

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

SCHOOL OF PHYSICAL AND MATHEMATICAL SCIENCES

PHYSICAL SCIENCES RESEARCH
ZIP 27607

MEMORANDUM

TO: Dr. Lawrence Clark
FROM: Dr. J. D. Memory *JDM*
SUBJECT: Affirmative Action Report
DATE: June 16, 1975

I attach the 1975 update of the Affirmative Action Report for the School of Physical and Mathematical Sciences.

Several items of interest not reflected in these figures:

1. The Mathematics Department has hired one Black Assistant Professor and one woman Assistant Professor for next fall.
2. A temporary Assistant Professorship in Physics has been tentatively offered a Black pending his expected completion of the Ph.D. this summer. The offer has been accepted, and will be for the academic year 1975-76. Another temporary Assistant Professorship in Physics was offered to a woman, but the offer was declined.

Other statements of departmental recruiting efforts are attached.

If I can provide any further information that you need, please let me know.

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AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Physical and Mathematical Sciences

COMPLETED BY J. D. Memory

DATE June 13, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total			
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
Officials & Managers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professionals	9	0	0	0	0	0	9	0	10	0	0	0	0	0	10	0	8	0	0	0	0	0	8	0	9	0
Technicians	0	2	0	0	0	0	0	2	0	2	0	0	0	0	0	2	0	2	0	0	0	0	0	2	0	1
SUB-TOTAL	9	2	0	0	0	0	9	2	10	2	0	0	0	0	10	2	8	2	0	0	0	0	8	2	9	1
*PERMANENT PART-TIME																										
Officials & Managers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professionals	3	0	0	0	0	0	3	0	1	0	0	0	0	0	1	0	3	0	0	0	0	0	3	0	2	0
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL	3	0	0	0	0	0	3	0	1	0	0	0	0	0	1	0	3	0	0	0	0	0	3	0	2	0
TOTAL	12	2	0	0	0	0	12	2	11	2	0	0	0	0	11	2	11	2	0	0	0	0	11	2	11	1

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

*Postdoctoral Rumanian Exchange Scientist

AFFIRMATIVE ACTION PLAN

SPA

SCHOOL/DEPARTMENT Physical and Mathematical SciencesCOMPLETED BY J. D. MemoryDATE June 13, 1975

June 1973 Complement

Projected 1973-74 Complement

June 1974 Complement

June 1975 Complement

	June 1973 Complement						Projected 1973-74 Complement						June 1974 Complement						June 1975 Complement													
	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
FULL-TIME																																
Officials & Managers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professionals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Technicians	10	8	1	0	1	0	12	8	10	8	1	0	1	0	12	8	10	8	1	0	1	0	12	8	6	3	0	0	0	0	0	0
Sales	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Clerical	3	46	0	2	0	0	3	48	3	45	0	3	0	0	3	48	2	44	0	3	0	0	2	47	2	43	0	3	0	0	2	46
Craftsman	3	0	0	0	0	0	3	0	3	0	0	0	0	0	3	0	3	0	0	0	0	0	3	0	4	0	0	0	0	0	4	0
Operations (semi-skilled)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Laborers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL	16	54	1	2	1	0	18	56	16	53	1	3	1	0	18	56	15	52	1	3	1	0	17	55	13	46	0	3	0	0	13	49
*PART-TIME																																
Officials & Managers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professionals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Technicians	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Clerical	0	2	0	0	0	0	0	2	0	2	0	0	0	0	2	0	0	2	0	0	0	0	0	2	0	2	0	0	0	0	0	2
Craftsman	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operations (semi-skilled)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Laborers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL	0	3	0	0	0	0	0	3	0	3	0	0	0	0	0	3	0	3	0	0	0	0	0	3	0	2	0	0	0	0	0	2
TOTAL	16	57	1	2	1	0	18	59	16	56	0	0	0	0	18	59	15	55	1	3	1	0	17	58	13	48	0	3	0	0	13	51

* SPA individuals working at least ½-time in a permanently established position.

AFFIRMATIVE ACTION PLAN

EPA FACULTY

SCHOOL/DEPARTMENT Chemistry

COMPLETED BY R. H. Loeppert

DATE June 4, 1975

June 1973 Faculty Complement Projected 1975-76 Complement June 1974 Faculty Complement June 1975 Faculty Complement

	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
FULL-TIME																								
Department Head	1						1		1						1		1						1	
Professor	14						14		18						12		12		13				13	
Associate Professor	9						9		7						10		10		12				12	
Assistant Professor	7						7	1	7	1					9		9		6				6	
Instructor	3	2					3	2	1	2					1	2	2	2				2		2
SUB-TOTAL	34	2					34	2	34	3					34	3	34	2	32	2			32	2
*PERMANENT PART-TIME																								
Professor																								
Associate Professor																								
Assistant Professor																								
Instructor																								
Visiting																								
SUB-TOTAL																								
TOTAL	34	2					34	2	34	3					34	3	34	2	32	2			32	2

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

AFFIRMATIVE ACTION PLAN
EPA FACULTY

SCHOOL/DEPARTMENT Computer Science

COMPLETED BY D. C. Livingston

DATE June 5, 1975

June 1973 Faculty Complement Projected 1975-76 Complement June 1974 Faculty Complement June 1975 Faculty Complement

	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total			
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
FULL-TIME																										
Department Head	1						1		1						1		1								1	
Professor	3						3		3						3		3								3	
Associate Professor	2						2		6						2		2								2	
Assistant Professor	11						11		7						11		11								11	
Instructor	2						2		2						2		2								2	
SUB-TOTAL	19						19		19						19		19								19	
*PERMANENT PART-TIME																										
Professor																										
Associate Professor																										
Assistant Professor																										
Instructor	1						1		1						1		1								1	
Visiting																										
SUB-TOTAL																										
TOTAL	20						20		20						20		20								20	

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

AFFIRMATIVE ACTION PLAN

EPA FACULTY

SCHOOL/DEPARTMENT MathematicsCOMPLETED BY N. J. RoseDATE June 5, 1975

June 1973 Faculty Complement Projected 1975-76 Complement June 1974 Faculty Complement June 1975 Faculty Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total			
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
Department Head	1						1		1							1		1						1		
Professor	12				2		14		13			2		15		11		2		11			5	15		
Associate Professor	11						11		14	1		1		15	1	14				14				16		
Assistant Professor	20	2	1		1		22	2	16	4	1			17	4	20	3	1		20	3	15	2	2	17	
Instructor	5	3					5	3	4	1	1			5	1	4	1			4	1	3	1		3	
SUB-TOTAL	49	5	1		3		53	5	48	6	2		3	53	6	50	4		3	50	4	45	3		7	52
*PERMANENT PART-TIME																										
Professor																										
Associate Professor																										
Assistant Professor																										
Instructor																2				2		2	2		2	
Visiting																										
SUB-TOTAL																2				2		2	2		2	
TOTAL	49	5	1		3		53	5	48	6	2		3	53	6	52	4		3	52	4	47	5		7	54

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

AFFIRMATIVE ACTION PLAN

EPA FACULTY

SCHOOL/DEPARTMENT PAMS/GeosciencesCOMPLETED BY C. J. LeithDATE 6/3/75

June 1973 Faculty Complement Projected 1975-76 Complement June 1974 Faculty Complement June 1975 Faculty Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
Department Head	1						1		1							1	0	1						1	0
Professor	2						2		2							2	0	2						2	0
Associate Professor	4						4		6			1				7	0	4						4	6
Assistant Professor	5						5		3	1						3	1	6						6	3
Instructor	0						0		0							0	0	0						0	0
SUB-TOTAL	12	0					12	0	12	1						13	1	13						13	0
*PERMANENT PART-TIME																									
Professor																									
Associate Professor																									
Assistant Professor																									
Instructor (Temporary)																									1
Visiting Professor																									1
SUB-TOTAL	0	0					0	0	0	0						0	0	0						0	0
TOTAL	12	0					12	0	12	1						13	1	13						13	0

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

AFFIRMATIVE ACTION PLAN
EPA FACULTY

SCHOOL/DEPARTMENT PAMS/Physics

COMPLETED BY L. W. Seagondollar

DATE June 6, 1975

June 1973 Faculty Complement Projected 1975-76 Complement June 1974 Faculty Complement June 1975 Faculty Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Department Head	1						1		1							1		1						1
Professor	8						8		11	1						8		10						10
Associate Professor	6			2)	1		7		5				3)			6		3				3)		6
Assistant Professor	4*			2)	2		6		3*				2)			4*		3				4)		4
Instructor	1						1		1							1		2				5)		1 2
SUB-TOTAL	20			3			23		21	1			3			20		19				4	1	23
*PERMANENT PART-TIME																								
Professor	2						2		1							2		2						2
Associate Professor																								
Assistant Professor																								
Instructor																								
Visiting																								
SUB-TOTAL	2						2		1															
TOTAL	22			3			25		22	1			3			22		21				4	1	25

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

1) Ethnic Origin 3 3) E.O. 2# 3 + 1# 4

2) E.O. 3 + 4 4) E.O. #5

* Include 1 Ethnic Origin #5

AFFIRMATIVE ACTION PLAN
EPA FACULTY

SCHOOL/DEPARTMENT Physical and Mathematical Sciences/
Statistics

COMPLETED BY D. D. Mason

DATE June 2, 1975

June 1973 Faculty Complement Projected 1975-76 Complement June 1974 Faculty Complement June 1975 Faculty Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
Department Head	1						1		1							1		1					1
Professor	16						16		16							16		17					17
Associate Professor	5						5		6						5		5						5
Assistant Professor	4**	1					4**	1	3	1					3	1	4**		4**	3**			3**
Instructor		1					1		1						1		1						1
SUB-TOTAL	26	2					26	2	26	2					26	2	26	1					26
*PERMANENT PART-TIME																							
Professor																							
Associate Professor																							
Assistant Professor																							
Instructor																							
Visiting																							
SUB-TOTAL																							
TOTAL	26	2					26	2	26	2					26	1	26	1					26

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

** One Visiting Assistant Professor

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Chemistry

COMPLETED BY R. H. Loeppert

DATE June 4, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officials & Managers																								
Professionals																							1*	1
Technicians		1					1		1					1			1							1
SUB-TOTAL		1					1		1					1			1						1*	1 1
*PERMANENT PART-TIME																								
Officials & Managers																								
Professionals																								
Technicians		1					1		1					1			1							1
SUB-TOTAL		1					1		1					1			1							1
TOTAL		2					2		2					2			2						1*	1 2

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

*Postdoctoral Rumanian Exchange Scientist

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Mathematics

COMPLETED BY N. J. Rose

DATE June 5, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

	June 1973 EPA Non-Faculty Complement				Projected 1975-76 Complement				June 1974 EPA Non-Faculty Complement				June 1975 EPA Non-Faculty Complement			
	White M F	Black M F	Other M F	Total M F	White M F	Black M F	Other M F	Total M F	White M F	Black M F	Other M F	Total M F	White M F	Black M F	Other M F	Total M F
FULL-TIME																
Officials & Managers																
Professionals																
Technicians																
SUB-TOTAL																
*PERMANENT PART-TIME																
Officials & Managers																
Professionals																
Technicians																
SUB-TOTAL																
TOTAL																

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

None of above in Math.

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT PAMS/Computer Science

COMPLETED BY D. C. Martin (J. D. Memory)

DATE June 13, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
FULL-TIME																								
Officials & Managers																								
Professionals																								
Technicians																								
SUB-TOTAL																								
*PERMANENT PART-TIME																								
Officials & Managers																								
Professionals																								
Technicians																								
SUB-TOTAL																								
TOTAL																								

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT PAMS/Geosciences

COMPLETED BY C. J. Leith

DATE 6/3/75

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

	June 1973 EPA				Projected 1975-76 Complement				June 1974 EPA				June 1975 EPA			
	White	Black	Other	Total	White	Black	Other	Total	White	Black	Other	Total	White	Black	Other	Total
FULL-TIME	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officials & Managers																
Professionals																
Technicians																
SUB-TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
*PERMANENT PART-TIME																
Officials & Managers																
Professionals																
Technicians																
SUB-TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT PAMS/ Physics

COMPLETED BY L. W. Seagondollar

DATE June 6, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

FULL-TIME	White		Black		Other		Total			White		Black		Other		Total			White		Black		Other		Total			
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F	M	F
Officials & Managers																												
Professionals																												
Technicians	1						1		1								1		0	0							0	0
SUB-TOTAL	1						1		1								1		0	0							0	0
*PERMANENT PART-TIME																												
Officials & Managers																												
Professionals																												
Technicians																												
SUB-TOTAL																												
TOTAL	1						1		1								1		0	0							0	0

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Physical and Mathematical Sciences.
Statistics

COMPLETED BY D. D. Mason

DATE June 2, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
FULL-TIME																								
Officials & Managers	0						0		0						0		0						0	
Professionals	8						8		9						8		9						9	
Technicians	0						0		0						0		0						0	
SUB-TOTAL	8						8		9						8		9						9	
*PERMANENT PART-TIME																								
Officials & Managers	0						0		0						0		0						0	
Professionals	3						3		1						3		2						2	
Technicians	0						0		0						0		0						0	
SUB-TOTAL	3						3		1						3		2						2	
TOTAL	11						11		10						11		11						11	

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

AFFIRMATIVE ACTION PLAN

SPA

SCHOOL/DEPARTMENT ChemistryCOMPLETED BY R. H. LoeppertDATE June 4, 1975

June 1973 Complement

Projected 1973-74 Complement

June 1974 Complement

June 1975 Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officials & Managers	1						1									1		1						1
Professionals																								
Technicians	3						3									3		3						3
Sales																								
Clerical	2	8		1			2	9								1	8	1						2
Craftsman																								
Operations (semi-skilled)																								
Laborers																								
Service Workers																								
SUB-TOTAL	6	8		1			6	9								5	8	1						6
*PART-TIME																								
Officials & Managers																								
Professionals																								
Technicians																								
Sales																								
Clerical																								
Craftsman																								
Operations (semi-skilled)																								
Laborers																								
Service Workers																								
SUB-TOTAL																								
TOTAL	6	8		1			6	9								5	8	1						6

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

AFFIRMATIVE ACTION PLAN

SPA

SCHOOL/DEPARTMENT Computer ScienceCOMPLETED BY PA GrantDATE June 5, 1975

June 1973 Complement

Projected 1973-74 Complement

June 1974 Complement

June 1975 Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officials & Managers																								
Professionals																								
Technicians																								
Sales																								
Clerical			4				4		4				4		4					4				4
Craftsman																								
Operations (semi-skilled)																								
Laborers																								
Service Workers																								
SUB-TOTAL			4				4		4				4		4					4				4
*PART-TIME																								
Officials & Managers																								
Professionals																								
Technicians																								
Sales																								
Clerical																								
Craftsman																								
Operations (semi-skilled)																								
Laborers																								
Service Workers																								
SUB-TOTAL																								
TOTAL			4				4		4				4		4					4				4

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

AFFIRMATIVE ACTION PLAN

SPA

SCHOOL/DEPARTMENT Mathematics

COMPLETED BY N. J. Rose

DATE June 5, 1975

June 1973 Complement

Projected 1973-74 Complement

June 1974 Complement

June 1975 Complement

	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
FULL-TIME																								
Officials & Managers																								
Professionals																								
Technicians																								
Sales																								
Clerical		7							7						6	1					6	1		
Craftsman																								
Operations (semi-skilled)																								
Laborers																								
Service Workers																								
SUB-TOTAL																								
*PART-TIME																								
Officials & Managers																								
Professionals																								
Technicians																								
Sales																								
Clerical																								
Craftsman																								
Operations (semi-skilled)																								
Laborers																								
Service Workers																								
SUB-TOTAL																								
TOTAL																								

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

AFFIRMATIVE ACTION PLAN

SPA

SCHOOL/DEPARTMENT PAMS/GeosciencesCOMPLETED BY C. J. LeithDATE June 3, 1975

June 1973 Complement

Projected 1973-74 Complement

June 1974 Complement

June 1975 Complement

	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
FULL-TIME																							
Officials & Managers																							
Professionals																							
Technicians																							
Sales																							
Clerical			2				2					2					2		2				
Craftsman																							
Operations (semi-skilled)																							
Laborers																							
Service Workers																							
SUB-TOTAL			2				2					2					2		2				
*PART-TIME																							
Officials & Managers																							
Professionals																							
Technicians																							
Sales																							
Clerical																			1				1
Craftsman																							
Operations (semi-skilled)																							
Laborers																							
Service Workers																							
SUB-TOTAL			0				0					0					0		1				1
TOTAL			2				2					2					2		3				3

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

AFFIRMATIVE ACTION PLAN

SPA

SCHOOL/DEPARTMENT PAMS/ Physics

COMPLETED BY L. W. Seagondollar

DATE June 6, 1975

June 1973 Complement

Projected 1973-74 Complement

June 1974 Complement

June 1975 Complement

	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
FULL-TIME																							
Officials & Managers																							
Professionals																							
Technicians	2						2		2						2		2						2
Sales																							
Clerical		4					4		4					4		4		5					4
Craftsman	4						4		4					4		4							
Operations (semi-skilled)																							
Laborers																							
Service Workers																							
SUB-TOTAL	6	4					6	4	6	4				6	4	6	5						6
*PART-TIME																							
Officials & Managers																							
Professionals																							
Technicians																							
Sales																							
Clerical		1					1		1					1		1							
Craftsman																							
Operations (semi-skilled)																							
Laborers																							
Service Workers																							
SUB-TOTAL		1					1		1					1		1							1
TOTAL	6	5					6	5	6	5				6	5	6	5						6

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

AFFIRMATIVE ACTION PLAN

SPA

SCHOOL/DEPARTMENT Physical and Mathematical Sciences/
Statistics

COMPLETED BY D. D. Mason

DATE June 2, 1975

June 1973 Complement

Projected 1973-74 Complement

June 1974 Complement

June 1975 Complement

FULL-TIME	White		Black		Other		Total			White		Black		Other		Total			White		Black		Other		Total	
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F		M
Officials & Managers																										
Professionals																										
Technicians	1	3	0	0	0	0	0	0	1	3	1	3	0	0	0	0	0	0	1	3	1	3	0	0	0	0
Sales																										
Clerical	0	15	0	0	0	0	0	0	0	15	0	15	0	0	0	0	0	0	0	14	0	0	0	0	0	0
Craftsman																										
Operations (semi-skilled)																										
Laborers																										
Service Workers																										
SUB-TOTAL	1	18	0	0	0	0	0	0	1	18	1	18	0	0	0	0	0	0	1	17	1	17	0	0	0	0
*PART-TIME																										
Officials & Managers																										
Professionals																										
Technicians																										
Sales																										
Clerical																										
Craftsman																										
Operations (semi-skilled)																										
Laborers																										
Service Workers																										
SUB-TOTAL																										
TOTAL	1	18	0	0	0	0	0	0	1	18	1	18	0	0	0	0	0	0	1	17	1	17	0	0	0	0

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

AFFIRMATIVE ACTION 1974/75

SCHOOL OF TEXTILES

During the 1974/75 academic year the following positions were filled in the School of Textiles.

<u>Position</u>	<u>Dept.</u>	<u>Male</u>		<u>Female</u>	
		<u>White</u>	<u>Black</u>	<u>White</u>	<u>Black</u>
<u>EPA</u>					
Department Head	TC	x			
Assoc. Prof., Knitting	TXT	x			
Assoc. Prof., Mgmt.	TXT	x			
Recruiter	Admin.	x			
Recruiter	Admin.	x			
Extension Specialist	Ext.			x	
Extension Specialist	Ext.	x			
		<u>6</u>		<u>1</u>	
<u>SPA</u>					
Accounting Clerk	Admin.			x	
Clerk-Steno	TXT/Admin.			x	
Clerk-Typist	TC			x	
Clerk-Typist	Ext.			x	
Artist-Illustrator	Ext.			x	
Public Information Spec.	Ext.			x	
				<u>6</u>	

Responsibility for Affirmative Action considerations in connection with the hiring of EPA personnel rests with the School. The campus office of Personnel Services has been charged with responsibility for Affirmative Action in the hiring of SPA personnel, with the cooperation of the department concerned.

The school reached its decision to appoint a white male to the position of Head, Department of Textile Chemistry, after a lengthy search for qualified candidates by a committee.

The position of Associate Professor in the Knitting section is being filled by a man who enjoys an international reputation as an educator and researcher. All persons working at this level throughout the world are known to us; we are fortunate that development of circumstances has permitted us to fill this vacant position with a person who is so eminently qualified.

The position of Associate Professor in the textile economics and management sections of the department was filled by a well-qualified faculty member of Clemson University. The ability to teach and the ability to do research in the field of textiles were specifications for a position that had a small number of candidates.

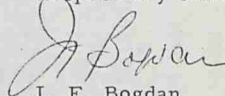
Two white male recruiters were hired to carry the story of textiles to the high school students. A black student was taken on for the fall semester to contact students in predominantly black high schools. The increase in enrollment of black students is a source of great satisfaction to the school.

Two Extension Specialists were hired: one black male and one white male. It is intended that the black male will work for an advanced degree as soon as he can arrange his schedule to permit this; it is hoped that he can qualify in time for a teaching position in the School of Textiles.

Six SPA positions in the School of Textiles were filled by white females.

Textiles continues to suffer from the nonexistent pool of blacks with appropriate training in textiles. It is hoped that the growth in enrollment of black students will overcome this deficiency in time and will permit us to hire more blacks for responsible positions in textile education and in textile research.

Respectfully submitted,



J. F. Bogdan
June 23, 1975

AFFIRMATIVE ACTION PLAN
EPA FACULTY

SCHOOL/DEPARTMENT School of Textiles

COMPLETED BY J. E. Bogdan

DATE June 11, 1975

June 1973 Faculty Complement Projected 1975-76 Complement June 1974 Faculty Complement June 1975 Faculty Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total			
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
Department Head	2						2		2							2		1			1		2			
Professor	7						7		9							7		4			4		8			
Associate Professor	17						17		16	1						16	1	17					2	17		
Assistant Professor	9	1					9	1	6	2						6	2	9	1			1		6	1	
Research Assistant Instructor	1						1			1						1					1		1			
Visiting Lecturer	1						1		1							1		1			1		1			
Research Associate	3	1					3	1	3	1						3	1	3	1		1	1	1	2	1	
SUB-TOTAL	40	2					40	2	37	4	1					38	4	40	2				12	1	38	2
*PERMANENT PART-TIME																										
Professor																										
Associate Professor																										
Assistant Professor																									1	
Instructor																										
Research Associate Visiting		1					1		1							1		1							1	
SUB-TOTAL		1					1		1							1		1							1	1
TOTAL	40	3					40	3	37	5	1					38	5	40	3				12	1	39	3

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

"Other" includes all except American-born caucasians and blacks.

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT School of Textiles

COMPLETED BY J. F. Bogdan

DATE June 11, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

FULL-TIME	June 1973 EPA Non-Faculty Complement				Projected 1975-76 Complement				June 1974 EPA Non-Faculty Complement				June 1975 EPA Non-Faculty Complement			
	White M	Black F	Other M	Total M F	White M	Black F	Other M	Total M F	White M	Black F	Other M	Total M F	White M	Black F	Other M	Total M F
Officials & Managers	4			4	4			4	4			4	4			4
Professionals	2			2	2			2	2			2	4	1		5
Technicians	1			1	1			1	1			1				
SUB-TOTAL	7			7	7			7	7			7	8	1		9
*PERMANENT PART-TIME																
Officials & Managers																
Professionals																
Technicians																
SUB-TOTAL																
TOTAL	7			7	7			7	7			7	8	1		9

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

AFFIRMATIVE ACTION PLAN

SPA

SCHOOL/DEPARTMENT School of Textiles

COMPLETED BY J. F. Bogdan

DATE June 11, 1974

June 1973 Complement

Projected 1973-74 Complement

June 1974 Complement

June 1975 Complement

	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total												
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F											
FULL-TIME																																			
Officials & Managers																																			
Professionals																		1	1					1	1										
Technicians	7	2					7	2																8	2										
Sales									9	2							9	2	8	2					8	2									
Clerical		13	1	2			1	15	13	1	2					1	15	14	1	2					1	16									
Craftsman	3						3		3							3		3							3										
Operations (semi-skilled)																																			
Laborers																																			
Service Workers																																			
SUB-TOTAL	10	15	1	2			11	17	10	15	1	2				11	17	12	16	1	2			13	18	12	18	1	1			13	19		
*PART-TIME																																			
Officials & Managers																																			
Professionals																																			
Technicians																																			
Sales																																			
Clerical		2					2		2							2		2							2		2								
Craftsman																																			
Operations (semi-skilled)																																			
Laborers																																			
Service Workers																																			
SUB-TOTAL		2					2		2							2		2						2		3									3
TOTAL	10	17	1	2			11	19	10	17	1	2				11	19	12	18	1	2			13	20	12	21	1	1			13	22		

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

AFFIRMATIVE ACTION PLAN
EPA FACULTY

SCHOOL/DEPARTMENT Textile Chemistry

COMPLETED BY R. D. Gilbert per J. F. Bogdan

DATE June 11, 1975

June 1973 Faculty Complement Projected 1975-76 Complement June 1974 Faculty Complement June 1975 Faculty Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Department Head	1						1		1							1						Acting		1
Professor	4						4		4							4		2				2		4
Associate Professor	5						5		5							5		4						4
Assistant Professor	1						1		1	1						1		1						1
Instructor																								
Research Assistant																						1		1
Research Associate	1						1		1							1		1						1
SUB-TOTAL	12						12	1	11	1						12	1	8				4		12
*PERMANENT PART-TIME																								
Professor																								
Associate Professor																								
Assistant Professor																								
Instructor																								
Research Associate		1					1		1							1		1						1
Visiting																								
SUB-TOTAL		1					1		1							1		1						1
TOTAL	12	1					12	1	11	2						11	2	12	1			4		12

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

"Other" includes all except American-born caucasians and blacks.

AFFIRMATIVE ACTION PLAN
EPA FACULTY

SCHOOL/DEPARTMENT Textile Technology

COMPLETED BY J. F. Bogdan

DATE June 11, 1975

June 1973 Faculty Complement Projected 1975-76 Complement June 1974 Faculty Complement June 1975 Faculty Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Department Head	1								1								1							
Professor	3								3								2				2			4
Associate Professor	12								11	1							12				2			13
Assistant Professor	8	1							8	1	6	1					8	1	4	1	1			5
Instructor	1								1			1					1				1			1
Visiting Lecturer	1								1		1						1				1			1
Research Associate	2	1							2	1	2	1					2	1			1	1	1	1
SUB-TOTAL	28	2							28	2	26	3	1			27	3	28	2					
*PERMANENT PART-TIME																								
Professor																								
Associate Professor																								
Assistant Professor																			1					1
Instructor																								
Visiting																								
SUB-TOTAL																			1					1
TOTAL	28	2							28	2	26	3	1			27	3	28	2					

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

"Other" includes all except American-born caucasians and blacks.

Division of Student Affairs
Affirmative Action Report
Second Year

By the end of the second year of employment activity under our Affirmative Action Program, the Division of Student Affairs continues to progress in a successful manner. In all categories the Division has either reached or is very close to reaching its goals.

<u>EPA</u>	June 1973 Actual		June 1976 Goal		June 1975 Actual		Reflecting 1975 Hirings	
	N	%	N	%	N	%	N	%
Female	14	24.6	18	30.1	13	25.0	17	27.9
Black	4	7.0	6	10.6	4	7.7	5	8.2

As indicated by the table above, hiring of minority employees in the EPA category has progressed significantly. Because of the academic calendar, it is important to evaluate this category with attention to reflected hirings for the 1975-1976 academic year. To achieve our goal for 1976 only one additional black woman or a black man and a white woman need be hired. It is almost certain that by June, 1976, our EPA goals will be surpassed.

<u>SPA</u>	October 1973 Actual		June 1975 Goal		June 1975 Actual	
	N	%	N	%	N	%
Black Clerical	6	10.0	14	18.0	15	21.4
Black Professional	1	10.0	2	20.0	1	9.1
Total Female	105	76.0	105	76.6	119	81.0
Total Black	40	29.0	43	31.4	54	36.7

Progress in SPA classification has also been excellent. The Division exceeded its June, 1975, goal for Black clerical employees. Considerable effort was spent to hire a black professional and there is an aggressive effort to meet the goal in this classification before the beginning of this academic year. Overall in the SPA category both female and black employees increased by fourteen.

The individuals directly responsible for the Affirmative Action progress in the Division of Student Affairs are optimistic that our goals will be accomplished.

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Division of Student Affairs

COMPLETED BY Thomas H. Stafford, Jr.

DATE June 27, 1975

	June 1973 EPA Non-Faculty Complement				Projected 1975-76 Complement				June 1974 EPA Non-Faculty Complement				June 1975 EPA Non-Faculty Complement																			
	White M	White F	Black M	Black F	Other M	Other F	Total M	Total F	White M	White F	Black M	Black F	Other M	Other F	Total M	Total F	White M	White F	Black M	Black F	Other M	Other F	Total M	Total F								
FULL-TIME																																
Officials & Managers	16	1					16	1	15	2					15	2	14	2					14	2	14	2					14	2
Professionals	24	9	2	1			26	10	21	11	3	3			24	14	20	9	3	2	2	2	25	13	20	6	2	1	2	2	24	9
Technicians																																
SUB-TOTAL	40	10	2	1			42	11	36	13	3	3			39	16	34	11	3	2	2	2	39	15	34	8	2	1	2	2	38	11
*PERMANENT PART-TIME																																
Officials & Managers																																
Professionals	1	2		1			1	3	1	1					1	1	3	2		1			3	3	1	1		1			1	2
Technicians																																
SUB-TOTAL	1	2		1			1	3	1	1					1	1	3	2		1			3	3	1	1		1			1	2
TOTAL	41	12	2	2			43	14	37	14	3	3			40	17	37	13	3	3	2	2	42	18	35	9	2	2	2	2	39	13

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

AFFIRMATIVE ACTION PLAN

SPA

SCHOOL/DEPARTMENT Student Affairs

COMPLETED BY Thomas H. Stafford, Jr.

DATE June 26, 1975

June 1973 Complement

Projected 1973-74 Complement

June 1974 Complement

June 1975 Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officials & Managers	2						2		2							2		2						2
Professionals		11		1			12		11		1				12		10		1				11	11
Technicians	2	4					2	4	2	4					2	4	2	4					2	5
Sales	2			1			2	1	2						2	1	2						2	1
Clerical	3	56		5			3	61	3	55		6			3	61	2	52		12			2	64
Craftsman	2		1				3		2		1				3		3		2				5	3
Operations (semi-skilled)		4					4		4						4	4		2					2	4
Laborers			2				2		2						2		2						2	4
Service Workers	7	3	12	16			19	19	7	3	12	16			19	19	4	4	10	21			14	25
SUB-TOTAL	18	78	15	23			33	101	18	78	15	23			33	101	15	74	14	35			29	109
*PART-TIME																								
Officials & Managers																								
Professionals																								
Technicians																								
Sales																								
Clerical			3	2			5		3		2			5		3		1					4	2
Craftsman																								1
Operations (semi-skilled)																								
Laborers																								
Service Workers																1							1	1
SUB-TOTAL		3	2				5		3		2			5		4		1					5	1
TOTAL	18	81	15	25			33	106	18	81	15	25			33	106	15	78	14	36			29	114

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Admissions

COMPLETED BY Thomas H. Stafford, Jr.

DATE June 27, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
FULL-TIME																									
Officials & Managers	1						1			1						1		1						1	
Professionals	1	1		1			1	2	1	1	1				2	1	1	1	1					2	1
Technicians																									
SUB-TOTAL	2	1		1			2	2	1	2	1			2	2	1	2	1						2	2
*PERMANENT PART-TIME																									
Officials & Managers																									
Professionals																									
Technicians																									
SUB-TOTAL																									
TOTAL	2	1		1			2	2	1	2	1			2	2	1	2	1						2	2

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Career Planning and Placement

COMPLETED BY Thomas H. Stafford, Jr.

DATE June 27, 1975

	June 1973 EPA Non-Faculty Complement				Projected 1975-76 Complement				June 1974 EPA Non-Faculty Complement				June 1975 EPA Non-Faculty Complement			
	White M F	Black M F	Other M F	Total M F	White M F	Black M F	Other M F	Total M F	White M F	Black M F	Other M F	Total M F	White M F	Black M F	Other M F	Total M F
FULL-TIME																
Officials & Managers	1			1	1			1	1			1	1			1
Professionals	1	1		1 1	1	1	1	1 2	1	1	1	1 2	1	1	1	1 2
Technicians																
SUB-TOTAL	2	1		2 1	2	1	1	2 2	2	1	1	2 2	2	1	1	2 2
*PERMANENT PART-TIME																
Officials & Managers																
Professionals																
Technicians																
SUB-TOTAL																
TOTAL	2	1		2 1	2	1	1	2 2	2	1	1	2 2	2	1	1	2 2

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Counseling

COMPLETED BY Thomas H. Stafford, Jr.

DATE June 27, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total												
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F											
Officials & Managers	1						1		1							1		1						1											
Professionals	6	1					6	1	5	1		1				5	2	3	1		1			3	2	5	1					5	1		
Technicians																																			
SUB-TOTAL	7	1					7	1	6	1		1				6	2	4	1		1			4	2	6	1					6	1		
*PERMANENT PART-TIME																																			
Officials & Managers																																			
Professionals		1					1		1							1	2	2						2	2		1							1	
Technicians																																			
SUB-TOTAL		1					1		1							1	2	2					2	2		1							1		
TOTAL	7	2					7	2	6	2		1				6	3	6	3		1			6	4	6	2					6	2		

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Financial Aid

COMPLETED BY Thomas H. Stafford, Jr.

DATE June 27, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

FULL-TIME	June 1973 EPA Non-Faculty Complement				Projected 1975-76 Complement				June 1974 EPA Non-Faculty Complement				June 1975 EPA Non-Faculty Complement			
	White M	Black F	Other M	Total F	White M	Black F	Other M	Total F	White M	Black F	Other M	Total F	White M	Black F	Other M	Total F
Officials & Managers	1			1	1			1	1			1	1			1
Professionals	1	1		1	1	1	1	1	2	1	1		1	1		1
Technicians																
SUB-TOTAL	2	1		2	2	1	1	2	2	2	1		2	1		2
*PERMANENT PART-TIME																
Officials & Managers																
Professionals			1	1							1		1		1	1
Technicians																
SUB-TOTAL			1	1							1		1		1	1
TOTAL	2	1	1	2	2	2	1	1	2	2	2	1	1	2	1	1

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Music

COMPLETED BY Thomas H. Stafford, Jr.

DATE June 27, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
FULL-TIME																								
Officials & Managers	1						1		1						1		1							1
Professionals	4						4		3	1				3	1	2				2			4	2
Technicians																						1		3
SUB-TOTAL	5						5		4	1			4	1	3			2			5	3		4
*PERMANENT PART-TIME																								
Officials & Managers																								
Professionals																								
Technicians																								
SUB-TOTAL																								
TOTAL	5						5		4	1			4	1	3			2			5	3		4

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Registration and Records

COMPLETED BY Thomas H. Stafford, Jr.

DATE June 27, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
FULL-TIME																								
Officials & Managers	1						1		1							1		1						1
Professionals	3						3		2	1					2	1	2	1			1		3	1
Technicians																								
SUB-TOTAL	4						4		3	1					3	1	3	1			1		4	1
*PERMANENT PART-TIME																								
Officials & Managers																								
Professionals																								
Technicians																								
SUB-TOTAL																								
TOTAL	4						4		3	1					3	1	3	1			1		4	1

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Religious Affairs

COMPLETED BY Thomas H. Stafford, Jr.

DATE June 27, 1975

	June 1973 EPA Non-Faculty Complement						Projected 1975-76 Complement						June 1974 EPA Non-Faculty Complement						June 1975 EPA Non-Faculty Complement													
	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
FULL-TIME																																
Officials & Managers	1												1										1									
Professionals																																
Technicians																																
SUB-TOTAL	1												1										1									
*PERMANENT PART-TIME																																
Officials & Managers																																
Professionals																																
Technicians																																
SUB-TOTAL																																
TOTAL	1												1										1									

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Residence Facilities

COMPLETED BY Thomas H. Stafford, Jr.

DATE June 27, 1975

	June 1973 EPA Non-Faculty Complement				Projected 1975-76 Complement				June 1974 EPA Non-Faculty Complement				June 1975 EPA Non-Faculty Complement											
	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
FULL-TIME																								
Officials & Managers	1							1		1								1		1				1
Professionals																								
Technicians																								
SUB-TOTAL	1							1		1								1		1				1
*PERMANENT PART-TIME																								
Officials & Managers																								
Professionals																								
Technicians																								
SUB-TOTAL																								
TOTAL	1							1		1								1		1				1

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Student Activities

COMPLETED BY Thomas H. Stafford, Jr.

DATE June 27, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

	June 1973 EPA				Projected 1975-76 Complement				June 1974 EPA				June 1975 EPA			
	White	Black	Other	Total	White	Black	Other	Total	White	Black	Other	Total	White	Black	Other	Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
FULL-TIME																
Officials & Managers		1										1				
Professionals																
Technicians																
DEPARTMENT ELIMINATED																
SUB-TOTAL		1										1				
*PERMANENT PART-TIME																
Officials & Managers																
Professionals																
Technicians																
SUB-TOTAL																
TOTAL		1										1				

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Student Affairs Research

COMPLETED BY Thomas H. Stafford, Jr.

DATE June 27, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

	June 1973 EPA Non-Faculty Complement				Projected 1975-76 Complement				June 1974 EPA Non-Faculty Complement				June 1975 EPA Non-Faculty Complement			
	White M	Black F	Other M	Total F	White M	Black F	Other M	Total F	White M	Black F	Other M	Total F	White M	Black F	Other M	Total F
FULL-TIME																
Officials & Managers	1			1	1			1	1			1	1			1
Professionals																
Technicians																
SUB-TOTAL	1			1	1			1	1			1	1			1
*PERMANENT PART-TIME																
Officials & Managers																
Professionals																
Technicians																
SUB-TOTAL																
TOTAL	1			1	1			1	1			1	1			1

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Student Development

COMPLETED BY Thomas H. Stafford, Jr.

DATE June 27, 1975

	June 1973 EPA Non-Faculty Complement						Projected 1975-76 Complement						June 1974 EPA Non-Faculty Complement				June 1975 EPA Non-Faculty Complement									
	White M	Black F	Other M	Other F	Total M	Total F	White M	Black F	Other M	Other F	Total M	Total F	White M	Black F	Other M	Other F	Total M	Total F	White M	Black F	Other M	Other F	Total M	Total F		
FULL-TIME																										
Officials & Managers	1				1		1				1		1				1		1				1		1	
Professionals	2				2		1				1		2				2		2				2		2	
Technicians																										
SUB-TOTAL	3				3		2				2		3				3		3				3		3	
*PERMANENT PART-TIME																										
Officials & Managers																										
Professionals																										
Technicians																										
SUB-TOTAL																										
TOTAL	3				3		2				2		3				3		3				3		3	

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Student Health Service

COMPLETED BY Thomas H. Stafford, Jr.

DATE June 27, 1975

	June 1973 EPA Non-Faculty Complement						Projected 1975-76 Complement						June 1974 EPA Non-Faculty Complement						June 1975 EPA Non-Faculty Complement					
	White M	White F	Black M	Black F	Other M	Other F	Total M	Total F	White M	White F	Black M	Black F	Other M	Other F	Total M	Total F	White M	White F	Black M	Black F	Other M	Other F	Total M	Total F
FULL-TIME																								
Officials & Managers	1						1								1								1	
Professionals	1						1	1							1	1	2	1					2	1
Technicians																								
SUB-TOTAL	2						2	1							2	1	2	2					2	2
*PERMANENT PART-TIME																								
Officials & Managers																								
Professionals	1	1					1	1	1						1	1							1	1
Technicians																								
SUB-TOTAL	1	1					1	1	1						1	1							1	1
TOTAL	3	2					3	1	3	1					3	1	3	2					3	2

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT University Student Center

COMPLETED BY Thomas H. Stafford, Jr.

DATE June 27, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officials & Managers	4						4		4						4		4						4	
Professionals	4	3	1				5	3	4	2	1			5	2	4	1	1		2	5	3	4	1
Technicians																								
SUB-TOTAL	8	3	1				9	3	8	2	1			9	2	8	1	1		2	9	3	8	1
*PERMANENT PART-TIME																								
Officials & Managers																								
Professionals																1						1		1
Technicians																								
SUB-TOTAL																1						1		1
TOTAL	8	3	1				9	3	8	2	1			9	2	8	2	1		2	9	4	8	1

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

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

THE D. H. HILL LIBRARY
BOX 5007
RALEIGH, NORTH CAROLINA 27607

M E M O R A N D U M

TO: Dr. Lawrence M. Clark
FROM: Cyrus B. King *ky*
DATE: June 16, 1975
SUBJECT: Affirmative Action Annual Unit Report for the D. H. Hill Library

Attached are Affirmative Action Report forms showing the complement of EPA nonfaculty and SPA employees in the D. H. Hill Library as of June 1, 1975. These forms reflect changes since June of 1974.

During the year, there were two resignations from the professional staff--EPA nonfaculty. In recruiting for these two vacancies, an effort was made to attract applicants from minority groups and to attract women. When the first vacancy occurred in December of 1974, the Library advertized the position in the New York Times and the Black Alliance Newsletter (Cornell University). An announcement of the vacancy was sent to the 32 ALA accredited library schools; libraries of the other 15 institutions in our University system; and, to a select list of 42 predominantly black institutions in the Southeast. We received a total of 16 written applications from 10 white males and 6 white females. We invited one white male to visit the campus for an interview and two white females. We filled the position with a white female.

We interviewed for the other position in March of 1975. In recruiting, we used the same channels as those listed above and in addition listed the position with the Black Librarians Caucus and in Opportunity (c/o NAACP, New York, NY). Again, we had no applications from minorities. There were 35 white males who sent written applications and 26 white females. Two white males came to the campus for interviews and five white females. A white male was hired to fill the position.

It happens that one white male who resigned was replaced by a white male and the white female who resigned was replaced by a white female. The result is that the status quo for EPA nonfaculty was maintained. Since the Library had already met its goal for minorities and women, this is one time when maintaining the status quo is good.

Although there has been a number of changes in the SPA staff, the Library continues to have representation from minority groups in excess of the number that availability figures indicate it should have. This does not mean, however, that the Library is complacent. Those persons with management responsibilities continue to seek out qualified employees from minority groups. For every vacancy filled, a report is filed with the Director of Libraries showing the number of people interviewed according to race and sex. This along with constant encouragement from the library administration, keeps everyone aware of the need for meeting our commitment to be an equal opportunity employer.

CBK:yhs

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Chancellor / Library

COMPLETED BY Cyrus B. King

DATE June 16, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

FULL-TIME	June 1973 EPA Non-Faculty Complement				Projected 1975-76 Complement				June 1974 EPA Non-Faculty Complement				June 1975 EPA Non-Faculty Complement																			
	White M F	Black M F	Other M F	Total M F	White M F	Black M F	Other M F	Total M F	White M F	Black M F	Other M F	Total M F	White M F	Black M F	Other M F	Total M F																
Officials & Managers	**																															
Professionals	8	14	0	0	0	0	8	14	8	14	0	2	0	1	8	17	8	13	0	2	0	1	8	16	8	13	0	2	0	1	8	16
Technicians																																
SUB-TOTAL	8	14	0	0	0	0	8	14	8	14	0	2	0	1	8	17	8	13	0	2	0	1	8	16	8	13	0	2	0	1	8	16
*PERMANENT PART-TIME																																
Officials & Managers																																
Professionals																																
Technicians																																
SUB-TOTAL																																
TOTAL	8	14	0	0	0	0	8	14	8	14	0	2	0	1	8	17	8	13	0	2	0	1	8	16	8	13	0	2	0	1	8	16

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

**Director of Library reported under Administration and is not included in this report.

AFFIRMATIVE ACTION PLAN

SPA

SCHOOL/DEPARTMENT Chancellor / Library

COMPLETED BY Cyrus B. King

DATE June 16, 1975

June 1973 Complement

Projected 1973-74 Complement June 1974 Complement

June 1975 Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total									
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F								
Officials & Managers																																
Professionals																																
Technicians																																
Sales																																
Clerical	4	48	1	13	0	0	5	61	5	48	1	14	0	0	6	62	4	48	1	12	0	1	5	61	2	50	1	12	0	1	3	63
Craftsman																																
Operations (semi-skilled)																																
Laborers																																
Service Workers																																
SUB-TOTAL	4	48	1	13	0	0	5	61	5	48	1	14	0	0	6	62	4	48	1	12	0	1	5	61	2	50	1	12	0	1	3	63
*PART-TIME																																
Officials & Managers																																
Professionals																																
Technicians																																
Sales																																
Clerical	0	15	0	0	0	0	0	15	1	14	0	1	0	0	1	15	1	13	0	1	0	0	1	14	1	16	0	1	0	0	1	17
Craftsman																																
Operations (semi-skilled)																																
Laborers																																
Service Workers																																
SUB-TOTAL	0	15	0	0	0	0	0	15	1	14	0	1	0	0	1	15	1	13	0	1	0	0	1	14	1	16	0	1	0	0	1	17
TOTAL	4	63	1	13	0	0	5	76	6	62	1	15	0	0	7	77	4	61	1	13	0	1	6	75	3	66	1	13	0	1	4	80

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

PROGRAM REPORT

NORTH CAROLINA STATE UNIVERSITY AFFIRMATIVE ACTION PLAN
SPA PERSONNEL

June, 1975

This progress report for SPA Personnel is submitted according to provisions of the North Carolina State University Affirmative Action Plan prepared in January, 1974.

Since the preparation of the Affirmative Action Plan is carried out under a decentralized approach whereby major schools and divisions contribute to the total plan, the Division of Personnel Services' role is mainly one of assisting campus units in meeting stated goals and monitoring activities to assure that equal employment concepts are being adhered to. This report summarizes those activities that have been executed or continued during the 1974-75 fiscal year.

Recruiting and Referral Activities

Special attention is being given to campus departments where apparent underutilization of minority and female employees exists. Division of Personnel Interviewers are aware of the importance of including minorities, women, and other protected groups in the slate of applicants referred to a vacancy. Efforts are made to locate qualified minorities and women when they are not represented in our applicant files through such efforts as contacting Placement Officers at predominantly black and female educational institutions, advertising in newspapers, requesting referrals from minority staff members on campus, and contacting leaders and groups in the black community. The frequency of personnel printouts is being increased to further facilitate the identification of areas where women and minorities are underutilized.

All referrals to SPA vacancies are accompanied by an Application Routing Sheet which requires departmental documentation of selection activity. Documentation is reviewed and selection decisions are monitored by the Staff Recruitment Officer for validity. The Application Routing Sheet has been helpful in reminding campus departments of their responsibility toward equal employment opportunity and appears to make them more aware of their "accountability" for the selection that they make. Proposed revisions (see attached) should serve to strengthen the form's control function.

On-campus college recruitment including predominantly black and female colleges and universities has been dampened somewhat by the current economic situation and is affected by the types of staff positions that are found at the University. Most positions require less than a college degree. Thus, recruitment is normally focused

on business schools, community colleges, and technical institutes. However, certain positions do require a college degree and recruiting trips were made to certain colleges and universities in fiscal year 1975-76. These schools included predominantly black N.C. Central University, N. C. Agricultural and Technical University and University of North Carolina at Greensboro (formerly Woman's College of UNC). Additional recruitment appeared unwarranted with the significant decreases in vacancies experienced over the last seven months coupled with only a slight decrease in walk-in traffic. The limited recruitment schedule was and is anticipated to be adequate in correcting any deficiencies in the race/sex mix of traffic in areas where vacancies for recent graduates were forecast.

One of the goals stated in the Affirmative Action Plan is to interview, select, and refer in accordance with equal employment concepts, including a continuous review of recruitment procedures to assure that barriers to successful recruitment do not exist. Barriers such as negative attitudes of the interviewers, assumptions about applicants' interests 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 are of particular concern. Recent changes in internal procedures, however, should suffice to further diminish the chance that these barriers will be evident in our recruiting and referral activities. These changes now allow interviewers to allocate more time to

- 1) developing a representative slate of referrals,
- 2) follow-up of minority referrals
- 3) participating in additional training in EEO, and
- 4) reviewing applicant references more fully.

Departmental selection is monitored, as mentioned earlier, through the use of routing sheets which must be completed on all applicants referred to departmental vacancies. Promotions, demotions, transfers of employees are monitored through the receipt of personnel action forms which are received in the Personnel Divisions. In cases where actions appear to perpetuate pre-existing deficiencies in minority and female employment profiles, contact is made with the respective departments' administrators or departmental EEO officers for justification for actions taken. The campus EEO officer is also made aware of any such matters, and his assistance is requested if needed. Disciplinary cases are handled in compliance with the University Grievance Policy.

The Division has worked closely with community manpower programs in the Raleigh area; however, these programs have been in a state of flux for the past eighteen

months as a result of uncertain funding. Much of the uncertainty has been recently resolved with the CETA Program (Comprehensive Employment and Training Act) absorbing much of the responsibilities and personnel of organizations such as Wake County Opportunities.

The Recruitment Section of the Personnel Division is working actively with CETA with one trainee now on campus in Animal Science and one scheduled for training in the campus library. The W.I.N. program is independent of CETA though the programs share some enrollees. One W.I.N. client is on campus under W.I.N.'s "work experience" program.

Personnel Notes, a weekly list of staff vacancies, continues to be distributed throughout campus, and externally, to governmental agencies and organizations, including sources for minority and female applicants. Vacancies are posted for five working days. Personnel Notes contains the following postscripts:

*An equivalent combination of experience and education will be considered.

** One year of full-time clerical experience may be substituted for the high school completion necessary for most clerical positions.

Training Activities

Training sessions to brief supervisors on the subject of increased utilization of minorities and women at all levels of the staff work force have not been developed and implemented as planned due to lack of staff. Current plans are to include EEO awareness training in a Supervisory Development course in 1975-76. New employees are encouraged in orientation to apply for promotional opportunities, in addition, the University's Affirmative Action commitments are discussed.

A new staff employee Performance Appraisal and Employee Development Program has been implemented. To acquaint University administrators and supervisors with the new program, a university-wide training session was held. A training needs survey is presently being planned; the projected completion date is October 1, 1975. Once the survey is completed, training priorities will be identified and needed programs developed.

Classification and Pay

Underutilization of minorities and females continue to be a concern.

The practice of reviewing all positions on campus every five years makes it possible to detect departments or divisions on campus where underutilization of minority and female employees is prevalent. As a result of the campus-wide clerical

study, concluded in 1974, these areas were noted. However, due to the slow down in the economy and the resulting decrease in the availability of jobs, we have not pressed the issue.

Positions which serve as assistants to department heads, deans, or other administrative officials are traditionally occupied by females and are classified as clerical positions. The campus clerical review revealed several underclassified positions which were reallocated to higher administrative classifications. It is hoped that these reallocations from clerical classifications to administrative classes will encourage officials to delegate administrative duties to staff employees thereby increasing the promotional opportunities for minority and female employees.

When all personnel data is computerized, each position can be carefully monitored on a regular basis.

A review of job specifications for all positions is being made this year. The consistency of minimum qualifications is being compared within salary grades. Additionally the qualifications are being studied to determine the appropriateness of the requirements to the actual needs of the positions. Recommendations for changes to minimum qualifications requirements will be made to the Office of State Personnel.

A survey is being made this year to determine where employment tests are being given on campus and the kinds of test being administered. The results of this survey will be used to determine the feasibility of establishing a central testing facility.

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

OFFICE OF BUSINESS AFFAIRS

Box 5067 Zip 27607

16 June 1975

MEMORANDUM

To: NCSU Affirmative Action Officer

From: Mr. J. D. Wright, Vice Chancellor
Finance and Business *J D Wright*

Subject: Annual Affirmative Action Progress Report

An analysis of the employee profile within the Office of Business Affairs reveals satisfactory progress in meeting Affirmative Action goals set for June 30, 1975.

Listing by Job Categories showing projected June 30, 1975 work profile and the actual work profile is as follows:

Officials and Managers

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Projected -	24	1	1				25	1
Actual -	26	1	1				27	1

Professionals

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Projected -	19	5	1		1		20	6
Actual -	24	12	1	1	1		25	14

Technicians

	White		Black		Other		Total	
	M	F	M	F	M	F	M	F
Projected -	4	2	1				5	2
Actual -	6	3					6	3

Sales

	White	Black	Other	Total
	M F	M F	M F	M F
Projected -				
Actual -	1			1

Clerical

	White	Black	Other	Total
	M F	M F	M F	M F
Projected -	13 74	11 16		24 90
Actual -	8 78	11 5		19 83

Craftsmen

	White	Black	Other	Total
	M F	M F	M F	M F
Projected -	121 7	52 7		173 14
Actual -	133 8	41 5		174 13

Operations

	White	Black	Other	Total
	M F	M F	M F	M F
Projected -	12 19	12 16	1	25 35
Actual -	19 14	18 9		37 23

Laborers

	White	Black	Other	Total
	M F	M F	M F	M F
Projected -	24	51		75
Actual -	33 4	53		86 4

Service Workers

	White	Black	Other	Total
	M F	M F	M F	M F
Projected -	23	109 96	1	133 96
Actual -	23 2	105 106	1	129 108

In the job category of Officials and Managers the goal has been attained.

In the job category of Professionals the goal has been more than attained.

In the job category of Technicians the profile continues to reflect favorable utilization of women. Efforts will be continued to employ a black male provided qualified applicants are available.

In the Sales job category Affirmative Action goals were not established since positions in Students Supply Stores were not covered by State Personnel Act provisions until August 1974. A separate listing is attached for Students Supply Stores work profile.

In the Clerical job category the profile continues to reflect favorable utilization of both women and minority groups in comparison with the available percentages shown in the Wake County Labor force. Efforts will be continued to employ black females provided qualified applicants are available.

In the job category of Craftsmen the specific goals of hiring additional black male and black female employees have not been reached. However; the work profile continues to exceed the available percentages for minority groups shown in the Wake County Labor force. Efforts will be continued to employ additional black males and black females provided qualified applicants are available.

In the Operations job category the work profile continues to reflect favorable utilization of both minority groups and women. Efforts will be continued to employ more white females and black females provided qualified applicants are available.

In the job category of Laborers no specific goals were set even though the work profile indicates possible underutilization of female employees. Equal opportunity for employment will be given to female applicants who possess necessary minimum work qualifications.

In the Service Workers job category the profile continues to reflect a very favorable utilization of both women and minority groups. While the profile reflects four (4) black males fewer than projected, it also reflects ten (10) more black females and two (2) more white females than projected. Both of the white females have been employed in the Security Officer classification. Additionally, efforts are continuing to attract more minority group applicants meeting the minimum standards for law enforcement officers. Recently a well qualified black male was employed as a Security Officer but resigned within two weeks to accept employment with private industry at a higher salary.

cc: Chairman, Affirmative Action Committee
Office of Business Affairs

212 100

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Business Affairs

COMPLETED BY S. C. Schlitzkus

DATE 16 June 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

	June 1973 EPA Non-Faculty Complement				Projected 1975-76 Complement				June 1974 EPA Non-Faculty Complement				June 1975 EPA Non-Faculty Complement																	
	White M	White F	Black M	Black F	Other M	Other F	Total M	Total F	White M	White F	Black M	Black F	Other M	Other F	Total M	Total F	White M	White F	Black M	Black F	Other M	Other F	Total M	Total F						
FULL-TIME																														
Officials & Managers	3						3	3							3	4							4	4						4
Professionals																														
Technicians																														
SUB-TOTAL																														
*PERMANENT PART-TIME																														
Officials & Managers																														
Professionals																														
Technicians																														
SUB-TOTAL																														
TOTAL																														

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

AFFIRMATIVE ACTION PLAN

SPA

SCHOOL/DEPARTMENT Business Affairs

COMPLETED BY S.E. Scitzler

DATE 16 June 1975

June 1973 Complement

Projected 1973-74 Complement

June 1974 Complement

June 1975 Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officials & Managers	25	1					25	1	25	1					25	1	26	3	1				27	1
Professionals	19	5	1				20	6	19	5	1			1	20	7	24	12	1	1			25	14
Technicians	4	2	1			1	5	2	4	2	1				5	2	4	2					6	3
Sales																								
Clerical	13	78	10	6			23	84	13	76	10	10			23	86	11	80	11	7			23	87
Craftsman	121	7	46	5			167	12	121	7	49	5			170	12	122	6	46	4			168	10
Operations (semi-skilled)	15	17	14	13	1		30	30	13	18	14	14	1		28	32	22	16	17	12			37	23
Laborers	24		51				75		24		51				75		31		57		1			37
Service Workers	23		108	96	1		132	96	23		108	96	1		132	96	22		103	105	1			126
SUB-TOTAL	144	110	231	120	2		477	231	242	109	234	125	2		478	235	257	113	236	125	2		475	242
*PART-TIME																								
Officials & Managers																								
Professionals																								
Technicians																								
Sales																								
Clerical																								
Craftsman																								
Operations (semi-skilled)																								
Laborers																								
Service Workers																								
SUB-TOTAL																								
TOTAL																								

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

AFFIRMATIVE ACTION PLAN

SPA

SCHOOL/DEPARTMENT

Business Affairs
Students Supply Stores

COMPLETED BY

S.C. Schlichter

DATE

16 June 1975

June 1973 Complement

Projected 1973-74 Complement

June 1974 Complement

June 1975 Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
Officials & Managers	8						8		9							9		9						9	
Professionals	1						1		1							1		1						1	
Technicians																									
Sales	11	6					11	6	13	10						13	10	9	14					9	14
Clerical	1	5					1	5	4	11						4	11	3	10					4	10
Craftsman																									
Operations (semi-skilled)																									
Laborers																									
Service Workers			3				3			4						4			4					3	
SUB-TOTAL	21	11	3				24	11	27	21	4				31	21	26	20	4					30	24
*PART-TIME																									
Officials & Managers																									
Professionals																									
Technicians																									
Sales																									
Clerical																									
Craftsman																									
Operations (semi-skilled)																									
Laborers																									
Service Workers																									
SUB-TOTAL																									
TOTAL																									

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT University Extension

COMPLETED BY R. A. Mabry

DATE June 20, 1975

FULL-TIME	June 1973 EPA Non-Faculty Complement						Projected 1975-76 Complement						June 1974 EPA Non-Faculty Complement						June 1975 EPA Non-Faculty Complement													
	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officials & Managers	7		2				9		5		2				7		7		2				9		5		2				7	
Professionals	19	5		1			19	6	13	2	1	1		14	3	18	3					18	3	10	2					10	2	
Technicians																																
SUB-TOTAL	26	5	2	1			28	6	18	2	3	1		21	3	25	3	2				27	3	15	2	2				17	2	
*PERMANENT PART-TIME																																
Officials & Managers																																
Professionals																										1					1	
Technicians																																
SUB-TOTAL	26	5	2	1			28	6	18	2	3	1		21	3	25	3	2				27	3	15	3	2				17	3	
TOTAL																																

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

AFFIRMATIVE ACTION PLAN

SPA

SCHOOL/DEPARTMENT University ExtensionCOMPLETED BY R. A. MabryDATE June 20, 1975

June 1973 Complement

Projected 1973-74 Complement

June 1974 Complement

June 1975 Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
Officials & Managers	1						1		1						1		1						1		
Professionals	4	2					4	2	4	2					4	2	4	2					3	1	
Technicians	3	1	2				5	1	3	1	2				5	1	3	1	2				2	1	
Sales																									
Clerical		20	1	2			1	22		21	1	2			1	23		20	1	2					
Craftsman			1				1			1					1			1					1	20	
Operations (semi-skilled)			1	2			2	1		1	3				3	1		1	3				1	2	
Laborers																									
Service Workers				1	1		1	1			1				1				1						
SUB-TOTAL	8	24	7	3			15	27	8	25	7	3			15	28	8	24	7	3			15	27	
*PART-TIME																									
Officials & Managers																									
Professionals																									
Technicians																									
Sales																									
Clerical			2				2			2					2			2					1		
Craftsman																									
Operations (semi-skilled)																							1		
Laborers																									
Service Workers																									
SUB-TOTAL		2					2			2					2			2							
TOTAL	26	7	3				15	29	8	27	7	3			15	30	8	26	7	3			15	29	
																								13	24

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

Progress Toward Affirmative Action

Goals for the Special Units

June 1975

For purposes of affirmative action planning, the "special units" within North Carolina State University have been divided into four groups: (1) University Administration, (2) Special Units for Auxiliary and Academic Administration, (3) Division of University Studies, and (4) Department of Athletics. Because each of the special units is relatively small, specific affirmative action goals were expressed in an integrated form covering all of the units.

During the academic year 1974-1975 a black male was appointed as Assistant Provost, a black male was appointed Assistant Football Coach, and a female was added to the professional classification.

AFFIRMATIVE ACTION PLAN

EPA FACULTY

SCHOOL/DEPARTMENT Special Units

COMPLETED BY Lawrence M. Clark

DATE June 20, 1975

June 1973 Faculty Complement

Projected 1975-76 Complement

June 1974 Faculty Complement

June 1975 Faculty Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Department Head																								
Professor	2						2		2							2		2	0					2
Associate Professor																		1						1
Assistant Professor																		1						1
Instructor	2						2		2							2								
SUB-TOTAL	4						4		4							4		4						4
*PERMANENT PART-TIME																								
Professor																								
Associate Professor																								
Assistant Professor		1					1		1															
Instructor																								
Visiting																1		1						1
SUB-TOTAL		1					1		1							1		1						1
TOTAL	5						5		5							5		5						5

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

AFFIRMATIVE ACTION PLAN
EPA NON-FACULTY

SCHOOL/DEPARTMENT Special Units

COMPLETED BY Lawrence M. Clark

DATE June 20, 1975

June 1973 EPA
Non-Faculty Complement

Projected 1975-76 Complement

June 1974 EPA
Non-Faculty Complement

June 1975 EPA
Non-Faculty Complement

	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total									
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F								
FULL-TIME																																
Officials & Managers	50						50	0	46	2	2	0			48	2	48	1	1	0			49	1	50		2				52	0
Professionals	25						25	0	24	0	1	0			25	0	24		1	0			25	0	34	1	2		1		37	1
Technicians																																
SUB-TOTAL	75						75	0	70	2	3	0			73	2	72	1	2	0			74	1	84	1	4		1		89	1
*PERMANENT PART-TIME																																
Officials & Managers																																
Professionals																																
Technicians																																
SUB-TOTAL																																
TOTAL	75						75	0	70	2	3	0			73	2	72	1	2	0			74	1	84	1	4		1		89	1

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

AFFIRMATIVE ACTION PLAN

SPA

SCHOOL/DEPARTMENT Special Units

COMPLETED BY Lawrence M. Clark

DATE June 20, 1975

June 1973 Complement

Projected 1973-74 Complement

June 1974 Complement

June 1975 Complement

FULL-TIME	White		Black		Other		Total		White		Black		Other		Total		White		Black		Other		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officials & Managers	5	0	0	0			5	0	5	0	0	0			5	0	5	0	0	0			5	0
Professionals	0	10	0	0			0	10	0	10	0	0			0	10	0	10	0	0			0	10
Technicians	18	8	3	0			21	8	18	8	3	0			21	8	18	8	3	0			21	8
Sales																								
Clerical	4	39	2	3			6	42	4	38	2	4			6	42	4	39	2	3			6	42
Craftsman	3	0	0	0			3	0	3	0	0	0			3	0	3	0	0	0			3	0
Operations (semi-skilled)	0	3	0	0			0	3	0	3	0	0			0	3	0	3	0	0			0	3
Laborers																								
Service Workers	0	0	0	3			0	3	0	0	0	3			0	3	0	0	0	3			0	3
SUB-TOTAL	30	60	5	6			35	66	30	59	5	7			35	66	30	60	5	6			35	66
*PART-TIME																								
Officials & Managers																								
Professionals																								
Technicians																								
Sales																								
Clerical																								
Craftsman																								
Operations (semi-skilled)																								
Laborers																								
Service Workers																								
SUB-TOTAL																								
TOTAL																								

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

File Adm. Comm

The National Collegiate Athletic Association

President
WILLIAM J. FLYNN
Boston College
Chestnut Hill, Massachusetts 02167

Executive Director
WALTER BYERS

Secretary-Treasurer
JAMES FRANK
Lincoln University
Jefferson City, Missouri 65101

MEMORANDUM

December 11, 1979

TO: Chief Executive Officers]
Faculty Representatives]--of NCAA Member Institutions.
Directors of Athletics]

SUBJECT: Final Title IX Intercollegiate Athletics Policy Interpretation.

On December 4, 1979, the Department of Health, Education and Welfare ("HEW") issued a final Title IX intercollegiate athletics Policy Interpretation. A copy of its full text will be sent by the NCAA to each member institution within the next few days.

The policy interpretation establishes the standards HEW will apply in assessing compliance with the athletics provisions of the Title IX regulation. It will take effect on the date it is published in the Federal Register which should occur within the next few days. No comment period will be provided. In January 1980, HEW will begin training 120 compliance personnel to enforce the policy.-(*)

The final policy interpretation differs in a number of important respects from the proposed policy announced by former Secretary Califano in December 1978. Among the more significant changes are: (1) elimination of the presumption of compliance approach contained in the proposed policy, (2) elimination of the per capita expenditure test as a standard of compliance in all areas but financial aid,-(**) (3) adoption of an "equivalency" standard for assessing compliance in most areas other than financial aid, (4) the addition of more detailed criteria for assessing

(*)-The Department of Education will come into existence on June 3, 1980, unless the President prescribes and publishes in the Federal Register an earlier date for establishment of the new department. At present, it appears that an earlier date will not be set. When the new department is established, it will assume responsibility for enforcing Title IX.

(**)-In addition to financial aid, the proposed 1978 policy interpretation applied the per capita expenditure test to: recruitment of athletes, provision and maintenance of equipment and supplies, living and travel expenses related to competitive events and publicity.



compliance in such areas, (5) the addition of new requirements concerning: (a) the assignment and compensation of coaches and tutors, and (b) administrative and clerical support services; (6) elimination of the coaches to participants ratio as the measure of access to coaching, (7) reversal of HEW's position regarding the permissibility of providing a separate athletic dormitory for athletes of one sex but not the other -- this now will be considered a violation of the Title IX regulation, and (8) the addition of a section describing the HEW Title IX enforcement process.

In an appendix to the policy interpretation, HEW expressly rejects: (1) exemption of football and other revenue-producing sports, (2) "sport-specific" comparisons as the basis for assessing compliance, (3) "team-based" comparisons (grouping sports by levels of development) as the basis for compliance assessments and (4) institutional planning which does not meet the provisions of the policy interpretation as applied by HEW.

Technical Assistance

Because of the complexity of the final policy and the importance of Title IX to NCAA member institutions, the NCAA Council plans to offer a range of Title IX advisory services to its members. Among the types of services the Association plans to offer are the following:

1. A central clearinghouse of court decisions and administrative rulings related to Title IX and athletics.
2. Guidance regarding the requirements of the law, the regulation and the policy interpretation.
3. Assistance in determining whether a given member is in compliance with Title IX and, if not, what steps it needs to take to achieve such compliance.
4. General assistance involving suggesting ways and means of developing improved women's athletic opportunities.
5. Legal advice to member institutions related to enforcement actions (compliance reviews and complaint investigations) undertaken by HEW.

A more detailed description of the nature and extent of the services to be offered and the circumstances in which they will be provided will be forthcoming.

Set forth below is a summary of the terms of the final policy interpretation. This summary is intended to be descriptive rather than analytical. A written analysis of the policy will be made available at the 74th annual NCAA Convention in New Orleans in January. In addition, the Convention's general round table will be devoted to this subject.

Summary of the Final Policy

The final policy interpretation is in three parts:

- A. financial assistance based on athletic ability,
- B. other athletic program benefits and opportunities, and
- C. accommodation of student athletic interests and abilities.

PART A -- FINANCIAL ASSISTANCE

Part A establishes financial proportionality as the primary test of Title IX compliance in the area of athletically related financial aid. Compliance will be measured by: (1) dividing the aggregate amount of athletic financial aid made available by an institution for the members of each sex by the number of participants-(*) of that sex in its intercollegiate athletic program and (2) comparing the results. The institution may be found in compliance if this calculation produces substantially equal results "or if a resulting disparity can be explained by adjustments to take into account legitimate, nondiscriminatory factors."

Two examples of such factors are given: (1) at public institutions, unequal distribution between the men's and women's programs of out-of-state students with higher tuition costs, and (2) "reasonable professional decisions concerning the awards most appropriate for program development." In explaining (2), the policy interpretation states that:

team development initially may require spreading scholarships over as much as a full generation (four years) of student-athletes. This may result in the award of fewer scholarships in the first few years than would be necessary to create proportionality between male and female athletes.

The policy does not prescribe the number of athletic scholarships an institution may award to men and women nor the dollar value of individual scholarships. Rather, it is the aggregate dollar amount of athletic

(*)-"Participants" are defined as those athletes who: (a) are receiving on a regular basis during a sports season the institutionally sponsored support (e.g., coaching, equipment, etc.) normally provided to athletes competing at the institution, (b) are participating on a regular basis during a sports season in organized practice sessions and other team meetings and activities, and (c) are listed on the eligibility or squad list maintained for each sport, or (d) who, because of injury, cannot meet (a), (b) or (c), but continue to receive athletic financial aid.

scholarship aid made available to men and to women as a group which is required to be substantially proportionate to their rates of participation in intercollegiate athletics.

When financial assistance is provided in forms other than grants, in addition to examining overall proportionality HEW will compare the distribution by sex of non-grant assistance to determine whether equivalent benefits are being provided proportionately to male and female athletes. The policy states that a disproportionate amount of work-related aid or loans in the assistance made available to the members of one sex could violate Title IX.

The policy does not address the question of what constitutes an athletic scholarship or grant-in-aid. Financial aid awards based on need are not expressly excluded.

PART B -- OTHER BENEFITS AND OPPORTUNITIES

Program Components Covered by Part B

Section 86.41(c) of the Title IX regulation requires institutions to provide "equal athletic opportunity for members of both sexes" and lists 10 program components HEW will consider in determining whether this requirement is being met. Part B of the policy addresses each of the components listed in Section 86.41(c) other than accommodation of student interests and abilities, which is treated in Part C, and adds two more components, as follows:

- (1) equipment and supplies;
- (2) scheduling of games and practice times;
- (3) travel and per diem allowances;
- (4) opportunity to receive coaching and academic tutoring;
- (5) assignment and compensation of coaches and tutors;
- (6) provision of locker rooms, practice and competitive facilities;
- (7) provision of medical and training facilities and services;
- (8) provision of housing and dining facilities and services;
- (9) publicity;
- (10) recruitment of student-athletes, and
- (11) provision of administrative and secretarial support services.

The policy states that this list may be expanded as necessary at the discretion of the director of the Office for Civil Rights.

The Part B Standard of Compliance

HEW will assess compliance in the areas listed above by comparing the availability, quality and kinds of benefits, opportunities and treatment afforded members of each sex. An institution will be in compliance if program components are "equivalent, that is, equal or equal in effect." Identical benefits, opportunities or treatment are not required, provided the overall effect of differences is negligible.

Nondiscriminatory Factors

If comparisons of program components indicate that benefits, opportunities or treatment are not equivalent, an institution may still be found in compliance "if the differences are the result of nondiscriminatory factors."

The policy interpretation expressly recognizes four types of factors which may justify such differences. First, differences may result from the unique nature of particular sports. The policy states that such differences generally "will be the result of factors that are inherent in the basic operation of certain sports," such as rules of play, the nature and replacement rates of equipment, rates of injury resulting from participation, the nature of facilities required for competition and the maintenance and upkeep requirements of those facilities.

The policy specifically recognizes that such differences frequently will occur in programs offering football, and indicates that if sports-specific needs are met equivalently in the men's and women's programs, differences in particular program components will be found to be justifiable.

Second, legitimate sex-neutral factors relating to special circumstances of a temporary nature may justify differences in some aspects of athletic programs. For example, recruitment disparities may result from annual fluctuations in team needs for first-year athletes.

Third, special needs of football and men's basketball or other sports for the management of large events may justify differences in particular program components. Because of differences in crowd size, the overall support for event management may differ markedly. These differences are justifiable if: (1) special demands associated with the activities of sports involving participants of each sex are met to an equivalent degree, (2) the institution does not limit the potential for women's athletic events to rise in spectator appeal and (3) the levels of event management support available to men's and women's programs are based on sex-neutral criteria, such as facilities used, projected attendance and staffing needs.

Fourth, differences may be justifiable where institutions are undertaking voluntary affirmative action to overcome what HEW characterizes as the "effects of historical conditions that have limited participation in athletics by members of one sex."

Example of Detailed Part B Consideration

The policy interpretation specifies in considerable detail the factors HEW will consider in applying the equivalency standard to each of the athletic program components listed above. For example, in assessing compliance with respect to the scheduling of games and practice times, HEW will examine, among other factors:

- (1) the number of competitive events per sport;
- (2) the number and length of practice opportunities;
- (3) the time of day competitive events are scheduled;
- (4) the time of day practice opportunities are scheduled, and
- (5) the opportunities to engage in available preseason and post-season competition.

New Program Components Covered by Part B

Part B establishes requirements governing two athletic program components which were not addressed in the December 1978 proposal -- (1) the assignment and compensation of coaches and tutors and (2) the provision of support services.

With regard to (1), the policy does not establish requirements governing the comparative treatment of male and female coaches. Rather, equivalence is required in the treatment of the coaches of men's and women's teams. In general, a violation will be found only where compensation or assignment policies deny male and female athletes coaching of equivalent quality, nature or availability.

In assessing compliance in the compensation of men's and women's coaches, HEW will examine, among other factors, the equivalence of:

- (1) rate of compensation (per sport, per season);
- (2) duration of contracts;
- (3) conditions relating to contract renewal;
- (4) experience;

- (5) nature of coaching duties performed;
- (6) working conditions, and
- (7) other terms and conditions of employment.

Where the following factors (and similar factors) represent valid differences in skill, effort, responsibility or working conditions, they may justify differences in compensation:

- (1) the nature and range of duties performed;
- (2) experience;
- (3) number of participants;
- (4) number of assistant coaches supervised;
- (5) the level of competition, and
- (6) "unique situations in which a particular person may possess such an outstanding record of achievement as to justify an abnormally high salary."

In determining compliance with regard to support services, HEW will examine, among other things, whether the amount of administrative, secretarial and clerical assistance provided to men's and women's programs are equivalent.

Recruiting

Athletic recruitment practices, unlike other program components, will be assessed only where equal athletic opportunities for male and female students are not present. When recruitment practices are examined, HEW will assess whether:

- (1) men's and women's coaches are provided with substantially equal opportunities to recruit;
- (2) financial and other recruiting resources are equivalently adequate to meet the needs of each program, and
- (3) differences in benefits, opportunities and treatment afforded prospective student-athletes have a disproportionately limiting effect upon recruitment of students of one sex.

Public undergraduate institutions must meet the additional requirement of maintaining equivalently effective recruitment programs for both sexes. Private undergraduate institutions are not subject to this requirement because it is based on Section 86.23 of the regulation, which does not apply to such institutions.

Overall Determination of Compliance

Under both Part B of the policy interpretation and Part C (described below), HEW will assess compliance with Section 86.41(c) of the Title IX regulation by determining:

- (1) whether the policies of an institution are discriminatory in language or effect; or
- (2) whether disparities of a substantial and unjustified nature in the benefits treatment, services or opportunities afforded male and female athletes exist in the institution's program as a whole, or
- (3) whether disparities in individual segments of the program with respect to benefits, treatment, services or opportunities are substantial enough in and of themselves to deny equality of athletic opportunity.

Thus, a disparity in a single aspect of an intercollegiate athletic program may provide the basis for a determination of non-compliance with Title IX.

PART C -- ACCOMMODATION OF INTERESTS AND ABILITIES

Part C of the policy interpretation provides guidelines for determining whether the sports selected by an institution and the levels of competition offered "effectively accommodate the interests and abilities of members of both sexes."

Determining Interests and Abilities

The policy permits institutions to determine the athletic interests and abilities of their students by nondiscriminatory methods of their own choosing, provided that such methods "take into account the nationally increasing levels of women's interests and abilities," "are responsive to the expressed interests of students capable of intercollegiate competition who are members of an underrepresented sex" and "do not disadvantage the members of an underrepresented sex." In addition, methods of determining ability must take into account team performance records.

Selection of Sports

If an institution offers a contact sport for members of one sex, it must do so for members of the other sex, if: (1) opportunities for the excluded sex have been limited historically, (2) there is sufficient interest and ability among members of that sex to sustain a viable team and (3) there is a reasonable expectation of intercollegiate competition for that team.

If an institution offers a noncontact sport for members of one sex, it must offer that sport for members of the other sex if: criteria (1), (2) and (3) above are met, and (4) members of the excluded sex do not possess sufficient skill to make a single integrated team, or to compete actively on such a team if selected.

Levels of Competition

In assessing the adequacy of the levels of competition offered each sex, HEW will determine whether an institution meets one of the following three tests:

- (1) intercollegiate participation opportunities are substantially proportionate to enrollment; or
- (2) where one sex has been and is underrepresented among intercollegiate athletes, there is a history and continuing practice of program expansion responsive to the developing interest and abilities of that sex, or
- (3) where one sex has been and is underrepresented among intercollegiate athletes, and the institution does not meet (2) above, the interests and abilities of that sex have been fully and effectively accommodated.

Further, HEW will assess the adequacy of the competitive opportunities available to the male and female intercollegiate athletes at an institution by examining: (1) whether on a programwide basis, male and female athletes are afforded proportionately similar numbers of equivalently advanced competitive opportunities, or (2) whether there is a "history and continuing practice of upgrading the competitive opportunities available to the historically disadvantaged sex as warranted by developing abilities among the athletes of that sex."

The policy states that institutions are not required to upgrade teams to intercollegiate status or otherwise to develop intercollegiate sports where there is no reasonable expectation that intercollegiate competition in a sport will be available in the institution's normal competitive regions. However, it further states that institutions may be required to encourage actively the development of such competition when overall athletic opportunities within those regions have been limited historically for members of one sex.

Conclusion

As should be apparent from the preceding discussion, the final policy interpretation is lengthy and complex. As noted above, an analysis of its requirements and probable application will be provided at the NCAA Convention in January.

MEMORANDUM
December 11, 1979
Page No. 10

WILLIAM J. FLYNN
President

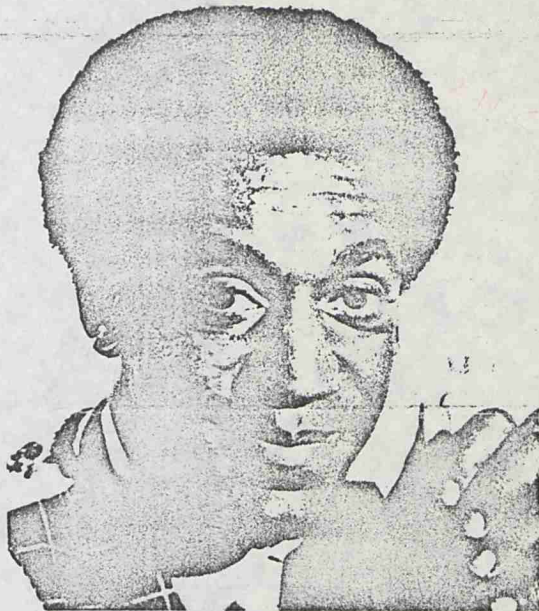
JAMES FRANK
Secretary-Treasurer

WJF/JF:11s

cc: Chief Executive Officers of
Allied and Affiliated Members

Bill Cosby on Prejudice

D. H. HILL LIBRARY
N. C. STATE UNIVERSITY



Pyramid Film Guide

Title: "Bill Cosby on Prejudice"
Length: 25 min. Color Sale \$300 Rental \$25
By: Bill Cosby
Use: Social studies, sociology, psychology, humanities

BEFORE THE FILM

1. Define prejudice.
2. Discuss the meaning of minority (are Swedes a minority group?)
3. What is a persecuted minority?

SYNOPSIS

Bigoted! This is how Bill Cosby looks and sounds in his highly satirical presentation PREJUDICE. No attitude is spared in this burlesque attack on the kind of person who refuses to extend common courtesy to people who are of a different creed or color. No racial, sex, ethnic, or religious cliché is overlooked in Cosby's spirited monologue.

In a makeup that is a cross between the mask of an African storyteller and a harlequin, Cosby's bigot destroys the human race. To him, Old People "take up space." He resents the Jewish: "braggin' about their holidays." His disgust with Blacks: "everyone of 'ems on welfare." His irritation with the Irish: "bringin' those damn religious beliefs over here." His distaste for Southerners: "haven't seen one that wasn't ignorant yet." His aggravation with Japanese: "makin' TV's

an' radios, they got more money than I got." His dislike of Mexicans: can't speak English and beggin' for a job." His disgust for Indians: "this is the survival of the fittest, an' the Indians wasn't fit." And on Women: "they was put here to have babies, wash dishes, that's all." Etc., etc., etc.

And so it goes until, when asked to describe himself, our arrogant bigot isolates himself from all humanity.

P.S. Cosby's mimicry and delivery is humorous from beginning to end. But under Cosby's spoofing there is a serious comment that stimulates the viewer to honestly discuss what he has seen.

DISCUSSION

In the film Cosby discusses the subject of prejudice with a broad sweep. However, a glance at his involvement in the Black community suggests that Cosby's intent in his satirical presentation is to stimulate serious discussion on the subject of prejudice; particularly as it affects millions of Americans solely because of the color of their skin.

To develop the root idea of Cosby's presentation, students might be asked to:

1. Explain the phrase "An Equal Opportunity Employer." Is it a law, executive order, or slogan?
2. Name the anti-discrimination organization in the Black community, in the Asian community, Mexican community, Indian community and Jewish community.
3. Compare Cosby's satire with the Langston Hugh's satire in his book, *Jessie B. Simple*.

QUESTIONS

1. How did the bigot describe himself?
2. How do you feel at the end of the film?
3. What is the message of the film?
4. Was there any truth in any of the bigot's statements?
5. Identify some of the contradictory statements in the bigot's dialogue.
6. What impressed you most in the presentation? Why?
7. How would you explain racial discrimination?
8. Is it possible to have discrimination in a Democracy?
9. What is the nation doing to eliminate discrimination?

10. Name the "racial minorities" in order of size in the United States.
11. Is this presentation comedy, farce or satire?
12. What is the significance of Cosby's makeup?
13. Why do you think Cosby never looked at the audience?
14. What is a monologue?

SUGGESTED READINGS

Benedict, Ruth, *Races of Mankind*
Montagu, Ashley, *Statement on Race*
Silberman, Charles E., *Crisis in Black and White*
United Nations, *Race and Science*

Film Guide by
Carol Kint

OTHER ETHNIC STUDY FILMS FROM PYRAMID

LEGEND DAYS ARE OVER (Robert Primes)
5 min. 16mm Color Sale \$100 Rent \$15

**PAUL LAURENCE DUNBAR:
AMERICA'S FIRST BLACK POET** (Fiske University)
23 min. 16mm Color Sale \$300 Rent \$20

THE SUN'S GONNA SHINE (Flower Films)
10 min. 16mm Color Sale \$125 Rent \$12

THE PERFECT RACE (Noel Nosseck)
20 min. 16mm Color Sale \$260 Rent \$20

NZURI: EAST AFRICA (Summit Films)
30 min. 16mm Color Sale \$290 Rent \$20

THIS IS THE HOME OF MRS. LEVANT GRAHAM
(Eliot Noyes)
15 min. 16mm B/W Sale \$150 Rent \$15

NOW THAT THE BUFFALO'S GONE (Burton Gershfield)
7 min. 16mm Color Sale \$100 Rent \$10

CALCUTTA (Louis Malle)
105 min. 16mm Color Sale \$750 Rent \$90

*Affirmative
Action*

W

May 9, 1973

MEMORANDUM

TO: Mr. Hardy Berry
FROM: Harry C. Kelly, Provost

WHS

This campus has to prepare a final affirmative action plan before June 30. We have already established most of the policy and set goals and timetables. Now we need to put our plan in a form that will communicate effectively with the several audiences who will read it; or to say it another way, we need an editor. Could your office provide this kind of assistance? Please work with Dr. C. L. Jenkins on this matter.

g

HCK:CJ:gj

NORTH CAROLINA STATE UNIVERSITY

Raleigh, N. C.

OFFICE OF PROVOST AND VICE-CHANCELLOR

HOLLADAY HALL

May 7, 1973 _____ Date

TO: Dr. Kelly

ACTION REQUESTED ON ATTACHED:

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

After our discussion I talked with Hardy Berry

and he agreed to let someone (Probably Graham Jones)

~~have~~ his staff serve as the editor of our

affirmative action plan. Attached is a draft

requesting his help.

FROM: Clauston Jenkins

*Affirmative
Action*

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

May 11, 1973

OFFICE OF INFORMATION SERVICES
WATAUGA HALL ZIP 27607

Dr. Harry Kelly, Provost
109 Holladay Hall
NCSU Campus

w

Dear Dr. Kelly:

Graham Jones has been assigned to work with Dr. C. L. Jenkins on the affirmative action plan and has already attended one meeting.

W W

I'm pleased we can be of help on this important document.

*mx
S*

Respectfully yours,

Hardy

Hardy D. Berry, Director
Information Services

HDB:dds

4/18

Clouston & Dr. Kally -

- Lettering + numbering of major divisions inconsistent

- I get mixed up in Part II on whether from paragraph to paragraph you are dealing with EPA or SPA. Appears also to include some repetition.

~~If there are,~~
→ Have noted my editorial judgments. Also sentences that lack clarity.

- On page 4 do not think "Fourth" says anything. What did we mean to say?

In general, OK, good work, honest, practical.

JK

Interim Affirmative Action Plan
North Carolina State University
April 20, 1973

PART I -- Introduction

A. THE EXTENT AND NATURE OF THE PLAN

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

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

B. EQUAL OPPORTUNITY POLICY

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

C. PROCEDURE USED TO DEVELOP THE PLAN

Initial steps in the development of ^{to prevent} an affirmative action plan were taken in early November, 1972, when it was determined that the most effective method of developing

a functional and effective plan for this campus would be to follow the regular patterns of organization and administration. Accordingly on November 8, the following affirmative action planning units were identified:

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

SPECIAL

These units were asked to establish planning committees which were to develop plans applicable to that unit. When completed and combined with a general statement on policy and procedure these plans will constitute this affirmative action plan for NCSU. Approaching affirmative action planning in this manner had several advantages. First, it followed normal organizational patterns of the University rather than imposing a new structure for administration of the plan, on the existing structure. Second, this method of organization allowed each unit to conduct its own analyses 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 committee had been assigned this task. Wide participation is an important factor in the success of any endeavor in a collegial institution like the university. One disadvantage of this approach is that it takes longer to complete because plans must be reviewed by so many different groups. Since all of this review has not been completed on this campus, we must term our plan an interim plan at present. However, we anticipate that subsequent modifications will be slight.

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

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

9
4. BASIC ASSUMPTIONS AND CONDITIONS UPON WHICH THIS PLAN IS BASED

Certain basic assumptions and conditions underlie N. C. State's affirmative action planning and it seems prudent to enunciate them at the beginning. First, it is our stance that N. C. State has not been guilty of overt acts of discrimination in the past that have denied equal employment opportunity to individuals. We do acknowledge, however, that we have reflected societal patterns which have resulted in de facto if not de jure discrimination in employment. Our employment profile clearly shows that we should take steps to change patterns that have developed over the years. Our focus, for this reason, has been on the future rather than on the situations as it now exists. We have concentrated on effecting changes.

Second, especially at the faculty level, many personnel decisions must be made on the basis of subjective evaluation of individual merit. For this reason, it is meaningless to attempt evaluation in terms of averages or formulas. Each case must be decided on its own merit. Although this condition means that comparisons are sometimes difficult, we think it is essential that individuals be considered as individuals. We are willing to undertake the additional work necessary to continue making decisions in this manner. In practice this approach means that we do not think

that all individuals of the same rank with the same years of service in the same department should necessarily have the same salary.

Third, ^{as} ~~although~~ ^{subordinate} it will be noted in analyses of availability, ^{must} ~~we want to~~ ^{emphasize} that N. C. State's academic mission means ~~that it~~ emphasizes fields that are not at present highly attractive to females and minorities. Some reluctance to enter these fields may be the result of ^{substituted} ~~the~~ attitudes of the faculty ^{and} ~~and~~ ^{would} ~~on these~~ N. C. State ^{only} can attempt some change. ~~However,~~ ^{handwritten and} ~~The~~ problems of why some students ^{are} ~~are~~ attracted to some fields of study is complex and beyond the power of the University to control. ^{we can only work on the problem affirmatively.}

How? What?

Fourth, our southern location and our academic prestige are factors that must be considered in evaluating our goals for attracting female and minority faculty.

S.M.

Fifth, like many other universities N. C. State is in a period of contracting resources. Enrollment, on which our teaching positions are based, is leveling off or increasing slightly. Federal support for research and student aid has declined significantly. For example, the value of our contracts and grants on July 1, 1972, was almost 40% lower than the previous year. Under these circumstances N. C. State will have few new positions and because of the tight academic job market in general there will be ~~few~~ ^{about} resignations. Concurrently there is concern on this campus ~~because of~~ the high percentage of faculty already having tenure. In several schools nearly 80% of the faculty already has tenure. As a result of these factors the competition for new positions will be keen, it will be impossible to produce ^{all} dramatic changes in this employment profile of any unit, and promotions will be extremely difficult to obtain.

Finally, in all of our affirmative action planning we have assured the faculty and staff that they are under no obligation to employ unqualified persons. We find the following statement in the Guidelines particularly helpful on this point:

In the area of academic appointments, a non-discriminatory selection process does not mean that an institution should indulge in "reverse discrimination" or "preferential treatment" which leads to the selection of unqualified persons over qualified ones. Indeed, to take such action on grounds of race, ethnicity, sex or religion constitutes discrimination in violation of the Executive Order.

5. RESPONSE TO LETTER OF FINDINGS

A. Recommendation concerning academic personnel hiring and recruitment.

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

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

B. Recommendation concerning non-academic personnel hiring and recruitment.

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

The Division of Personnel Services has increased its control over personnel functions to the extent to which present resources permit. Changes are described in the plan.

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

C. SPA placement

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

The affirmative action plan deals with this recommendation.

D. Academic Personnel (EPA) Salary

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

Salaries for females have been given special attention with the aim of making them equal to the salaries of comparable males.

Some significant differences do exist but these are ^{mainly} the result of judgments about the performance of individuals ^{as well as length of tenure}.

E. Testing of SPA employees

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

The affirmative action plan shows that ^{there?} time action has been taken.

F. Academic personnel (EPA) advancement

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

This affirmative action plan deals with this recommendation.

G. Non-academic personnel (SPA) advancement

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

The affirmative action plan deals with this recommendation.

~~7. AFFIRMATIVE ACTION PLAN - INTERIM VERSION~~

~~A. Policy Dissemination. The equal employment opportunity policy and this University's commitment to the idea of taking positive action is stated in Section 2 above. The Faculty Handbook refers to the policy as do all notices of vacancies and advertisements. Equal Employment Opportunity posters have been posted on bulletin boards across the campus. Periodic memoranda inform supervisory personnel of the provisions of law and of interpretations. Appendix B contains an example. Upon the implementation of this plan~~

all Caps ? PART II -- Affirmative Action Plan -- Policy and Procedure

A. Policy Dissemination. The equal employment opportunity policy and this University's commitment to the idea of taking positive action is stated in Part I Section 2 above. The Faculty Handbook refers to the policy as do all notices of vacancies and advertisements. Equal Employment Opportunity posters have been posted on bulletin boards across the campus. Periodic memoranda inform supervisory personnel of the provisions of law and of interpretations. Appendix B contains an example. Upon the implementation of this plan the equal employment opportunity officer will be responsible for periodic dissemination of information. N. C. State's affirmative action plan will be made available to all university personnel when the final version is completed and submitted. Other actions aimed at dissemination of affirmative action policy at NCSU include the following:

Inclusion of policy on all application routing sheets sent with application forms to campus departments considering individuals for (SPA) position vacancies.

New employee orientation sessions begun in 1972 include:

- a. letter from Chancellor to new employees with equal employment opportunity statement
- b. opening statements made by Director, Division of Personnel Services, to new employee includes equal employment opportunity policy.

Equal employment opportunity policy disseminated and discussed during staff training sessions for first-line supervisors and top-level secretarial personnel on campus.

~~The equal employment opportunity officers will be responsible for periodic dissemination of information. N. C. State's affirmative action plan will be made available to all university personnel when the final version is completed and submitted.~~

~~B. Organization of the Plan. The affirmative action plan for N. C. State University consists of two parts: Part I., the policy, organization, general description of procedures, and response to the letter of findings; and Part II., the analysis of availability and the goals and timetables for the affirmative action units of this campus.~~

C. Recruitment Procedures EPA Personnel. University recruitment procedures will be modified in several ways to insure Affirmative action is taken in the process of recruiting. The following list represents steps all departments must be able to show that they take in recruitment.

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

The Provost has the responsibility for insuring that this procedure is followed and he shall be assisted by the equal opportunity officer.

Annually each School or other affirmative action planning unit will submit a report on its recruitment efforts which shall summarize the recruitment contacts for each position filled. Appendix C contains a draft of a reporting form which will be used.

D. Increasing the supply of potential EPA personnel. As the unit plans document, lack of available female and minority faculty is one of the major difficulties encountered by an institution with academic programs emphases in the scientific, technical and professional fields. N. C. State University recognizes that one solution to this problem is the development of potential faculty through training. For this reason several School plans emphasize recruitment of students, ^{especially graduate students.} This emphasis is considered a major aspect of our affirmative action planning because it represents the best long range positive action possible and such recruitment is considered a major element of our goals.

E. Recruitment Procedures - SPA. Several steps have been taken in the direction of centralized control of personnel actions by the Division of Personnel Services. This Division has formalized a procedure to insure the female and minority applicants are given due consideration in filling vacancies. The basic mechanism used for this purpose is the routing slip which accompanies the personal information for each candidate. A copy of the routing slip is attached as Appendix D. Each unit filling a position is required to supply the requested information for each applicant referred to them before the position can be filled. In addition through a memorandum the Chancellor has required all vacancies to be listed in the Personnel Office and all advertising to be placed by that office. A copy of this directive is attached as Appendix E. In order to provide opportunities for upward mobility for those females and minorities already on campus,

it is now N. C. State's policy that all SPA vacancies must be listed with the Division of Personnel Services and posted campuswide five work days before outside applicants can be considered. The Division of Personnel Services has also encouraged present minority staff members to encourage other qualified individuals to apply at NCSU when vacancies arise.

External actions are also part of our plans for making positive action to recruit females and minorities for SPA positions. These steps can be summarized as follows:

1. Place recruitment advertising with newspapers having predominantly black circulation. All advertisements include tagline "An Equal Opportunity Employer."
2. Expand mailing list of staff vacancies to the Durham and Johnson County State Employment Offices.
3. Establish close working relationships with officers of various community manpower programs including W.I.N. (Work Incentive Program), Wake Opportunities, New Careers, and North Carolina Manpower Development Program. Also furnish these offices lists of current job openings (Personnel Notes.)
4. Establish working relationships with the Personnel Officer at Shaw University (predominantly black institution) resulting in the exchanging of vacancies and subsequent employment of minorities at North Carolina State University.
5. Conduct on-campus recruitment at Shaw University and St. Augustine's college.
6. Conduct on-campus recruitment at predominantly black Durham Business College.
7. Periodically mail "status" letters inviting inactivated minority applicants to re-apply with the University.

8. Further disseminate staff vacancies through Wake Opportunities Manpower Pilot Program throughout black community.

9. Verbally reaffirm periodically our interest in employing minorities to current recruitment sources including Employment Security Commission, Office of State Personnel, manpower agencies, business schools, technical institutes, and Lion's Club Industries for the Blind.

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

EPA
re SPA

F. Nepotism Policy. On April 13, 1973, the Board of Governors of the University of North Carolina adopted a new nepotism policy which ^{extends the permissible} allows the employment of close relatives (in the same department) so long as no supervisory relationship is involved. Faculty and staff will be informed of this new policy. A copy will be included with the UNC submission to the Department of Health, Education and Welfare.

G. Placement, Promotion, Salary and Conditions of Work - EPA Personnel. Criteria for each rank as well as University policy on academic freedom and tenure, leave, and other benefits are explained in the Faculty Handbook, a copy of which is included as Appendix F. This handbook is distributed to all EPA personnel at the time of their arrival on campus. Evaluation for promotion and salary increases is based on subjective evaluations of individual merit related to the stated criteria. The primary evaluation occurs at the departmental level with reviews by the Dean and Provost. In order to insure that affirmative action for females and minority faculty will occur the Provost will require each Dean to be able to produce an explanation in writing for any personnel action taken.

If in the process of review of salary increases, for example, the Provost has concerns about the increase given one individual in comparison to another, he can ask for explanations of both actions. If the explanation does not appear to be satisfactory, appropriate action would be taken. N. C. State University recognizes the need to provide ^{minority and} female^s faculty, in particular the opportunity for advancement to higher ranks, and reviews of promotions will be conducted with this need in mind. Similarly, salary increases will be reviewed carefully in order to eliminate differences that may be related to sex since the University has now succeeded in eliminating such differences.

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

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

H. Placement, Promotions, Salary, and Conditions of Work - SPA Personnel.

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

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

Floor Maintenance Man
 Housekeeping Foremen
 Mail Clerk
 Housekeeping Supervisor

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

<u>Job Title</u>	<u>Number of Whites</u>
Statistical Aide III	5
Agriculture Research Trainee	3
Administrative Secretary	19
Clerk IV	17
Accounting Clerk III	9
Carpenter II	10
Maintenance Mechanic II	8
Electrician II	11
Grounds Foreman	5
Statistical Analyst	5
Administrative Assistant	16
Air Condition Mechanic	7
Research Mechanic II	8
Maintenance Mechanic IV	11
Electronic Technician II	7
Computer Programmer I	8
Electronic Technician III	5
Instrument Maker II	7
Farm Superintendent II	6
Research Analyst	11

<u>Job Title</u>	<u>Number of Whites</u>
Computer Programmer III	8
Consulting Engineer I	10

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

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

1. Continue to work toward goal of identifying all under-utilization of minority and female employees. (continuous)
2. Make available to campus departments availability and work-force data on recruiting area to be used for determining proper employee mix. (continuous)
3. Implement a continuous review and as necessary make recommendations to Office of State Personnel to revise job specifications, especially minimum qualification requirements to achieve consistency with actual needs of the positions. (initial review of present specifications to be completed by December, 1973)

4. Prompt posting of all vacancies with attendant qualifications on weekly basis campuswide 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. (effective immediately)
5. Publication and notification to all staff employees of training programs (both formal and O-J-T) available to upgrade skills. Completion date - May, 1973, and continuing as new programs become available)
6. Training sessions at least twice a year to brief supervisors on subject of increased employment and promotion of qualified minorities and women at all levels of the staff work force and inclusion of the subject in all orientation sessions for new employees.
7. 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 (effective immediately).
8. Campus policy on nepotism shall be brought in line with newly approved policy passed by State Personnel Board (effective immediately).
9. Copies of affirmative action plans (classified employees) prepared by campus schools shall be supplied to the Director, Division of Personnel Services, in order that he might remain abreast of programs affecting the classified employment area.
10. Each list of referrals made to classified 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. (effective immediately and continuing)

if available?

11. Each referral will be accompanied by an application routing sheet which must be returned to Personnel Services with written justification why applicant was hired or not hired (continuous).
12. Expansion and implementation of a comprehensive recruitment program designed specifically to attract minority group members and women (effective immediately).
 - a. increase on-campus recruitment activity at predominantly black colleges and universities to recruit Research Technicians, at predominately female colleges and universities to recruit females.
 - b. Increase advertisements in media with predominantly black circulation or audiences.
 - c. all advertisements for staff centrally controlled by Division of Personnel Services.
13. 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," minority" jobs and "white male" jobs.
14. Monitor departmental selection, promotion, demotion, transfer, disciplinary and lay-off practices through internal audit and reporting system.
15. Campus Visitation program. Personal visit by Personnel Director to all school Deans for purpose of discussing present equal employment policies and procedures (i.e. location and posting of Personnel Notes and E. E. O. posters, past employment practices of departments) and to gain suggestions as to how Division of Personnel Services can better serve them in personnel matters (completion July, 1973).

16. Follow-up on minority referrals by phone and/or visit (immediate and continuing).
17. 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 (completion May, 1973).
18. With the goal of increasing job performance and enhancing promotional opportunities, the University will continue to provide Supervisory Development Training programs for first-line and intermediate level supervisors. Adult Basic Education courses which have already been conducted on campus during work hours for employees with less than eighth grade level education will be continued as need arises. Approved apprenticeship training programs have been established in the Print Shop and in 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 in other Raleigh area colleges and universities.

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

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

J. Test Validation. N. C. State University does not test applicants for

employment except in certain skills for certain SPA positions. When such skills testing is conducted, it is done with work that is part of the regular operation of the unit and part of the regular responsibility of the position.

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

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

- L. Goals and Timetables. Part III, Sections A through M contain the analysis of utilization and availability, goals, and timetables for the affirmative action planning units at N. C. State University. Most plans provide separate goals for EPA and SPA personnel and, when appropriate, students. Since some units have not completed revision of their plans these goals and timetables must be considered interim plans. Final plans will be developed by July 1, 1973.

A review of the plans reveals a variety of methods of stating goals. In our view such diversity is a strength of this plan because it couches goals in terms that are applicable for each unit and does not impose the same rigid format on all units. Since the goals and

timetables have been developed by the units themselves, successful attainment by means of good faith efforts is also likely to occur. The plans have been reviewed by the Provost and Chancellor and are forwarded with their endorsement.

M. Responsibility for Implementation. Each unit plan describes the responsibility for implementation within that unit. For N. C. State University as a whole, an equal opportunity officer will be designated by July 1, 1973, and attached to the central administration. At present such responsibility is shared by several officers along with other responsibilities. It is our intention to change this situation so that an officer will have as his primary responsibility the ^{monitoring} maintenance of affirmative action on this campus.

N. Reporting Procedure. For EPA personnel two annual reports will be generated as part of N. C. State's positive action. In December of each year an employment profile will be produced showing for each individual the sex, race, rank, degree, years of service, and salary. A summary by sex, race, and rank will be developed for each department or unit. With this report the University can identify individual problems or patterns that need attention. In May of each year a report will be developed on recruitment efforts using the form contained in Appendix C. In addition to these reports regular summary forms used for promotions and salary increases will be used to review these actions from the point of view of affirmative action. Appendix H contains samples of these forms.

For SPA employees the following reports are currently generated or are planned:

IV. Internal Audit and Reporting System

A. Current

1. Application Routing Sheet

full time?
see p. 3

monitoring
1

2. Job Order Control Sheet - provides following information:
 - a. Location of vacancy by department
 - b. Position title and Number
 - c. Total number of referrals
 - d. Number of Black referrals
 - e. Disposition including name of employee and race
3. Applicant Register
 - a. Name of applicant
 - b. Race and sex
 - c. Type of position sought
 - d. Recruitment source
 - e. Disposition (hired or not hired)
4. Exit Interviewing Forms (mail out)
5. Job Order Provides:
 - a. Name of applicant referred
 - b. Race
 - c. Age
 - d. Recruitment source
6. Monthly Placement Sheet Provides:
 - a. Name
 - b. Department
 - c. Position title
 - d. Source
 - e. Race

B. Projected

1. Analysis of Recruitment Source by Placements
breaks down placements by race and sex according to recruitment source.
2. Recruitment Source Referral Activity
evaluates productivity of all recruitment efforts in terms of placements.

Completion by June 30, 1973.

O. Publication. The University will make this plan available to all personnel.

Interim Affirmative Action Plan
North Carolina State University
April 20, 1973

PART I -- Introduction

A. THE EXTENT AND NATURE OF THE PLAN

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

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

B. EQUAL OPPORTUNITY POLICY

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

C. PROCEDURE USED TO DEVELOP THE PLAN

Initial steps in the development of ^{the present} an affirmative action plan were taken in early November, 1972, when it was determined that the most effective method of developing

a functional and effective plan for this campus would be to follow the regular patterns of organization and administration. Accordingly, on November 8, the following affirmative action planning units were identified:

School of Agriculture and Life Science
 School of Design
 School of Education
 School of Engineering
 School of Forest Resources
 School of Liberal Arts
 School of Physical and Mathematical Science
 School of Textiles
 Division of Student Affairs
~~Division of University Extension~~
 Library
 Office of Business Affairs
~~Other Administrative Units~~

SPECIAL
 Each ^{was} ~~were~~ asked to establish ^a planning committees ^{was} ~~were~~ to develop plans applicable to that unit. When ~~completed~~ and combined with a general statement on policy and procedure these plans will constitute the affirmative action plan for NCSU. Approaching affirmative action planning in this manner had several advantages. First, it followed normal organizational patterns of the University rather than imposing a new structure for administration of the plan, on the existing structure. Second, this method of organization allowed each unit to conduct its own analyses 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 committee had been assigned this task. Wide participation is an important factor in the success of any endeavor in a ^{is} collegial institution like the university. One disadvantage of this approach is that it takes longer to complete because plans must be reviewed by so many different groups. Since all of this review has not been completed on this campus, we must term our plan an interim plan at present. However, we anticipate that subsequent modifications will be slight.

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

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

14. BASIC ASSUMPTIONS AND CONDITIONS UPON WHICH ^eTHIS PLAN IS BASED

Certain basic assumptions and conditions underlie N. C. State's affirmative action planning and it seems prudent to enunciate them at the beginning. First, it is our stance that N. C. State has not been guilty of overt acts of discrimination in the past that have denied equal employment opportunity to individuals. We do acknowledge, however, that we have reflected societal patterns which have resulted in de facto if not de jure discrimination in employment. Our employment profile clearly shows that we should take steps to change patterns that have developed over the years. Our focus, for this reason, has been on the future rather than on the situation, as it now exists. We have concentrated on effecting changes.

Second, especially at the faculty level, many personnel decisions must be made on the basis of subjective evaluation of individual merit. For this reason, it is meaningless to attempt evaluation in terms of averages or formulas. Each case must be decided on its own merit. Although this condition means that comparisons are sometimes difficult, we think it is essential that individuals be considered as individuals. We are willing to undertake the additional work necessary to continue making decisions in this manner. In practice this approach means that we do not think

that all individuals of the same rank with the same years of service in the same department should necessarily have the same salary.

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

~~Fourth, our southern location and our academic prestige are factors that must be considered in evaluating our goals for attracting female and minority faculty.~~

^{Fourth} Fifth, like many other universities N. C. State is in a period of contracting resources. Enrollment, ^{the basis on which we are allocated positions,} ~~on which our teaching positions are based,~~ is leveling off or increasing slightly. Federal support for research and student aid has declined significantly. For example, the value of our contracts and grants on July 1, 1972, was almost 40% lower than the previous year. Under these circumstances N. C. State will have few new positions and because of the tight academic job market in general there will be few resignations. Concurrently there is concern on this campus ^{about} ~~because of~~ the high percentage of faculty already having tenure. In several schools nearly 80% of the faculty already has tenure. As a result of these factors the competition for new positions will be keen, it will be impossible to produce dramatic changes in this employment profile of ^{all} ~~any~~ units, and promotions will be extremely difficult to obtain.

Finally, in all of our affirmative action planning we have assured the faculty and staff that they are under no obligation to employ unqualified persons. We find the following statement in the Guidelines particularly helpful on this point:

In the area of academic appointments, a non-discriminatory selection process does not mean that an institution should indulge in "reverse discrimination" or "preferential treatment" which leads to the selection of unqualified persons over qualified ones. Indeed, to take such action on grounds of race, ethnicity, sex or religion constitutes discrimination in violation of the Executive Order.

5. RESPONSE TO LETTER OF FINDINGS

A. ~~Recommendation concerning~~ Academic personnel hiring and recruitment.

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

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

B. ~~Recommendation concerning~~ Non-academic personnel hiring and recruitment.

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

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

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

C. SPA placement

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

The affirmative action plan deals with this recommendation.

4. Academic Personnel (EPA) Salary

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

Salaries for females have been given special attention with the aim of making them equal to the salaries of ~~comparable~~ ^{with equal work} males. ^{mainly} Some significant differences do exist but these are ^{the result of} judgments about the performance of individuals ^{as well as length of tenure.}

E. Testing of SPA employees

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

The affirmative action plan shows that ^{this} time action has been taken.

F. Academic personnel (EPA) advancement

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

This affirmative action plan deals with this recommendation.

G. Non-academic personnel (SPA) advancement

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

The affirmative action plan deals with this recommendation.

~~APPROPRIATE ACTION PLAN - INTERIM VERSION~~

~~A. Policy Dissemination. The equal employment opportunity policy and this University's commitment to the idea of taking positive action is stated in Section 2 above. ^{Part I,} The Faculty Handbook refers to the policy as do all notices of vacancies and advertisements. Equal Employment Opportunity posters have been posted on bulletin boards across the campus. Periodic memoranda inform supervisory personnel of the provisions of law and of interpretations. Appendix B contains an example upon the implementation of this plan.~~

PART II -- Affirmative Action Plan -- Policy and Procedure

all caps here & throughout

A. Policy Dissemination The equal employment opportunity policy and this University's commitment to the idea of taking positive action is stated in Part I Section ^B 2 above. The Faculty Handbook refers to the policy as do all notices of vacancies and advertisements. Equal Employment Opportunity posters have been posted on bulletin boards across the campus. Periodic memoranda inform supervisory personnel of the provisions of law and of interpretations. Appendix B contains ^{one} an example. Upon the implementation of this plan the equal employment opportunity officer will be responsible for periodic dissemination of information. N. C. State's affirmative action plan will be made available to all university personnel when the final version is completed and submitted. Other actions aimed at dissemination of affirmative action policy at NCSU include the following:

1. Inclusion of policy on all application routing sheets sent with application forms to campus departments considering individuals for (SPA) position vacancies.
2. New employee orientation sessions begun in 1972 include:
 - a. letter from Chancellor to new employees with equal employment opportunity statement
 - b. opening statements made by Director, Division of Personnel Services, to new employee includes equal employment opportunity policy.
3. Equal employment opportunity policy disseminated and discussed during staff training sessions for first-line supervisors and top-level secretarial personnel on campus.

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~~the equal employment opportunity officer will be responsible for periodic dissemination of information. N. C. State's affirmative action plan will be made available to all university personnel when the final version is completed and submitted.~~

to part I

~~B. Organization of the Plan. The affirmative action plan for N. C. State University consists of two parts: Part I., the policy, organization, general description of procedures, and response to the letter of findings; and Part III, the analysis of availability and the goals and timetables for the affirmative action units of this campus.~~

all cases
B.C. Recruitment Procedures-EPA Personnel University recruitment procedures will be modified in several ways to insure Affirmative action is taken in the process of recruiting. The following list represents steps all departments must be able to show that they take in recruitment.

1. Use Equal Employment Opportunity slogan on all descriptions of vacancies.
2. Advertise the vacancy in sources that would reasonably lead to application by females and minorities.
3. Review files of previous applications to determine if qualified females or minorities are in these files.
4. Identify potential candidates on campus who may wish to be considered for the position.
5. Explain why the final candidate was chosen by means of an explicit comparison with other individuals considered.
6. Maintain complete records of ^{the} search process including correspondence with those candidates who decline, withdraw or are not offered the position.

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~~Other orders aimed at dissemination of offensive
action policy at NCSU include the following:~~

~~copy pp (wanted items only) 1-2~~

~~of laboratory memo~~

The Provost has the responsibility for insuring that this procedure is followed and he shall be assisted by the equal opportunity officer.

Annually, each School or other affirmative action planning unit will submit a report on its recruitment efforts which shall summarize the recruitment contacts for each position filled. Appendix C contains a draft of a reporting form which will be used.

C. D. Increasing the supply of potential EPA personnel ^{all caps} As the unit plans document, lack of available female and minority faculty is one of the major difficulties encountered by an institution with academic program emphases in the scientific, technical and professional fields. N. C. State University recognizes that one solution to this problem is the development of potential faculty through training. For this reason several School plans emphasize recruitment of students, ^{especially graduate students.} This emphasis is considered a major aspect of our affirmative action planning because it represents the best long range positive action possible and such recruitment is considered a major element of our goals.

D. E. Recruitment Procedures ^{all caps} ^{SPAX} Several steps have been taken in the direction of centralized control of personnel actions by the Division of Personnel Services. This Division has formalized a procedure to insure ^{4/8} the female and minority applicants are given due consideration in filling vacancies. The basic mechanism used for this purpose is the ^{application sheet} routing slip which accompanies the personal information for each candidate. A copy of the routing slip ^{sheet} is attached as Appendix D. Each unit filling a position is required to supply the requested information for each applicant referred to them before the position can be filled. In addition through a memorandum the Chancellor has required all vacancies to be listed in the Personnel Office and all advertising to be placed by that office. A copy of this directive is attached as Appendix E. In order to provide opportunities for upward mobility for those females and minorities already on campus,

it is now N. C. State's policy that all ^{staff} SPA vacancies must be listed with the Division of Personnel Services and posted campuswide five work days before outside applicants can be considered. The Division of Personnel Services has also encouraged present minority staff members to encourage other qualified individuals to apply at NCSU when vacancies arise.

External actions are also part of our plans for making positive action to recruit females and minorities for ^{staff} SPA positions. *The following statements indicate positive actions already taken and continuing:* These steps can be summarized as follows:

1. Place recruitment advertising with newspapers having predominantly black circulation. All advertisements include tagline "An Equal Opportunity Employer."
2. Expand mailing lists of staff vacancies to the Durham and Johnson County State Employment Offices.
3. Establish close working relationships with officers of various community manpower programs including W.I.N. (Work Incentive Program), Wake Opportunities, New Careers, and North Carolina Manpower Development Program. Also furnish these offices lists of current job openings (Personnel Notes).
4. Establish working relationships with the Personnel Officer at Shaw University (predominantly black institution) resulting in the exchanging of vacancies and subsequent employment of minorities at North Carolina State University.
5. ^{Annually} Conduct on-campus recruitment at ^{at least 5 predominantly black colleges} ~~Shaw University and St. Augustine's~~ college ^{and/or universities.}
6. Conduct on-campus recruitment at predominantly black Durham Business College.
7. Periodically mail "status" letters inviting inactivated minority applicants to re-apply with the University.

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8. Further disseminate staff vacancies through Wake Opportunities Manpower Pilot Program throughout black community.

9. Verbally reaffirm periodically our interest in employing minorities to current recruitment sources including Employment Security Commission, Office of State Personnel, manpower agencies, business schools, technical institutes, and Lion's Club Industries for the Blind.

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

all caps
E.P. Nepotism Policy On April 13, 1973, the Board of Governors of the University of North Carolina adopted a new nepotism policy which ^{for academic employees} ~~allows the~~ ^{extends the} employment of close relatives ~~in the same department~~ so long as no supervisory relationship is involved. Faculty and staff will be informed of this new policy. *of the policy* A copy will be included with the ^{faculty} UNC submission ~~to the~~ ^{of affirmative action plans.} Department of Health, Education and Welfare. *add insert*

permissible

all caps
F.G. Placement, Promotion, Salary and Conditions of Work - EPA Personnel Criteria for each rank as well as University policy on academic freedom and tenure, leave, and other benefits are explained in the Faculty Handbook, a copy of which is included as Appendix F. This handbook is distributed to all EPA personnel at the time of their arrival on campus. Evaluation for promotion and salary increases is based on subjective evaluations of individual merit related to the stated criteria. The primary evaluation occurs at the departmental level with reviews by the Dean and Provost. In order to insure that affirmative action for females and minority faculty will occur the Provost will require each Dean to be able to produce an explanation in writing for any personnel action taken.

sent to E.

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

General Assembly or officers or employees of the State. No person may serve

- (3) Determination of functions, educational activities and academic programs.
- (4) Appointment of chancellors and vice-chancellors, senior academic and administrative officers and persons having permanent tenure.
- (5) Approval of the establishment of any new publicly supported institution above the community college level.
- (6) Establishment of tuition and required fees not inconsistent with actions of the General Assembly.
- (7) Set enrollment levels.
- (8) Development of a single, unified recommended budget for all of public senior higher education.
- (9) Collection and dissemination of data concerning higher education in the State.

On July 7, 1972, the Board of Governors adopted The Code of the University of North Carolina which enumerates the duties and responsibilities of the President, boards of trustees, and chancellors. Additional sections of the Code are being developed. A copy of The Code is in File ____.

The President of the University of North Carolina is assisted by a staff which comprises the General Administration of the University. The organization of the General Administration is depicted in Figure 1. Most of the administrative procedures used to administer the six member university system are being maintained subject to necessary modifications.

3. THE BOARD OF TRUSTEES

On July 1, 1973, N. C. State University will have a 13 member Board of Trustees composed of 8 members elected by the Board of Governors, 4 appointed by the Governor and the president of the student government, ex officio. Trustees, except for ex officio members, have 4-year terms and may be reappointed or selected for two consecutive terms. Similar to the Board of Governors, Trustees and their spouses may not be members of the General Assembly or officers or employees of the State. No person may serve

If in the process of review of salary increases, for example, the Provost has concerns about the increase given one individual in comparison ^{with} to another, he can ask for explanations of both actions. If the explanation does not appear to be satisfactory, appropriate action ^{will} ~~would~~ be taken. ^{Became} N. C. State University recognizes the need to provide female ^{and minority} faculty, ~~in particular,~~ the opportunity for advancement to higher ranks, ~~and~~ reviews of promotions will be conducted with this need in mind. Similarly, salary increases will be reviewed carefully in order to ^{prevent} ~~eliminate~~ differences that may be related to sex since the University has now succeeded in eliminating such differences.

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

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

G. H. Placement, Promotions, Salary, and Conditions of Work - SPA Personnel.

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

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

5
 Floor Maintenance Man
 Housekeeping Foremen
 Mail Clerk
 Housekeeping Supervisor

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

<u>Job Title</u>	<u>Number of Whites</u>
Statistical Aide III	5
Agricultural Research Trainee Technician I	3
Administrative Secretary	19
Clerk IV	17
Accounting Clerk III	9
Carpenter II	10
Maintenance Mechanic II	8
Electrician II	11
Grounds Foreman	5
Statistical Analyst I	5
Administrative Assistant	16
Air Condition Mechanic	7
Research Mechanic II	8
Maintenance Mechanic IV	11
Electronic Technician II	7
Computer Programmer I	8
Electronic Technician III	5
Instrument Maker II	7
Farm Superintendent II	6
Research Analyst I	11

DO NOT include

Statistical Analyst I

<u>Job Title</u>	<u>Number of Whites</u>
Computer Programmer III	8
Consulting Engineer I	10

Do not include

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

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

1. Continue to work toward goal of identifying all under-utilization of minority and female employees. (continuous)
2. Make available to campus departments availability and work-force data on recruiting area to be used for determining proper employee mix. (continuous)
3. Implement a continuous review and as necessary make recommendations to Office of State Personnel to revise job specifications, especially minimum qualification requirements to achieve consistency with actual needs of the positions. (initial review of present specifications to be completed by December, 1973)

single space

single space

4. Prompt posting of all vacancies with attendant qualifications on weekly basis campuswide 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. (effective immediately)
5. Publication and notification to all staff employees of training programs (both formal and O-J-T) available to upgrade skills. (Completion date - ^{September} May, 1973, and continuing as new programs become available)
6. Training sessions at least twice a year to brief supervisors on subject of increased employment and promotion of qualified minorities and women at all levels of the staff work force and inclusion of the subject in all orientation sessions for new employees.
7. 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 (effective immediately).
8. Campus policy on nepotism shall be brought in line with newly approved policy passed by State Personnel Board (effective immediately).
9. Copies of affirmative action plans (^{staff} classified employees) prepared by ^{all units} ~~campus schools~~ shall be supplied to the Director, Division of Personnel Services, in order that he might remain abreast of programs affecting the ^{staff} ~~classified~~ employment area.
10. Each list of referrals made ^{For Staff} to ~~classified~~ 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 ^{if such} candidates are available, candidate for consideration, (effective immediately and continuing)

Review open

11. Each referral will be accompanied by an application routing sheet which must be returned to Personnel Services with written justification why applicant was hired or not hired (continuous).
12. Expansion and implementation of a comprehensive recruitment program designed specifically to attract minority group members and women (effective immediately).
 - a. ~~In~~ ^{and} increase on-campus recruitment activity at predominantly black colleges and universities to recruit Research Technicians, ^{and} at ~~predominantly~~ ^{predominantly} female colleges and universities to recruit females.
 - b. Increase advertisements in media with predominantly black circulation or audiences.
 - c. ^{Control} ~~all~~ advertisements for staff centrally ~~controlled~~ by Division of Personnel Services.
13. 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, ~~and "white male" jobs.~~
14. Monitor departmental selection, promotion, demotion, transfer, disciplinary and lay-off practices through internal audit and reporting system.
15. Campus Visitation program. Personal visit by Personnel Director to all school Deans for purpose of discussing present equal employment policies and procedures (i.e. location and posting of Personnel Notes and E. E. O. posters, past employment practices of departments) and to gain suggestions as to how Division of Personnel Services can better serve ~~them in personnel matters~~ (completion July, 1973).
in helping them to attain affirmative action goals.

16. Follow-up on minority referrals by phone and/or visit (immediate and continuing). *To determine why hired or not hired. individuals are*

17. 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 (completion ^{Sept} May, 1973).

18. With the goal of increasing job performance and enhancing promotional opportunities, the University will continue to provide Supervisory Development Training programs for first-line and intermediate level supervisors. Adult Basic Education courses which have already been conducted on campus during work hours for employees with less than eighth grade level education will be continued as need arises. Approved apprenticeship training programs have been established in the Print Shop and in 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 in other Raleigh area colleges and universities.

send spec

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

H *A. all caps* Child Care North Carolina State University does not have the resources necessary to offer a child care program for students, staff and faculty, singly or collectively.

I *A. all caps* Test Validation N. C. State University does not test applicants for

employment except in certain skills for certain SPA positions.
 When such skills testing is conducted, it is done with work ~~that~~^{staff}
 that is part of the regular operation of the unit and part of the
 regular responsibility of the position.

J.K. Grievance Procedure^{all copies} N. C. State University has an established
 grievance procedure for ~~EPA~~^{faculty} personnel. The procedure is described
 in the Faculty Handbook. It has already been used to hear one
 grievance related to sex discrimination. ~~SPA~~^{staff} employees have a
 grievance procedure available to them which is described in
 Appendix G. This procedure provides means of hearing charges of
 sex and race discrimination. Edited copies are placed in new
 employee orientation ~~pockets~~^{packets}.

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

K.L. Goals and Timetables^{all copies} Part III, Sections A through M contain the
 analysis of utilization and availability, goals, and timetables for
 the affirmative action planning units at N. C. State University. Most
 plans provide separate goals for ~~EPA~~^{faculty} and ~~SPA~~^{staff} personnel and, when
 appropriate, students. Since some units have not completed revision
 of their plans, these goals and timetables must be considered interim
 plans. Final plans will be developed by July 1, 1973.

A review of the plans reveals a variety of methods of stating
 goals. In our view such diversity is a strength of this plan because
 it couches goals in terms that are applicable for each unit and does
 not impose the same rigid format on all units. Since the goals and

timetables have been developed by the units themselves, successful attainment by means of good faith efforts is also likely to occur. The plans have been reviewed by the Provost and Chancellor and are forwarded with their endorsement.

L. ~~M.~~ ^{all caps} Responsibility for Implementation Each unit plan describes the responsibility for implementation within that unit. For N. C. State University as a whole, an equal opportunity officer will be designated by July 1, 1973^{dic} and attached to the central administration. At present such responsibility is ^{handled} ~~shared~~ by ^{the Provost} ~~several officers~~ along with other responsibilities. It is our intention to change this situation so that an officer will have as his primary responsibility the ^{monitoring} ~~maintenance~~ of affirmative action on this campus.

M. ~~N.~~ ^{all caps} Reporting Procedure For EPA personnel two annual reports will be generated as part of N. C. State's positive action. In December of each year an employment profile will be produced showing for each individual the sex, race, rank, degree, years of service, and salary. A summary by sex, race, and rank will be developed for each department or unit. With this report the University can identify individual problems or patterns that need attention. In May of each year a report will be developed on recruitment efforts using the form contained in Appendix C. In addition to these reports regular summary forms used for promotions and salary increases will be used to review these actions from the point of view of affirmative action. Appendix H contains samples of these forms.

For ~~SPA~~ ^{state} employees the following reports are currently generated or are planned:

~~EPA~~ Internal Audit and Reporting System

1. Current reports

A. Application Routing Sheet

Jr 2. Job Order Control Sheet - provides following information:

- 1 a. Location of vacancy by department
- 2 b. Position title and Number
- 3 c. Total number of referrals
- 4 d. Number of Black referrals
- 5 e. Disposition including name of employee and race

C 3. Applicant Register

- 1 a. Name of applicant
- 2 b. Race and sex
- 3 c. Type of position sought
- 4 d. Recruitment source
- 5 e. Disposition (hired or not hired)

d 4. Exit Interviewing Forms (mail out)

e 5. Job Order Provides:

- 1 a. Name of applicant referred
- 2 b. Race
- 3 c. Age
- 4 d. Recruitment source

f 6. Monthly Placement Sheet Provides:

- 1 a. Name
- 2 b. Department
- 3 c. Position title
- 4 d. Source
- 5 e. Race

2 7. Projected

g 8. Annual preparation of EEO-1 Report.

a 9. Analysis of Recruitment Source by Placements breaks down placements by race and sex according to recruitment source.

h 10. Recruitment Source Referral Activity evaluates productivity of all recruitment efforts in terms of placements.

(Completion by June 30, 1973)

1. mail out questionnaire.
2. conference with each individual terminating employment with university.

high spin

reports

all copies
① Publication The University will make this plan available to all
personnel.

Goals of the Units

School of Agriculture and Life Science

EPA raise significantly the number of women and minority groups in faculty and graduate students

SPA raise the percentage of blacks to 25% within 5 years (10% now)

School of Design

EPA within 10 years a goal of 10% minority and 33 1/2% female

SPA 33 1/2% blacks in 3 years

Students: 15% minority 35% women in 5 years

School of Education

EPA 12% black by 1980

19% female by 1980

SPA 20% black by 1980

Students: maintain present balance of women, try to increase blacks

School of Engineering

EPA efforts will be made to fill all positions with black or female

2 black non faculty EPA by 1978

SPA 10% of clerical position filled with black by 1978

5 black SPA technician by 1978

Students: 100 black undergrad by 1975

12 black graduate students by 1978

School of Post Resources

EPA 2 black or female by 1978

SPA 3 black by 1978

Students - special efforts but funds required

School of Liberal Arts

EPA 10% minorities by 1978
20% female by 1978

SPA minorities in all departments
eliminate requirements

Students: requirements for regional approaches

School of Physical & Mathematical Science

EPA 4 female / block with 3 years w/ 1
at full professor level

SPA 5 blocks in next 3 years

Students: special committee w/ change of
increasing enrollment of minorities &
female

School of Textiles

EPA 4 + 9 position filled by block or female
w/in next 5 years
50% of other EPA position block a female
w/in 5 years

SPA increase blocks to 28% in three years

Students: enter steps currently being taken

Office of Racial Affairs

SPA to increase significantly utilization of
women and minorities

Tulany

SPA increase % of blocks from 16% to more
than 19% - no upper limit

EPA 102 blocks within 6 months

ell

Division of Student Affairs

EPA increase 90% female to 30% in 5 years

12% block in 5 years

SPA 20% block in clinical area in 5 years

27% block in health areas

University Extension

EPA 1 female in administration per office 4 years

1 block in staff per office

SPA 1 block ^{supervisor} supervision

1 odd ~~block~~ female } 2 years

Other Units (cont'd)

EPA 1/5 new EPA = a female 5 years

1/2 " " = block

1/5 faculty = female

1/10 faculty = block

SPA 1/5 = minority

University Administration

about 100

0 - minority of female

goal: 5 by 1980

clerical and secretarial personnel is adopted as being a reasonable one.

The racial composition of the present secretarial and clerical staff includes all individuals so employed, most of whom are employed through the use of non-university funds. The proposed racial composition assumes no loss and no increase in such positions. It is believed that this goal can be achieved through natural turnover in secretarial and clerical personnel.

SECRETARIAL AND CLERICAL STAFF

	1972-1973				1979-1980			
	Present			Total	Proposed			Total
<i>School of Education Total</i>	Black	White	<i>Other</i> Chinese		Black	White	<i>Other</i> Chinese	
Adult & Community College Education	0	8	0	8	1	7	0	8
Center for Occupational Education	1	7	1	9	2	6	1	9
Dean's Office	0	5	0	5	1	4	0	5
Division of Education	1	0	0	1	1	0	0	1
Guidance & Personnel Services	0	1	0	1	0	1	0	1
Industrial Arts	0	1	0	1	0	1	0	1
Math/Science	0	1	0	1	0	1	0	1
Occupational Education*	0	5	0	5	1	4	0	5
Psychology	1	1	0	2	1	1	0	2
TOTALS	3	29	1	33	7	25	1	33

The achievement of the goals indicated above will not result from passive employment practices. Although the Personnel Office will be utilized in announcing vacancies

*The category "Occupational Education" includes Introduction to Vocations, Agricultural Education, Industrial and Technical Education, and Health Occupations Education.

Given a national proportion of blacks to the total population of approximately 12%, the goal projects a faculty which is approximately 12% black. Given the relative shortage of qualified black faculty with a doctorate and given the current absorption of black faculty by predominantly black institutions, the projected goals appear to be ambitious.

FACULTY - BY RACE

	1972-1973 Present			1978-1979 Proposed		
	<u>Black</u>	<u>White</u>	<u>Total</u>	<u>Black</u>	<u>White</u>	<u>Total</u>
<i>School of Education Total</i> Adult & Community College Education	0	12	12	2	10	12
Center for Occupational Education	0	9	9	1	8	9
Dean's Office	0	4	4	1	3	4
Division of Education	0	11	11	1	10	11
Guidance & Personnel Services	0	4	4	1	3	4
Industrial Arts	0	4	4	0	4	4
Math/Science	0	6	6	1	5	6
Psychology	0	20	20	2	18	20
Occupational Education	0	10	10	1	9	10
TOTALS	0	80	80	10	70	80

It is believed that these goals can be achieved through normal faculty turn-over.

To achieve these goals will require aggressive recruitment. It is clear that normal channels of recruitment do not and will not suffice. Goal achievement will be especially difficult because of the lack of large numbers of qualified blacks with doctorates in most of the specialized fields which are emphasized in the School of Education.

It is anticipated that adjunct appointments to the School of Education will also reflect an equitable proportion of blacks.

FACULTY - BY SEX

Within the last few years, the School of Education has moved rapidly in the employment of females. For purposes of this plan, the category "female" has been treated as if it were discrete from the category "black," which, of course, it is not. Because the most serious imbalance is in terms of race, priority has been given to that category. However, it is quite possible that the proportion of females will be higher than projected because of the employment of black females.

The peculiar nature of the School of Education with its absence of an elementary education program and its emphasis upon vocational education (not home economics) makes difficult the problem of recruitment of qualified females with doctorates.

The description of the present situation includes all faculty members, several of whom are supported by non-university funds. The proposed proportion assumes a projection of the same total number of faculty members. It is believed that the projected slight increase in the proportion of females can be achieved by normal faculty turnover.

FACULTY - BY SEX

School of Education Totals

	1972-1973 Present			1978-1979 Proposed		
	Female	Male	Total	Female	Male	Total
Adult & Community College Education	2	10	12	3	9	12
Center for Occu- pational Education	2	7	9	2	7	9
Dean's Office	3	1	4	2	2	4
Division of Education	3	8	11	3	8	11
Guidance & Personnel Services	1	3	4	1	3	4
Industrial Arts	0	4	4	0	4	4
Math/Science	0	6	6	0	6	6
Psychology	2	18	20	3	17	20
Occupational Education	0	10	10	1	9	10
TOTALS	13	67	80	15	65	80

7-1-77

NCSU Aplan early days

A Plan for Positive Action to Insure Equal Employment Opportunity
at North Carolina State University

SUMMARY

The equal employment opportunity plan for North Carolina State is designed to attack the substance of a problem at our university--lack of minority faculty, lack of minority and female graduate students, and lack of minority and female staff in some categories. The plan attempts to use existing administrative structure because it is our judgment that an additional structure would diffuse responsibility. We believe that we have a sound mechanism for insuring equal employment opportunity through the officers of the university and existing committees such as the Good Neighbor Council. Our goal has been to deal with the substance of the problem rather than the form of previously approved plans. We have kept foremost in our mind our responsibilities as an educational institution devoted to excellence and have tried to develop a plan that will be successful in a university and one that concentrates on key human factors. We have concluded that many aspects of plans developed by business and industry cannot be imposed on a university because of some essential differences between academic and commercial institutions especially in connection with faculty and professional employees. In relation to staff personnel we would note some limitations imposed upon our flexibility by nature of our being a public institution operating within a state personnel system. While we are concerned about our deficiencies in some areas, we have not promised immediate and complete correction because we recognize that such change would be practically impossible within the current manpower and fiscal resources available. We have promised no roses, but like Candide we have begun to cultivate our garden.

I. Recent Actions Taken to Insure Equal Employment Opportunity at NCSU.

EPA PERSONNEL

PREVIOUS
SUMMARY

- 1) President Friday's letter of October 31, 1970, to the Regional Office for Civil Rights detailed efforts at compliance primarily related to students and faculty but applying to other aspects as well.

RECRUITMENT

- 2) Recruitment Efforts for Females and Minorities from October 1970 to May 1, 1971.

Recruitment Efforts for Blacks and Females
October 1970-April 1971

	<u>Interviews & Contacts</u>		<u>Offers</u>		<u>Acceptances</u>	
	<u>B</u>	<u>F</u>	<u>B</u>	<u>F</u>	<u>B</u>	<u>F</u>
ALS	1	4	0	3	0	1
DSN	3	0	3	0	0	0
EDN	2	10	0	2	0	1
ENGR	0	1	0	1	0	0
FR	0	0	0	0	0	0
LA	2	9	1	5	0	4
PAMS	0	2	0	1	0	0
TX	0	0	0	0	0	0
LIB	0	10	0	3	0	2
EXT	3	47	3	30	3	23
SA	2	6	0	1	0	1
Total NCSU	13	89	7	46	3	32

Since May 1, 1971 we have been successful in adding 2 black faculty-1 in Agriculture and Life Sciences and 1 in Liberal Arts. As of July 15, 1971 our total of black faculty and professional personnel is as follows:

Full Time: 7; Part time: 6; Other: 4; Total: 17

RECRUITMENT

- 3) Black Students Aid in Recruiting

During the summer of 1970 the university cooperated with a group of black students who sought to help various departments identify and recruit black faculty by developing a list of vacancies. The Committee for Black Faculty Recommendations received responses from most departments in the university; however, because of the time of year, most vacancies had been filled. To our knowledge the Committee for Black Faculty Recommendations did not suggest faculty for those vacancies listed.

COOPERATION

- 4) Faculty Working in Cooperative Arrangements with Predominantly Black Institutions: As of May 1, 1971 we had a total of 35, an increase of 7 since October 1970. In addition North Carolina

State has cooperative relationships with 4 predominantly black institutions--Shaw University, St. Augustine's College, Fayetteville State University, and North Carolina Agricultural and Technical University. Through the Cooperating Raleigh Colleges we also have cooperative programs with three women's schools--Meredith College, Peace College, and St. Mary's Junior College.

COMMITTEE

- 5) The Good Neighbor Council. NCSU has used the Good Neighbor Council as the committee for improving equal employment opportunities on campus. Membership of the committee includes: faculty, staff, students, administrators, and 2 members of the Raleigh Community Relations Council who are from the community. This Committee generally meets biweekly and is organized into the following sub committees: housing, recruiting black faculty, incident investigation, recruiting black students, and institutional racism.

Accomplishments 1970-71

- 1) Recommended the employment of a black student advisor.
- 2) Supported Pan-African week which included campus visitation of 30-40 black high school students.
- 3) Recommended more emphasis and publicity be given to tutorial programs established by chemistry, English, biology, and mathematics departments.
- 4) Met with 20 department heads to discuss ways of recruiting additional black faculty.
- 5) Began an investigation of upward mobility of blacks in the SPA ranks.
- 6) Succeeded in stopping the use of "Dixie" at athletic events and in stopping the sale of the confederate flag in the Students Supply Store.
- 7) Established the procedure students should follow in the event of alleged police harassment.

STUDENTS

- 6) The Divison of Student Affairs has made substantial progress in several areas that are related to equal employment opportunities.
- 1) A black counselor was added to the counseling staff.
 - 2) A woman physican has been added to the health services staff.
 - 3) Special visits and follow up letters have been used by black students employed by the admissions office in an effort to recruit black students.
 - 4) A special orientation program for black students was established.
 - 5) Financial aid policies have been changed so as to encourage

more black students to attend.

COMMUNICATION

- 7) The Office of Information Services has given front page coverage in the Journal to articles covering the history and status of blacks on campus. The Journal is a faculty newspaper published monthly. It is the policy of the editor to give special attention to the accomplishments of blacks. Issues featuring such items are as follows: September 1969, November 1969, March 1970, September 1970, November 1970, and December 1970.

SALARY

- 8) Efforts to Eliminate Inequities in Salaries of Female Faculty.

As the result of a study by the Provost in November 1970 certain salary inequities among female faculty members were identified. In January 1971 and again in July 1971 special attention was given to salary increases for female faculty whose merit and contribution was judged to be equal of their male colleagues. As a result increases for women averaged 8% while the university average was 5%.

REPORTS

- 9) Reports Required from Schools.

On a periodic basis the Provost requests school deans to inform him of the efforts of each department to contact, interview, and hire minority and female faculty. In addition the Provost monitors salary increases and promotions to insure that equal opportunities do exist and that unmerited discrimination does not occur.

GRIEVANCE

- 10) Faculty Grievance Procedure

In 1970-71 North Carolina State initiated a grievance procedure for faculty and other professional employees. The development of this procedure means that an avenue exists on campus for individuals to appeal who believe they have been denied equal opportunity. Developed by the Faculty Senate, the policy and procedure is described in the Faculty Handbook and distributed to all faculty and professional personnel. As of July 15, 1971 the procedure has been used by both males and females.

PROGRESS

- 11) Significant Progress Since 1968

We would suggest that our record since 1968 shows considerable positive action to provide equal employment opportunity. In March 1968 we had 1 full time black faculty member. In the three years since then we have added 6 full time faculty. Considering the limited number of individuals available in the fields offered at NCSU, we do feel that we have made progress; however, we are not satisfied and intend to improve.

SPA PERSONNEL

Several efforts have been made to date on the North Carolina State University campus which contribute favorably to equal consideration in personnel matters for all non-academic personnel. These efforts are outlined as follows:

- 1) In 1969, a training program for first-line supervisors was initiated. Forty hours of expert instruction on leading and directing people and handling problems which occur in normal supervisor-supervisee relationships.
- 2) All SPA vacancies that occur on campus are listed and posted on all department bulletin boards. This procedure allows all campus employees who feel qualified to perform a given job a chance to apply before applications are accepted from outside the University.
- 3) A University Employees' Association allows for exchange of ideas and suggestions concerning work situations. Through its duly recognized representatives, the administration is kept aware of needs of all SPA employees on campus.
- 4) In July 1969, and updated in November 1970, a set of procedures to be used whenever any employee feels he or she has been improperly treated was instigated to allow grievances to be heard and acted upon by supervisors, personnel officers, Vice Chancellor for Finance & Business, and if necessary, State Personnel Director and State Personnel Board.
- 5) Also in the same month, a set of disciplinary procedures were provided which give directions for handling various disciplinary problems which arise from time to time.
- 6) A campuswide study of clerical positions is currently underway for the purpose of updating position descriptions and making sure that assigned duties and responsibilities are commensurate with class and salary grade assigned. As staff and time allows, more position studies will be undertaken to assure that position descriptions are accurate in relation to actual functions and duties.
- 7) Placement Section of Non-academic personnel division is being restructured and reorganized to offer better services both to applicant and appointing authority in campus departments. In keeping with this reorganization, a special effort is being made to evaluate total selection process to insure freedom from bias in areas of recruiting, screening, selection, promotion, and related processes.

- 8) Procedures have been established whereby University employees are encouraged to submit to proper administrative officials suggestions or recommendations concerning Personnel Policies and Procedures. Every employee has the right to submit suggestions or recommendations under this program free from interference, coercion, restraint, discrimination, penalty, or reprisal.

II. Evaluation of Guidelines

EPA PERSONNEL

Two assumptions underlie North Carolina State's plan of positive action to insure equal employment opportunity. First, the basis of employment and promotion of faculty and other professional personnel is and shall be good faith assessment of personal merit. Second, it is our intention to develop and maintain a plan of action that will insure that discrimination does not occur against or for any minority or female. In short we aim at the precise conditions of equal opportunity. Both of these assumptions are contained in a statement of university policy by President Friday which was distributed to all NCSU personnel.

Two significant limiting conditions should also be noted before proceeding. First, the 1971 General Assembly of North Carolina enacted a budget and laws that severely and unexpectedly limit the flexibility of this campus. An increase in student-faculty ratio, an 89% non-resident tuition increase over a two year period, and the elimination on non-resident tuition waiver for graduate assistants means that the faculty size may actually decrease from 1971 to 1973. The possible effect of this situation may be that we do not even replace all faculty who resign or retire. In addition we may not be able to promote faculty to positions of tenure as rapidly as in the past. Time will reveal the actual impact of these changes, but the university wishes to make its potential problems clear. We are cautious in this plan because we do not wish to promise what we cannot in fact do.

Second, a special fall session of the 1971 General Assembly will consider the reorganization of higher education in North Carolina. It is possible that a new system of higher education will emerge. Within a new system undoubtedly many internal policies will be changed. For this reason it does not seem prudent to propose such changes as new position categories or new organization structures.

Our evaluation of the guidelines for affirmative action plans leads us to conclude that many of the details are not applicable to faculty and professional personnel, thus we have developed a plan that is adaptable to an academic setting.

SPA PERSONNEL

Each of the following ingredients of Affirmative Action Programs have been reviewed in terms of non-academic personnel functions at North Carolina State University.

- 1) Development or Reaffirmation of Company Policy of Non-Discrimination in all Personnel Actions. Each of the suggestions for actions appears to be non-controversial in nature and simply restate or reaffirm non-discrimination in all personnel matters. A policy statement to this effect should be included in an Affirmative Action

Statement for the University.

- 2) Formal Internal and External Dissemination of Company Policy. Each of the stated suggestions should be emphasized in Affirmative Action with the exception of items number six, seven, and ten of Internal Dissemination and item number five of External Dissemination. Non-academic personnel to date have not been unionized and pictures of employees for advertising purposes have not been used nor can future use be anticipated.
- 3) Establishment of Clear-Cut Responsibilities---Line/Staff Relationships. A Director of University Equal Opportunity Programs should be designated for Non-academic personnel. Preferably a staff member reporting to the Director of Personnel; he should be given adequate staff to perform those staff/line responsibilities enumerated under this heading.
- 4) Identification of Problem Areas by Division, Department, Location and Job Classification. The EEO-1 Report for 1970 indicating job categories for non-academic personnel indicates that possible under-utilization of minorities in the following areas may exist:

Officials and Managers
 Professionals
 Technicians
 Sales Workers
 Office and Clerical
 Skilled Craftsmen

However, it should be emphasized that progress has been made in terms of employment of females and members of the minority group as percentages of the total non-academic workgroup. The following categories showed a slight increase in 1970 over statistics furnished in 1969 in employment of the groups in question:

Officials and Managers (Females only)
 Professionals (Females only)
 Office and Clerical (Gain in both groups)
 Craftsmen - skilled (Gain in minority group, male)

Other categories showed decline. Further study should question the causes of under-utilization of females and members of minority groups in these categories and should state affirmative actions to correct these deficiencies. However, to place females or members from minority groups in these categories for the primary purpose of racial mix or to keep a balanced ratio of minority applicants to minority applicant community, evades effective and responsible management concepts. A more practical and positive approach to arrest the problem of under-utilization should be considered.

- 5) Establishment of Company Goals and Objectives by Division, Department, Location, and Job Classification, including Target Completion Dates. Goals and objectives to be established to correct problems located in in-depth study of employment practices should be in keeping with guidelines noted under this heading; however, specific goals in terms of completely desegregating facilities by a certain date or by increasing minority employment in a particular category to a particular percentage of the total workforce in that category by a particular date appears to be unrealistic and unattainable.
- 6) Development and Execution of Action Oriented Programs Designed to Eliminate Problems and Further Designed to Attain Established Goals and Objectives. Less attention should be paid to guidelines set forth in this section. Position Descriptions are received from campus departments and are reviewed by the Division of Personnel Services to insure that position functions of the respective class are accurately reflected and that they are consistent from one location to another. A further review along the same line is performed by the central personnel agency for the state. Class specifications are written and distributed from the central personnel agency and are designed to be consistent for the same job classification in all locations and are free from bias as regards age, sex, race, except where age or sex can be shown to be occupational qualification.

In the total selection process, no problem exists so far as testing is concerned since no tests are used at present time to determine an applicant's suitability for employment in a given position.

Item E under ingredient 6 appears to be impractical since it imposes an arbitrary number of minority group members to recruit for in a given situation. A concentrated effort to recruit applicants based on qualifications possessed to perform a given job should be basis for selection rather than to meet a quota set for hiring minority group members.

- 7) Design and Implement Internal Audit and Reporting Systems to Measure Effectiveness of Total Program. Some degree of monitoring of records of referrals, placements, transfers, promotions, and terminations, is currently being carried out, but not to the point of monitoring primarily to insure that non-discriminatory policy is carried out. The current restructuring of Placement Office will provide for close monitoring of referrals, placements, etc., to aid employment of minority groups.

III. Analysis of our Practices and Patterns

EPA PERSONNEL

We shall proceed to an analysis of our current employment practices and patterns and use the analysis as the basis for a plan of action. Analysis of our current faculty and professional personnel shows that we need considerably more minority members of the faculty and a slightly larger segment of females. Although we acknowledge that we must make efforts to correct these conditions, we believe that four factors help explain the present situation. These factors are our programs, our past history as an all male institution, our prestige as an university, and the preferences of potential faculty for certain geographic areas.

The major programs of North Carolina State are described by our 8 Schools: Agriculture and Life Sciences, Design, Education, Engineering, Forest Resources, Liberal Arts, Physical and Mathematical Sciences, and Textiles. Our program in education is limited to the following fields: adult education, agricultural education, guidance and personnel services, mathematics and science education, and industrial technical education. In addition we prepare secondary school teachers in various academic fields, but we do not offer elementary education or educational administration. Except for the liberal arts, our majors are professional, technological, or scientific. Many of our programs attract few women and it also appears that blacks are not especially interested in agriculture, engineering, or the physical sciences. A check of institutional data for BS degrees awarded in 1968-69 (OE-54013-69 Part B) reveals that such fields as engineering, design, forestry, textiles, chemistry, and physics had relatively few baccalaureate graduates from predominantly black institutions. Since few students receive bachelor's degrees in these fields, the number of potential minority graduate students is limited and thus it follows that the number of potential faculty, i.e. recipients of doctorates, would be significantly less. Our experience in recruitment efforts has confirmed this problem. One department head observed, "I know of only two or three black foresters in the entire country." Another department head noted, "I have yet to meet a graduate black geologist, meteorologist, or physical oceanographer; thus, I am not hopeful that there would be any large number of black applicants."

The situation described above constitutes one of our basic difficulties in hiring additional minority faculty--such individuals are scarce in many of the programs we offer. For this reason we have concluded that our energies can be most profitably directed towards the recruitment of additional black graduate students.

The situation for females parallels that for minorities except that we have more accurate data. Assuming the doctorate is the basic qualification for faculty membership in most instances, we can determine the percentage of females receiving doctorates in 1968-69, the last year for which complete data is available. These women would represent the pool of potential new faculty, but one should recognize

that the size of the pool is increasing each year and that in the past the availability of female Phd's was not as good as it is today. The table below lists the percentage of female doctorate recipients for the programs offered by North Carolina State.

<u>Discipline</u>	<u>Percentage Women PhD's 1968-69</u>
Agronomy, Field Crops	less than 1%
Animal Science	3%
Wildlife Management	less than 1%
Food Science	4%
Horticulture	2%
Poultry Science	12%
Soil Science	less than 1%
Botany	13%
Zoology	16%
Biochemistry	18%
Entomology	4%
Genetics	14%
Plant Pathology	4%
Microbiology	22%
Physiology	14%
Agriculture Economics	less than 1%
Architecture (M.A. degree)	6%
Recreation	0
Agricultural Education	0
Industrial Arts (2 fields)	1%
Adult Education	14%
Counseling & Guidance	18%
Psychology	23%
Agricultural Engineering	2%
Chemical Engineering	1%
Civil Engineering	0
Electrical Engineering	less than 1%
Engineering Mechanics	0
Industrial Engineering	0
Mechanical Engineering	0
Metallurgical Engineering	less than 1%
Nuclear Engineering	0
English & Speech	28%
Foreign Languages-Total	34%
Philosophy & Religion	9%
Economics	7%
History	13%
Political Science	10%
Physical Education	21%
Sociology & Anthropology	21%

<u>Discipline</u>	<u>Percentage Women PhD's 1968-69</u>
Math	6%
Statistics	6%
Chemistry	8%
Computer Science	5%
Physics	2%
Geology	6%

This evidence suggests the number of women faculty at North Carolina State could be expected to be significantly less than the number at a different type of university. For this reason we do not conclude that we have a need for a large addition of females to our faculty. We do, however, recognize some need for additional women faculty in particular fields.

The past history of North Carolina State is a factor which accounts for the small number of women in the upper ranks of the faculty. More specifically, until the middle 50's North Carolina State was almost exclusively a male institution. Only since the late 60's has the female enrollment been above 10% as the data below illustrate:

<u>YEAR</u>	<u>TOTAL ENROLLMENT</u>	<u>WOMEN</u>	<u>PERCENTAGE WOMEN</u>
1957-58	5766	109	2%
1960-61	6510	186	3%
1963-64	7451	308	4%
1966-67	11203	1009	9%
1970-71	13340	2417	18%

Since the number of women in the student body has been growing rapidly only during the past 5 years; it is only natural to expect the faculty composition to begin to reflect an awareness of the possibilities for and need of additional women teachers only during the past few years. As a result more women are in lower ranks because they have not been here long enough to earn tenure. We do not plan to match our percentage of female students with our percentage of female faculty. We probably could not achieve such an aim because of our program emphases. However we do recognize the need to insure the rights of women to advance into the tenured ranks of faculty. It is our judgment that considerably more women will be given tenure during the next 5 years. By that time many will have been here long enough to be considered for promotion, provided, of course, that our budgetary situation allows us the flexibility of promoting anyone.

The third factor which influences our success in adding minority and female faculty and professional staff is the prestige of North Carolina State. Although in many fields there is a surplus of potential faculty, the surplus does not extend to minorities such as blacks. No matter what the field, the black with a PhD is in high demand and can often demand higher salary. In such a competitive situation prestige of the institution plays a more important role than salary as Caplow and McGee have documented in The Academic Marketplace. Thus, for example, MIT, or Cal Tech, or Purdue have an advantage over us when competing for engineers. With a limited number of candidates, the lower prestige campuses often get no one, no matter what salary is

offered. It is unlikely that the prestige of North Carolina State will increase dramatically over the next few years. For this additional reason we believe the solution lies in expanding the supply of faculty by increasing minority enrollment in graduate programs.

The prestige factor also influences the employment of women in a somewhat similar way. There are more women doctorates available but the most prestigious institutions employ the best qualified ones. In the prevailing conditions of abundance of white male candidates, lower prestige universities are thus often faced with a choice of several well qualified men and one fairly well qualified woman. All institutions naturally want the best faculty possible and on the basis of good faith assessment of personal merit would be likely to select one of the men. Although the selection appears to be discriminatory, it is not in fact. On the other hand, selection of the female would be discrimination in favor of sex, something which no one has yet shown to be a legitimate aim of public policy.

Prestige may also operate against us in another way in the future. As we attract more minority and female faculty, we may find that once they begin to establish themselves in their field, they can be lured away by more prestigious institutions. Thus, institutions like North Carolina State may end up with a constant turnover and few minorities and females who remain long enough to earn tenure. Until the supply of potential faculty increases, this kind of rapid change may be a problem.

The fourth factor to be considered is the preference of individuals for certain geographic areas. As a southern institution North Carolina State may not be appealing to minorities because of conditions outside the campus. As has been noted numerous times recently, the university cannot or has not solved society's problems. This university supports improvement of relations and the end of discrimination but the task is not complete. The choice of the place to begin both a career and generally an adult life is largely personal. We cannot measure the effect of our southern location and we cannot change our location either. We merely suggest that our location is a factor in our ability to attract minority faculty and professional personnel.

IV. A Plan for Postive Action

EPA PERSONNEL

To insure equal employment opportunity for faculty and professional employees North Carolina State University proposes a three part plan of affirmative action. The first part concerns the creation of a new position and the responsibilities of that position. The second part of the plan is an expanded program of cooperative relationships with predominantly black institutions. The third part is a list of other actions that will be taken to insure equal employment opportunity.

Beginning with the first semester of academic year 1971-72 North Carolina State University proposes to create the position, Assistant to the Provost for Equal Employment Opportunity. For the first year the position will be half time. The individual will be either a black or a female. The responsibilities of this Assistant to the Provost will be as follows:

- 1) Review university policies and provide guidance on formulation of new policies related to discrimination and equal opportunity;
- 2) Identify prospective minority graduate students and faculty members and work with department heads in identifying new sources for recruitment;
- 3) Chair a committee of faculty from North Carolina State University and neighboring black institutions that will be charged with identifying areas for improved cooperation and sharing of resources among the institutions;
- 4) Serve on the Good Neighbor Council;
- 5) Develop a system of reports that will insure periodic review of progress and patterns in providing equal opportunity at North Carolina State.

It is our judgment that an effective individual in this position can do more to insure equal opportunity among faculty and professional employees than a more detailed, elaborate plan. Our reasons for this conclusion are as follows: First, the Provost interviews all prospective faculty who visit the campus and reviews every academic appointment before it is approved. Thus, trends or imbalances or missed opportunities can be spotted immediately. Second, the Provost has the responsibility for allocation of positions and of salary increase funds, thus he is in a good position to correct inequities. Third, the Provost reviews salary increases and promotions, thus potential problems can be resolved before they materialize. Fourth, assignment to the staff of the Provost is clear indication to the university community that we are concerned about providing equal

opportunity. Fifth, with the limited responsibilities mentioned above the Assistant to the Provost for Equal Employment Opportunity will be able to make impact at the most significant points according to our own analysis of our needs--more minority faculty and additional minority and female graduate students in our programs. Sixth, through service with the Provost, the Assistant to the Provost will be able to have a top level input into the revision of current policy and formulation of new policy affecting equal employment opportunity.

We include cooperative efforts with predominantly black institutions as the second part of our plan because we consider such efforts to be consistent with the intent of positive action designed to insure equal employment opportunities. Through cooperative action we intend to do the following: 1) increase the opportunities for black faculty to engage in extension and research activities which might not otherwise be available; 2) increase the opportunities for faculty at North Carolina State to teach black students and identify students with potential for careers in the sciences and engineering; 3) increase the curricular options for all students through cooperative programs; 4) increase effective use of limited resources by pooling resources to offer programs of limited appeal; 5) increase the contributions that the universities may make in dealing with local society's problems by concentrating on problems selected by all cooperating institutions; and 6) increase the intellectual fertilization of all institutions through the use of adjunct appointments of faculty. Our plans call for continuing and further developing our cooperative relationships with Shaw and St. Augustine's in Raleigh, with Fayetteville State University in Fayetteville and N. C. A & T in Greensboro. Specific steps being planned include cooperative degree programs in engineering, forestry, the physical sciences and agriculture, and the transfer of responsibility for undergraduate programs at the Fort Bragg Branch of North Carolina State to Fayetteville State. Through the efforts of the committee chaired by the Assistant to the Provost for Equal Employment Opportunity, additional areas of cooperation that will enhance the equal employment opportunities for minority faculty in North Carolina.

The third part of our plan concerns specific actions in addition to those listed above. First, and most important of all, if budgetary conditions next year to be filled only with minorities. Such positions will be assigned to the departments that hire minority faculty. These minority positions will be added to whatever positions might normally be allocated to departments. The Provost also will continue his efforts to insure that equal employment opportunities will be provided in the hiring of all faculty and professional personnel so that special positions would represent a special effort. If the procedure proves successful the first year, it will be repeated as financial conditions permit, to designate a number of graduate teaching assistantships each year for minorities and females. This allocation would be supportive of and in addition to the efforts

of the Assistant to the Provost for Equal Employment Opportunity to identify potential minority graduate students.

Third, at each General Faculty Meeting the Chancellor will review our situation, describe our progress and make appropriate suggestions concerning insuring equal employment opportunity.

Fourth, the Provost will include a statement about North Carolina State University's equal employment opportunity policy in the next edition of the Faculty Handbook which is scheduled for the fall of 1971.

Fifth, School Deans will be asked to insure that all departments discuss their equal employment situation each semester. The Assistant to the Provost for Equal Employment Opportunity may provide documentation and background for such discussions.

Sixth, Department Heads will be responsible for determining that the university's employment policy is stated in letters concerning prospective faculty and in all notices of vacancies.

Seventh, statements about the university's equal employment policy will be included in future editions of catalogues. The Director of Information Services will be responsible for this provision of the plan.

Eighth, the Provost will work with the Faculty Senate to insure that faculty and professional personnel are aware of the faculty grievance procedure and to insure that grievances are handled justly and with dispatch.

Ninth, the role of the Good Neighbor Council will be clarified so that its part in reviewing equal employment opportunities on this campus will be understood by the university community.

SPA PERSONNEL

A positive program for increasing employment and upgrading promotional chances of minority group members within the University structure should be an immediate goal. A task force on equal employment opportunity should be formed and charged with this responsibility. Included in its recommendations, undoubtedly, would be some of the following statements:

- a. Announcement of a clear policy statement concerning equal employment opportunity and clear support by University top management.
- b. Communication of that policy throughout the organization to the lowest level of employment.
- c. Identify and establish both long and short term goals.

- d. Delegation of responsibility and organization of resources to meet established goals.
- e. Identify and state clearly obstacles and problems encountered.
- f. Establish a control and feedback element.
- g. Periodic review and re-evaluation of progress; re-direct efforts wherever necessary.

Commitment and redirected resources will improve equal employment opportunity. A positive program designed to infiltrate target areas of employment where there is greater expectancy of success can build confidence among supervisors and administrators in other sections who may be skeptical toward the idea. Any program of this type should be geared to such basic management techniques as 1) expanding recruitment base, 2) establishing or further developing built-in training programs for clerical, technical, mechanical, and custodial employees, 3) identifying job classifications which have few, if any, minority group members, 4) and providing on-the-job training for entry level positions.

SPA PLAN

The Equal Employment Opportunity Report (EEO-1) for 1970 indicates possible under-utilization of minority group members and females in SPA ranks in the following categories:

Officials and Managers
 Professionals
 Technicians
 Sales Workers
 Office and Clerical
 Skilled Craftsmen

However, 1970 percentage figures show a slight increase over 1969 figures in the number of females employed in the categories of Officials and Managers, Professionals, and Office and Clerical. Office and Clerical category showed a slight percentage increase in both groups; skilled craftsmen showed increase in minority group male members.

To materially increase the utilization of minorities at all levels and in all segments of the SPA workforce, the following specific and individual result oriented efforts will be concentrated upon:

1. Recruit and refer to all campus vacancies without regard to race, creed, color, national origin, sex or age; except where sex or age is a bonafide occupational qualification.
2. Base decisions on employment solely upon an individual's qualifications for the position being filled.
3. Make promotion decisions only on the individual's qualifications as related to the requirements of the position for which he is being considered.

4. Insure that all other personnel actions such as compensation, benefits, transfers, layoffs, return from layoff, University sponsored training, education, tuition assistance, social and recreation programs, will be administered without regard to race, creed, color, national origin, sex or age, except where sex or age is a bona fide occupational qualification.
5. Periodic audit of hiring and promotion patterns to insure goals and objectives of equal employment opportunity are met.
6. Evaluate total selection process to insure freedom from bias and attainment of goals and objectives. Personnel involved in the recruiting, screening, selection, promotion, disciplinary and related processes will be carefully selected and trained to insure elimination of bias in all personnel actions.
7. Active recruiting programs will be carried out at Community Colleges, other Colleges and Universities with minority enrollments.
8. Monitor records of referrals, placements, transfers, promotions, and terminations of all levels to insure non-discriminatory policy is carried out.
9. Establish and identify an employee service function in the personnel office to promote personal career aspirations.
10. Stimulate sensitivity on the part of supervisors to the needs of minority employees.
11. Update training programs for the maintenance trades in order to permit upgrading of service or custodial workers.

Interim Affirmative Action Plan
North Carolina State University
April 20, 1973

PART I -- Introduction

A. THE EXTENT AND NATURE OF THE PLAN

This plan for affirmative action to provide equal employment opportunity at North Carolina State University is designed to serve two functions. First, it represents the University's compliance with Federal regulations requiring a written affirmative action plan. Second, it represents the University's response to a letter of findings of September 27, 1972, which presented the results of a compliance review by the staff of Region IV of the Office for Civil Rights. In so far as possible, the University has attempted to incorporate the recommendations of the letter in this affirmative action plan, but the recommendations in the letter have also been addressed in a separate section of this document. W
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Organization of the Plan. The affirmative action plan for N. C. State University consists of three parts: Part I, Introduction, Part II, Policies and Procedures and Part III, Analysis, Goals and Timetables. W

B. EQUAL OPPORTUNITY POLICY

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

C. PROCEDURE USED TO DEVELOP THE PLAN

Initial steps in the development of an affirmative action plan were taken in early November, 1972, when it was determined that the most effective method of developing

a functional and effective plan for this campus would be to follow the regular patterns of organization and administration. Accordingly, on November 8, the following affirmative action planning units were identified:

School of Agriculture and Life Science
 School of Design
 School of Education
 School of Engineering
 School of Forest Resources
 School of Liberal Arts
 School of Physical and Mathematical Science
 School of Textiles
 Division of Student Affairs
 Division of University Extension
 Library
 Office of Business Affairs
~~Other Administrative Units~~

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^{Each} These units were asked to establish ^{planning} committees ^{which} were to develop plans applicable to that unit. When completed and combined with a general statement on policy and procedure these plans will constitute the affirmative action plan for NCSU. Approaching affirmative action planning in this manner had several advantages. First, it followed normal organizational patterns of the University rather than imposing a new structure for administration of the plan, on the existing structure. Second, this method of organization allowed each unit to conduct its own analyses 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 committee had been assigned this task. Wide participation is an important factor in the success of any endeavor in a ^{sp} collegial institution like the university. One disadvantage of this approach is that it takes longer to complete because plans must be reviewed by so many different groups. Since all of this review has not been completed on this campus, we must term our plan an interim plan at present. However, we anticipate that subsequent modifications will be slight.

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

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

4. BASIC ASSUMPTIONS AND CONDITIONS UPON WHICH THIS^e PLAN IS BASED

Certain basic assumptions and conditions underlie N. C. State's affirmative action planning and it seems prudent to enunciate them at the beginning. First, it is our stance that N. C. State has not been guilty of overt acts of discrimination in the past that have denied equal employment opportunity to individuals. We do acknowledge, however, that we have reflected societal patterns which have resulted in de facto if not de jure discrimination in employment. Our employment profile clearly shows that we should take steps to change patterns that have developed over the years. Our focus, for this reason, has been on the future rather than on the situation^s as it now exists. We have concentrated on effecting changes.

Second, especially at the faculty level, many personnel decisions must be made on the basis of subjective evaluation of individual merit. For this reason, it is meaningless to attempt evaluation in terms of averages or formulas. Each case must be decided on its own merit. Although this condition means that comparisons are sometimes difficult, we think it is essential that individuals be considered as individuals. We are willing to undertake the additional work necessary to continue making decisions in this manner. In practice this approach means that we do not think

that all individuals of the same rank with the same years of service in the same department should necessarily have the same salary.

Third, although it will be noted in analyses of availability, we want to emphasize that N. C. State's academic mission means that it emphasizes fields that are not at present highly attractive to females and minorities. Some reluctance to enter these fields may be the result of the attitudes of the faculty and on these N. C. State can attempt some change. However, the problem of why some students are attracted to some fields of study is complex and beyond the power of the University to control.

Fourth, our southern location and our academic prestige are factors that must be considered in evaluating our goals for attracting female and minority faculty.

Fifth, like many other universities N. C. State is in a period of contracting resources. Enrollment, on which our teaching positions are based, is leveling off or increasing slightly. Federal support for research and student aid has declined significantly. For example, the value of our contracts and grants on July 1, 1972, was almost 40% lower than the previous year. Under these circumstances N. C. State will have few new positions and because of the tight academic job market in general there will be few resignations. Concurrently there is concern on this campus because of the high percentage of faculty already having tenure. In several schools nearly 80% of the faculty already has tenure. As a result of these factors the competition for new positions will be keen, it will be impossible to produce dramatic changes in this employment profile of any unit, and promotions will be extremely difficult to obtain.

Finally, in all of our affirmative action planning we have assured the faculty and staff that they are under no obligation to employ unqualified persons. We find the following statement in the Guidelines particularly helpful on this point:

In the area of academic appointments, a non-discriminatory selection process does not mean that an institution should indulge in "reverse discrimination" or "preferential treatment" which leads to the selection of unqualified persons over qualified ones. Indeed, to take such action on grounds of race, ethnicity, sex or religion constitutes discrimination in violation of the Executive Order.

B. RESPONSE TO LETTER OF FINDINGS

1. Recommendation concerning academic personnel hiring and recruitment.

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

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

B. Recommendation concerning non-academic personnel hiring and recruitment.

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

The Division of Personnel Services has increased its control over personnel functions to the extent to which present resources permit. Changes are described in the plan.

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

C. SPA placement

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

The affirmative action plan deals with this recommendation.

4. Academic Personnel (EPA) Salary

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

Salaries for females have been given special attention with the aim of making them equal to the salaries of comparable males *with equal skills qualifications*. Some significant differences do exist but these are the result of judgments about the performance of individuals.

B. Testing of SPA employees

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

The affirmative action plan shows that ^{this} time action has been taken.

F. Academic personnel (EPA) advancement

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

This affirmative action plan deals with this recommendation.

G. Non-academic personnel (SPA) advancement

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

The affirmative action plan deals with this recommendation.

~~AFFIRMATIVE ACTION PLAN - INTERIM VERSION~~

~~A. Policy Dissemination. The equal employment opportunity policy and and this University's commitment to the idea of taking positive action is stated in Section 2 above. ^{Part I,} The Faculty Handbook refers to the policy as do all notices of vacancies and advertisements. Equal Employment Opportunity posters have been posted on bulletin boards across the campus. Periodic memoranda inform supervisory personnel of the provisions of law and of interpretations. Appendix B contains an example. Upon the implementation of this plan~~

PART II -- Affirmative Action Plan -- Policy and Procedure

A. Policy Dissemination. The equal employment opportunity policy and this University's commitment to the idea of taking positive action is stated in Part I Section 2 above. The Faculty Handbook refers to the policy as do all notices of vacancies and advertisements. Equal Employment Opportunity posters have been posted on bulletin boards across the campus. Periodic memoranda inform supervisory personnel of the provisions of law and of interpretations. Appendix B contains an example. Upon the implementation of this plan the equal employment opportunity officer will be responsible for periodic dissemination of information. N. C. State's affirmative action plan will be made available to all university personnel when the final version is completed and submitted. Other actions aimed at dissemination of affirmative action policy at NCSU include the following:

Inclusion of policy on all application routing sheets sent with application forms to campus departments considering individuals for (SPA) position vacancies.

New employee orientation sessions begun in 1972 include:

- a. letter from Chancellor to new employees with equal employment opportunity statement
- b. opening statements made by Director, Division of Personnel Services, to new employee includes equal employment opportunity policy.

Equal employment opportunity policy disseminated and discussed during staff training sessions for first-line supervisors and top-level secretarial personnel on campus.

~~the equal employment opportunity officers will be responsible for periodic dissemination of information. N. C. State's affirmative action plan will be made available to all university personnel when the final version is completed, and submitted.~~

B part
 B. ~~Organization of the Plan. The affirmative action plan for N. C. State University consists of two parts: Part I., the policy, organization, general description of procedures, and response to the letter of findings; and Part II., the analysis of availability and the goals and timetables for the affirmative action units of this campus.~~

Bc
 Bc. Recruitment Procedures-EPA Personnel. University recruitment procedures will be modified in several ways to insure Affirmative action is taken in the process of recruiting. The following list represents steps all departments must be able to show that they take in recruitment.

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

The Provost has the responsibility for insuring that this procedure is followed and he shall be assisted by the equal opportunity officer.

Annually, each School or other affirmative action planning unit will submit a report on its recruitment efforts which shall summarize the recruitment contacts for each position filled. Appendix C contains a draft of a reporting form which will be used.

C. X. Increasing the supply of potential EPA personnel. As the unit plans document, lack of available female and minority faculty is one of the major difficulties encountered by an institution with academic program emphases in the scientific, technical and professional fields. N. C. State University recognizes that one solution to this problem is the development of potential faculty through training. For this reason several School plans emphasize recruitment of students. This emphasis is considered a major aspect of our affirmative action planning because it represents the best long range positive action possible and such recruitment is considered a major element of our goals.

D. E. Recruitment Procedures ^{SPA} - SPA. Several steps have been taken in the direction of centralized control of personnel actions by the Division of Personnel Services. This Division has formalized a procedure to insure ^{the} female and minority applicants are given due consideration in filling vacancies. The basic mechanism used for this purpose is the routing slip which accompanies the personal information for each candidate. A copy of the routing slip is attached as Appendix D. Each unit filling a position is required to supply the requested information for each applicant referred to them before the position can be filled. In addition through a memorandum the Chancellor has required all vacancies to be listed in the Personnel Office and all advertising to be placed by that office. A copy of this directive is attached as Appendix E. In order to provide opportunities for upward mobility for those females and minorities already on campus,

it is now N. C. State's policy that all SPA vacancies must be listed with the Division of Personnel Services and posted campuswide five work days before outside applicants can be considered. The Division of Personnel Services has also encouraged present minority staff members to encourage other qualified individuals to apply at NCSU when vacancies arise.

External actions are also part of our plans for making positive action to recruit females and minorities for SPA positions. *The following list would indicate positive action already taken and continuing:* These steps can be summarized as follows:

1. Place recruitment advertising with newspapers having predominantly black circulation. All advertisements include tagline "An Equal Opportunity Employer."
2. Expand mailing list of staff vacancies to the Durham and Johnson County State Employment Offices.
3. Establish close working relationships with officers of various community manpower programs including W.I.N. (Work Incentive Program), Wake Opportunities, New Careers, and North Carolina Manpower Development Program. Also furnish these offices lists of current job openings (Personnel Notes.)
4. Establish working relationships with the Personnel Officer at Shaw University (predominantly black institution) resulting in the exchanging of vacancies and subsequent employment of minorities at North Carolina State University.
5. Conduct on-campus recruitment at *at least 5 predominantly black colleges* annually *and/or universities.*
6. Conduct on-campus recruitment at predominantly black Durham Business College.
7. Periodically mail "status" letters inviting inactivated minority applicants to re-apply with the University.

8. Further disseminate^d staff vacancies through Wake Opportunities Manpower Pilot Program throughout black community.
9. Verbally reaffirm periodically our interest in employing minorities to current recruitment sources including Employment Security Commission, Office of State Personnel, manpower agencies, business schools, technical institutes, and Lion's Club Industries for the Blind.

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

E.P. Nepotism Policy. On April 13, 1973, the Board of Governors of the University of North Carolina adopted a new nepotism policy which allows the employment of close relatives in the same department so long as no supervisory relationship is involved. Faculty and staff will be informed of this new policy. A copy^{of the policy} will be included with the UNC submission to the Department of Health, Education and Welfare.

F.S. Placement, Promotion, Salary and Conditions of Work - EPA Personnel. Criteria for each rank as well as University policy on academic freedom and tenure, leave, and other benefits are explained in the Faculty Handbook, a copy of which is included as Appendix F. This handbook is distributed to all EPA personnel at the time of their arrival on campus. Evaluation for promotion and salary increases is based on subjective evaluations of individual merit related to the stated criteria. The primary evaluation occurs at the departmental level with reviews by the Dean and Provost. In order to insure that affirmative action for females and minority faculty will occur the Provost will require each Dean to be able to produce an explanation in writing for any personnel action taken.

If in the process of review of salary increases, for example, the Provost has concerns about the increase given one individual in comparison ^{with} to another, he can ask for explanations of both actions. If the explanation does not appear to be satisfactory, appropriate action would be taken. N. C. State University recognizes the need to provide female faculty, in particular, the opportunity for advancement to higher ranks, and reviews of promotions will be conducted with this need in mind. Similarly, salary increases will be reviewed carefully in order to ^{prevent} eliminate differences that may be related to sex since the University has now succeeded in eliminating such differences.

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

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

G. H. Placement, Promotions, Salary, and Conditions of Work - SPA Personnel.

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

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

Floor Maintenance Man
 Housekeeping Foremen
 Mail Clerk
 Housekeeping Supervisor

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

<u>Job Title</u>	<u>Number of Whites</u>
Statistical Aide III	5
Agriculture Research Trainee Tech I	3
Administrative Secretary	19
Clerk IV	17
Accounting Clerk III	9
Carpenter II	10
Maintenance Mechanic II	8
Electrician II	11
Grounds Foreman	5
Statistical Analyst	5
Administrative Assistant	16
Air Condition Mechanic	7
Research Mechanic II	8
Maintenance Mechanic IV	11
Electronic Technician II	7
Computer Programmer I	8
Electronic Technician III	5
Instrument Maker II	7
Farm Superintendent II	6
Research Analyst	11

DO NOT include

Statistical Analyst

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<u>Job Title</u>
Computer Programmer III
Consulting Engineer I

<u>Number of Whites</u>
8
10

Do not include

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

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

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1. Continue to work toward goal of identifying all under-utilization of minority and female employees. (continuous)
2. Make available to campus departments availability and work-force data on recruiting area to be used for determining proper employee mix. (continuous)
3. Implement a continuous review and as necessary make recommendations to Office of State Personnel to revise job specifications, especially minimum qualification requirements to achieve consistency with actual needs of the positions. (initial review of present specifications to be completed by December, 1973)

4. Prompt posting of all vacancies with attendant qualifications on weekly basis campuswide 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. (effective immediately)
5. Publication and notification to all staff employees of training programs (both formal and O-J-T) available to upgrade skills. Completion date - May, 1973, and continuing as new programs become available)
6. Training sessions at least twice a year to brief supervisors on subject of increased employment and promotion of qualified minorities and women at all levels of the staff work force and inclusion of the subject in all orientation sessions for new employees.
7. 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 (effective immediately).
8. Campus policy on nepotism shall be brought in line with newly approved policy passed by State Personnel Board (effective immediately).
9. Copies of affirmative action plans (^{staff}classified employees) prepared by campus schools shall be supplied to the Director, Division of Personnel Services, in order that he might remain abreast of programs affecting the ^{staff}classified employment area.
10. Each list of referrals made to ^{staff}classified 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. (effective immediately and continuing)

Staff - Personnel

11. Each referral will be accompanied by an application routing sheet which must be returned to Personnel Services with written justification why applicant was hired or not hired (continuous).
12. Expansion and implementation of a comprehensive recruitment program designed specifically to attract minority group members and women (effective immediately).
- Increase on-campus recruitment activity at predominantly black colleges and universities to recruit Research Technicians, ^{and} at predominately female colleges and universities to recruit females.
 - Increase advertisements in media with predominantly black circulation or audiences.
 - ^{Control} all advertisements for staff centrally controlled by Division of Personnel Services.
13. 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," minority" jobs, and "white-male" jobs.
14. Monitor departmental selection, promotion, demotion, transfer, disciplinary and lay-off practices through internal audit and reporting system.
15. Campus Visitation program. Personal visit by Personnel Director to all school Deans for purpose of discussing present equal employment policies and procedures (i.e. location and posting of Personnel Notes and E. E. O. posters, past employment practices of departments) and to gain suggestions as to how Division of Personnel Services can better serve them in personnel matters (completion July, 1973).

in helping them to attain affirmative action goals.

16. Follow-up on minority referrals by phone and/or visit (immediate *to determine why kind or not kind.* and continuing).
17. 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 (completion May, 1973).
18. With the goal of increasing job performance and enhancing promotional opportunities, the University will continue to provide Supervisory Development Training programs for first-line and intermediate level supervisors. Adult Basic Education courses which have already been conducted on campus during work hours for employees with less than eighth grade level education will be continued as need arises. Approved apprenticeship training programs have been established in the Print Shop and in 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 in other Raleigh area colleges and universities.

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

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

I A. Test Validation. N. C. State University does not test applicants for

employment except in certain skills for certain SPA positions.

When such skills testing is conducted, it is done with work that that is part of the regular operation of the unit and part of the regular responsibility of the position.

J.K. Grievance Procedure. N. C. State University has an established grievance procedure for EPA personnel. The procedure is described in the Faculty Handbook. It has already been used to hear one grievance related to sex discrimination. SPA employees have a grievance procedure available to them which is described in Appendix G. This procedure provides means of hearing charges of sex and race discrimination. Edited copies are placed in new employee orientation ^{sheets} pockets.

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

K.L. Goals and Timetables. Part III, Sections A through M contain the analysis of utilization and availability, goals, and timetables for the affirmative action planning units at N. C. State University. Most plans provide separate goals for EPA and SPA personnel and, when appropriate, students. Since some units have not completed revision of their plans, these goals and timetables must be considered interim plans. Final plans will be developed by July 1, 1973.

A review of the plans reveals a variety of methods of stating goals. In our view such diversity is a strength of this plan because it couches goals in terms that are applicable for each unit and does not impose the same rigid format on all units. Since the goals and

timetables have been developed by the units themselves, successful attainment by means of good faith efforts is also likely to occur. The plans have been reviewed by the Provost and Chancellor and are forwarded with their endorsement.

L. ~~N.~~ Responsibility for Implementation. Each unit plan describes the responsibility for implementation within that unit. For N. C. State University as a whole, an equal opportunity officer will be designated by July 1, 1973⁶ and attached to the central administration. At present such responsibility is shared by several officers along with other responsibilities. It is our intention to change this situation so that an officer will have as his primary responsibility the maintenance of affirmative action on this campus.

M. ~~N.~~ Reporting Procedure. For EPA personnel two annual reports will be generated as part of N. C. State's positive action. In December of each year an employment profile will be produced showing for each individual the sex, race, rank, degree, years of service, and salary. A summary by sex, race, and rank will be developed for each department or unit. With this report the University can identify individual problems or patterns that need attention. In May of each year a report will be developed on recruitment efforts using the form contained in Appendix C. In addition to these reports regular summary forms used for promotions and salary increases will be used to review these actions from the point of view of affirmative action. Appendix H contains samples of these forms.

For SPA^{slay} employees the following reports are currently generated or are planned:

~~EPA~~ Internal Audit and Reporting System

A. Current

MA. Application Routing Sheet

J 2. Job Order Control Sheet - provides following information:

- 1 *A*. Location of vacancy by department
- 2 *B*. Position title and Number
- 3 *C*. Total number of referrals
- 4 *D*. Number of Black referrals
- 5 *E*. Disposition including name of employee and race

C 3. Applicant Register

- 1 *A*. Name of applicant
- 2 *B*. Race and sex
- 3 *C*. Type of position sought
- 4 *D*. Recruitment source
- 5 *E*. Disposition (hired or not hired)

D 4. Exit Interviewing Forms (mail out)

a. mail out questionnaire.
b. concerned with each individual termination employment with the agency.

E 5. Job Order Provides:

- 1 *A*. Name of applicant referred
- 2 *B*. Race
- 3 *C*. Age
- 4 *D*. Recruitment source

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F 6. Monthly Placement Sheet Provides:

- 1 *A*. Name
- 2 *B*. Department
- 3 *C*. Position title
- 4 *D*. Source
- 5 *E*. Race

2 7. Projected

g. Annual preparation of EEO-1 Report.

a 8. Analysis of Recruitment Source by Placements
breaks down placements by race and sex according to recruitment source.

N 2. Recruitment Source Referral Activity
evaluates productivity of all recruitment efforts in terms of placements.

c / Publication. The University will make this plan available to all
personnel.

date?

AFFIRMATIVE ACTION PLAN
FOR
SPECIAL ACADEMIC UNITS

w

VHT
W

The Division of University Studies is a small special academic unit that reports directly to the Provost. Its function is to teach special courses of interdisciplinary nature to a broad spectrum of students. By design, less than half of the Division's eleven positions are filled by full time faculty because positions are used to buy released time of faculty from other departments to teach particular courses. In the Fall of 1973, the Division will teach a course on the role of women which will involve the female faculty. Affirmative action goals for the Division include involvement of female and minority faculty in appropriate courses, the development of courses dealing with such topics as the role of women, and the encouragement of other departments to employ female and minority faculty who can participate in University Studies courses.

AFFIRMATIVE ACTION PLAN
FOR THE
ADMINISTRATION

In our affirmative action planning, a special analysis was made of the University administration as a whole. Department heads, assistant deans, deans, directors, vice chancellors, and administrative staff positions were analyzed as a group even though they normally would be distributed among all units of the institution. The results show that our administrative structure at N. C. State is at present all male and all white.

This condition does not exist because of overt acts of discrimination on the part of the University in the past. If we allow it to continue, however, we will be indeed negligent in providing equal opportunity. One explanation for the present situation lies in the kinds of programs N. C. State has and does offer. Since there are few minority or female faculty available in such fields as engineering, forestry, or textiles, it follows that there would be even fewer female or minority administrators. Another explanation lies in the fact that until the middle sixties, NCSU was basically a male institution. As such it would be expected that most administrators would be male. For instance, until 1963 N. C. State did not even offer a degree in liberal arts. The growth of the School of Liberal Arts over the past decade has been phenomenal, and it has greatly increased the number of female students and faculty. Since the development of administrators takes time, one would expect a lag on this campus in the emergence of female administrators.

The following mechanism will be used to ensure the minorities and females are given equal opportunity in the filling of administrative posts. In cases where

search committees function the committees will be urged to seek minority and female candidates. In cases where no such candidates exist or can be located the committee will be asked to document its search at the time it presents the list of top candidates to the Chancellor.

In cases of administrative staff positions which are not formally filled by a selection committee, the Chancellor will require a documentation of search efforts including a list of candidates interviewed. If no minority or females are among those interviewed, the Chancellor may require additional searching unless the evidence clearly demonstrates that further searching would be futile.

Goals for administrative positions can be stated in both long-range and short-range terms. By 1980, it is the goal of N. C. State University to have at least five out of about 100 administrative positions filled with either minorities or females. Our data show that between 1974 and 1980, 29 administrators will reach retirement age. Based on the nature of disciplines offered at this university such a goal of 5% may be optimistic because of availability. It may well be the latter part of this decade before individuals qualified for administrative responsibility are available nationally. Over the short run, or by 1975, N. C. State's goal is to have at least two administrative posts filled with minorities or females.

AFFIRMATIVE ACTION PLAN
FOR
SPECIAL UNITS FOR AUXILIARY AND ACADEMIC ADMINISTRATION

Introduction

This document describes the employment programs of twelve of the smaller administrative units within the University. Included are the offices of: Alumni Affairs, Athletics, the Chancellor, the Computing Center, Foundations and Development, the Graduate School, Information Services, International Programs, the Provost, the Radiological Safety Officer, Research Administration, and the Water Resources Research Institute.

The types of functions performed by these units are extraordinarily diverse; ranging from the primarily administrative functions of the Office of the Chancellor, to the primarily coordinative function of the Water Resources Research Institute, to the primarily service function of the Computing Center. The reason why these diverse small units are being considered as a group (viz., "special administrative units") is to facilitate the statement of meaningful and realistic affirmative action goals.

The administrative positions associated with these units are considered as part of the "central university administration" (which is the subject of a separate statement) and are not reflected in the data, goals, and plan presented here.

Current Employment Profile

Within the fourteen administrative units are employed a total of 36 academic personnel (in EPA positions) and 115 non-academic personnel (in SPA positions).

The distributions by sex and race of the EPA and SPA personnel appear in Tables I and II respectively.

It is recognized that the proportions of minority races holding EPA positions is relatively low.

In the case of SPA personnel, the proportion of women is 65%. All of the secretarial, stenographic, typist, key punch operator, and housekeeping positions are held by women. The proportion of women in other SPA positions is 46%. The proportion of SPA positions held by minority race representatives is 10%.

Goals

It is expected that there will not be any significant increase within the foreseeable future in the number of EPA or SPA employees in any of the twelve special administrative units. Increases in the proportions of women and minority race representatives will be achieved primarily through replacements. Because turnover rates in the past five years have been low, and because estimates of future turnover rates are highly uncertain, it appears appropriate to establish affirmative action goals in terms of proportions of women and minority race representatives among employees to be hired and promoted in the next five-year period (rather than in terms of numbers of women and minority race representatives to be employed or in terms of proportions extant at the end of the five-year period).

With regard to EPA positions, it is intended that the following affirmative goals will be achieved over the next five-year period:

1. At least one out of each five new EPA employees will be a woman;
2. At least one out of each eight new EPA employees will be a representative of a minority race.

With regard to SPA positions, it is intended that, over the next five-year period, at least one out of each five new SPA employees will be a representative of a minority race.

TABLE I
CURRENT EPA EMPLOYMENT PROFILE

(positions combine academic and administrative titles, thus no breakdown by title is meaningful)

	Sex		Race	
	<u>Males</u>	<u>Females</u>	<u>White</u>	<u>Minority</u>
Totals	18	17	26	10
	(53%)	(47%)	(72%)	(28%)

TABLE 2
CURRENT SPA EMPLOYMENT PROFILE

<u>POSITION</u>	<u>SEX</u>		<u>RACE</u>	
	<u>Males</u>	<u>Females</u>	<u>White</u>	<u>Minority</u>
Accounting Clerk	1	2	3	0
Address. Equip. Op.	0	1	1	0
Administrative Asst.	1	6	7	0
Administrative Sec.	0	1	1	0
Asst. Director Info.	1	0	1	0
Clerk I	2	0	1	1
Clerk II	0	2	2	0
Clerk III	1	3	4	0
Clerk IV	1	1	2	0
Computer Operator I	1	0	1	0
Computer Operator II	4	0	3	1
Computer Programmer I	0	1	1	0
Computer Programmer II	2	2	4	0
Computer Programmer III	6	0	6	0
Computer Systems Ana. II	1	0	1	0
Computer Systems Ana. III	1	1	2	0
Computer Systems Mgr. II	1	0	1	0
Cook II	0	1	0	1
Data Processing Mgr. I	4	1	4	1
Data Processing Mgr. II	1	0	1	0
Data Processing Mgr. III	1	0	1	0
Editorial Assistant	0	1	1	0
Electrician II	1	0	1	0
Housekeeping Assistant	0	2	0	2

Table 2 - Continued

	<u>Males</u>	<u>Females</u>	<u>White</u>	<u>Minority</u>
Info. & Communic. Spec. II	0	3	3	0
Intermediate Clerk	0	1	0	1
Key Punch Oper. II	0	4	4	0
Key Punch Unit Supv. II	0	1	1	0
Maintenance Mechanic II	1	0	1	0
Plant Main. Supv.	1	0	1	0
Radiation Survey Tech.	5	0	4	1
Secretary II	0	1	1	0
Secretary III	0	4	3	1
Secretary IV	0	2	2	0
Steno I	0	2	2	0
Steno II	0	16	15	1
Steno III	0	8	8	0
Stock Clerk I	1	0	0	1
Typist I	0	2	2	0
Typist II	0	4	3	1
Typist III	0	2	2	0
Warehouse Mgr. II	1	0	1	0
University Archivist	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
Total	40	75	103	12
	(35%)	(65%)	(90%)	(10%)

Implementation

The small number of EPA positions in each of the units coupled with the wide diversity of personnel qualifications among the units, render impractical the implementation of a unified program for recruiting women and representatives of minority races. Each unit will recruit personnel for EPA positions by means of and through channels appropriate to the particular position. These means shall include notification of other institutions and advertisement in publications of professional groups.

All offers of appointment are subject to the approval of the Provost. It will be required that all requests for appointment action be accompanied by the following information on each candidate considered seriously for the position: name, sex, minority group affiliation, manner of recruitment (or other means by which contact with candidate was made), qualifications, comparison of qualifications with those of the selected candidate, and expressions of interest (positive or negative) expressed by the candidate.

The filling of SPA positions will be accomplished in close coordination with the University Personnel Office. All SPA position vacancies will be filed with that office. Each of the twelve units will submit annually to the Office of the Provost a report summarizing their SPA position affirmative action activities. Included for each SPA position filled during the year will be the following information on each candidate: sex, minority group affiliation, manner of recruitment (or other means by which contact with candidate was made), qualifications, comparison of qualifications with those of the selected candidate, and expression of interest (positive or negative) expressed by the candidate.

It will be the responsibility of the Equal Employment Opportunities Officer to coordinate recruitment efforts for women and minority race candidates for EPA positions and to prepare annually a report to the Provost summarizing and evaluating the affirmative action activities (related to both EPA and SPA positions) of the units included in this plan.