminated against because of a physical or mental handicap that does not affect job performance. Employment and advancement decisions will be based on objective evaluations of relevant job qualifications and the University's ability to accommodate the handicap in a manner safe to the individual, co-workers, and the general public, and consistent with efficient operations.

Affirmative efforts will be made to assure that all other personnel management decisions including demotions, transfers, dismissals and selection for training will also be made without discrimination toward qualified handicapped individuals.

With respect to SPA employment, the Division of Personnel Services will continue to assist and monitor all campus departments, schools, divisions, programs or activities. Specific affirmative efforts to assure equal employment opportunities for the handicapped are stated below along with the target date and the administrator accountable for successful implementation.

| SPA AFFIRMATIVE ACTION  | ACCOUNTABLE ADMINISTRATOR (S)  | TARGET DATE    |
|---|--|----------------|
| <u>Policy Dissemination</u>   |  |                |
| a) The University will continue to include the handicapped in all EEO policy statements. In the SPA area such statements are included in the Division of Personnel Services Applicant Information Sheet, Personnel Notes, New SPA Employee Orientation, the Application Routing Sheet which accompanies all referrals to SPA vacancies etc. | Director, Staff Personnel<br>University Affirmative Action Officer         | Continuing     |
| b) Disabled veterans and veterans of the Vietnam era will be included in all University EEO policy statements   | <i>Director, Staff Personnel<br/>University Affirmative Action Officer</i> | November, 1976 |

| SPA AFFIRMATIVE ACTION  | ACCOUNTABLE ADMINISTRATOR   | TARGET DATE   |
|---|---|---|
| <p>g) The University's equal employment opportunity policy and affirmative action program to employ and advance the handicapped will be announced by memorandum to Deans, Directors and Department Heads and will be featured in University publications for employees including the SPA Employee Handbook, the Official Bulletin and proposed newsletters to staff employees and managers. In addition, general information aimed toward developing sensitivity and eliminating myths about the handicapped will be presented in bulletins, showcases, and displays whenever possible.</p> | <p>Director, Staff Personnel<br/>disabled veterans &amp; veterans of the Vietnam era,</p> | <p>November 1976<br/><br/>and<br/><br/>Continuing</p> |
| <p>d) The University will continue to provide the local media with information relating to accomplishments in employment, advancement, and removal of architectural barriers.</p>   | <p>Director, Information Services</p>   | <p>Continuing</p>                                     |
| <p>q) All SPA employees will be advised of the University's Affirmative Action programs and their responsibility in achieving successful implementation.</p>  | <p>Director, Staff Personnel<br/>University Affirmative Action Officer</p>                | <p>November 1976</p>                                  |
| <p>f) Appropriate notices will be posted campus-wide stating University policy on employment and advancement of <del>the handicapped</del> covered groups.</p>  | <p>"</p>  | <p>December 1976</p>                                  |
| <p>q) All employees involved in <del>recruitment, screening, and referral</del> (of <del>handicapped</del>) will receive training in all applicable legislation. Furthermore sensitivity training will be provided to any of these staff members who have not already received it.</p>  | <p>Director, Staff Personnel</p>  | <p>March 1977</p>                                     |
| <p>h) Supervisory training programs focusing on EEO will thoroughly cover the policy <sup>on</sup> employment and advancement of the handicapped. implementing applicable legislation.</p>  | <p>"</p>  | <p>Continuing</p>                                     |



| SPA AFFIRMATIVE ACTION   | ACCOUNTABLE ADMINISTRATOR  | TARGET DATE   |
|--|--|---------------|
| <u>Recruitment</u>   |  |               |
| <p>a) All current recruitment sources will be advised of the University commitment to affirmative action in the employment and advancement of the handicapped &amp; veterans.</p>  | Director, Staff Personnel  | November 1976 |
| <p>b) All recruitment sources including various Vocational Rehabilitation counselors, the Commission for the Blind, the Raleigh Clinic for the Blind, sheltered workshops, the Employment Security Commission, and the State Personnel Department will continue to receive <u>Personnel Notes</u>, a weekly listing of SPA vacancies.</p>  | <p>"</p> <p><i>The Vet-Rep at the ESC, the Veterans' Employment Service,</i></p> | Continuing    |
| <p>c) Visits to recruitment sources serving the handicapped will be continued with the goal of increasing referrals and acquiring technical assistance. Representatives from these sources may in turn be invited to campus to meet our SPA recruitment staff and to be familiarize with the SPA employment process.</p>   | <p><i>Veterans "</i></p>   | Continuing    |
| <p>d) Job qualifications for SPA positions are established by the State of North Carolina. A review of all physical and mental job qualification requirements is scheduled for this year by the Office of State Personnel. However, the University will scheduled continuous reviews of job qualifications to ensure that they are relevant to each position as it is performed on campus.</p> | <p>"</p>   | Continuing    |

| SPA AFFIRMATIVE ACTION  | ACCOUNTABLE ADMINISTRATOR  | TARGET DATE          |
|---|--|----------------------|
| <p><u>Selection, Employment and Advancement</u></p>   |  |                      |
| <p>a) The University shall invite all SPA applicants and employees who believe themselves covered by the Act to identify themselves and benefit under the University's affirmative action program.</p>  | <p>Director, Staff Personnel<br/>University Affirmative Action Officer</p> | <p>November 1976</p> |
| <p>b) When access to Primrose Hall (Division of Personnel Services) is difficult in spite of recent architectural modifications the handicapped will be provided appropriate assistance. Any assistance that a handicapped applicant or employee may need in completing required forms will be given.</p> | <p>Director, Staff Personnel</p>   | <p>Continuing</p>    |
| <p>c) Periodically all SPA selection procedures will be reviewed to assure continued thorough consideration of the job qualifications of <del>known handicapped</del> applicants and <del>handicapped employees</del> requesting transfer assistance, <i>who are known veterans or handicapped.</i></p>   | <p>"</p>   | <p>"</p>             |
| <p>d) The application or personnel files of eligible applicants or employees, electing to participate in the University's Affirmative Action program, as well as applicants or employees known to be handicapped will be marked in a manner assuring easy retrieval.</p>                                  | <p>"</p>   | <p>December 1976</p> |
| <p>e) The transfer application of each <del>known handicapped</del> employee, will include records on all referrals to SPA positions and completed Application Routing Sheets (DPS-2) documenting the disposition of each referral. Efforts toward accomodation will be documented.</p>                   | <p>"</p>   | <p>Continuing</p>    |

either

covered veterans or

known to be → a veteran or handicapped

SPA AFFIRMATIVE ACTION

ACCOUNTABLE ADMINISTRATOR

TARGET DATE

Complaints

a) ~~Applicants~~ Applicants of SPA employees may seek resolution of a complaint through the Grievance Procedure for SPA employees.

"

Continuing

b) Veteran's complaints will be deferred to internal grievance procedures for 60 days. If a satisfactory resolution of the complaint has not occurred, then the Veterans Employment Service will refer the Complaint to DOL.

SUGGESTED PLAN OF ACTION

Policy Dissemination

- (a) ~~None necessary.~~ *already implemented*  
(b) ~~As stated.~~  
(c) Memorandum to Deans, Directors, and Department Heads

Reaffirmation of Equal Employment Opportunity (all aspects) in Blue Bulletin.

Continue to high light National Employ the Handicapped Week in a D. H. Hill Library showcase and through a proclamation by the Chancellor.

Article in Journal profiling current EPA/SPA handicapped employees, and their contributions.

(d) As stated.

(e) Develop a letter to all employees including invitation to handicapped employees to voluntarily participate.

(f) Distribute "job rights poster" with accompanying policy statement attached.

(g) & (h) Develop training program on laws and sensitivity. Involve Karen Clark of State Personnel who is blind if possible. Extend to management personnel when feasible. Explore possible use of Tony Dingman's film.

Recruitment

(a) Develop letter or additional statement for Personnel Notes. Might suggest reciprocal visits.

(b) ~~None necessary.~~ *Procedure currently implemented*

(c) Develop schedule for visits involving all interviewers and Staff Recruitment Officer.

Host a quarterly meeting of the Mayor's Committee on Employment of the Handicapped.

(d) ~~None necessary.~~ *Office of State Personnel to review this year.*

Selection, Employment, and Advancement

(a) Include statement in letter outlined under Policy Dissemination, (d).

(b) Involve receptionists in sensitivity training.

(c) Review selection procedures at least annually prior to September 1.

*At this time  
the Office  
of Personnel  
is scheduled to*

- d) The application formats proposed as replacements for the standard state form PD-107 should provide a means of easy retrieval.
- e) None necessary

Complaints

- a) Involve employee relations staff in training on the Rehabilitation Act, Section 503, and the Vietnam Veterans Readjustment Assistance Act of 1974, section 402.
- b) As outlined in 41 CFR section 60-250.26 (b).

### CONCLUSION

The commitments outlined in this plan are simply a reaffirmation of the University's long standing and continuing efforts to provide employment for the handicapped. The result of these efforts is reflected in the University's selection by the Raleigh Mayor's Committee for Services to the Handicapped as the 1976 Employer of the Year for choosing "to view the handicapped employee from the standpoint of his abilities rather than his disabilities".

We also wish to extend our efforts to those Veterans and disabled Veterans covered by the Vietnam Veterans Readjustment Assistance Act of 1974. Our institution is not ~~the~~ concerned solely with the legal requirements of ~~Equal Employment Opportunity~~ Affirmative ~~Employment Opportunity~~, but wishes to foster the ~~the~~ spirit of Equal Opportunity within the University community

Action

## AFFIRMATIVE ACTION PLAN - HANDICAPPED

The following constitutes the North Carolina State University Affirmative Action Plan for the Handicapped. <sup>& Veterans</sup> This report was prepared in compliance with Department of Labor regulations at 41 CFR Part 60-741, implementing Section 503 of the Rehabilitation Act of 1973.

### The Policy

N. C. S. U. reaffirms its long-standing policy of non-discrimination in the employment of handicapped individuals. In accord with our other Equal Employment responsibilities, we are committed to providing equal employment opportunity to handicapped persons who are capable of performing a particular job in a manner safe to themselves, their fellow-workers, and the general public; and whose handicap can be reasonably accommodated, consistent with the efficient operation of business.

*In addition, Veterans* ➤ Affirmative Action will be taken, in a continuing and good faith effort to assure that no person will be discriminated against because of a handicap, physical or mental, that does not affect

his ability to perform the job. All personnel actions, including but not limited to hiring, advancement, recruitment, training, compensation, and employee benefits, are based upon an objective determination of the job qualifications of each individual, and the capacity of the particular unit, wherein the position is located, to accommodate the handicap.

### The Organization

Prior experience in the development of Affirmative Action reports indicates that the optimal method of preparing a functional, effective plan for the handicapped is to utilize the University's existing organizational structure. Following the normal organizational patterns minimizes potential problems associated with the implementation of new practices and policies.

There are two major employment categories defined on campus: (1) SPA, those individuals whose employment is governed by the North Carolina State Personnel Act, and (2) EPA, those persons who are exempt from State Personnel Act regulations. This second category includes faculty, administrators, and those professionals and technicians classified as faculty without academic rank.

### Responsibility

Responsibility for implementation of planned programs has been delegated to particular individuals as detailed in the appropriate



sections of the plan.

Overall responsibility for the NCSU Equal Employment Opportunity programs rests with the Chancellor.

One of the University's administrative officers has been designated director of all Affirmative Action Compliance activities. His office comes under the jurisdiction of the Office of Provost and Vice-Chancellor for Academic Affairs.

The Affirmative Action Committee, chaired by the Affirmative Action Officer, has responsibility for supervising and coordinating Equal Employment Opportunity activities within the units at both the EPA and SPA level.

The Committee's charge includes:

- (1) Reviewing the current policies, practices, and programs of the University to determine their impact upon the opportunities for minority group members and women;
- (2) Advising the Administration about the revision of current policies, practices, and programs which have had a disparate impact upon minority group members and women;
- (3) Recommending to the Administration the formulation of new policies, practices, and programs which may aid the University in meeting its responsibilities for minority affairs and affirmative action;
- (4) Facilitating the communications of their divisions, colleges, and/or schools with respect to the affirmative action guidelines provided by the Equal Opportunity Officer;
- (5) Aiding in the implementation of affirmative action programs as they relate to their division, colleges, and/or schools;
- (6) Acting as special assistants to their Deans or Directors with respect to problems and programs of affirmative action;
- (7) Being available as initial contacts for counseling and referral services to employees in their unit;
- (8) Screening complaints which imply discrimination and referring the same to appropriate grievance bodies.

In addition, one individual from University Personnel has been assigned responsibility for monitoring overall SPA employment.

The Chancellor has recently established a University Equal Opportunity Committee. The Committee's primary responsibility is to be a positive force to help sensitize the members of the University to those attitudes and stereotypes which foster prejudice, whether subtle or overt. The Equal Opportunity Committee represents part of N. C. State University's commitment to achieving the spirit of equal opportunity beyond compliance with the letter of the law.

#### Policy Dissemination

##### I. Internal

The NCSU Non-Discrimination Statement, carried by official university publications, such as the graduate and undergraduate catalogues, personnel bulletins and forms, and other descriptive brochures, as required by law, includes reference to the Rehabilitation Act of 1973 and Non-discrimination on the basis of handicap.

The text of that statement is as follows:

North Carolina State University is dedicated to equality of opportunity within its community. Accordingly, North Carolina State University does not practice or condone discrimination in any form, against students, employees, or applicants on the grounds of race, color, national origin, religion, sex, age or handicap. North Carolina State University commits itself to positive action to secure equal opportunity regardless of those characteristics.

North Carolina State University supports the protection available to members of its community

under all applicable Federal laws, including Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Sections 799A and 845 of the Public Health Service Act, the Equal Pay and Age Discrimination Acts, the Rehabilitation Act of 1973, and Executive Order 11246. For information concerning these provisions, contact:

Dr. Lawrence M. Clark  
Assistant Provost and  
Affirmative Action Officer  
201 Holladay Hall  
North Carolina State University  
Raleigh, North Carolina 27607

Further dissemination will include the use of campus media to publicize programs on and for the handicapped in an effort to create a greater awareness and sensitivity to handicapped individuals.

The University shall invite all employees and applicants for employment, who believe themselves covered by the Rehabilitation Act, to identify themselves, if they wish to benefit under our Affirmative Action Program. Persons seeking employment on campus will be notified of the program through an Equal Employment Opportunity data sheet, distributed by the Personnel Office with all job application forms.

## II. External

Utilizing the local news media, the University will publicize campus programs such as the removal of architectural barriers, and various achievements of handicapped employees on campus.

Notices of the equal employment opportunity policy on hiring and advancing in employment qualified handicapped individuals will be prominently posted campus-wide, and in the University personnel office. All recruitment sources for the University will be notified

of the Equal Employment Opportunity Program for the handicapped; and the University will continue to recruit from both public and private vocational rehabilitation organizations.

#### Reasonable Accommodation

North Carolina State University will make reasonable accommodation to the physical and mental limitations of an employee or applicant, unless such accommodation would impose an undue hardship on the conduct of the University's business. To determine the extent of our accommodation obligations, the following factors, among others, are to be considered. (1) financial cost and expense (2) the efficient operation of business and (3) business necessity.

The University is already engaged in an extensive barrier removal program. The Facilities Planning Division has been developing plans to create a campus more accessible to handicapped employees and students. All new facilities will comply with the American National Standard Specifications for Making Buildings and Facilities Accessible to, and Usable by the Physically Handicapped.

The University, however, is a state institution, and as such, is limited financially to those funds appropriated by the N. C. State Legislature for renovation and construction of new facilities.

#### Grievance Procedures

N. C. State University has an established grievance procedure for faculty personnel. This procedure is described in the Faculty Handbook. Additionally, several unit affirmative action plans provide

for a process of handling complaints through the unit equal opportunity officer or committee.

SPA employees may use the State grievance procedure, recently modified to follow State law in this area.

Copies of the SPA and EPA grievance procedures are included in the appendix.

CENSUS PLANS = 1<sup>st</sup> YEAR EFFORT.  
+ publicity

AFFIRMATIVE ACTION PLAN - HANDICAPPED

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Affirmative Action will be taken, in a continuing and good faith effort to assure that no person will be discriminated against because of a handicap, physical or mental, that does not affect

his ability to perform the job. All personnel actions, including but not limited to hiring, advancement, recruitment, training, compensation, and employee benefits, are based upon an objective determination of the job qualifications of each individual, and the capacity of the particular unit, wherein the position is located, to accommodate the handicap.

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sections of the plan.

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The Committee's charge includes:

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for a process of handling complaints through the unit equal opportunity officer or committee.

SPA employees may use the State grievance procedure, recently modified to follow State law in this area.

Copies of the SPA and EPA grievance procedures are included in the appendix.

*old draft*

*1/23/77*

AFFIRMATIVE ACTION PLAN - ~~HANDICAPPED~~  
Handicapped & Veterans

*This document*  
The following constitutes the North Carolina State University Affirmative Action Plan for the Handicapped. <sup>For 1976-77</sup> This ~~report~~ <sup>Plan</sup> was prepared in compliance with Department of Labor regulations at 41 CFR Part 60-741, implementing Section 503 of the Rehabilitation Act of 1973, and 41 CFR Part 60-250, *implementing the Vietnam Veteran's Readjustment Assistance Act of 1974,*

Policy

N. C. S. U. reaffirms its long-standing policy of non-discrimination in the employment of handicapped individuals. In accord with our other Equal Employment responsibilities, we are committed to providing equal employment opportunity to handicapped persons who are capable of performing a particular job in a manner safe to themselves, their fellow-workers, and the general public, and whose handicap can be reasonably accommodated, consistent with the efficient operation of ~~business~~ *this institution and*

Affirmative Action will be taken, in a continuing and good faith effort to assure that no person will be discriminated against because of a handicap, physical or mental, that does not affect

his ability to perform the job. All personnel actions, including but not limited to hiring, advancement, recruitment, training, compensation, and employee benefits, are based upon an objective determination of the job qualifications of each individual, and the capacity of the <sup>employing</sup> ~~particular~~ unit, wherein the position is ~~located~~, to accommodate the handicap.

### Organization

Prior experience in the development of Affirmative Action reports indicates that the optimal method of preparing a functional, effective plan for the handicapped is to utilize the University's existing organizational structure. Following the normal organizational patterns minimizes potential problems associated with the implementation of new practices and policies.

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### Responsibility

*145* *in addition*  
Responsibility for implementation of planned programs has been delegated to particular individuals as detailed in the appropriate

sections of the plan.

① Overall responsibility for the NCSU Equal Employment Opportunity programs rests with the Chancellor.

*The Chancellor has designated.*

② One of the University's administrative officers has been designated director of all Affirmative Action Compliance activities.

This office comes under the jurisdiction of the Office of Provost and Vice-Chancellor for Academic Affairs.

③ → The Affirmative Action Committee, chaired by the Affirmative Action Officer, has responsibility for supervising and coordinating Equal Employment Opportunity activities within the units at both the EPA and SPA level.

The Committee's charge includes:

- (1) Reviewing the current policies, practices, and programs of the University to determine their impact upon the opportunities for minority group members and women;
- (2) Advising the Administration about the revision of current policies, practices, and programs which have had a disparate impact upon minority group members and women;
- (3) Recommending to the Administration the formulation of new policies, practices, and programs which may aid the University in meeting its responsibilities for minority affairs and affirmative action;
- (4) Facilitating the communications of their divisions, colleges, and/or schools with respect to the affirmative action guidelines provided by the Equal Opportunity Officer;
- (5) Aiding in the implementation of affirmative action programs as they relate to their division, colleges, and/or schools;
- (6) Acting as special assistants to their Deans or Directors with respect to problems and programs of affirmative action;
- (7) Being available as initial contacts for counseling and referral services to employees in their unit;
- (8) Screening complaints which imply discrimination and referring the same to appropriate grievance bodies.

In addition, one individual from University Personnel has been assigned responsibility for monitoring overall SPA employment.

The Chancellor has recently established a University Equal Opportunity Committee. The Committee's primary responsibility is to be a positive force to help sensitize the members of the University to those attitudes and stereotypes which foster prejudice, whether subtle or overt. The Equal Opportunity Committee represents part of N. C. State University's commitment to achieving the spirit of equal opportunity beyond compliance with the letter of the law.

#### Policy Dissemination

##### I. Internal

The NCSU Non-Discrimination Statement, carried by official university publications, such as the graduate and undergraduate catalogues, personnel bulletins and forms, and other descriptive brochures, ~~as required by law~~, includes reference to the Rehabilitation Act of 1973 and Non-discrimination on the basis of handicap.

The text of that statement is as follows:

<sup>WU</sup>North Carolina State University is dedicated to equality of opportunity within its community. Accordingly, North Carolina State University does not practice or condone discrimination in any form, against students, employees, or applicants on the grounds of race, color, national origin, religion, sex, age or handicap. North Carolina State University commits itself to positive action to secure equal opportunity regardless of those characteristics.

North Carolina State University supports the protection available to members of its community



under all applicable Federal laws, including Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Sections 799A and 845 of the Public Health Service Act, the Equal Pay and Age Discrimination Acts, the Rehabilitation Act of 1973, and Executive Order 11246. For information concerning these provisions, contact:

Dr. Lawrence M. Clark  
Assistant Provost and  
Affirmative Action Officer  
201 Holladay Hall  
North Carolina State University  
Raleigh, North Carolina 27607

Further dissemination will include the use of campus media to publicize programs on and for the handicapped in an effort to create a greater awareness and sensitivity to handicapped individuals.

The University shall invite all employees and applicants for employment, who believe themselves covered by the Rehabilitation Act, to identify themselves, if they wish to benefit under our Affirmative Action <sup>Plan</sup> ~~Program~~. Persons seeking employment on campus will be notified of the <sup>plan</sup> ~~program~~ through an Equal Employment Opportunity data sheet, distributed by the Personnel Office with all job application forms.

## II. External

Utilizing the local news media, the University will publicize campus programs such as the removal of architectural barriers, and various achievements of handicapped employees on campus.

Notices of the equal employment opportunity policy on hiring and advancing in employment qualified handicapped individuals will be prominently posted campus-wide, and in the University personnel office. All recruitment sources for the University will be notified

of the Equal Employment Opportunity Program for the handicapped; and the University will continue to recruit from both public and private vocational rehabilitation organizations.

#### Reasonable Accommodation

North Carolina State University will make reasonable accommodation to the physical and mental limitations of an employee or applicant, unless such accommodation would impose an <sup>unreasonable</sup> ~~undue~~ hardship on the conduct of the University's business. To determine the extent of our accommodation obligations, the following factors, among others, are to be considered. (1) financial cost and expense (2) the efficient operation of business and (3) business necessity. (4) *availability of funds to make the accommodation.*

The University is already engaged in an extensive barrier removal program. The Facilities Planning Division has been developing plans to create a campus more accessible to handicapped employees and students. All new facilities will comply with the American National Standard Specifications for Making Buildings and Facilities Accessible to, and Usable by the Physically Handicapped.

The University, however, is a state institution, and as such, is limited financially to those funds appropriated by the N. C. State Legislature for renovation and construction of new facilities.

#### Grievance Procedures

N. C. State University has an established grievance procedure for faculty personnel. This procedure is described in the Faculty Handbook. *Start* Additionally, several unit affirmative action plans provide

VETERANS

The foregoing policy of non-discrimination and commitment to affirmative action in the employment of the handicapped extends to cover veterans and disabled veterans pursuant to the Vietnam Veterans Readjustment Assistance Act of 1974.

The Affirmative Action Plan for covered veterans has been incorporated into those activities outlined for implementation of section 503 of the Rehabilitation Act of 1973. Affirmative action requirements for veterans will be implemented in practices and procedures involving proper consideration of applicant's qualifications, review of physical and mental job requirements, outreach, recruitment, and policy dissemination. Those specific requirements not included in the Department of Labor's regulations on employment of the handicapped will be, or have been put into effect as follows:

-University job openings, not to be filled from within the institution, are listed with the North Carolina State Employment Service in accordance with that agency's listing requirements.

-Only that portion of a covered veteran's military record, relevant to the specific job qualifications, shall be considered in determining the veteran's qualifications for employment.

SPA and EPA employees may use the grievance procedures already in for University personnel. ~~Complaints~~ <sup>complaints</sup> will be deferred to internal grievance mechanisms for sixty days, by the Veteran's Employment Service, before referring the complaint to the Department of Labor. <sup>complaint</sup>

If a satisfactory resolution of the <sup>complaint</sup> ~~complaint~~ is not obtained through <sup>University</sup> ~~University~~ grievance procedures, The <sup>V.E. Service</sup> ~~V.E. Service~~ will refer the complaint to the Department of Labor for processing.

Old copies

Table  
1 a

Summary on present and projected academic year 1978-1979 racial composition of  
North Carolina State University by job classifications (EPA nonfaculty)  
and by employment status.

| Race                | Employment Status | Time Period | Officials & Managers     | Professionals | Technicians | Other      | Total       |
|---------------------|-------------------|-------------|--------------------------|---------------|-------------|------------|-------------|
| White               | Full-time         | Present     | 127 (92.70) <sup>1</sup> | 123 (89.87)   | 5 (100.00)  | 53 (82.81) | 398 (89.84) |
|                     |                   | 1978-1979   | 129 (91.48)              | 208 (87.02)   | 4 (100.00)  | 49 (81.67) | 390 (87.84) |
|                     | Part-time         | Present     | 1 (100.00)               | 19 (95.00)    | 2 (100.00)  | 0 (0.00)   | 22 (95.65)  |
|                     |                   | 1978-1979   | 1 (100.00)               | 15 (88.24)    | 0 (0.00)    | 0 (0.00)   | 16 (88.88)  |
| Black               | Full-time         | Present     | 9 (6.57)                 | 21 (8.86)     | 0 (0.00)    | 1 (1.56)   | 31 (7.00)   |
|                     |                   | 1978-1979   | 11 (7.81)                | 27 (11.30)    | 0 (0.00)    | 3 (5.00)   | 41 (9.23)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| Hispanic            | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.56)   | 1 (0.22)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.66)   | 1 (0.22)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Asian & Pacific Is. | Full-time         | Present     | 1 (0.73)                 | 3 (1.27)      | 0 (0.00)    | 9 (14.07)  | 13 (2.94)   |
|                     |                   | 1978-1979   | 1 (0.71)                 | 4 (1.68)      | 0 (0.00)    | 9 (11.67)  | 12 (2.71)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 1 (5.00)      | 0 (0.00)    | 0 (0.00)   | 1 (4.35)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| American Indian     | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Total               | Full-time         | Present     | 137 (30.93) <sup>2</sup> | 237 (53.50)   | 5 (1.13)    | 64 (14.44) | 443         |
|                     |                   | 1978-1979   | 141 (31.75)              | 239 (53.82)   | 4 (0.92)    | 60 (13.51) | 444         |
|                     | Part-time         | Present     | 1 (4.35)                 | 20 (86.95)    | 2 (8.70)    | 0 (0.00)   | 23          |
|                     |                   | 1978-1979   | 1 (5.56)                 | 17 (94.44)    | 0 (0.00)    | 0 (0.00)   | 18          |

<sup>1</sup>Values are number of employees and (percentage within this employment status group)

<sup>2</sup>Percent of total in this job classification

Table  
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Summary on present and projected academic year 1978-1979 racial composition of  
North Carolina State University by job classifications (EPA nonfaculty)  
and by employment status.

| Race                | Employment Status | Time Period | Officials & Managers     | Professionals | Technicians | Other      | Total       |
|---------------------|-------------------|-------------|--------------------------|---------------|-------------|------------|-------------|
| White               | Full-time         | Present     | 127 (92.70) <sup>1</sup> | 123 (89.87)   | 5 (100.00)  | 53 (82.81) | 398 (89.84) |
|                     |                   | 1978-1979   | 129 (91.48)              | 208 (87.02)   | 4 (100.00)  | 49 (81.67) | 390 (87.84) |
|                     | Part-time         | Present     | 1 (100.00)               | 19 (95.00)    | 2 (100.00)  | 0 (0.00)   | 22 (95.65)  |
|                     |                   | 1978-1979   | 1 (100.00)               | 15 (88.24)    | 0 (0.00)    | 0 (0.00)   | 16 (88.88)  |
| Black               | Full-time         | Present     | 9 (6.57)                 | 21 (8.86)     | 0 (0.00)    | 1 (1.56)   | 31 (7.00)   |
|                     |                   | 1978-1979   | 11 (7.81)                | 27 (11.30)    | 0 (0.00)    | 3 (5.00)   | 41 (9.23)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| Hispanic            | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.56)   | 1 (0.22)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.66)   | 1 (0.22)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Asian & Pacific Is. | Full-time         | Present     | 1 (0.73)                 | 3 (1.27)      | 0 (0.00)    | 9 (14.07)  | 13 (2.94)   |
|                     |                   | 1978-1979   | 1 (0.71)                 | 4 (1.68)      | 0 (0.00)    | 9 (11.67)  | 12 (2.71)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 1 (5.00)      | 0 (0.00)    | 0 (0.00)   | 1 (4.35)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| American Indian     | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Total               | Full-time         | Present     | 137 (30.93) <sup>2</sup> | 237 (53.50)   | 5 (1.13)    | 64 (14.44) | 443         |
|                     |                   | 1978-1979   | 141 (31.75)              | 239 (53.82)   | 4 (0.92)    | 60 (13.51) | 444         |
|                     | Part-time         | Present     | 1 (4.35)                 | 20 (86.95)    | 2 (8.70)    | 0 (0.00)   | 23          |
|                     |                   | 1978-1979   | 1 (5.56)                 | 17 (94.44)    | 0 (0.00)    | 0 (0.00)   | 18          |

<sup>1</sup>Values are number of employees and (percentage within this employment status group)

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|                     | Part-time         | Present     | 1 (100.00)               | 19 (95.00)    | 2 (100.00)  | 0 (0.00)   | 22 (95.65)  |
|                     |                   | 1978-1979   | 1 (100.00)               | 15 (88.24)    | 0 (0.00)    | 0 (0.00)   | 16 (88.88)  |
| Black               | Full-time         | Present     | 9 (6.57)                 | 21 (8.86)     | 0 (0.00)    | 1 (1.56)   | 31 (7.00)   |
|                     |                   | 1978-1979   | 11 (7.81)                | 27 (11.30)    | 0 (0.00)    | 3 (5.00)   | 41 (9.23)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| Hispanic            | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.56)   | 1 (0.22)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.66)   | 1 (0.22)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
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|                     | Part-time         | Present     | 0 (0.00)                 | 1 (5.00)      | 0 (0.00)    | 0 (0.00)   | 1 (4.35)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| American Indian     | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
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|                     |                   | 1978-1979   | 11 (7.81)                | 27 (11.30)    | 0 (0.00)    | 3 (5.00)   | 41 (9.23)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| Hispanic            | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.56)   | 1 (0.22)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.66)   | 1 (0.22)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
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|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| American Indian     | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
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|                     |                   | 1978-1979   | 11 (7.81)                | 27 (11.30)    | 0 (0.00)    | 3 (5.00)   | 41 (9.23)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| Hispanic            | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.56)   | 1 (0.22)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.66)   | 1 (0.22)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
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|                     |                   | 1978-1979   | 1 (0.71)                 | 4 (1.68)      | 0 (0.00)    | 9 (11.67)  | 12 (2.71)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 1 (5.00)      | 0 (0.00)    | 0 (0.00)   | 1 (4.35)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| American Indian     | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Total               | Full-time         | Present     | 137 (30.93) <sup>2</sup> | 237 (53.50)   | 5 (1.13)    | 64 (14.44) | 443         |
|                     |                   | 1978-1979   | 141 (31.75)              | 239 (53.82)   | 4 (0.92)    | 60 (13.51) | 444         |
|                     | Part-time         | Present     | 1 (4.35)                 | 20 (86.95)    | 2 (8.70)    | 0 (0.00)   | 23          |
|                     |                   | 1978-1979   | 1 (5.56)                 | 17 (94.44)    | 0 (0.00)    | 0 (0.00)   | 18          |

<sup>1</sup>Values are number of employees and (percentage within this employment status group)

<sup>2</sup>Percent of total in this job classification

Table.

1 a

Summary on present and projected academic year 1978-1979 racial composition of  
North Carolina State University by job classifications (EPA nonfaculty)  
 and by employment status.

| Race                | Employment Status | Time Period | Officials & Managers     | Professionals | Technicians | Other      | Total       |
|---------------------|-------------------|-------------|--------------------------|---------------|-------------|------------|-------------|
| White               | Full-time         | Present     | 127 (92.70) <sup>1</sup> | 123 (89.87)   | 5 (100.00)  | 53 (82.81) | 398 (89.84) |
|                     |                   | 1978-1979   | 129 (91.48)              | 208 (87.02)   | 4 (100.00)  | 49 (81.67) | 390 (87.84) |
|                     | Part-time         | Present     | 1 (100.00)               | 19 (95.00)    | 2 (100.00)  | 0 (0.00)   | 22 (95.65)  |
|                     |                   | 1978-1979   | 1 (100.00)               | 15 (88.24)    | 0 (0.00)    | 0 (0.00)   | 16 (88.88)  |
| Black               | Full-time         | Present     | 9 (6.57)                 | 21 (8.86)     | 0 (0.00)    | 1 (1.56)   | 31 (7.00)   |
|                     |                   | 1978-1979   | 11 (7.81)                | 27 (11.30)    | 0 (0.00)    | 3 (5.00)   | 41 (9.23)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| Hispanic            | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.56)   | 1 (0.22)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.66)   | 1 (0.22)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Asian & Pacific Is. | Full-time         | Present     | 1 (0.73)                 | 3 (1.27)      | 0 (0.00)    | 9 (14.07)  | 13 (2.94)   |
|                     |                   | 1978-1979   | 1 (0.71)                 | 4 (1.68)      | 0 (0.00)    | 9 (11.67)  | 12 (2.71)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 1 (5.00)      | 0 (0.00)    | 0 (0.00)   | 1 (4.35)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| American Indian     | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Total               | Full-time         | Present     | 137 (30.93) <sup>2</sup> | 237 (53.50)   | 5 (1.13)    | 64 (14.44) | 443         |
|                     |                   | 1978-1979   | 141 (31.75)              | 239 (53.82)   | 4 (0.92)    | 60 (13.51) | 444         |
|                     | Part-time         | Present     | 1 (4.35)                 | 20 (86.95)    | 2 (8.70)    | 0 (0.00)   | 23          |
|                     |                   | 1978-1979   | 1 (5.56)                 | 17 (94.44)    | 0 (0.00)    | 0 (0.00)   | 18          |

<sup>1</sup>Values are number of employees and (percentage within this employment status group)

<sup>2</sup>Percent of total in this job classification

Table.

1 a

Summary on present and projected academic year 1978-1979 racial composition of  
North Carolina State University by job classifications (EPA nonfaculty)  
 and by employment status.

| Race                | Employment Status | Time Period | Officials & Managers     | Professionals | Technicians | Other      | Total       |
|---------------------|-------------------|-------------|--------------------------|---------------|-------------|------------|-------------|
| White               | Full-time         | Present     | 127 (92.70) <sup>1</sup> | 123 (89.87)   | 5 (100.00)  | 53 (82.81) | 398 (89.84) |
|                     |                   | 1978-1979   | 129 (91.48)              | 208 (87.02)   | 4 (100.00)  | 49 (81.67) | 390 (87.84) |
|                     | Part-time         | Present     | 1 (100.00)               | 19 (95.00)    | 2 (100.00)  | 0 (0.00)   | 22 (95.65)  |
|                     |                   | 1978-1979   | 1 (100.00)               | 15 (88.24)    | 0 (0.00)    | 0 (0.00)   | 16 (88.88)  |
| Black               | Full-time         | Present     | 9 (6.57)                 | 21 (8.86)     | 0 (0.00)    | 1 (1.56)   | 31 (7.00)   |
|                     |                   | 1978-1979   | 11 (7.81)                | 27 (11.30)    | 0 (0.00)    | 3 (5.00)   | 41 (9.23)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| Hispanic            | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.56)   | 1 (0.22)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.66)   | 1 (0.22)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Asian & Pacific Is. | Full-time         | Present     | 1 (0.73)                 | 3 (1.27)      | 0 (0.00)    | 9 (14.07)  | 13 (2.94)   |
|                     |                   | 1978-1979   | 1 (0.71)                 | 4 (1.68)      | 0 (0.00)    | 9 (11.67)  | 12 (2.71)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 1 (5.00)      | 0 (0.00)    | 0 (0.00)   | 1 (4.35)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| American Indian     | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Total               | Full-time         | Present     | 137 (30.93) <sup>2</sup> | 237 (53.50)   | 5 (1.13)    | 64 (14.44) | 443         |
|                     |                   | 1978-1979   | 141 (31.75)              | 239 (53.82)   | 4 (0.92)    | 60 (13.51) | 444         |
|                     | Part-time         | Present     | 1 (4.35)                 | 20 (86.95)    | 2 (8.70)    | 0 (0.00)   | 23          |
|                     |                   | 1978-1979   | 1 (5.56)                 | 17 (94.44)    | 0 (0.00)    | 0 (0.00)   | 18          |

<sup>1</sup>Values are number of employees and (percentage within this employment status group)

<sup>2</sup>Percent of total in this job classification

Table  
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Summary on present and projected academic year 1978-1979 racial composition of  
North Carolina State University by job classifications (EPA nonfaculty)  
and by employment status.

| Race                | Employment Status | Time Period | Officials & Managers     | Professionals | Technicians | Other      | Total       |
|---------------------|-------------------|-------------|--------------------------|---------------|-------------|------------|-------------|
| White               | Full-time         | Present     | 127 (92.70) <sup>1</sup> | 123 (89.87)   | 5 (100.00)  | 53 (82.81) | 398 (89.84) |
|                     |                   | 1978-1979   | 129 (91.48)              | 208 (87.02)   | 4 (100.00)  | 49 (81.67) | 390 (87.84) |
|                     | Part-time         | Present     | 1 (100.00)               | 19 (95.00)    | 2 (100.00)  | 0 (0.00)   | 22 (95.65)  |
|                     |                   | 1978-1979   | 1 (100.00)               | 15 (88.24)    | 0 (0.00)    | 0 (0.00)   | 16 (88.88)  |
| Black               | Full-time         | Present     | 9 (6.57)                 | 21 (8.86)     | 0 (0.00)    | 1 (1.56)   | 31 (7.00)   |
|                     |                   | 1978-1979   | 11 (7.81)                | 27 (11.30)    | 0 (0.00)    | 3 (5.00)   | 41 (9.23)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| Hispanic            | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.56)   | 1 (0.22)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.66)   | 1 (0.22)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Asian & Pacific Is. | Full-time         | Present     | 1 (0.73)                 | 3 (1.27)      | 0 (0.00)    | 9 (14.07)  | 13 (2.94)   |
|                     |                   | 1978-1979   | 1 (0.71)                 | 4 (1.68)      | 0 (0.00)    | 9 (11.67)  | 12 (2.71)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 1 (5.00)      | 0 (0.00)    | 0 (0.00)   | 1 (4.35)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| American Indian     | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Total               | Full-time         | Present     | 137 (30.93) <sup>2</sup> | 237 (53.50)   | 5 (1.13)    | 64 (14.44) | 443         |
|                     |                   | 1978-1979   | 141 (31.75)              | 239 (53.82)   | 4 (0.92)    | 60 (13.51) | 444         |
|                     | Part-time         | Present     | 1 (4.35)                 | 20 (86.95)    | 2 (8.70)    | 0 (0.00)   | 23          |
|                     |                   | 1978-1979   | 1 (5.56)                 | 17 (94.44)    | 0 (0.00)    | 0 (0.00)   | 18          |

<sup>1</sup>Values are number of employees and (percentage within this employment status group)

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|                     |                   | 1978-1979   | 1 (100.00)               | 15 (88.24)    | 0 (0.00)    | 0 (0.00)   | 16 (88.88)  |
| Black               | Full-time         | Present     | 9 (6.57)                 | 21 (8.86)     | 0 (0.00)    | 1 (1.56)   | 31 (7.00)   |
|                     |                   | 1978-1979   | 11 (7.81)                | 27 (11.30)    | 0 (0.00)    | 3 (5.00)   | 41 (9.23)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| Hispanic            | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.56)   | 1 (0.22)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.66)   | 1 (0.22)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Asian & Pacific Is. | Full-time         | Present     | 1 (0.73)                 | 3 (1.27)      | 0 (0.00)    | 9 (14.07)  | 13 (2.94)   |
|                     |                   | 1978-1979   | 1 (0.71)                 | 4 (1.68)      | 0 (0.00)    | 9 (11.67)  | 12 (2.71)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 1 (5.00)      | 0 (0.00)    | 0 (0.00)   | 1 (4.35)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| American Indian     | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Total               | Full-time         | Present     | 137 (30.93) <sup>2</sup> | 237 (53.50)   | 5 (1.13)    | 64 (14.44) | 443         |
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|                     | Part-time         | Present     | 1 (4.35)                 | 20 (86.95)    | 2 (8.70)    | 0 (0.00)   | 23          |
|                     |                   | 1978-1979   | 1 (5.56)                 | 17 (94.44)    | 0 (0.00)    | 0 (0.00)   | 18          |

<sup>1</sup>Values are number of employees and (percentage within this employment status group)

<sup>2</sup>Percent of total in this job classification

## PREAMBLE

As Chancellor of North Carolina State University at Raleigh, it is my privilege to submit the 1976 Revision of our Affirmative Action Plan. This supersedes the Affirmative Action Plan dated January 1974. Our University is fully committed to the principles of equal opportunity and affirmative action. When HEW gives approval to our plan, a summary of it will be distributed to current employees, professional and nonprofessional, and to all new employees in the future.

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

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

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

Every basic unit of this campus has been involved in the compilation of our Revised Affirmative Action Plan. As a result of this self-examination and setting of goals and timetables within the various units, it is believed a more thorough comprehension of, active interest in, and participation in attaining stated goals will be shared by more of our faculty, staff, and administration

than if a small central committee had prepared the plan.

The University adheres to the policy of equal opportunity not solely because of legal requirements but because such a policy has come to be recognized as morally right. Any other policy would be indefensible and inconsistent with the intellectual and moral objectives of higher education.

Joab L. Thomas  
Chancellor

II  
REAFFIRMATION OF EEO POLICY AND  
DEVELOPMENT OF PLAN

A. EQUAL EMPLOYMENT OPPORTUNITY POLICY

North Carolina State University is subject to the requirements of Executive Order 11246, as interpreted and administered by the Secretary of Labor and by the Department of Health, Education, and Welfare. This program of Federal regulation, designed to insure equality of employment opportunity without reference to considerations of race, color, religion, sex, or national origin, embodies two basic requirements. First, the University must insure the absence of discrimination in the formulation, statement, and application of all personnel policies and practices. Second, the University must undertake positive efforts designed to 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 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 regulations, (8) access to facilities, and (9) layoff, discipline, and termination.

The personnel policies and practices of the University will be monitored continuously to determine whether any individual or class has been or is being affected adversely, contrary to the principle of equal employment opportunity. In any case where discrimination based on race, 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 an 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 revised affirmative action plan were taken in early October, 1975, when it was determined that the most effective method of developing a functional and effective revision for this campus would be to follow the

regular patterns of organization and administration. Accordingly, in October, 1975, 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 develop revised plans applicable to that unit. In combination with the general statement on policy and descriptions of procedure, these plans constitute the Affirmative Action Plan 1976 Revision 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 multi-purpose institution like the university.

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.

- \* 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)

III  
PUBLICIZING THE PLAN AND POLICY

POLICY DISSEMINATION

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

INTERNAL DISSEMINATION

|    | <u>Action</u>   | <u>Date of Initiation</u> | <u>Schedule</u> | <u>Responsibility</u>              |
|----|---|---------------------------|-----------------|------------------------------------|
| 1. | EEO posters posted throughout campus on employee informational bulletin boards  | Implemented               | Continuous      | Director of Personnel, EEO Officer |
| 2. | Post summary of provisions of plan on employee informational bulletin boards  | Date plan approved by HEW | Continuous      | EEO Officer                        |
| 3. | Maintain copies of full text of plan on file, to which all employees and applicants for employment shall have access upon request | Date plan approved by HEW | Continuous      | EEO Officer                        |
| 4. | EEO statement in <u>Faculty Handbook</u>  | Implemented               | Immediate       | EEO Officer                        |
| 5. | Periodic memoranda to supervisors   | Continuing                | Immediate       | EEO Officer                        |
| 6. | Discussion and review of revised affirmative action plan with Deans, directors, and department heads                              | Implemented               | Annual          | EEO Officer and Provost            |

|     | <u>Action</u>   | <u>Date of Initiation</u>                              | <u>Schedule</u> | <u>Responsibility</u>              |
|-----|---|--|-----------------|------------------------------------|
| 7.  | Annual review of plan and progress with administration  | Within 30 days after approval by HEW                   | Annual          | EEO Officer and Chancellor         |
| 8.  | Review of affirmative action plan with General Faculty  | First General Faculty meeting after approval by HEW    | Annual          | EEO Officer                        |
| 9.  | Review of affirmative action plan with Faculty Senate   | First Faculty Senate meeting after approval by HEW     | Annual          | EEO Officer                        |
| 10. | Review of affirmative action plan with Student Government   | First Student Government meeting after approval by HEW | Annual          | EEO Officer                        |
| 11. | Discussion of plan and policy in new SPA employee orientation sessions  | Implemented  | Continuous      | Director of Personnel, EEO Officer |
| 12. | Summary of plan published for faculty and staff   | Within 30 days after approval by HEW                   | Annual          | EEO Officer                        |
| 13. | Discussion of plan with appropriate university committees   | Implemented  | Continuous      | EEO Officer                        |
| 14. | Furnish summary of plan to all supervisory personnel for communication to all present and prospective employees | Within 30 days after approval by HEW                   | Continuous      | EEO Officer                        |
| 15. | EEO statement included on application routing sheets sent with application forms                                | Implemented  | Continuous      | Director of Personnel              |

|     | <u>Action</u>   | <u>Date of Initiation</u> | <u>Schedule</u>                             | <u>Responsibility</u>              |
|-----|---|---------------------------|---|------------------------------------|
| 16. | EEO Statement included on notices of campus vacancies                                     | Implemented               | Continuous                                  | Director of Personnel, EEO Officer |
| 17. | Publicize EEO developments, progress reports in campus publications                       | Immediate                 | Continuous, as periodically warranted       | EEO Officer                        |
| 18. | Provide access to all employees for private counseling concerning problems related to EEO | Immediate                 | Continuous, at request of affected employee | EEO Officer                        |

## EXTERNAL DISSEMINATION

|    |   |                                      |            |  |
|----|---|--------------------------------------|------------|--|
| 1. | EEO policy statement included on all recruitment material and advertisements for students, staff, and faculty       | Implemented                          | Continuous | V.C. for Student Affairs, Director of Personnel, EEO Officer |
| 2. | EEO statement included on purchase orders, contracts, etc., as required by Executive Order 11246                    | Implemented                          | Continubus | Vice Chancellor for Finance and Business                     |
| 3. | Publicize adoption and contents of plan in public press and in office publications distributed externally           | Within 30 Days after approval by HEW | Continuous | EEO Officer  |
| 4. | National and regional minority and women's organizations, institutions, and groups informed by letter of EEO policy | Within 30 days after approval by HEW |            | EEO Officer  |

|    | <u>Action</u>   | <u>Date of Initiation</u>            | <u>Schedule</u>                       | <u>Responsibility</u>                    |
|----|---|--------------------------------------|---------------------------------------|--|
| 5. | Provide written notification of plan and basic contents to public and private organizations interested in employment opportunities for women and minorities; community agencies and leaders; secondary schools, colleges, and technical and business institutes | Within 30 days after approval by HEW |                                       | EEO Officer                              |
| 6. | Subcontractors, vendors, and suppliers notified in writing of EEO policy  | Implemented                          | Continuous                            | Vice Chancellor for Finance and Business |
| 7. | Publicize EEO progress, appointments of new personnel, promotions, etc., relating to EEO objectives, in public press and in office publications distributed externally.   | Immediate                            | Continuous, as periodically warranted | EEO Officer                              |



IV  
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 July, 1974, the Chancellor designated Dr. Lawrence M. Clark 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
  - (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 and 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

A singular concentration on employment totals of minorities and women on the University campus would fail to satisfy the concept and purpose of the equal opportunity laws. Equality of opportunity is reflected in all fundamental job-related areas including, but not limited to, salaries, promotion and tenure, etc. Recognizing this, potential problem areas, such as those listed above, have been subjected to a systematic analysis since the fall of 1970.

North Carolina State University has designed a computer program to provide University Administrators with the necessary data that forms the basis of our utilization reports. Developed early in 1971, in preparation for an HEW Compliance review, the data bank contains essential quantitative information including name, sex, race, rank or classification, salary, years of service and highest degree earned, on all EPA and SPA personnel. This data is updated annually for EPA Personnel and more frequently for SPA.

The University recognizes a need for progress in providing equal opportunity for disadvantaged and minority groups. We wish to encourage and expand present efforts on campus to recruit and promote members of the groups.

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, 1976, by race and Tables 2a and 2b summarized by sex.

This conclusion, however, must ~~remain~~ remain tentative because in promotion decisions numerous intangible factors are considered which cannot be translated into quantitative numerical data. It is clear that <sup>in</sup> the past it has taken some females longer to gain promotion than men. The administration is ~~conscious~~ conscious of this potential problem and is making a concerted effort to insure that promotion decisions are based on performance. Tables 29 summarizes the data for departments with significant numbers of women.

The (a) tables present data on EPA nonfaculty and (b) tables present data on EPA faculty. Tables 3a through 15b contain the same information for each of the planning units by race. Tables 16a through 28b summarize this same information for each of the planning units by sex. These tables indicate that NCSU has developed 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 six minority professors, fourteen minority associate professors, two female professors and sixteen 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. 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. Table 29 summarizes the data for departments with significant numbers of women.~~

An analysis of salary data revealed no salary discrimination based on race. Several years ago it became evident that some

female faculty members' salaries were lower than many males at the same faculty rank and experience within the same department. Additional funds were made available to the numerous Schools to remedy individual inequities where they existed. Each year department heads and Deans are reminded to check for any situations and give such cases special attention. Where any differentials exist, these administrators are requested to justify them on the basis of performance.

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 increases 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. *Any list of criteria is necessarily incomplete since the factors vary with the discipline and level of appointment.*

As an illustration of the complexity of decisions on initial employment and promotion, the following outline shows the major factors the University identifies in making the decision. The department head is responsible for the initial effective recommendation for appointment. Depending upon the organization of the department, the department head may consult as follows:

- a) Instructor - no one  
a personnel committee  
the entire department  
the senior faculty
- b) Assistant Professor - an elected or appointed search committee  
the entire department  
a personnel committee  
the senior faculty
- c) Associate Professor - an elected or appointed search committee

the entire department  
a personnel committee  
the senior faculty

- d) Professor - a search committee, perhaps with members  
from other departments  
senior faculty

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 <sup>may be</sup> ~~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 speciality
- f) salaries in the department
- g) quality of educational background-source of highest degree and sponsor or director of dissertation



- h) recommendations
- i) publications, quality of publications counted
- j) evidence of ability to participate in joint research projects
- k) evidence of interest in and ability for public service and extension activities
- l) compatibility with other members of the department.

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

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

- a) teaching performance
- b) research contributions
- c) service to department, School, and University
- d) service to community, State, and Nation
- e) need to redress imbalances
- f) receipt of other offers
- g) market conditions for a particular field
- h) cost of living
- i) history of past increases
- j) general overall performance
- k) interpersonal relationships

Workload for faculty is normally 12 credit hours of under-

graduate 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. However, commitments may not be made by hiring officials until applications and Application Routing Forms of all candidates have been reviewed by the Employment Section of the Division of Personnel Services. The review by Employment personnel is to assure that each employment decision is nondiscriminatory. 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 department level and are given without regard to race or sex. Records are kept on promotions in the Division of Personnel Services and 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 2,400 has been assigned by sex and race to one of the six categories indicated in the EEO-6 report. These

data are also shown in percentage figures in Tables 1c (race) and 2c (sex). Comparing these figures with availability data on the work force for Wake, Johnson and Franklin counties (area designated as primary recruiting area for SPA personnel, see Table 9), one can readily see some disparity in the SPA work force as it pertains to these six categories. Each of the unit plans, which altogether encompass the total NCSU Affirmative Action Plan, addresses these deficiencies and attempts to establish goals and timetables 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 350 job classifications; the majority are filled by whites. Job classifications at the lower skill levels are filled predominantly by minority group members. 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:

Administrative Secretary  
 Clerk IV  
 Accounting Clerk III  
 Electrician II  
 Statistical Analyst  
 Administrative Assistant  
 Air Conditioning Mechanic  
 Research Mechanic II  
 Maintenance Mechanic IV

Computer Programmer I  
Computer Programmer II & III  
Electronic Technician II  
Electronic Technician III  
Instrument Maker II  
Farm Superintendent II  
Research Analyst I  
Univ. Lab Mech. II  
Painter  
Plumber  
Art. II  
Accounting Clerk V  
Boiler Operator III  
Consulting Engineer II

Table

1 a

Summary on present and projected academic year 1978-1979 racial composition of  
 North Carolina State University by job classifications (EPA nonfaculty)  
 and by employment status.

| Race                | Employment Status | Time Period | Officials & Managers     | Professionals      | Technicians | Other      | Total       |
|---------------------|-------------------|-------------|--------------------------|--------------------|-------------|------------|-------------|
| White               | Full-time         | Present     | 127 (92.70) <sup>1</sup> | 213<br>123 (89.87) | 5 (100.00)  | 53 (82.81) | 398 (89.84) |
|                     |                   | 1978-1979   | 129 (91.48)              | 208 (87.02)        | 4 (100.00)  | 49 (81.67) | 390 (87.84) |
|                     | Part-time         | Present     | 1 (100.00)               | 19 (95.00)         | 2 (100.00)  | 0 (0.00)   | 22 (95.65)  |
|                     |                   | 1978-1979   | 1 (100.00)               | 15 (88.24)         | 0 (0.00)    | 0 (0.00)   | 16 (88.88)  |
| Black               | Full-time         | Present     | 9 (6.57)                 | 21 (8.86)          | 0 (0.00)    | 1 (1.56)   | 31 (7.00)   |
|                     |                   | 1978-1979   | 11 (7.81)                | 27 (11.30)         | 0 (0.00)    | 3 (5.00)   | 41 (9.23)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)           | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)           | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| Hispanic            | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)           | 0 (0.00)    | 1 (1.56)   | 1 (0.22)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)           | 0 (0.00)    | 1 (1.66)   | 1 (0.22)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)           | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)           | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Asian & Pacific Is. | Full-time         | Present     | 1 (0.73)                 | 3 (1.27)           | 0 (0.00)    | 9 (14.07)  | 13 (2.94)   |
|                     |                   | 1978-1979   | 1 (0.71)                 | 4 (1.68)           | 0 (0.00)    | 9 (11.67)  | 12 (2.71)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 1 (5.00)           | 0 (0.00)    | 0 (0.00)   | 1 (4.35)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)           | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| American Indian     | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)           | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)           | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)           | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)           | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Total               | Full-time         | Present     | 137 (30.93) <sup>2</sup> | 237 (53.50)        | 5 (1.13)    | 64 (14.44) | 443         |
|                     |                   | 1978-1979   | 141 (31.75)              | 239 (53.82)        | 4 (0.92)    | 60 (13.51) | 444         |
|                     | Part-time         | Present     | 1 (4.35)                 | 20 (86.95)         | 2 (8.70)    | 0 (0.00)   | 23          |
|                     |                   | 1978-1979   | 1 (5.56)                 | 17 (94.44)         | 0 (0.00)    | 0 (0.00)   | 18          |

<sup>1</sup>Values are number of employees and (percentage within this employment status group)

<sup>2</sup>Percent of total in this job classification

## VI

DEVELOPMENT AND EXECUTION OF  
CORRECTIVE AND REMEDIAL PROGRAMS

## A. EPA PERSONNEL

Availability. The cornerstone of affirmative action planning is knowledge of availability upon which goals can be based. Special attention has been given to developing sound, valid data by each of the planning units and this effort is reflected in unit plans. A summary for the entire University provides an overview of the problem of availability that is reflected herein in great detail.

Since faculty recruitment at North Carolina State University is conducted on a national basis and since the doctorate or its equivalent remains a basic requirement for faculty appointment, the data in Table 1 on doctoral degrees awarded in fields emphasized at NCSU provides an approach to assessing the availability of faculty.

All discussion about availability must be based on estimates which suggest that although about one to two percent of doctorates are held by minorities, great variation appears among disciplines, as Table 2 shows. Clearly there is a very limited supply of both minorities and females in many of the fields in which this University recruits faculty.

Table 3 provides a more detailed review of females awarded doctorates nationally in terms of the specific disciplines offered at NCSU. Availability of females in certain of these specific fields can reasonably be expected to be true also for minorities.

Another method of determining availability is to use census data. Table 4 summarizes pertinent information for North Carolina and reveals that the problem that exists on a national level exists also at the State level.

Closely related to availability of faculty is the question of availability of graduate students. Table 5 shows the number of females and minorities who received bachelor's degrees in North Carolina over a four-year period in selected disciplines closely related to the academic programs at North Carolina State University. Looking at this data, one can estimate the pool of potential graduate students in North Carolina. If one assumes that about ten percent of bachelor's degree holders will pursue graduate study in the field of the undergraduate major, the number of potential minority graduate students is very small except in the social sciences; and the number of potential female graduate students is small except in mathematics and the biological and social sciences. Because of the increased out-of-State tuition rate imposed by the 1971 General Assembly and the decline in Federal support of graduate study and research, this campus has to rely more upon in-State students to fill its programs. If few women and minorities are available as potential graduate students, it is difficult to predict that we will be highly successful in attracting more female and minority graduate students in order to develop more potential female and minority faculty.

By way of summary of the availability data related to faculty, comments from various Schools offer confirmation and insight about the problem.

The relative scarcity of both minorities and women in Architecture, Landscape Architecture, and Product Design, the three departments that make up the School of Design, seriously affects the potential pool for recruiting faculty. An example is that of the 33,000 registered architects in this country, it is estimated about four percent are women and no percent minority. The total membership of the American Institute of Architects (AIA) is around 24,000. Women constitute about 1.2 percent of these and minorities about 1 percent.

The School of Forest Resources reports that females, blacks, and other minorities are less than one percent in the professional disciplines of the School.

Data on availability in the School of Liberal Arts varies from some thirty percent in languages to less than four percent in religion. Minorities are even more scarce. No department has identified a potential minority male employee pool larger than four percent (Physical Education) and some departmental estimates approach zero. Minority females in the professional labor force are even more rare with only one department (Physical Education) estimating a pool larger than one percent of the total labor force.

The D. H. Hill Library's availability search indicates approximately 6.0 percent minority female and one percent minority male librarians.

In addition to physical or quantitative availability, other factors must be considered in determining whether NCSU can reasonably expect that it can attract such potential faculty. First, in disciplines where few female or minority faculty are available, factors such as academic reputation of the institution and salary emerge more importantly in considerations to the potential employee. As AAUP figures show, NCSU is unfortunately not among national leaders in salary or compensation. Further, the ACE Rating of Graduate Education in standard disciplines does not give NCSU highest academic prestige. Thus, it is not all certain that this campus can attract its pro rata share of scarce, high quality females or minorities as a matter of course.



Another factor taken into account in determining goals was the uncertainty about the availability of positions for adding faculty or other new personnel. General economic uncertainty in the nation is reflected in several aspects of university life and no campus can be sure of even a standstill budget.

Availability Compared with Present Utilization. Table 6 provides a comparison between availability and utilization of minorities and female faculty in the eight Schools of NCSU. This data was developed by combining the availability for the various disciplines comprising a School and stating this as a single percentage (Taken from the Affirmative Action Plan of 1974). By this method it is possible to discuss present utilization in terms of our actual planning units. When viewed from this perspective, two facts become evident. First, because of the mix of disciplines on this campus, it is invalid to speak of a University-wide utilization rate for female faculty on the national average of around twelve percent. At best it appears that the NCSU composite rate of utilization based on availability should be about half the national average. Although utilization of females for some planning units will be higher, the campus as a whole will for an indefinite period appear to be predominately male. Table 6 emphasizes that this appearance reflects availability <sup>rather</sup> ~~more~~ than discrimination.

Of course, NCSU recognizes that one of the primary objections of affirmative action planning on a national basis is an increase in the number of females who pursue what have been in the past "male" careers. Our efforts are pointed in this same direction

and we look forward to the day when our recruitment efforts find more qualified women engineers, foresters, and textile scientists.

Summary of Goals. Table 7 summarizes present utilization and goals for ~~1976~~<sup>1974-1977</sup> for each planning unit by race and sex. The table is self-explanatory. Overall, the University projects a 2.7 percent increase in the number of minority faculty and a 3.2 percent increase in the number of female faculty. More detailed descriptions of these goals are available in each unit's plan.

In establishing these goals the planning units were not asked to supply goals which would be impossible to accomplish. Instead units were requested to examine availability, assess their particular needs, and to develop goals that they believe they can attain with special efforts. These goals, then, represent the results of a realistic assessment at NCSU. It is this kind of process to which we refer in stating that we have made a "good faith" effort, and it is what we understand the expression means to HEW as well. This kind of good faith effort has been the base of our planning.

Specific Components of the Plan. In addition to numerical goals for employment of EPA personnel, other elements have been given special attention as indicated in the following paragraphs.

Recruitment Procedures. The following list represents steps all units must be able to show that they take in recruitment.

- use Equal Employment Opportunity slogan on all descriptions of vacancies
- advertise the vacancies in ways that would reasonably lead to application\* by minorities and females
- Start* - review files of previous applications to determine if

- qualified minorities or females are in these files
- through official communication notify potential candidates on campus who may wish to be considered for vacant positions
  - explain why the final candidate was chosen by means of an explicit comparison with other individuals considered
  - maintain complete records of the search process including correspondence with those candidates who decline, withdraw, or are not offered the position
  - keep all applications on file for a period of two years.

The Provost has the responsibility for insuring that this procedure is followed and he is assisted by the Equal Employment Opportunity Officer who must stipulate the EEO procedure has been followed before an appointment can be made.

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

Increasing the Supply of Potential EPA Personnel. N. C. State University recognizes that one solution to this problem of lack of available female and minority faculty is the development of potential faculty through training. For this reason several unit plans emphasize recruitment of students, especially graduate students.

\* Throughout this plan the term "application" in the context of EPA personnel refers to some form of written request to be considered for a position.

This emphasis is considered a major aspect of our affirmative action planning because it represents the best long-range positive action possible and such recruitment is considered a major element of our goals. Simultaneously it will improve the national picture.

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

Placement, Promotions, and Salary. In order to insure that affirmative action occurs, the Provost requires each Dean to be able to produce <sup>a satisfactory explanation</sup> ~~an explanation in writing~~ for any personnel action taken. If in the process of review of salary increases, for example, the Provost has concerns about the increase given one individual in comparison with another, he can ask for explanations of both actions. If the explanation does not appear to be satisfactory, appropriate action will be taken. Because N. C. State University recognizes the need to provide female and minority faculty the opportunity for advancement to higher ranks, reviews of promotions will be reviewed by the EEO Officer in order to prevent differences arising that may be related to sex discrimination.

Grievance Procedure. N. C. State University has an established grievance procedure for faculty personnel. The procedure is described in the Faculty Handbook. It has already been used to hear grievances related to sex discrimination. In addition to this grievance procedure, several unit affirmative action plans provide

for a process of handling grievances through the unit equal opportunity officer or committee.

Unit Plans. The core and heart of this Affirmative Action Plan are the individual unit plans which reveal a variety of methods for attaining goals. Each plan is adapted to the unit's situation. As a result each unit must serve the most rigorous taskmaster of all - its own conscience - and successful attainment by means of good faith efforts is likely to occur.

#### B. SPA PERSONNEL

SPA Work Force Estimates and Availability. The nonacademic personnel recruitment area is considered to be local; therefore, statistics on applicants available for work in the area of Wake, Johnston and Franklin counties were compiled to provide SPA applicant availability data for the University. The data includes applicants who were listed by the Employment Security Commission as available for work on January 31, 1976. These statistics in Table 9 include only those applicants, experienced and trainees, who were available for positions found at NCSU.

In reviewing the data on Table 9, it is interesting to note that applicants follow the traditional race/sex patterns in applying for work. However, in most EEO categories, an insufficient number of minority applicants is available to provide a reasonable mix for recruiting purposes.

Summary of Goals and Present Utilization. Tables 1c and 2c summarize present utilization and goals for utilization of SPA employees in each planning unit by race and sex. The table reveals that for the University as a whole our goals, if attained, would

result in an increase of 4.19 percent of full-time minority and 1.26 percent of full-time female SPA Employees over the next three years. Further details concerning the goals are contained in each unit's plan.

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

| <u>36</u> <u>Affirmative Action</u>  | <u>U3</u><br><u>Responsibility</u>                    | <u>87</u><br><u>Target Date</u> |
|--|---|---------------------------------|
| Continue to work toward goal of identifying all under-utilization of minority and female employees.  | <u>U2</u><br>Director, Division of Personnel Services | Continuing                      |
| Make available to campus departments availability and work force data on recruiting area to be used for determining proper employee mix.   | Director, Division of Personnel Services              | Continuing                      |
| <u>Start</u><br>Implement and continue to review and as necessary make recommendations to Office of State Personnel to revise job specifications, especially minimum qualification | Director, Division of Personnel Services              | Continuing                      |

| <u>Affirmative Action</u>  | <u>Responsibility</u>                    | <u>Target Date</u>    |
|--|--|-----------------------|
| requirements to achieve consistency with actual needs of the positions.  |  |                       |
| Prompt posting of all vacancies with attendant qualifications on weekly basis campus-wide in conspicuous places accessible to all employees, to include language that clearly informs candidates that commensurate job experience will be considered in filling of vacancies. In addition, a weekly listing of vacancies is distributed outside the University to other organizations whose missions are to aid minorities and locate suitable employment. | Director, Division of Personnel Services | Continuing            |
| Publication and notification to all staff employees of training programs (both Formal and O-J-T) available to up-grade Skills.   | Training Officer                         | On an as needed basis |
| Training sessions at least twice a year to brief supervisors on subject of increased utilization of minorities and women at all levels of the staff work force and inclusion of the subject in all orientation sessions for new employees.   | Training Officer                         | Continuing            |
| All departmental tests given to staff employees to demonstrate fitness to perform job, when required or appropriate, shall be approved by Division of Personnel Services, and shall in all cases be job-related.   | Director, Division of Personnel Services | Continuing            |
| Campus policy on nepotism will be carried out according to approved policy passed by State Personnel Board.  | Vice Chancellor for Finance and Business | Continuing            |

| <u>Affirmative Action</u>  | <u>Responsibility</u>                    | <u>Target Date</u> |
|--|--|--------------------|
| Each list of referrals made for staff job openings in campus departments where apparent underutilization of minority and female employees exists shall include the name of at least one minority and/or one female candidate for consideration if such candidates are available.   | Director, Division of Personnel Services | Continuing         |
| Each referral will be accompanied by an application routing sheet which must be returned to Personnel Services with written justification why particular applicant was selected or why other applicants were not selected. Hiring officials may not make a commitment to employ until all candidate applications and routing sheets have been returned and reviewed by the Recruitment Section of the Division of Personnel Services. This procedure allows the Division of Personnel Services to monitor employment decisions before a commitment is made and to question selections made with the School or Division Officer of the University or EEO Officer. | Director, Division of Personnel Services | Continuing         |
| A comprehensive recruitment program designed specifically to attract minority group members and women will continue and includes the following activities:   | Director, Division of Personnel Services | Continuing         |
| a. On-campus recruitment activity at predominately black colleges and universities to recruit research technicians, and at predominantly female colleges and universities to recruit females.  |  |                    |
| b. Advertisements in media with predominately minority circulation or audiences.   |  |                    |



| <u>Affirmative Action</u>   | <u>Responsibility</u>                                    | <u>Target Date</u>       |
|---|--|--------------------------|
| c. Control all advertisements for staff centrally by Division of Personnel Services.  | Director, Division of Personnel Services and EEO Officer | Continuing               |
| Interview, select, and refer in accordance with equal employment concept, including continuous review of recruitment procedures to assure that barriers to successful recruitment do not exist, (i.e., negative attitudes of the interviewer, assumptions about applicants' interest and presumptions of employment stability, and referral procedures that tend to channel applicants to jobs that are thought of as "female" jobs, "male" jobs, and "minority" jobs). | Director, Division of Personnel Services and EEO Officer | Continuing               |
| Monitor departmental selection, promotion, demotion, transfer, disciplinary and layoff practices through internal audit and reporting system.   | Director, Division of Personnel Services                 | Continuing               |
| <del>Start</del> Campus visitation program in which the Personnel Director visits all School Deans for the purposes of discussing present equal employment policies and procedures (i.e., location and posting of "Personnel Notes" and EEO posters, past employment practices of departments) and of gaining suggestions as to how the Division of Personnel Services can better serve in helping units to attain affirmative action goals.                            | Director, Division of Personnel Services                 | Continuing               |
| Follow-up on minority referral by phone and/or visit to determine why individuals are hired or not hired.   | Director, Division of Personnel Services                 | Immediate and Continuing |

| <u>Affirmative Action</u>   | <u>Responsibility</u>                           | <u>Target Date</u>                          |
|---|---|---|
| <p>Distribute letters under the Chancellor's signature encouraging minority and female employees to apply for promotional opportunities as they appear in "Personnel Notes." The letter will include a statement which requests that employees who do not have access to "Personnel Notes" notify the Division of Personnel Services so that copies can be made available to them.</p>  | <p>Director, Division of Personnel Services</p> | <p>Within 30 days after approval by HEW</p> |
| <p>With the goal of increasing job performance and enhancing promotional opportunities, the University will continue to provide supervisory development training programs for first-line and intermediate level supervisors. Adult basic education courses which have already been conducted on campus during work hours for employees with less than eight grade level education will be continued as need arises. Approved apprenticeship training programs have been established in the University Graphics Shop and in the Physical Plant Division to be used for training purposes. Employees are eligible for and encouraged to attend, at no cost, job-related courses on campus or at other Raleigh area colleges and universities.</p> | <p>Training Officer</p>                         | <p>Continuing</p>                           |
| <p>New Performance Appraisal and Employer Development program implemented. Training in implementation offered to all (EPA &amp; SPA) supervisors and administrators. Follow-up work shops offered annually for new supervisors.</p>   |   |   |

Recruitment Procedures. The Division of Personnel Services continues to use the Application Routing Sheet to insure that female and minority applicants are given due consideration in filling vacancies. The sheet accompanies the personal information sent to the official for each candidate. A copy of the routing sheet is attached as Appendix C. Each unit filling a position is required to supply the requested information for each applicant referred to them before the position can be filled. In November 1975 a revised method of listing staff (SPA) vacancies was announced. A Notice of Staff Vacancy (DPS008) must be completed by the hiring official and forwarded to the Division of Personnel Services before recruitment activities are begun. A copy of the announcement and form are attached. Units having deficiencies in their SPA employment profiles will be supplied with a higher percentage of minority and female referrals when possible. In cases where units appear to be reluctant to hire qualified minority and female applicants to improve employment profiles, these units will be brought to the attention of the University Equal Employment Opportunity Officer for administrative attention. In addition, all vacancies must be listed with the Division of Personnel Services and all advertising, including outside the University be placed by that office. A copy of this directive and the Notice of Staff Vacancy form is attached as Appendix D. In order to provide opportunities for upward mobility for females and minorities already on campus, it has been for several years NCSU's policy that all staff vacancies be listed with the Division of Personnel Services and posted campus-wide five work days before outside applicants can be considered. The

Division of Personnel Services has also encouraged present minority staff members to stimulate other qualified individuals to apply at NCSU when vacancies arise.

| <u>Affirmative Action</u>  | <u>Responsibility</u>                    | <u>Target Date</u> |
|--|--|--------------------|
| Place recruitment advertising with newspapers having predominantly minority or female circulation. All advertisements to include tagline "An Equal Opportunity Employer."  | Director, Division of Personnel Services | Continuing         |
| Maintain close working relationships with officers of various community manpower programs. Also furnish these offices lists of current job openings ("Personnel Notes")  | Director, Division of Personnel Services | Continuing         |
| On a continuing basis, maintain close working relationships with local predominantly black institutions resulting in the exchanging of vacancies and subsequent employment of minorities at North Carolina State University. | Director, Division of Personnel Services | Continuing         |
| Annually conduct on-campus recruitment at various predominantly black colleges and universities in North Carolina.   | Director, Division of Personnel Services | Continuing         |
| Periodically mail "status" letters inviting inactive minority applicants to reapply with the University.   | Director, Division of Personnel Services | Continuing         |
| Further advertise staff vacancies through Wake Opportunities Manpower Pilot Program throughout the local minority community.   | Director, Division of Personnel Services | Continuing         |
| Verbally reaffirm periodically our interest in employing minorities to current recruitment sources including Employment Security Commission, Office of State Personnel, manpower agencies, business                          | Director, Division of Personnel Services | Continuing         |

| <u>Affirmative Action</u>  | <u>Responsibility</u> | <u>Target Date</u> |
|--|-----------------------|--------------------|
| schools, technical institutes,<br>and Lion's Club Industries<br>for the Blind. |                       |                    |

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

Nepotism Policy. For staff personnel the State nepotism policy is consistent with Federal regulations. A copy of this policy is attached as Appendix E.

Grievance Procedure. Staff employees may use the State grievance procedure recently modified to follow State laws on the subject. A copy of this procedure is attached as Appendix F.

## VII.

## INTERNAL AUDIT AND REPORTING SYSTEMS

## A. MONITORING SYSTEMS

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

| <u>Report</u>  | <u>Type of<br/>Employee<br/>Covered</u> | <u>Date</u>               |
|--|---|---------------------------|
| Basic individual employee data file                              | EPA & SPA                               | Continuous                |
| Unit employment profile  | SPA                                     | Quarterly                 |
| Recruitment summary  | EPA                                     | Continuous                |
| Salary increase analysis   | EPA                                     | April<br>(See Appendix A) |
| Promotion review   | EPA                                     | April<br>(See Appendix B) |
| Application routing sheet  | SPA                                     | Continuous                |
| Job order control sheet  | SPA                                     | Continuous                |
| Applicant register   | SPA                                     | Continuous                |
| Exit interviews  | SPA                                     | Continuous                |
| Analysis of placements by recruit-<br>ment source (race and sex) | SPA                                     | Continuous                |
| Applicant intake by recruitment<br>sources (race and sex)        | SPA                                     | Continuous                |

B. Affirmative Action Progress Reports. This report will be submitted each June from each of the 13 University units on both EPA and SPA personnel and will include the following information:

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

C. REVIEW REPORTS WITH ALL LEVELS OF MANAGEMENT

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

- posters are properly displayed
- all facilities are in fact desegregated
- minorities and females are participating in University-sponsored educational, training, recreational, and social activities.

D. ADVISEMENT AND RECOMMENDATION

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