

EEO-6 Category:	OCR Line No.	Grand Total	Race/Ethnic Group						Sex				
			White		Black		Other		Male		Female		
			#	%	#	%	#	%	#	%	#	%	
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82													
B) Hiring Goals 1983-84 - 1986-87 Expiration: 12/31/86													
C) Goal Profile 1983-84 - 1986-87 (December 31, 1986)													
D) Profile Fall 1983 (October 1, 1983)													
E) New Hires 1983-84													
F) Profile 1983-84 (October 1, 1984)													
G) New Hires 1984-85													
H) Hires 1983-84 - 1984-85 (Sum of E and G)													
I) Profile 1984-85 (October 1, 1985)													
J) New Hires 1985-86													
K) Hires 1983-84 - 1985-86 (Sum of H and J)													
L) Profile 1985-86 (December 31, 1986) Data as of 10/1/86													

AVAILABILITY DATA:

Blacks: _____

Females: _____

Other Minorities: _____

Forest Resources (See Section A)	2.7	10.0	6.1
Humanities and Social Sciences (See Section A)	3.5	29.0	3.9
Physical and Mathematical Sciences (National Research Council)	2.0	12.0	8.0

<u>Blacks</u> $(6/102 \times .018) + (5/102 \times .110) + (7/102 \times .014) + (3/102 \times .027) + (67/102 \times .035) + (14/102 \times .02) = .0926 = 9.26\%$	<i>These may be omitted given the "model on p.28"</i>
<u>Females</u> $(6/102 \times .140) + (5/102 \times .07) + (7/102 \times .048) + (3/102 \times .100) + (67/102 \times .29) + (14/102 \times .120) = .2253 = 22.5\%$	
<u>Other Minorities</u> $(6/102 \times .075) + (5/102 \times .110) + (7/102 \times .121) + (3/102 \times .100) + (67/102 \times .039) + (14/102 \times .080) = .0569 = 5.7\%$	

D. EPA Professional, Non-Faculty - Table 3A

1. Analysis of Availability

Certain professional appointments, exempt from the provisions of the State Personnel Act, but without faculty rank, compose the EPA Professional, Non-Faculty component of NCSU personnel. There are a total of 380 employees in this category, having diverse responsibilities and performing a wide range of functions. Twelve of the thirteen units employ EPA professional non-faculty personnel. The majority of these positions are in the Agricultural Extension Service, Agricultural Experiment Station, Library, Division of Student Affairs, University Extension, and the School of Education, Engineering, Forest Resources, and Physical and Mathematical Sciences.

The reporting units used the HEGIS Survey 1978-1979 (numbers and percentages of degree recipients, by race and sex, for doctorate, master's, and first professional degrees) and the National research Council, Office of Scientific and Engineering Personnel, Doctorate Record Files (number of 1980-81 Ph.D.s by Fine Field of Doctorate, Race, Citizenship, and Sex) as a data source for determining the availability percentages for Blacks, females and other minorities.

Because of the diversity of functions in this category, availability percentages for setting goals for Blacks, females, and other minorities were derived from the twelve subgroups, then pooled in proportion to the number of persons in each subgroup. The pooled availability percentages for Blacks, females, and other minorities are 5.5 percent, 37.6 percent, and 5.9 percent, respectively.

The source on availability data for each of the twelve units and the analysis of the pooled availability percentages are given below.

2. Calculation of Availability Percentages

Each of thirteen units determined appropriate availability percentages for Blacks, females, and other minorities for the EPA Professional Non-Faculty category. These percentages for each unit are given below:

<u>Unit and Source of Availability</u>	<u>% Blacks</u>	<u>% Females</u>	<u>% Other</u>
Agriculture & Life Sciences (National Research Council)	1.6	20.3	8.0
Design (HEGIS Survey)	22.1	42.3	0.3
Education (HEGIS Survey-Library)	5.3	80.0	3.8
Engineering (HEGIS Survey)	1.4	4.8	12.1
Forest Resources (See Section A)	2.7	10.0	6.1
Humanities & Social Sciences (See Section A)	3.5	29.0	3.9
Physical & Mathematical Sciences (HEGIS Survey)	1.8	18.2	6.0
Textiles (HEGIS Survey)	1.3	3.0	4.8

<u>Unit and Source of Availability</u>	<u>% Blacks</u>	<u>% Females</u>	<u>% Other</u>
Veterinary Medicine (Association of American Veterinary Medical Colleges, Comparative Data Report, 1982-83)	3.0	31.0	1.0
Library (HEGIS Survey)	5.3	80.5	3.4
University Extension (HEGIS Survey)	9.9	59.3	3.7
Special Units (HEGIS Survey)	9.5	30.0	4.2

Availability percentages for Blacks, females, and other minorities were derived by finding for each unit the product of the proportion of persons in that unit times the availability percent for that unit and then the sum of these products. These calculations are given below:

Blacks

$$(106/380 \times .016) + (2/380 \times .221) + (5/380 \times .053) + (31/380 \times .014) + (22/380 \times .027) + (3/380 \times .035) + (14/380 \times .018) + (6/380 \times .013) + 3/380 \times .030) + (33/380 \times .053) + (85/380 \times .099) + (12/380 \times .099) + (58/380 \times .095) = .0547 = 5.5\%$$

Females

$$(106/380 \times .203) + (2/380 \times .423) + (5/380 \times .800) + (31/380 \times .048) + (22/380 \times .100) + (3/380 \times .290) + (14/380 \times .182) + (6/380 \times .030) + (3/380 \times .310) + (33/380 \times .805) + (85/380 \times .676) + (12/380 \times .593) + (58/380 \times .300) = .3756 = 37.6\%$$

Other Minorities

$$(106/380 \times .080) + (2/380 \times .003) + (5/380 \times .038) + (31/380 \times .121) + (22/380 \times .061) + (3/380 \times .039) + (14/380 \times .060) + (6/380 \times .048) +$$

95

$$(3/380 \times .010) + (33/380 \times .034) + (85/380 \times .039) + (12/380 \times .037) + (58/380 \times .042) = .0591 = 5.9\%$$

E. Special Units

The Affirmative Action Planning Unit identified as "Special Units" is composed of the following University offices/departments: Chancellor's Office, Provost's Office, Athletics Department, Radiation Protection, Sea Grant, University Research, International Programs, Computing Center, and Foundations and Development/Information Services.

The following HEGIS categories were used in determining the availability for Special Units, with the Master's degree used as the appropriate terminal degree: Biological Sciences (0400), Communications (0600), Computer and Information Sciences (0700), Education (0800), and Public Affairs and Services (2100).

Pooling these categories, the percentages for Blacks, females, and other minorities are as follows: Blacks (9.48%), females (30.0%), other minorities (4.32%). The "female" percentage was reduced because the large number of secondary school personnel included in the 0800 HEGIS Series/Education were females, representing about 70%.

F. Analysis of Availability and Hiring Opportunities for SPA Personnel

SPA personnel (those subject to the State Personnel Act) are employed in all fourteen affirmative action planning units at NCSU.

The NCSU EEO Information Report of October, 1982, indicates that Blacks constitute 28.0 percent, females 57.0 percent, and other minorities 1.1 percent of the SPA workforce.

Availability data for the EEO-6 categories for SPA was developed by the NCSU Division of Personnel Services. The labor market data was supplied

by the North Carolina Employment Security Research Bureau. The Bureau publishes reports on manpower for affirmative action programs in the State. The labor market data used was drawn from the following areas:

Raleigh-Durham Standard Metropolitan Statistical Area
(Durham, Orange, and Wake Counties)

NCSU's primary labor market for SPA employees is Wake County. Orange and Durham Counties were included in the labor pool because applicants are occasionally drawn from these areas as well.

In determining appropriate availability data upon which to base hiring goals, the data from Employment Security Commission Table 3A, "Occupations of Employed Persons by Sex and Minority Status, 1980", was combined with the data from Table 4, "Last Occupation of the Unemployed, by Sex and Minority Status", for the three-county area. In addition, the data from Tables 3A and 4 were regrouped to parallel the EEO-6 categories for SPA.

The following chart lists the EEO-6 categories corresponding with those from the Employment Security Commission's data:

<u>EEO-6 Category</u>	<u>ESC Category</u>
1) Executive, Administrative & Managerial	Non Farm and Administrators
2) N/A (Faculty)	N/A
3) Professional Non-Faculty	Professional Technical and Related
4) Clerical and Secretarial	Sales Clerical
5) Technical and Paraprofessional	Professional, Technical and Related
6) Skilled Crafts	Craftsmen, Foremen and Related
7) Service/Maintenance	Service Workers except private Household Workers

Copies of the Employment Security Commission's publications are on file in the Provost's Office.

To sum, ESC availability data for the three county areas show that Blacks constitute 22.5 percent, females 42.4 percent, and other minorities

0.7 percent of the workforce.

The EEO-6 Categories Availability Data for the SPA Workforce is given in Tables 3B, 4, 5, 6 and 7.

IV. ADMINISTRATION OF THE AFFIRMATIVE ACTION PLAN

A. Organization for Affirmative Action

There are two levels of responsibility for implementing the NCSU Affirmative Action Plan. Overall responsibility rests with the Chancellor -- he has delegated the coordination of the Plan to an Associate Provost who serves as the NCSU Affirmative Action Officer. The other level of responsibility has been assigned to Unit Affirmative Action Officers representing each of the fourteen affirmative action planning units on campus. These unit officers, plus the Affirmative Action Officer, ex officio, constitute the NCSU Affirmative Action Committee.

The duties of the NCSU Affirmative Action Officer include the following:

1. to monitor continuously the administration of the Affirmative Action Plan;
2. to help devise systems for the implementation of the Affirmative Action Plan and the achievement of its goals -- including forms and procedures for the continuous reporting and monitoring of appointment, promotion, and salary actions;
3. to advise and assist the Chancellor and his Administrative Council with respect to affirmative action matters;
4. to identify problems with respect to the implementation of the Affirmative Action Plan;
5. to keep the members of the Affirmative Action Committee informed of the progress and problems in the administration of the Affirmative Action Plan and to seek the advice of that Committee with respect to affirmative action;
6. to evaluate the effectiveness of the Affirmative Action Plan;
7. to assist the Chancellor in maintaining liaison with the appropriate federal agencies with respect to affirmative action matters;
8. to be a point of contact with organizations representing women and minorities;
9. to meet with and keep the Chancellor and his Administrative Council informed of developments in the entire equal opportunity area;

10. to refer individuals and groups, having complaints about personnel actions alleged to have been based on discrimination in regard to race or sex, to the appropriate person or committee to resolve the dispute.

The NCSU Affirmative Action Officer has been provided with staff support to enable the prompt and efficient performance of the duties of the office.

The Unit Affirmative Action Officer's charge parallels that of the NCSU affirmative Action Officer. They are responsible for ensuring that the requirements of the NCSU Affirmative Action Plan are carried out at the school/unit level. Distribution of affirmative action responsibilities in this manner facilitates unit-administration communication and heightens affirmative action visibility at the unit level.

Each of the affirmative action planning units has, at the Chancellor's request, designated one or two individuals to serve as the Unit Affirmative Action Officer(s). These officers work with the departments, the dean or direct, and department chairmen within their unit, and with the NCSU Affirmative Action Officer to implement and monitor compliance with the policies and procedures in the NCSU Plan. These officers perform the following specific duties:

1. serve as liaison between the department and the Affirmative Action Officer;
2. are responsible for the department's conducting and keeping current its availability data, assist the department in the continuing goal-setting process, and keep the department informed of progress towards its hiring goals;
3. are responsible for monitoring unit recruitment and employment procedures, and initial approval of affirmative action reports;
4. develop procedures for implementing the Affirmative Action Plan with respect to the particular needs of the department;
5. keep the department informed of developments in the entire equal opportunity area;
6. make available to department members and staff such affirmative action information that will enable them to know of and avail themselves of the benefits of the Affirmative Action Plan;

- 7. develop an effective search strategy for identifying women and minority applicants in career fields appropriate to the department's needs, including the maintenance of files of potential candidates and the establishment of contacts with appropriate minority and women's organizations;
- 8. work with the Affirmative Action Office to establish methods for identifying any evident underutilization of women and minorities occurring within the department;
- 9. conduct special meetings with all department members and staff to inform them of the University's Equal Employment Opportunity Policy, of its Affirmative Action Plan, and of the employee's responsibility under the Plan.

B. Reporting and Monitoring Procedures -- EPA

The University Affirmative Action Officer is responsible for designing reporting forms, procedures, schedules, and for devising methods of review for the reports and results achieved by the affirmative action program. The monitoring process covers recruiting methods, appointments, and salary setting actions.

Both the NCSU and the fourteen unit affirmative action officers are closely involved with the work of departmental and other search committees in their efforts to seek out new faculty and administrators. Well defined employment procedures must be followed, covering the entire recruitment and employment process from the position opening through the employment of a candidate. The role of the affirmative action officers is to both advise search committees as to availability data, methods of advertising, and other aspects of the search for Black and female candidates, and to strictly monitor the recruitment process, ensuring that diligent, good-faith efforts are made to develop a slate of candidates representative of the availability of Blacks, females, and other minorities in the workforce. The actual procedures are outlined below.

The first step in the employment process requires the hiring unit to list its EPA position vacancy with the Central Faculty Position Listing Service (CFPLS). The General Administration of The University of North Carolina

compiles these monthly notices of position vacancies located among the sixteen constituent institutions, publishes and circulates them throughout the University system. Listing with the CFPLS also alerts the NCSU Affirmative Action Officer of the vacancy so that a file may be opened and the recruitment process duly monitored.

In addition to listing with the CFPLS, widespread advertising is required. Among suggested sources are professional journals, The Chronicle of Higher Education, specialized media directed at recruiting Blacks and females, letters from the hiring unit to predominantly Black schools, personal letters and contacts. The affirmative action officers may also offer counsel on potential contacts and other sources for Black and female applicants. All efforts to attract applicants must be documented.

The next step in the process of filling a vacancy involves the review of all applications and selection of a number of candidates for a campus interview. Prior to inviting candidates for an interview, the hiring unit must submit an "Interim Report" to its own and to the NCSU Affirmative Action Officer for approval. On this form, the hiring unit fills in its affirmative action goals, then lists the name, race, and sex of those applicants it wishes to interview on campus. The unit's affirmative action officer scrutinizes the "Interim Report" to see if there is adequate representation of Blacks and females in the interview pool. If he feels the pool of candidates is insufficiently representative of availability, he may request the hiring unit to justify its selection, and provide analyses of applications received and documentation of serious efforts to attract Black and female applicants.

At this point, the unit's affirmative action officers may either reject the "Interim Report" and require a more diverse slate of candidates by race and sex (meaning further advertising or reconsideration of candidates from the original applicant pool), or he can approve the "Interim Report",

in which case it is forwarded to the NCSU Affirmative Action Officer for final approval. At this level, the NCSU Affirmative Action Officer has the same options as the unit's affirmative action officer. He may either reject the list and require further action, or he may approve it. When the "Interim Report" receives final approval from the NCSU Affirmative Action Officer, the hiring unit can proceed to invite its chosen slate of candidates on campus for interviews. By closely monitoring the activities of the hiring unit, and encouraging inclusion of Blacks and females at the interview stage of the hiring process, the likelihood of meeting affirmative action goals is considerably improved.

The third step in the employment process involves submitting the Affirmative Action Recruitment Report to the NCSU Affirmative Action Officer for final approval prior to any offer being made. This report lists the name, race, and sex of the person to whom the hiring unit wishes to make an offer, as well as those of other candidates who were seriously considered for the position. As in the case of the "Interim Report", this Recruitment Report must have received approval by the unit's affirmative action officer before being forwarded to the NCSU Affirmative Action Officer.

The NCSU Affirmative Action Officer has the option to either accept or reject the Recruitment Report. If he feels that insufficient consideration was given to Black and female applicants, he may request the hiring unit to reconsider those candidates. If necessary, he may require the recruitment process to begin again and the position opening readvertised.

If the Affirmative Action Recruitment Report is approved, the unit may then request the Provost's approval to make an offer.

These procedures allow the NCSU Affirmative Action Officer to intervene at key points in the recruitment process if he feels that adequate efforts have been made to attract Black and female candidates for a position opening.

Each year, the NCSU Affirmative Action Officer undertakes a review of the Affirmative Action Plan. This review is a necessary and logical part of the review and monitoring process. The results constitute any supplement or modification to the Plan, including updated hiring goals for EPA Faculty and Non-Faculty, and SPA Personnel, reports on improvements in recruiting procedures, and other matters necessary for the maintenance for an approved Affirmative Action Plan. This annual supplement or modification will serve as a report to the Office of Civil Rights on the progress and problems of the University in achieving the goals of affirmative action. Additionally, during this time, the Provost's Office conducts an annual salary study to monitor and balance any unjustified salary differences.

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C. Reporting and Monitoring Procedures -- SPA

Several steps have been taken toward centralized control of personnel actions by the Division of Personnel Services in order to be more effective in providing equal opportunity. The Division has formalized a procedure to insure that female and minority applicants are given due consideration in filling vacancies. The basic mechanism used for this purpose is the application routing sheet which accompanies the personal information for each candidate. Each unit filling a position is required to supply the requested information for each applicant referred to them before the position can be filled. Units having deficiencies in their SPA employment profiles will be supplied with a higher percentage of minority and female referrals when possible. In cases where units appear to be

~~reluctant to hire qualified minority and female applicants to improve profiles, these units will be brought to the attention of the NCSU Affirmative Action Officer for administrative attention.~~

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

by whom?
This is a good idea
Cut it

stated mysteriously - what will define or suggest "apparent reluctance...?"

vacancies listed with the Division of Personnel Services and all advertising is placed by that office.

External actions to recruit females and minorities for staff positions continue. The following statements indicate positive action already taken and continuing.

<u>AFFIRMATIVE ACTION</u>	<u>RESPONSIBILITY</u>	<u>TARGET DATE</u>
Place recruitment advertising with newspapers having predominantly minority or female circulation. All advertisements to include tagline "An Equal Opportunity Affirmative Action Employer."	Director, Division of Personnel Services	Continuing
Maintain close working relationships with officers of various community manpower programs. Also furnish these offices lists of current job openings ("Personnel Notes").	Director, Division of Personnel Services	Continuing
On a continuing basis, maintain close working relationships with local predominantly black institutions resulting in the exchanging of vacancies and subsequent employment of minorities at North Carolina State University.	Director, Division of Personnel Services	Continuing
Reaffirm periodically our commitments to and interest in employing minorities to current recruitment sources.		

These efforts are attracting more female and minority candidates for staff positions at NCSU thereby creating a pool of talent from which campus units may recruit to reach stated goals.

D. Grievance Procedures

Faculty Mediation Procedures were developed to handle hearings for any faculty member or other EPA personnel having a grievance other than:

- (1) appeals from tenured faculty members in cases of suspension or discharge;

or (2) cases of disruption. The Faculty Hearings Committee is the appeals committee for handling cases dealing with the two exceptions above, as provided in the University of North Carolina Code. These Committees are appropriate forums in which to hear and make recommendations with respect to complaints arising from alleged racial or sexual bias in decisions involving faculty members. (See NCSU Faculty Handbook, VI-12 and VIII-18).

Grievance Procedures now in effect for SPA personnel are contained in the SPA Employee's Handbook, which is distributed to all SPA staff. It provides a four-step appeals procedure, (which begins with the immediate supervisor and reaches to the State Personnel Commission) for any employee who feels he or she has been mistreated or deprived of any rights. All appeals are handled promptly. This grievance procedure recognizes that the University is committed to the principle of equal opportunity for all employees. These procedures are currently being updated.

THE UNIVERSITY OF NORTH CAROLINA
General Administration

This section to be filled in by the Department/Division.	
NCSU Form No.	_____
Date Vacancy Occurred	_____

CENTRAL FACULTY POSITION LISTING SERVICE

INSTITUTION: _____

1. **Position description** (discipline, school or department, specialities, required, rank)

2. **Qualifications** (education, experience, other)

3. **Proposed effective date of employment:**

4. **Name and address of person to whom application should be made:**

The University of North Carolina is comprised of the sixteen public senior institutions of higher education in North Carolina. Faculty and other academic appointments are the responsibility of each institution. The Central Faculty Position Listing Service is an information service available upon request to the constituent institutions and to individuals seeking employment. Persons interested in a position should apply directly to the individual listed in item 4. Inquiries about positions received by the University General Administration will be referred to the appropriate institutional officer for response.

The University of North Carolina is an
affirmative action/equal opportunity employer

NORTH CAROLINA STATE UNIVERSITY
Interim Affirmative Action Report

Submit to NCSU Affirmative Action Office for each EPA position prior to formal campus interviews.

I. Discipline Grouping/Dept./Unit _____

EPA Position to be Filled _____
(Rank and area of specialization if appropriate)

Full-time _____ Part-time _____ Proposed Employment Date _____

CENTRAL FACULTY POSITION LISTING SERVICE FORM NUMBER _____

II. Discipline Grouping/Unit Affirmative Action Projections

_____ EPA Faculty Complement

_____ EPA Non-Faculty Complement

Discipline Grouping/Unit's Present Complement

Projected Five-Year Complement

White	Black	Other*	Sex	
			M	F

White	Black	Other*	Sex	
			M	F

Department Present Complement

Number of Written Applications Received

	White	Black'	Other*
Male			
Female			

	White	Black	Other*
Male			
Female			

*Other—Hispanic, Asian or Pacific Islander, and American Indian or Alaskan Native

List the Candidates being seriously considered (A revised list may be subsequently submitted)

	Name	Sex	Race	Present Employer
1.	_____	_____	_____	_____
2.	_____	_____	_____	_____
3.	_____	_____	_____	_____
4.	_____	_____	_____	_____
5.	_____	_____	_____	_____

SIGNED:

Search Committee Chairman _____

Date _____

Department Head _____

Date _____

Unit Affirmative Action Officer _____

Date _____

University Affirmative Action Officer _____

Date _____

NORTH CAROLINA STATE UNIVERSITY
Affirmative Action Recruitment Report

I. Discipline Grouping/Dept./Unit _____

EPA Position to be Filled _____

(Rank and area of specialization)

Full-time _____ Part-time _____ Proposed Employment Date _____

CENTRAL FACULTY POSITION LISTING SERVICE NUMBER _____

II. Number of Written Applications Received

Number of Candidates Invited to
Campus or Interviewed Elsewhere

	White	Black	Other*
Male			
Female			

	White	Black	Other*
Male			
Female			

*Other—Hispanic, Asian or Pacific Islander, and American Indian or Alaskan Native

Offer to be made to

Name Sex Race Present Employer

1. _____

Persons seriously considered but not recommended for the appointment

Name Sex Race Present Employer

2. _____

3. _____

4. _____

5. _____

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

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

IV. List below specific efforts to locate females and minorities (number of groups, institutions and individuals notified about vacancy.) (If more space is needed, please attach an extra sheet to this form.)

V. Have you had to consider the nepotism policy with regard to employability of this candidate?
Yes No

SIGNED: _____
Department Head

_____ Date

_____ Unit Affirmative Action Officer/Division Head

_____ Date

_____ University Affirmative Action Officer

_____ Date

APPENDIX A

NORTH CAROLINA STATE UNIVERSITY

North Carolina State University is one of the nation's major public universities -- large, complex, national and international in scope, and a leader in scientific research.

It ranks among the top universities in the nation, and shares the distinctive character of Land-Grant State Universities nationally -- broad academic offerings, extensive public service, national and international activities, and large scale extension and research programs.

Academic excellence is well represented: N. C. State offers bachelors of arts and sciences in 86 fields, 8 professional degrees, 71 masters degree fields, and 46 doctoral degrees.

Research activities span a broad spectrum of about 800 scientific, technological and scholarly endeavors.

Extension work on a statewide basis in each of the 100 counties underscores the idea that the University's campus extends to the State's boundaries. Diverse extension programs include urban affairs, environmental protection, engineering, industrial, business and textiles, agricultural and many others.

N. C. State's enrollment is about 22,468. There are 15,591 undergraduates, 3,055 graduate students, 3,546 special students and 376 Agricultural Institute students. Students come from 50 states and territories and 81 other countries. The international enrollment is a distinctive feature of the institution since 821 international students give it a decidedly cosmopolitan aura.

NCSU is one of 140 members of the National Association of State

Universities and Land-Grant Colleges. Even those these institutions constitute less than 5 percent of the 2,500 colleges and universities in the nation, they enroll about 30 percent of all U.S. college students, and award more than 38 percent of all degrees in U.S. higher education (including 36 percent of all bachelor's, 39 percent of all first professional, 42 percent of all master's and 64 percent of all doctorate degrees).

NCSU has been described as a "magnet of progress," its faculty having been attracted from more than 150 of the top universities of the nation and the world. Some 30 nations are represented.

NCSU is dedicated to advancing knowledge, providing superior education and serving the people. It looks to the future with optimism and confidence.

APPENDIX B

THE ROLE AND MISSION OF
NORTH CAROLINA STATE UNIVERSITY

1. The Land Grant University

Since its founding in 1887 as the State's Land-Grant campus, North Carolina State University has fulfilled a unique and critical intellectual role in the well-being of North Carolina and indeed the nation. Its thrust in the major technologies and basic sciences constitutes an essential service to the economy, environment and institutional life of the State. The focus of North Carolina is clearly represented in the Schools of Agriculture and Life Sciences, Design, Engineering, Forest Resources, Physical and Mathematical Sciences, Textiles, and Veterinary Medicine. The School of Education and the School of Humanities and Social Sciences round out and deepen the capacity of the University to investigate, analyze, advance, and transmit knowledge and understanding without which North Carolina's present and future would be much the poorer.

We have often stated in a single paragraph that North Carolina State University has statutory responsibility for "advancing the major technologies of man and the sciences and arts on which they are based through teaching, research and public service, and for cultivating the esthetic and social understandings which ensure the quality of life that technology helps make possible on a free society." However, even though it is committed to function at high levels of intellectual sophistication, this University is also fully and continuously committed to high quality instruction at the undergraduate level.

The special mission of North Carolina State University in the State's system of higher education stems from its Land Grant origins. The Land-Grant philosophy is to maintain a "peoples university" that is service oriented and maintains a direct relevance to the development of the people of the

State, their economy, their environment and the competence of their educational, social and governmental institutions.

In carrying out this mission, the University is also committed to the intellectual and personal development of the individual student. Varied out-of-classroom experiences, programs, and opportunities for students are presented continuously to supplement the intellectual curiosity and development resulting from academic courses and classroom work. The objective is to foster the development of individual students so that they will become more productive members of our society.

Although North Carolina State University's performance in teaching, research, and extension programs has been unlimited in its geographical reach, we have a special relationship with the metropolitan area of the Capital city, with State Government, and with the Research Triangle in several of our programs.

2. A Major Center of Graduate Study, Research and Public Service

At the apex of each major field of science and technology, as well as in certain fields of education and the social sciences, major research programs staffed by distinguished scholars have been necessarily interlinked with academic programs, especially at the doctoral level. Graduate study and scholarly research have not only expanded the frontiers of knowledge but they have provided training for college and university faculties, both public and private, throughout the State.

The Land-Grant mission in the development of North Carolina State University, has been best reflected by the insistence that knowledge acquired through research and teaching be utilized for the economic and social benefit of the people. Therefore, the University has throughout its history maintained aggressive programs of extension, adult education, and public service designed to put acquired knowledge to the immediate

service of the general public.

3. Statutory Responsibility for Research

North Carolina's agricultural, industrial and urban life is based on modern science and technology and as such it depends heavily on dedicated, imaginative and effective research to maintain its momentum. A large proportion of the public supported research that sustains the state's economic health is performed by North Carolina State University. Large and sophisticated research programs are conducted in the Schools of Agriculture and Life Sciences, Engineering, Forest Resources, Physical and Mathematical Sciences, Textiles and Veterinary Medicine. In addition, there are relatively new programs in such inter-school areas as Water Resources, Marine Earth and Atmospheric Sciences, Operations Research and Urban Affairs.

The total volume of activity in those research areas is comparable to that in instruction. The complementary and synergistic effects of having an outstanding research program so closely related to strong undergraduate and graduate programs makes for greater efficiency and effectiveness. It makes it possible to have a much stronger faculty available for participation in the instructional program, and it provides the students with laboratories, research programs and a general scientific and technological milieu in which to pursue their education.

The research programs of the University have been built principally on the disciplines within the Schools. In recent years, however, there has been an active growth of programs that cut across department and school lines. Concern for environment, ecology, energy, land use and pollution have only served to accelerate the trend toward university programs that can no longer be contained within the confines of a single department or school. The University is developing ways to encourage these programs and to manage them effectively.

Regardless of the field, research and scholarship are regarded as necessary and integral parts of the university endeavor. This is especially so if graduate programs are offered, for a good research program is a sine qua non for good graduate education. The intimate linkage of teaching with research makes it possible for the teaching faculty to continue their own education and maintain positions at the leading edge of scientific progress through research which involves their graduate students.

4. Statutory Responsibility for Extension and Public Service

The extension and public service role of North Carolina State University stems directly from its status as the Land Grant Institution in the State.

In 1924 the University initiated its first general extension activities with the establishment of correspondence instruction. In addition, several short courses and conferences were initiated through general extension.

The School of Engineering established during the mid-1950's the Industrial Extension Service to aid in the development of the State's economy through experimental work and the application of technology to improve industrial and manufacturing processes. This extension activity was supported by the North Carolina General Assembly by statutory action in the 1955 session.

Federal legislation in 1965 created the State Technical Services Program to help stimulate economic development and expanded employment opportunities. The program involved technical information centers, an industrial liaison program and an educational development program. Although Federal funds are no longer appropriated for this program, State funds have enabled the continuation of the technical information service to businesses and industries in North Carolina.

The School of Textiles received State legislative support for extension activities in 1969. Earlier extension efforts had been carried out without

State financial support.

Federal legislation in 1965 (Title I of the Higher Education Act) provided funds for community service type programs. North Carolina State University took immediate advantage of this legislation and established the Community Service Center to provide public service assistance to cities, counties and communities.

Following State legislative action in 1969 to support urban affairs and public service programs, the Community Service Center became the Urban Affairs and Community Services Center. Many successful projects have been carried out in conjunction with local and state government.

The National Congress passed the National Sea Grant Act in 1966. This Act was built on the tradition of the earlier Land Grant Act. A research and extension program similar to that for agriculture was developed with specific focus on the ocean, shoreline, and coastal zone. The North Carolina General Assembly endorsed this program in 1969 with State matching funds and continues to appropriate matching funds each session.

The tradition of extension and public service activities at North Carolina State University rests on a solid legislative mandate to be responsive to the educational and skill needs of our citizens. This legislative mandate is continually being renewed and strengthened by both Federal and State legislative bodies. Therefore, the role of extension, continuing education, and public service is, and will continue to be:

- a. To extend the University's knowledge and expertise as found in its faculty, laboratories, and its studies;
- b. To help individuals, organizations, and industries in response to their needs;
- c. To provide a flow of communication to the resident instructors and research staff on problems, concerns, and opportunities

existing outside the institution which have implications for the effectiveness and relevancy of those related University endeavors;

- d. To assist, as appropriate, in the design and conduct of applied research fundamental to the resolution of problems having substantial public consequence;
- e. To design and execute relevant on-campus and off-campus learning experiences;
- f. To provide leadership for responsible, cooperative participation of the University with other educational institutions and organizations in identifying and resolving concerns of local, state, regional, and national significance;
- g. To appraise continually the appropriateness, effectiveness and efficiency of extension, continuing education, and public service programs and make necessary improvements.

5. Role of the Individual Schools

The major Schools and Departments of North Carolina State University are expressly designed to develop and propagate knowledge in the fields most important to the well-being of the State, including Agriculture and Life Sciences, Design, Education, Engineering, Forest Resources, Textiles, and Veterinary Medicine, and in basic supporting areas of Physical and Mathematical Sciences and Humanities and Social Sciences.

a. Agriculture and Life Sciences

The School of Agriculture and Life Sciences has statutory responsibility for advancing the major agricultural technologies and the biological sciences on which agricultural development is based. The School offers programs in the agricultural and life sciences leading to the bachelor, masters and doctors degree. Thirteen Departments offer bachelor's programs emphasizing science, business and technology options. The School is also

responsible for an associate degree program in various fields of agriculture. Comprehensive graduate study opportunities include a broad spectrum of programs of study for Masters and Ph.D. candidates in agricultural, biological and social sciences.

The School of Agriculture and Life Sciences has a special responsibility for generating new information relevant to the agricultural and life sciences and for applying this knowledge to the solution of problems of importance to the agricultural and rural segment of society. The Agricultural Research Service is responsible for developing a research program that undergirds the academic and extension missions of the School. These research efforts are largely directed toward problems of agriculture in its broadest sense, including provision of the maximum contribution by agriculture to the welfare of the consumer.

The mission of the School in agricultural extension is directed to educational programs for both the youth and adults in rural areas who comprise the greater users of agricultural technology. In addition, the Agricultural Extension Service has the obligation to develop educational programs in cooperation with other institutions and agencies to assure that the benefits of modern technology are made available to all citizens of the State.

While its primary responsibility is statewide, the School engages in many activities of national and international importance as a means of providing adequate perspective and competence in resolving problems and in providing opportunities for the citizens of the State.

b. Design

The School of Design is primarily oriented to design teaching and to research and public service growing out of these activities.

The School's programs cover the areas of Design Fundamentals,

Architecture, Landscape Architecture, and Product/Visual Design. It awards the Bachelor of Environmental Design in Architecture, Landscape Architecture, Product Design, and Product Design-Visual Design Option; Masters degrees are awarded in Landscape Architecture, Architecture, Product Design and Urban Design.

The School of Design is unique in the State and the southeast region in that it acts as an educational center which brings together the fundamental knowledge and methods of the different design professions. No other school in the southeast provides both graduate and undergraduate degrees in all four options. It serves North Carolina and the region by fostering and cultivating competence and integrity in the fields of design.

Both faculty and students are involved locally and statewide with community outreach projects which include a broad array of activities from downtown revitalization to park, building, and signage design for small communities. Many faculty have served as officers of national organizations, published regularly in national magazines, and participated in research and/or as design consultants for projects across the country.

The School of Design is primarily a teaching unit with research and public service growing out of teaching. The public service through our community projects is an appropriate application of the extension mission of the university to the design field.

c. Education

The mission of the School of Education is to advance the quality of life by preparing individuals for professions in education and in other human services, by conducting research into problems faced by society, and by providing service and technical assistance to organizations. Although national in its orientation, the School places special emphasis upon its responsibilities to the citizens of North Carolina.

The School is committed to preparing skilled and knowledgeable professionals to serve in positions in elementary and secondary schools, two-year postsecondary institutions, four-year colleges, universities, community agencies and organizations, correctional institutions, and other governmental agencies, businesses, and industry.

Research and development activities in the School focus on assisting individuals and organizations to meet crucial and penetrating human problems in contemporary society, as well as basic research on behavioral processes. These activities provide information, services, and technical assistance to people and organizations who seek to address these.

The School deliberately emphasizes programs and services which can directly improve the human condition. In this commitment to the concept of lifelong learning, the School stresses high quality in the programs it offers.

Bachelor of science degrees are offered in eleven fields, bachelor of arts in one, master's degrees in thirteen fields, doctorate of education in seven fields, and doctorate of philosophy in two. Although none of the programs is unique per se, some of the programs are not offered by other North Carolina institutions and some are not commonly offered by other institutions in the nation. For example, the Human Resources Development option in Psychology is not a common feature of most psychology programs in the nation. North Carolina State University is the only institution offering a doctorate in Industrial Arts Education, Mathematics Education, Science Education, and Occupational Education, and it is the only institution offering a master's degree program in Occupational Education and Health Occupations Education. The Psychology doctoral program with its emphasis on the scientist-practitioner model, and its emphasis upon applied research differs from other such doctoral programs in North Carolina.

At the undergraduate level, the Agricultural Education program is the

one of only two in North Carolina and the Health Occupations program is the only such program offered by a public institution in the State.

Technical assistance and inservice education activities are provided to local school systems, individual schools and community colleges and technical institutes throughout the State. Inservice education activities are primarily in the form of workshops, seminars, and off-campus courses. Technical assistance is primarily in the form of study of specific problems experienced by local units, and advice on policy directions.

Assistance to the State is provided through research and development activities, participation by the faculty as members of State commissions, advisory councils, and study groups as well as engagement in Statewide inservice education activities, upon the request of State agencies. National involvement is evident through national professional organizations, and as members of national panels, commissions, and committees.

International involvement includes a faculty overseas participation in projects, and consultation as in Peru and Portugal, and provisions of post-doctoral opportunities for foreign nationals.

The School of Education is a small but integral part of the overall mission of North Carolina State University. Teacher education programs have been offered since shortly after the beginning of the century.

In more recent years, it has been recognized that the quality of education offered in elementary and secondary and two-year post-secondary schools directly affects higher education. The social sciences are an essential component of North Carolina State University, and Psychology is a social science with relationships involving such academic units as the School of Engineering and Department of Economics and Business.

In addition, the School provides essential services for all other academic programs through offering such courses as Psychology 200, Graphics

Communication, and Mathematics 115 (developmental mathematics).

d. Engineering

The School of Engineering at North Carolina State University is the largest undergraduate and graduate engineering education and research facility in North Carolina. Its mission as a major component of a land-grant institution is to meet the technological manpower and information needs of the public and private sectors of the industrial community of the state. This is accomplished through the School's continuing pursuit of three primary objectives: 1) to offer quality programs of instruction at both the undergraduate and graduate levels to make available the best possible engineering educational opportunities for the youth of North Carolina and the nation; 2) to engage in research in support of the School's graduate instructional program and to contribute to the generation of new knowledge and the advancement of engineering technology; and 3) to extend the resources of the School to meet the needs of practicing engineers, industry, and government for continuing education, applied research, and technology transfer.

e. Forest Resources

The mission of the School of Forest Resources is to conduct high quality professional and other education programs in forestry, recreation, and related natural resource oriented curricula at the undergraduate and graduate level.

The fields of study covered by the School can be categorized as:

- 1) forest land management and policy which includes production and management of wood fiber, pure water, wildlife habitat, recreational and aesthetic values and site amelioration, 2) forest products processing, utilization and marketing, and 3) recreation and park administration at the municipal, city, county, and industrial levels as well as in extensive outdoor environments.

Degree programs administered by the School include a bachelors in Forestry, Conservation (jointly with the School of Agriculture and Life Sciences), Wildlife Biology (jointly with the School of Agriculture and Life Sciences), Natural Resource Recreation, Pulp and Paper Science and Technology, Wood Science and Technology; masters in Forestry, Recreation Resources, and Wood and Paper Science; and doctorate in Forestry and Wood and Paper Science.

The School is the one state institution with the responsibility for four-year and graduate instructional programs in forestry and in wood and paper science. Its pulp and paper science and technology program is a regional one for the South under the auspices of the Southern Regional Education Board.

A second mission of the School is to conduct organized research directed towards optimizing the values of forest resources for society including the production of wood and its efficient processing and manufacturing, the maintenance and enhancement of the forest environment, the production of clean water, and the generation of wildlife habitats and recreation opportunities. Managerial as well as technical aspects of resource use are emphasized. Because North Carolina and the South comprise what is becoming increasingly known as the "woodbasket" of the USA, production forestry and utilization receive major emphases in the departments of forestry, and wood and paper science. Additionally, because of the abundant recreational possibilities and wildlife management opportunities associated with foreste land, these areas receive major emphases in the Department of Recreation Resources Administration, and in the joint wild-life biology program (with SALS).

The third major mission of Forest Resources is to conduct continuing education and extension programs for practicing professionals, consumers and users, and the general public.

The primary orientation of the continuing education program is to keep practicing professionals updated in their respective fields.

The emphasis on the extension program is to provide technology transfer to forest landholders, consumers and users, and forestry professionals by developing more forestry involvement of agricultural extension agents throughout the county agent network as well as through extension specialists.

Although major emphasis in programs is placed on North Carolina and the Southern Region, considerable attention is given to the national and international arenas, where several faculty members have been involved in a variety of projects and assignments. Examples include working with such organizations as the Agency for International Development (AUD), International Union of Forest Research Organization (IUFRO) and the National Science Foundation (NSF). A recent project is the establishment of the Central America-Mexico Coniferous Resource Cooperative based in the School of Forest Resources at NCSU.

For the future, the School of Forest Resources will continue to strengthen its programs in teaching, research, and public service. In so doing, its efforts should provide strong support to the overall mission of NCSU as a Land Grant Institution.

f. Humanities and Social Sciences

The School of Humanities and Social Sciences, which has eight degree-granting departments, is the third largest in the University. Although the Ph.D. is offered in economics and sociology, and master's degree programs are offered in nine areas, the emphasis of the School is on high-quality undergraduate instruction almost exclusively by regular full-time faculty,

most of whom hold the doctoral degree from prestigious postgraduate institutions. In Fall 1982 the School had 3,908 students enrolled with 94% of these at the undergraduate level. Through its foundation of courses in the liberal arts, the School offers a well-rounded general education within the context of a University renowned for its technological and scientific programs.

One of the School's primary goals is to serve as an integrating force on campus. In this connection it has a significant service obligation to the University. In Fall 1982 the School generated 86,779.6 credit hours representing 33.7% of the University total. Of these hours, 53.4% involved students outside the School of Humanities and Social Sciences.

The traditional liberal arts base of the School through which it meets its primary University service commitment is essential but not, of course, unique. Nor is the School unique in offering career-oriented programs -- Criminal Justice, Teacher Education, Law and Political Philosophy, etc. -- within the framework of traditional liberal arts majors. But the range of the profession-oriented programs probably exceeds that of any other university in the state. And no other School in the state offers business management and accounting degree programs which have general education requirements that reflect, to the extent ours do, the broadening philosophical spirit of the liberal arts.

What is unique about the School results from its setting. The School is able to offer majors, concentrations, and tracks of study that involve a significant combination of humanities/social science and scientific/technological courses. This uniqueness is reflected in the joint Humanities and Social Science-Engineering degree program; in the five majors offered through the Bachelor of Science program, each of which involves a scientific or technological concentration; and through the Multi-disciplinary

degree and writing-editing curricula, each of which, in different ways, offers the opportunity to link courses within the School to those offered by other schools in the University. A somewhat different, but equally important, example of this quality of the School may be found in its Humanities Extension seminars which are presented to the people of North Carolina through the Agricultural Extension Service.

g. Physical and Mathematical Sciences

North Carolina has a major commitment to increase high technology research and development in the State. This commitment requires extremely strong support from the University system, both through the undergraduate programs and the graduate programs. As the School of Science and Mathematics at the major "high technology" University in the State, their role is both to provide support for other education programs through their graduate and undergraduate teaching and to provide leadership in "high technology" research through their outstanding graduate research programs.

Within the School, ten undergraduate degrees are offered in seven departments. Ph.D. degrees are offered in all departments except Computer Science which cooperates with the School of Engineering to offer a M.S. in Computer Studies. The Chemistry Department annually ranks in the top twenty in numbers of B.S. and B.A. undergraduate degrees and their graduate research programs have attracted nearly 80 graduate students to the campus. The Computer Science Department, as the largest undergraduate program in the State, offers a truly attractive and unique educational program. The applied mathematics curriculum in the Mathematics Department brings them in the national spotlight for this special course of study. The Physics Department has recently been recognized as one of the top four departments in the nation in terms of improvement in the last few years. This is, no doubt, due to their tremendous growth in solid state physics and its relation to the new microelectronics efforts in the State. The newly formed

Department of Marine, Earth and Atmospheric Sciences has attracted a great deal of research interest. The Department of Statistics ranks as one of the best in the nation.

h. Textiles

The School of Textiles has sole responsibility in North Carolina for higher level textile education culminating in B.S., M.S. and Ph.D. degrees. These instructional programs are extended as continuing education to any area of the State where a need exists, frequently in the form of non-credit short courses. The subject matter ranges from introductory level to the most advanced scientific technical and managerial topics.

Subject matter is related to the manufacture of polymers, fibers, apparel and textiles include the structures that are made from them and the many ways in which these systems perform and are utilized to meet the needs of society. Courses tend to be highly technical and relate strongly to the physical sciences and to many aspects of engineering. Indeed, the subject of textiles welds these many fields of knowledge together in such a manner that the subject may be thought of as interdisciplinary.

The School of Textiles is semi-regional in that it is the largest of seven such programs at the B.S. level in the country. Several states surrounding North Carolina do not have any such program. The School's Ph.D. program is sufficiently unique to be chosen for listing in the "common market" of unique educational programs of the Southeast.

Through its research the School has become the leading source of new textile knowledge. The research program covers a wide range of current needs and opportunities related to the textile segment of society, including environmental problems such as noise, dust, waste disposal, fire retardancy, and management problems such as quality and productivity. These programs generate an important resource of advanced graduates who, in the future,

will accelerate technological and social progress in a sector that is of paramount importance to North Carolina.

In the extension field, the School collaborates with local and State educational authorities and with industry throughout the State by assisting in the establishment of textile vocational programs in the high schools and technical institutes and in the college parallel textile programs in the community colleges.

1. Veterinary Medicine

The mission of the School of Veterinary Medicine is to provide excellent education for veterinary students and animal disease prevention. In order to accomplish the above, the faculty also conduct research on animal diseases and train post-DVM students for research and student instruction.

The School provides instruction programs leading to a Doctor of Veterinary Medicine degree for veterinary students and Master of Science and Doctor of Philosophy degrees for post-baccalaureate DVM degree candidates.

Veterinary Medicine provides the only DVM degree program offered in North Carolina and many of their graduate programs involving animal diseases are available only in this School.

Locally the School provides veterinary care for some animals within 25 miles of the School. They function as a resource for prevention and control of animal diseases in the State of North Carolina. This function is carried out by using School resources to make diagnoses of diseases, consulting with the State Veterinarian on disease prevention programs, and direct animal disease investigations for animal owners and/or veterinarians in North Carolina.

Many of the faculty serve in active roles for national veterinary

programs such as AVMA Accreditation Board which reviews and establishes standards for veterinary education in addition to many other national programs for the U.S. Department of Agriculture. Similar to the situation for national programs, several faculty members support international veterinary educational programs and other international efforts to prevent animal diseases.

The Veterinary School provides student instruction and conducts research to solve problems. Since its program is primarily designed toward prevention of animal diseases, it serves to enlarge the disciplinary areas covered by the University rather than provide a change in mission of the University.

6. Role of Other Units

a. Division of Student Affairs

The basic philosophy of the Division of Student Affairs is to provide services such as admissions, registration and records, financial aid, food service, housing and health service which are essential to the enrollment and progress of students and to provide programs which promote the development of students in areas outside the formal classroom setting. Examples of the latter include leadership, social, emotional, value and physical development. In this role, student affairs is a partner in the total educational process for enrolled students and complements formal academic instruction.

Programs and services of the Division of Student Affairs include undergraduate admissions, registration and records, financial aid, residence hall programs, counseling services, career planning and placement, health services, student activities and organizations, ROTC, the University Student Center, the Music Department, Stewart and Thompson Theatres, the Craft Center, an art curator, an international student advisor and academic

support programs such as Special Services and the Learning Assistance center.

b. Library

The D. H. Hill Library supports the University in its several missions: teaching, research, and extension. Library collections provide essential materials for undergraduate and graduate instruction. The Library also provides materials for graduate study and research. The Technical Information Center, the Library's extension service, makes resources available to industry throughout the State; and, through the Interlibrary Loan Center, resources are available to other libraries in the State and beyond State and national boundaries. The Reference staff assists patrons in a variety of ways. Through lectures and seminars, subject specialists help graduate students and researchers learn the techniques of finding the information they need. On-line literature searches now combine the skills of the Reference Librarian, the specialized knowledge of the researcher and the new technology of the computer to provide access to the vast store of literature available in all subject areas.

In addition to serving its own students and researchers, the Library also shares its resources with the students and faculty of the other five Cooperating Raleigh Colleges. Two of these institutions, Shaw University and St. Augustine's College, are predominantly Black and circulation statistics show that both make heavy use of the D. H. Hill Library collections. This is yet another way that the Library shows its commitment to the extension mission of the University.

c. Division of Finance and Business

The Division of Finance and Business is responsible for providing management and accounting support for the fiscal activities of the University, negotiating private and governmental contracts and agreements, managing

and accounting of all real and personal property, and maintenance and operation of all physical facilities, and the operation of all business services at the University.

The Division of Finance and Business includes the Physical Plant Division with its large number of Black employees concentrated in the Institutional Services Category. Finance and Business sponsors special programs intended to provide opportunity for upward mobility. The Adult Basic Education Program provides paid work time for instruction preparing employees to enter a high school equivalency program. Similarly, employees in the G.E.D. Program (high school equivalency) participate on work time. The University also conducts a formal apprenticeship program allowing participants to gain experience and training which can lead to journeyman level employment in the skilled trades.

Each year the Division of Finance and Business, through the Division of Personnel Services, offers approximately 100 job or career related training opportunities to all staff employees. Personnel services is also responsible for overseeing the campus efforts to achieve affirmative action and equal opportunity goals for staff employees.

d. University Extension

The tradition of extension, continuing education, and public service at North Carolina State University is based on the legislative mandate for the institution as a land grant college to be responsive to the educational and technical needs of the citizens of the state, the region, and the nation. The role and mission statement of the university states that the "role of extension, continuing education, and public service is and will continue to be:

- a. To extend the University's knowledge and expertise as found in its faculty, laboratories, and its studies;

- b. To help individuals, organizations, and industries in response to their needs;
- c. To provide a flow of communication to the resident instructors and research staff on problems, concerns, and opportunities existing outside the institution which have implications for the effectiveness and relevancy of those related university endeavors;
- d. To assist, as appropriate, in the design and conduct of applied research fundamental to the resolution of problems having substantial public consequence;
- e. To design and execute relevant on-campus and off-campus learning experiences;
- f. To provide leadership for responsible, cooperative participation of the university with other educational institutions and organizations in identifying and resolving concerns of local, state, regional, and national significance; and
- g. To appraise continually the appropriateness, effectiveness, and efficiency of extension, continuing education, and public service programs and keep these services current with the changing needs of the state."

To carry out this mission, University Extension includes in its organizational structure units for the development and delivery of lifelong education to the people of North Carolina and constituent groups through continuing education, extension, evening programs, and the summer school. The expertise of the University is also applied to local, county, and state government; citizens; and business issues and problems through the Center for Urban Affairs and Community Services and the International Trade Center, both of which are administrative units in University Extension.

Implementation of the Extension and Public Service mission of North Carolina State University has resulted in the development of an integrated organizational approach for the effective delivery of high quality educational programs and technical assistance to the people of North Carolina through extension, continuing education, and public service. Basically the organizational structure has two operational modes -- a centralized University Extension administrative component and decentralized programs offered by the various academic schools, which function under the general direction of a Vice Chancellor.

The units of the centralized University Extension administrative component

are the Division of Continuing Education including conferences, workshops, seminars; summer sessions; evening programs, adult special students programs; the Center for Urban Affairs and Community Services; the International Trade Center; and the Jane S. McKimmon Center.

Within the various schools of the University, the deans, department heads, and faculty members have the responsibility for developing intra-school programs in extension, continuing education, and public service.

Campus-wide coordination and communications for extension, continuing education, and public service activities are provided by the Vice Chancellor for Extension and Public Service. In carrying out this responsibility, the Vice Chancellor provides assistance and encouragement in the identification of educational needs for individuals and groups throughout the state, program development and implementation, program evaluation, and statewide coordination with the constituent members of The University of North Carolina. The Vice Chancellor is assisted in his campus-wide responsibilities by the Extension and Continuing Education Committee of the University which is composed of faculty representatives from each of the schools. The purpose of the committee is to provide a forum of information on the institution's total extension efforts and to encourage a maximum amount of interaction among the various schools and special units on campus in achieving the University's extension and public service mission.

The Office of the Vice Chancellor for Extension and Public Service provides the linkage for inter-school centers and institutes, other multi-discipline resources of the University, and continuing education programs to meet the lifelong educational and technical assistance needs of the citizens of North Carolina.

APPENDIX C

August 1, 1982

HISTORY OF THE UNIVERSITY

The University of North Carolina is comprised of all the public institutions of higher education in North Carolina that confer degrees at the baccalaureate level or higher. The University was authorized by the State Constitution in 1776, and it was chartered in 1789 by the General Assembly.

The University of North Carolina opened its doors to students at Chapel Hill in 1795. Thereafter, beginning in the latter part of the nineteenth century, the General Assembly of North Carolina has established and supported fifteen other public senior institutions in keeping with Article IX, Section 8, of the Constitution of North Carolina which provides that the "General Assembly shall maintain a public system of higher education, comprising The University of North Carolina and such other institutions of higher education as the General Assembly may deem wise."

By 1969, The University of North Carolina included six constituent institutions, governed by a single Board of Trustees. This multi-campus University had its beginnings in legislation enacted in 1931 that defined The University of North Carolina to include The University of North Carolina at Chapel Hill, North Carolina State University at Raleigh, and The University of North Carolina at Greensboro. In the 1960's three additional campuses were added: The University of North Carolina at Charlotte, The University of North Carolina at Asheville, and The University of North Carolina at Wilmington.

Beginning in 1877, the General Assembly of North Carolina established or acquired ten additional separately governed state-supported senior institutions of higher education. They are: Appalachian State University, East Carolina University, Elizabeth City State University, Fayetteville State University, North Carolina Agricultural and Technical State University, North Carolina Central University, North Carolina School of the Arts, Pembroke State

University, Western Carolina University, and Winston-Salem State University. Then, in 1971, the General Assembly redefined The University of North Carolina, and under the terms of that legislation all sixteen public senior institutions became constituent institutions of The University of North Carolina.

The constitutionally authorized Board of Trustees of the six-campus University of North Carolina was designated the Board of Governors and this body is by law The University of North Carolina. The Board of Governors consists of thirty-two members elected by the General Assembly, and it is charged with "the general determination, control, supervision, management, and governance of all affairs of the constituent institutions." The chief executive officer of The University is the President.

Each constituent institution of The University has its own faculty and student body. The chief administrative officer of each institution is the chancellor, and the chancellors are responsible to the President.

Each constituent institution also has a board of trustees composed of thirteen members: eight elected by the Board of Governors, four appointed by the Governor, and the elected president of the student body ex officio. (The School of the Arts has two additional ex officio trustees.) The principal powers of these institutional boards are exercised under a delegation of authority from the Board of Governors.

Change [History] to conform to Standard "catalogue" left for C.D.

ORGANIZATION AND OPERATION OF NORTH CAROLINA STATE UNIVERSITY

I. As a Part of The University of North Carolina

North Carolina State University was founded by act of the General Assembly of North Carolina in March 1887, under terms of the Federal Land Grant College Act of 1862. Opening in 1889, the school was originally known as North Carolina College of Agriculture and Mechanic Arts. North Carolina State University at Raleigh is one of the 16 constituent institutions of The University of North Carolina.

The University of North Carolina was chartered in 1789 and opened its doors to students at its Chapel Hill campus in 1795. Throughout most of its history, it has been governed by a Board of Trustees chosen by the Legislature and presided over by the Governor. During the period 1917-1972, the Board consisted of one hundred elected members and a varying number of ex-officio members.

By act of the General Assembly of 1931, without change of name, it was merged with The North Carolina College for Women at Greensboro and The North Carolina State College of Agriculture and Engineering at Raleigh to form a multicampus institution designated The University of North Carolina.

In 1963 the General Assembly changed the name of the campus at Chapel Hill to The University of North Carolina at Chapel Hill and that at Greensboro to The University of North Carolina at Greensboro, and in 1965, the name of the campus at Raleigh was changed to North Carolina State University at Raleigh.

Charlotte College was added as The University of North Carolina at Charlotte in 1965, and, in 1969, Asheville-Biltmore College and Wilmington College became The University of North Carolina at Asheville and The University of North Carolina at Wilmington, respectively.

A revision of the North Carolina State Constitution adopted in November 1970 included the following: "The General Assembly shall maintain a public system of higher education, comprising The University of North Carolina and such other institutions of higher education, as the General Assembly may deem wise. The General Assembly shall provide for the selection of trustees of The University of North Carolina..." In slightly different language, this provision had been in the Constitution since 1868.

On October 30, 1971, the General Assembly in special session merged, without changing their names, the remaining ten state-supported senior institutions into the University. This merger, which resulted in a statewide multicampus University of sixteen constituent institutions, became effective on July 1, 1972.

The name of the governing board of the University was changed from the "Board of Trustees" to the "Board of Governors", and their numbers reduced to thirty-two members elected by the General Assembly.

The 1971 statute that effected the reorganization of The University of North Carolina vests all power of governance over The University in the Board of Governors and authorizes it to delegate such portions of that power to institutional boards of trustees and administrative officers as it deems proper. The statute provides for a board of trustees for each institution, but gives such boards only advisory and recommendatory powers. A board of trustees has no authority in matters of employment except such as the Board of Governors delegates to it.

Shortly after it organized in July of 1972, the Board of Governors elected a President and other administrative officers of The University of North Carolina. (Chancellors and other institutional officers retained their places without special election, under a provision of the reorganization act.) The Board of Governors on 7 July 1972 adopted a Code, which provides

for the basic structure, organization, and allocation of power within The University, and also a resolution delegating to the local boards of trustees authority over some aspects of the operation of their respective institutions.

The Board of Governors delcared with respect to the entire University a policy that is now found in Section 103 of the Code and reads as follows:

SECTION 103. EQUALITY OF OPPORTUNITY IN THE UNIVERSITY

Admission to, employment by, and promotion in The University of North Carolina and all of its constituent institutions 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.

In its resolution of 7 July 1972, delegating authority to the boards of trustees, the Board of Governors provided as follows:

I. ACADEMIC AND ADMINISTRATIVE PERSONNEL

A. Appointment and Compensation

1. With respect to all faculty positions with permanent tenure and all senior administrative positions, namely vice chancellors, provosts, deans and directors of major educational and public service activities, the Chancellor, following consultation with the Board of Trustees, shall forward to the President recommendations with respect to such appointments, promotions and compensation; if the President concurs in such recommendations, he shall forward them to the Board of Governors for approval.

2. With respect to all faculty and administrative positions, other than those identified in subparagraph 1 above, and other than those subject to the State Personnel Act, the Chancellor shall forward his recommendations for appointment, promotion and compensation to the Board of Trustees; subject to applicable provisions of the University Code and to such policies as may be established by the Board of Governors, the action of the Board of Trustees with respect to such personnel actions shall be final.

As the foregoing quotation and other relevant portions of the reorganization statute, the Code, and the resolution of 7 July 1972 make clear, final authority with respect to all major administrative appointments and all academic appointments and promotions carrying permanent tenure rests with the Board of Governors, not with the local board of trustees. The board of trustees does make the final decision as to other administrative and faculty appointments, or delegates to the Chancellor the authority to make

those decisions, as indicated in paragraph 2, above, quoted from the resolution of 7 July 1972. An amendment to the Code adopted on 13 April 1973 requires each board of trustees to adopt policies and regulations governing academic tenure in its institution and specifies certain minimum terms that these policies and regulations must meet, including due process in the suspension or discharge of faculty members.

As to appointments and promotions other than those of faculty and administrators, final authority resides in the chancellor of each institution, operating within the terms of state law, which includes the State Personnel Act.

II. Internal Organization -- North Carolina State University

A. The Board of Trustees of North Carolina State University is composed of thirteen members; eight elected by the Board of Governors, four appointed by the Governor, and the President of the Student Body, ex-officio. Except for ex-officio members, Trustees have four year terms and may be selected or reappointed for two consecutive terms. At the first meeting after June 30, of each year, the Board of Trustees elects from its membership a Chairman, Vice Chairman and Secretary.

The Chancellor of N. C. State University is elected by the Board of Governors on nomination of the President of The University of North Carolina. The President makes his nomination from a list of names submitted to him by the N. C. State University Board of Trustees. The Chancellor is the administrative and executive head of the institution and exercises complete executive authority therein, subject to the direction of the President. He is responsible for carrying out the policies of the Board of Governors and the Board of Trustees.

The boards of trustees and chancellors of each of the 16 constituent institutions are now identical in the composition of the boards and the

and the chancellors. Below the level of the Chancellor, however, each institution is unique, reflecting the nature and scope of its programs, its history, and other local factors.

The remainder of this description applies only to N. C. State University at Raleigh.

B. The Chancellor delegates administrative responsibility to five Vice Chancellors as described below.

The Provost and Vice Chancellor is responsible for all of the academic programs of the University at the graduate as well as the undergraduate levels. Decisions concerning allocation, reallocation or reduction of resources such as new faculty positions and salary increase funds are made by the Provost subject to the approval of the Chancellor. Such resource allocations are made to the Schools which in turn allocate resources to Departments. Thus the Provost and Academic Deans exercise very strong and significant roles of leadership, planning and decision making at North Carolina State University.

The Vice Chancellor for Finance and Business has direct responsibility for the management of the finances, the physical plant, SPA personnel, and the other, non-academic services of the University.

The Vice Chancellor for Student Affairs is responsible for student services including admissions and records, living accommodations, social and cultural activities, and counseling. Another area of responsibility is planning and research, and liaison with the ROTC program.

The Vice Chancellor for Extension and Public Service has direct administrative responsibility for the various activities in continuing education, including the Television Center and the Center for Urban Affairs and Community Services. He has a coordinating and facilitating responsibility in the technical assistance and public service functions performed in the various schools.

The Vice Chancellor for Foundations and University Relations is responsible for the development and encouragement of programs ^{to} augment the financial resources of the University through support from corporations, national foundations, individuals, and other private sources. The Office of Alumni Affairs is under his supervision, as is the Office of Information Services and the University's public relations program in general. The Vice Chancellor of Foundations and University relations assists the Chancellor and the President of the University in their relations with the State Legislature, the Congress, and other public officials.

Other University Administrators include:

The Coordinator of International Programs

The Coordinator of International Programs reports to the Provost, coordinates the various international activities of the University, including international student activities and advising, opportunities for studies abroad, technical assistance and collaborative research with foreign institutions, the improvement of international competence of the faculty and the development of the international component of the various academic programs.

He also advises the administration on responsibilities and opportunities for educational, research, and service activities in international affairs, performs staff services for the Provost in connection with the institution's involvement in international affairs in the national educational community, and he assists departments and individuals in seeking support for international programs from public and private sources.

Vice Provost and Dean of the Graduate School

The Vice Provost and Dean of the Graduate School reports to the Provost and administers the graduate program of the University and maintains liaison on graduate programs and policies with appropriate officers of The University of North Carolina and its Graduate Executive Council.

With the assistance of the Administrative Board of the Graduate School, the Dean reviews and approves all new graduate courses, programs, and curricula; acts on all recommendations to graduate Faculty status, and on all Graduate School admissions; and approves all phases of programs leading to fulfillment of graduate degree requirements.

Vice Provost and Dean for Research

The Administrative Dean for Research reports to the Provost; however, the Dean acts for the Chancellor in the general administration of the research activities of the University.

His duties include acting as principal liaison representative between granting agencies and the University; assisting members of the faculty and their department heads and deans in identifying support for their research programs, preparing and processing proposals, and developing interschool and interinstitutional research programs and projects.

The Academic Deans

The Academic Deans are responsible to the Chancellor through the Provost for the Administration of the departments, divisions, or other administrative units of their schools. This involves the formulation, in consultation with their department and division heads, or recommendations to the Provost and Vice Chancellor for appointments, tenure, promotion, and merit raises for all personnel comprising their respective schools and for the preparation of biennial budget requests. In general, Academic Deans are responsible for the fiscal management of their school's resources and for providing leadership in the development of academic, research, and extension programs consistent with University policies.

C. Appointment, Promotion and Salary Setting

1. EPA Personnel

NCSU adopted the following provisions concerning academic tenure

in compliance with the requirements of Section 602 of The UNC Code.

a. Instructor. An instructor shall be appointed for an initial term of one year. Reappointments at the same rank shall be for a term of one year.

Before the end of the instructor's fourth year (excluding years of service as an instructor while an active candidate for a graduate degree), the department head or equivalent academic officer, after appropriate consultation with the senior faculty in the department according to the procedures set forth in Section V. B. of these policies, shall review the instructor's service and recommend either: (1) that the instructor be promoted no later than the end of the fifth year; or (2) that under special circumstances the instructor be appointed as a faculty member for a specified period of time with a title such as laboratory supervisor, lecturer, or demonstrator (see Section V. D. of these policies and Section 604 C of the UNC Code); or (3) that the instructor be offered a terminal appointment of one academic year (see Section 604A of the UNC Code).

b. Assistant Professor. An assistant professor shall be appointed for an initial term of four years.

Before the end of the third year of this initial term, the department head, after appropriate consultation with the senior faculty in the department according to the procedures set forth in Section V. B. of these policies, shall review the assistant professor's service and recommend either: (1) that the assistant professor be reappointed for a second term of three years; or (2) that the assistant professor not be reappointed.

Before the end of the second year of the second consecutive appointment as assistant professor, the department head, after appropriate consultation with the senior faculty in the department according to the procedures set forth in Section V. B. of these policies, shall recommend either: (1) that

the assistant professor be reappointed, with permanent tenure, at the same or higher rank, or (2) that the assistant professor not be reappointed.

The decision and notification regarding permanent tenure shall not be postponed beyond the eighth year of service following the assistant professor's first appointment whether at the rank of instructor or assistant professor (excluding years of service as an instructor while an active candidate for a graduate degree.)

c. Associate Professor. An associate professor promoted to that rank by NCSU shall have permanent tenure.

An associate professor coming to that rank from outside NCSU shall be appointed for an initial term of five years. Before the end of the associate professor's fourth year of service, the department head, after appropriate consultation with the senior faculty in the department according to the procedures set forth in Section V. B., shall review the associate professor's service and recommend either: (1) that the associate professor be reappointed with permanent tenure at the same or higher rank; or (2) that the associate professor not be reappointed.

d. Professor. A professor shall have permanent tenure.

If exceptional circumstances warrant, these policies shall not preclude the promotion of an instructor, assistant professor, or associate professor or the recommendation of the conferral of permanent tenure on an assistant professor or associate professor at any time.

The provisions of Section III. B. shall not be rendered inapplicable to a faculty member because the additional description of "research" or "extension" is added to the statement of rank.

The setting of salaries for faculty members follows a different course from that of appointments and promotions. Salary setting is essentially an administrative process.

Within the funds available to his department, and in light of the salaries paid within the unit, competitive considerations, and other pertinent factors, the department head recommends an initial salary. The salary recommendation must be reviewed and approved by both the School Dean and the Provost.

In the case of salary increase, N. C. State University follows the guidelines set forth by the U.N.C. Board of Governors.

2. SPA Personnel

The State Personnel Office, acting for the State Personnel Board, maintains and administers a position classification applicable to all State employees who are subject to the State Personnel Act (SPA), including such personnel at N. C. State University. This classification and pay system serves as the basis for salary equity among SPA personnel at the points of initial placement, transfer, promotion, demotion, and salary change while in the same position. The system utilizes a written set of class specifications established by the State Personnel Commission and a seven-step salary range for each class.

The NCSU Division of University Personnel exercises centralized administrative control of transfers, promotions, and demotions. Salary changes as the result of these actions are made in accordance with State Personnel Board policies, consistent with the employee's qualifications and the class specification for the position to which he is transferred, promoted, or demoted.

I. INTRODUCTION

A. North Carolina State University

This document constitutes the Affirmative Action Plan of North Carolina State University, hereafter referred to as NCSU. General information regarding the University is set forth in Appendices.

B. Revision of the University's Affirmative Action Plan

The 1983 NCSU Affirmative Action Plan is a revised version of the Affirmative Action Plan of July 1, 1978. This 1983 revision of the Affirmative Action Plan is being submitted to satisfy the requirements of Executive Order 11246 (as amended by 11375) and the Consent Decree (No. 79-217-CIV-5, April 25, 1979), part VI-9.

NCSU decided that the most effective method of developing a functional and effective revision for this institution, consistent with -- (a) the Consent Decree; (b) Executive Order 11246 as amended; and (c) other applicable Federal statutes and regulations -- would be to follow the regular patterns of organization and administration at the campus. This structure has been utilized for each revision of NCSU's Affirmative Action Plan. Accordingly, on December 1982, the following Affirmative Action Planning Units were identified:

School of Agriculture and Life Sciences
School of Design
School of Education
School of Engineering
School of Forest Resources
School of Humanities and Social Sciences
School of Physical and Mathematical Sciences
School of Textiles
School of Veterinary Medicine
Division of Student Affairs
Library
Division of Finance and Business
University Extension
Special Units

Guidelines for planning were developed and distributed to each unit. Within these guidelines, each unit prepared its plan, conducting its own utilization and availability analysis consistent with the given numerical formulas and restricted availability data.

The NCSU Affirmative Action Officer, Lawrence M. Clark, representing the NCSU administration, worked with the staff of the General Administration of the University of North Carolina to provide data and other information to the 14 planning units.

Specific details concerning the groupings of faculty and other instructional staff, and non-instructional personnel, appear in Chapter II.

C. Reaffirmation of Nondiscrimination Policy

Fundamental to NCSU's Affirmative Action Plan is the sincere commitment to equal employment opportunity. That long-standing commitment is hereby reaffirmed.

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

North Carolina State University supports the protection available to members of its community pursuant to all relevant State and code provisions and all applicable Federal laws, including Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Sections 799A and 845 of the Public Health Service Act, the Equal Pay and Age Discrimination Act of 1973, Section 503 of the Rehabilitation Act of 1973, the Vietnam Era Veterans Readjustment Assistance Act of 1974, and Executive Order 11246 as amended by 11375.

NCSU is committed, without reservation, to the principle that employees shall be identified initially, and thereafter differentiated among, only on the basis of goodfaith assessments of individual, professional merit. Therefore, our policy prohibits discrimination affecting all employees and prospective employees, and employment practices will operate to prevent discrimination.

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

Personnel policies and practices will be monitored continuously to determine whether any individual or class has been or is being affected adversely, contrary to the principle of equal employment opportunity. Prompt remedial action will be taken, in any case where there is discrimination based on race, color, religion, sex, national origin or handicap.

All employees are expected to support the principle of, and contribute to the realization of, equal employment opportunity. Any employees with responsibilities and authority in the areas of personnel relations who impose any detriment on any other employee through failure or refusal to subscribe to the principle of equal employment opportunity shall be subject to appropriate internal disciplinary action including dismissal.

Historically, employment opportunities for women and members of minority groups, in both the public and private sectors, have been unduly restricted. To significantly and promptly enhance the employment opportunities of those who have suffered disadvantage in the past, it is necessary to do more than

simply insure nondiscriminatory employment practices. Where there is significant evidence that members of a particular class have been underrepresented or underutilized within areas of staff compliment, specific goals and timetables designed to remedy that underrepresentation have been established. In order to reach these goals, NCSU has employed intensified recruitment efforts involving extensive advertising and other available means to reach women and minority candidates.

As an institution that seeks to encourage excellence in all areas of endeavor, a university must, with integrity, maintain high standards in the evaluation of employees and prospective employees. It must also apply those standards fairly and consistently. Thus, the conscientious search for an effort to employ additional women and members of minority groups pursuant to established goals and timetables should not lead to a lowering of nor a conferral of advantage on any person because of race, color, religion, sex, national origin or handicap. Rather, the affirmative action efforts of NCSU shall be directed toward enlarging the opportunity for fair competition by qualified members of previously underrepresented groups for available appointment, positions and promotions.

D. "Spirit" of the Law

For the past eight years, North Carolina State University has significantly and steadily increased its emphasis on addressing the "spirit" of the law with regard to equal employment opportunity. It is strongly believed that significant progress in recruitment and employment of Blacks, females, other minorities, and the handicapped will result from increased sensitivity to an awareness of the unique problems and issues of concern to these populations.

With the support of the Administration and under the direction of the University Affirmative Action Officer, a number of educational programs have been initiated, many of which are on-going. A list of these activities

includes:

<u>TITLE</u>	<u>YEAR</u>	<u>AUDIENCE/NUMBER</u>	<u>CONTINUING</u>
Workshop on prejudice using Bill Cosby film	1977	2000-2500 Faculty and Staff	No
Seminar on the Image of the University in the Black Community	1979-1980	1500 Faculty and Staff	No
Dinner with the Black Community and University Community	1976 & 1982	150-300 Faculty, Staff and Wake County guests	Yes
C. T. Vivian Race Awareness Seminar	1975-	392 (to date) Faculty and Staff	Yes
Nana N. Mohamo presentation of film "Last Grave at Dimbaza"	1981	50 Faculty, Staff and Students	No
Ivan Van Sertima-guest lecturer on his book <u>They Came Before Columbus</u>	1981	100 Faculty, Staff and	No
Martin Luther King Lecture Series	1982-	100 Faculty, Staff and Students	Yes
Annual Women's Symposium/Program	1978-	Faculty, Staff and Students	Yes
Workshops and Training Sessions on Sexual Harassment	1982-	Faculty and Staff	Yes

Two seminars on Black retention have been scheduled for this Spring. Dr. Alfred Pasteur, outstanding scholar and author of the book Roots of Soul, will visit the campus March 29-30, 1983 to share the results of his research. On April 15, 1983, Dr. Alexander Astin, author of Minorities in American Higher Education and President of the Higher Education Research Institute, will be on campus to suggest ways in which the University may increase minority enrollment and matriculation.

Most recently, the Chancellor of North Carolina State University has appointed an eleven-member Advisory Committee on Afro-American Affairs.

The function of this committee is to advise the Chancellor on matters pertaining to the needs of the Black community at NCSU and to the achievement of an integrated University community supporting a positive multi-racial atmosphere.

In the area of human relations, the Affirmative Action Officer and his staff have also worked building relationships with decisionmakers on campus, doing research, developing teaching materials, building a library of literature and media, and responding to individual events and problems around the issue of race, sex, and handicap bias.

This sustained, comprehensive and visible response to these timely issues are positively impacting on the University community and have served to strengthen the University's commitment to the principles of affirmative action and equal opportunity.

E. Data Files Kept by North Carolina State University

1. General

Personnel files are currently controlled by two separate offices within the University -- the Division of Personnel Services and the Provost's Office. Personnel Services maintains individual records for all employees classified under the State Personnel Act (SPA) and the Provost's Office controls individual records for all personnel exempt from the State Personnel Act (EPA), who are classified as either EPA faculty or EPA non-faculty.

2. Division of Personnel Services

Information in an individual's file in the Division of Personnel Services includes: the individual's application, a resume (if applicable), a copy of each (SPA) Staff Personnel Action Form (PD-105), and pertinent correspondence.

The following data, obtained from the (SPA) Staff Personnel Action Form, are currently being maintained on computer tape: employee's name, race, sex, birthdate, position title, part-time/full-time and permanent/temporary

status, department, salary (grade, step, and amount), date of entry, date of last pay increase, and Federal Compliance Category Code. A separate computer file kept by the Payroll Office contains specific employee payroll information and social security number.

These files furnish the basis for a variety of reports useful in analyzing affirmative action progress. Staffing profiles are now being maintained for the purposes of review and future comparison with affirmative action goals.

3. Provost's Office

Information that is kept in an individual's file for the Provost's Office includes a copy of each EPA Personnel Action Form (PA-1) with all available supporting data and pertinent correspondence.

In addition, the following data are extracted from the forms to create a computerized data base: person's name, birthdate, sex, race, date first appointed, rank or administrative title, social security number, tenure status, school, department, highest degree and where earned, full-time/part-time status, and salary. The Payroll Office has a separate tape for salary and budget code information.

4. Affirmative Action Office

The units are required to submit affirmative action reports for each vacancy they fill. These reports are kept in the Affirmative Action Office. (The required reports are reproduced in Chapter IV). From these reports, EPA availability and applicant flow data for the entire University can be extracted, as well as information on individual position employment decision.

F. Dissemination of Policy Statement

NCSU's Nondiscrimination Policy has been formally disseminated both internally and externally. Within the University, the policy has appeared and will continue to appear on several University-sponsored publications.

(See Table A) These publications reach all levels of University employees. Additionally, formal statements of the Nondiscrimination Policy are included in the Faculty Handbook and Staff Employee Handbook.

The revised 1986 Affirmative Action Plan shall be distributed to all units. All modifications and amplifications of the plan shall be similarly distributed. The following table lists particular publications, those persons reached by the publications, the individual responsible for each, the time of publication.

II. REVIEW OF PRESENT STAFF POLICIES AND PROCEDURES

NCSU employees are divided into two main categories: Professional personnel (EPA) and staff personnel (SPA). For each of these groups, there are major differences in employment procedures and job responsibilities. Because of these differences, the plan includes separate staffing patterns and procedures for these categories, even within a single unit.

The professional personnel (EPA) category is subdivided into three groups. These are defined as:

- (1) EPA Faculty - employees with faculty rank exempt from the State Personnel Act. (Examples: Instructors, Assistant Professors)
- (2) EPA Non-Tenure Track Faculty - instructional faculty not on the tenure track but exempt from the State Personnel Act. (Example: Lecturers)
- (3) EPA Professional, Non-Faculty - employees without faculty rank exempt from the State Personnel Act. (Examples: Librarians, Counselors, Research Associates, Coaches)

Staff personnel are those employees who are subject to the State Personnel Act. SPA employees include persons with the following classifications: Professional, Technical/Paraprofessional, Secretarial/Clerical, Skilled Crafts, and Service/Maintenance.

A. Identification of Discipline Groupings

Following the regular pattern of organization and administration, twelve discipline groupings are identified for faculty positions. These groupings and their school affiliation are given below.

School: Agriculture and Life Sciences

Discipline Groupings

I. Agricultural Sciences

- Administration
- Adult and Community College Education
- Agricultural Communications
- Agricultural Economics
- Animal Science
- Biological and Agricultural Engineering
- Crop Science
- Food Science
- 4-H and Youth Development
- Horticultural Science
- Poultry Science
- Rural Sociology
- Soil Science

II. Biological Sciences

- Biochemistry
- Botany
- Entomology
- Genetics
- Microbiology
- Plant Pathology
- Zoology

III. Extension Home Economics

School: Design

Discipline Grouping

IV. Design

- Architecture
- Landscape Architecture
- Product Design

School: Education

Discipline Groupings

V. Education

- Counselor Education
- Curriculum and Instruction
- Educational Leadership and Program Evaluation
- Mathematics and Science Education
- Occupational Education

VI. Psychology

School: Engineering

Discipline Grouping

VII. Engineering

- Chemical Engineering
- Civil Engineering
- Electrical Engineering

Engineering Research
 Industrial Engineering
 Mechanical and Aerospace Engineering
 Materials Engineering
 Nuclear Engineering
 Industrial Extension Service
 Minerals Research Laboratory &
 Student Services

School: Forest Resources
Discipline Grouping

VIII. Forest Resources
 Forestry
 Recreation Resources Administration
 Wood and Paper Science

School: Humanities and Social Sciences
Discipline Grouping

IX. Humanities and Social Sciences
 Economics and Business
 English
 Foreign Languages and Literatures
 History
 Philosophy and Religion
 Physical Education
 Political Science and Public Administration
 Speech Communication
 Sociology and Anthropology
 University Studies

School: Physical and Mathematical Sciences
Discipline Grouping

X. Physical and Mathematical Sciences
 Chemistry
 Computer Science
 Marine, Earth, and Atmospheric Sciences
 Mathematics
 Physics
 Statistics

School: Textiles
Discipline Grouping

XI. Textiles
 Textile Chemistry
 Textile Materials and Management

School: Veterinary Medicine
Discipline Grouping

XII. Veterinary Medicine
 Anatomy, Physiological Sciences and Radiology
 Companion Animal and Special Species Medicine
 Food Animal and Equine Medicine
 Microbiology, Pathology and Parasitology

B. Composition of the NCSU Workforce

Because of the differences in staffing patterns and procedures for EPA and SPA employees, the employment categories are considered in four groups:

- (1) Executive, Administrative, and Managerial (EPA and SPA)
- (2) EPA Faculty
 - a. Tenured/Tenure-Track
 - b. Non-Tenure-Track
- (3) EPA Non-Faculty
 - a. Professionals
- (4) SPA Personnel
 - a. Professional
 - b. Technical/Paraprofessional
 - c. Secretarial/Clerical
 - d. Skilled Crafts
 - e. Service/Maintenance

C. Appointment, Promotion and Salary Setting Criteria

1. EPA Faculty

North Carolina State University has approximately 600 departments divided among its nine schools that initiate faculty appointments, promotions, and salary recommendations. These recommendations are reviewed by the Provost, acting on the Chancellor's behalf, prior to final approval by the Board of Trustees and the Board of Governors.

Criteria for appointment, promotion, salary, and the nature of the appointee's responsibilities vary among the departments as do the education, skills, and experience required for faculty appointments in each. Competitive demand for persons in various academic fields also influences criteria and decision procedures. Many units have common factors among the criteria. Depending on the mission of the department, however, components of the criteria may be weighed differently. (For instance, the Department of Entomology would emphasize research and/or extension, while the Department of English would emphasize undergraduate teaching since it does not have a doctoral-level graduate program.)

Criteria for each rank as well as University policy on academic freedom and tenure, leave, and other benefits are explained in the Faculty Handbook. This handbook is distributed to all EPA personnel at the time of their arrival on campus. Evaluation for promotion and salary increases is based on subjective evaluation of individual merit related to the stated criteria as deemed significant by the department and school. The primary evaluation occurs at the departmental level with reviews by the School Dean and Provost. Any list of criteria is necessarily incomplete since the factors vary with the discipline and level of appointment.

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

- a) Instructor - no one
 - a personnel committee
 - the entire department
 - the senior faculty
- b) Assistant Professor - an elected or appointed search committee
 - the entire department
 - a personnel committee
 - the senior faculty
- c) Associate Professor - an elected or appointed search committee
 - the entire department
 - a personnel committee
 - the senior faculty
- d) Professor - a search committee, perhaps with members from other departments
 - the senior faculty

The approval of the School Dean, University Affirmative Action Officer, and Provost is required, prior to an offer being made, for all appointments. All appointments at the ranks of Assistant Professor or above must be approved by the Chancellor and the Board of Trustees. Appointments which confer tenure also require the approval of the Board of Governors.

Rank is determined by the department head with the approval of the Dean and the Provost. Normally, the probable rank of a position is determined before the search is begun, i.e., a department decides it will fill an associate professorship in a particular specialty and then begins to consider individuals. The minimum requirements are stated in the Faculty Handbook. (A copy is included and made part of this Plan.) The following factors may be considered in making a specific offer:

- a) the needs of the department in areas of scholarly competence and interest;
- b) evidence of ability and interest in teaching;
- c) evidence of potential contributions to scholarship and research;
- d) experience;
- e) market conditions for discipline specialty;
- f) salaries in the department;
- g) quality of educational background—source of highest degree and sponsor or director of dissertation;
- h) recommendations;
- i) publications, quality of publications counted;
- j) evidence of ability to participate in joint research projects;
- k) evidence of interest in and ability for public service and extension activities;
- l) compatibility with other members of the department.

Salary data analysis has revealed no salary discrimination based upon race. An Annual Salary Study (by sex) made by the Provost's Office helps to identify potential problem situations and bring them to the attention of the Deans and department heads for special consideration. Where apparent differentials exist, administrators must justify them on the basis of performance.

In awarding salary increases, the Board of Governors may define or specify minimal percentage increases. Increases above this minimum are usually

based on merit. Criteria which may be used include the following:

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

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

2. EPA Non-Faculty

Appointing and setting the salaries of EPA Non-Faculty personnel involve many of the same considerations as those applied to members of the faculty, for much of the work performed by these people is of professional caliber and closely akin to one or more aspects of that of the faculty. In general, and with the variations necessary for the accommodation of a wide range of positions, the criteria previously stated for faculty appointments and salary decisions are applicable to EPA non-faculty personnel.

3. SPA Personnel

Under the direction of the Director of Staff Personnel, the

Assistant Personnel Director for Employment Services has centralized administrative responsibility for employment, reemployment, transfer, promotion, and demotion. In cooperation with the campus, the Employment Services Section of the NCSU Division of Personnel Services has developed and implemented sufficient control to insure that personnel actions are consistent with the equal employment opportunity policy and affirmative action commitments. Approval of the Employment Services Section is necessary prior to the completion of personnel actions involving employment, etc.

Recruitment of SPA personnel is initiated upon receipt of a personnel requisition by the Division of Personnel Services. A document entitled "Notice of Staff Vacancy"* briefly outlines job duties and describes minimum and preferred hiring criteria. Referrals are based on job-related qualifications with special recruitment efforts triggered whenever the initial referral slate does not reflect labor -- market availability or where underutilization exists in a particular unit or job classification.

All referrals are accompanied by the Application Routing Sheet (DPS-2)* which requires the hiring department to justify its actions relative to the referral. All Application Routing Sheets must be returned to Personnel Services satisfactorily completed before a department receives approval to extend an employment commitment. The employment interviewer reviews each form to assure that departments are in compliance with policy.

Departments wishing to promote a qualified employee within the work unit may request a waiver of job posting and other recruitment activity. The request must be approved by the Division of Personnel Services and by the unit's Affirmative Action Officer.

The Employment Services Section exercises similar centralized responsibilities with respect to salaries for new appointments, reinstatements, or transfers (lateral, promotional, demotional). The section follows

*See Appendix p

established State classification, pay policies, and procedures.

The State position classification and pay system is established by the State Personnel Commission. The Office of State Personnel exercises overall administrative control of this system. Administration of this system at the University is the responsibility of the Division of Personnel Services. The system applies to all State employees who are subject to the State Personnel Act (SPA), including all such personnel at the University.

The system utilizes a written set of class specifications, which are established by the State Personnel Commission at the recommendation of the Office of State Personnel. There is a nine-step salary range for each class. An employee candidate or applicant with minimum qualifications in terms of the class specifications normally begins work at a hiring rate below step 1 of the state salary range. However, a candidate who possesses measurably greater qualifications appropriate to the duties and responsibilities of the specific position may begin at a commensurately higher step in the salary range. An action of the latter type is taken in compliance with state compensation policy and the equal pay for equal work principle. Recommendations on the appropriate beginning step must be approved by the Employment Services Section. These decisions are subject to later review by the Office of State personnel.

New employees are subject to a probationary period of three to nine months based on the complexity of the position and an employee's progress. Upon completion of the probationary period, a new employee at the hiring rate may be adjusted to the minimum, step 1 or to a higher step if merited.

Employees at step 1 or step 2 are eligible for a one step increase after serving twelve months at that step in the range. The immediate supervisor determines if the employee's performance justifies the increase at that time. If not, the increase may be given when justified.

Employees at step 3, 4, 5, or 6 may receive an annual increase of a full step or, effective July 1, 1979, a half step. Progression to step 4, 5, 6, or 7 is based on work performance, but is also subject to budget availability. Each department head assigns priorities for SPA personnel within the specific department. Such priorities are reviewed above the department level only as to the availability of funds for their payment. As a matter of state policy, funds allocated to the University for such increases are not sufficient to give all eligible employees merit increases.

D. Employment of Relatives Policy (Nepotism)

Employment of spouses and relatives by the University in SPA positions is governed by the policy of the Board of Governors, adopted April 13, 1973. This policy incorporates by reference the State Personnel Commission's policy governing the employment of relatives in SPA positions. The two policies are essentially identical in their prohibition of employment of related persons only when such employment would result in direct supervision of one relative by another or evaluation of one relative by another, or where the qualifications of another candidate for the position are demonstrably superior to those of the relative.

E. Leave Policy

With respect to SPA employees, the University's leave of absence policies are administered on the same basis for all SPA employees, irrespective of race and sex. The sick leave policies for temporary disabilities related to pregnancy are administered in the same way as for other temporary disabilities. The beginning and ending dates for child-bearing leave are medically determined. The employee may use her accumulated paid sick leave and annual leave, if any, prior to being placed on leave without pay.

NCSU does not have a sabbatical or other system of regular leaves for EPA personnel. Each year, the Chancellor approves a modest number of recommendations for faculty leaves, some of which are funded from internal sources and some from external sources. In all cases the policy of the University is to approve leaves without regard to race or sex. (Leaves related to pregnancy are administered in the same way as leaves for other temporary disabilities.)

F. Fringe Benefits

Employee "fringe benefits" (group insurance, the State Retirement System, etc.) are made available to all eligible employees without discrimination on the basis of race, color, religion, sex, national origin, or handicap.

G. Testing Procedures

NCSU has a testing agreement with the Employment Security Commission of North Carolina. All applicants for certain designated clerical positions requiring typing or shorthand skills must take the shorthand and/or typing skills test(s) administered by Employment Security. Minimum scores or cut-offs will not be established due to the disparity in skill needs from position to position within a given classification. Results of these skills tests will simply replace applicants' self-estimates of their skill levels. Each applicant's education, experience, skills, and job interests are compared. A limited number of applicants whose qualifications and interests most closely match needed skills, knowledges, and abilities are referred to the hiring department. Hiring department, with usual requirements (Technical Typist) may supplement the Employment Security Commission test with work sampling.

A test is also required for positions as Security Officers. The North Carolina Criminal Justice Training and Standards Council requires that all law enforcement officers "satisfactorily complete the Occupational Aptitude Test administered by the North Carolina Employment Security Commission for the Occupation of Policy Patrolmen."

H. Training and Development

In 1977, NCSU created a staff training and employee relations section in the Division of Personnel Services. The intent of special emphasis on staff training is to create a better understanding of University goals, improve work efficiency and job effectiveness of non-academic support activities, and enhance employee morale. The degree of staff employee training that the University can undertake and maintain is, of course, limited by the nature of the educational enterprise and by financial constraints.

All educational and other training programs sponsored by the University are open to all qualified employees without regard to race, color, sex, religion, age, handicap, or national origin. Employees are encouraged to avail themselves of the various educational and training benefits.

Our initial training program focuses on basic, fundamental needs of our staff employees. The following list indicates the types of training programs that are being offered:

- 1. supervisory development;
- 2. adult basic education;
- 3. skills training for the trades and service groups, including an apprenticeship training program (e.g. brickmasons, carpenters, plumbers);
- 4. clerical and office management -- basic shorthand, typing, dictaphone usage, telephone usage, writing effective letters;
- 5. effective disciplinary action;
- 6. effective disposition of grievance appeals;
- 7. interviewing, selecting, and placing staff employees;
- 8. affirmative action -- what it is and what is expected from hiring officials;
- 9. training supervisors to plan and execute on-the-job training for new employees;
- 10. women in management (for female supervisors to upgrade management skills).

Permanent, full-time employees may avail themselves of educational programs through the free tuition program. Attendance is voluntary, and limited to one course per semester. This benefit may be used for career or personal development courses.

New staff employees are given training on-the-job to acquaint them with job assignments and to aid them in meeting job standards as quickly as possible. While no specific class of "trainee" is available for use during this trianing period, the new employee who does not possess the knowledge, skills, and abilities necessary to perform the face range of assigned duties is designated a "trainee". A trainee develops the required knowledge, skills, and abilities through on-the-job training and progressively receives a higher salary as he or she moves through a training sequence.

I. Position Descriptions

Under the direction of the Director, Division of Personnel Services, the Assistant Director for Position and Records Management is responsible for administering the state position classification system for SPA employees in the University. The Position Management staff receives functional guidance and review from the Office of State Personnel.

On a day-to-day basis, operating departments are responsible for the initial assignment of duties and responsibilities to positions and for changing these as operations require. The system then requires that the department prepare and submit to the Division of Personnel Services a detailed description for each new position. An analyst from the Position Management Staff reviews the description for clarity and understanding and interviews department representatives, employees, and supervisors as appropriate for any additional clarification of responsibilities. Following this and other necessary study, the Position Management Staff classifies the position by assigning it to the correct classification and salary grade, based on the duties and responsibilities involved. Thus, the qualifications of any particular employee are not considered in classifying the position itself. Such classification actions are subject to later review by the Office of State Personnel.

When a department significantly changes the duties and responsibilities of a position, it is responsible for directing any employee affected to prepare a new position description. Following that, the department is responsible for requesting that the position be evaluated for classification purposes. The Division of Personnel Services evaluates the position, as described above, and in so doing also interviews each employee involved. It then classifies the position as warranted.

Thus, departments have the fundamental responsibility for maintaining accurate position descriptions with respect to actual duties performed for

each position. As a complement to department maintenance efforts, the Division of Personnel Services and, frequently, the Office of State Personnel initiate studies of occupational groups or classes. In these, the department is requested to have current position descriptions prepared for all the positions affected and to submit them for evaluation and review. The projected schedule for these class studies provides that each occupational group will be reviewed at least once every five years.

III. ESTABLISHMENT OF GOALS FOR THE PERIOD 1983-1986

The major portion of this revision of the NCSU Affirmative Action Plan involves a new analysis of workforce availability and the setting of new goals to eliminate underutilization by race and/or sex during the period 1983-1986.

Availability analysis and goal setting for the hiring of Blacks in tenured/tenure track positions and in administrative positions with faculty rank were accomplished in accordance with the specifications contained in the Consent Decree regarding availability data. The same procedures for analyzing availability and setting goals for the hiring of Blacks in these two categories were also followed for females and other minorities.

Availability analysis and goal setting for the hiring of females, Blacks, and other minorities in other positions classified by EEO-6 categories, were done in accordance with Executive Order 11246. Availability data for these EEO-6 categories were derived from the HEGIS data on doctoral, master's and bachelor's degrees granted in the United States during 1978-1979; the National Research Council Doctorate Record Files, 1980-81; and North Carolina Employment Security Commission reports as indicated.

The availability data, employment profiles, hiring opportunities, and goals by race and sex for EEO-6 categories are presented in designated tables as follows:

<u>EEO-6 Category and Title</u>	<u>Table</u>
Executive, Administrative and Managerial	1
Faculty, Tenured/Tenure Track	2A
Faculty, Tenured/Tenure Track by Discipline	2A-1 -
Groupings	2A-12
Faculty, Non-Tenure Track	2B
Professional, Non-Faculty (EPA Non-Faculty)	3A
SPA Professional	3B
Secretarial/Clerical	4
Technical/Paraprofessional	5
Skilled Crafts	6
Service/Maintenance	7

The purposes of the following brief analysis of availability and hiring opportunities, the employment categories are considered in four groups:

- A. Executive, Administrative, and Managerial
- B. Faculty, Tenured/Tenure Track and Non-Tenure Track
- C. EPA Non-Faculty
- D. SPA Personnel

A. Administrative Personnel - Table 1

1. Analysis of Availability and Hiring Opportunities

Due to the different classifications (administrators with and without faculty rank) and the diversity in functions in this category, availability percentages for setting goals for Blacks, females, and other minorities were derived through weighted formulas. Specifically, the formulas give the availability percentages by pooling, in proportion, the number of persons expected to hold master's and doctorate degrees. Calculations of these pooled percentages are given on page 28.

Data from the HEGIS document on master's and doctorate degrees granted in the United States during 1978-1979 from all disciplines were used to determine availability for Blacks and other minorities. Availability for females was determined from a select group of discipline categories from the same source. The disciplines in this selected list represent a much more realistic assessment with regard to the kinds of disciplines which are offered here at this University.

Among persons currently holding positions in this category, thirteen (13) will reach retirement age during the period 1983-1986. During this period, no new positions are expected to be established.

2. Calculation of Availability Percentages

Due to the diversity of fields in the Administrative Category, our expectation would be that 73% of these persons would hold a Ph.D. degree and 27% would hold a Master's degree.

For all HEGIS categories, Blacks represent 4.4% and 6.9% of the doctoral and master's degrees, respectively. Thus, the resulting formula:

$$(141/192 \times .044) + (51/192 \times .069) = 4.06\%$$

For all HEGIS categories, other minorities represent 4.75% doctoral and master's degrees.

$$(141/192 \times .0475) + (51/192 \times .0475) = 4.75\%$$

Females represent 30% doctoral and 50% master's degrees in the following selected HEGIS categories: Agriculture and Natural Resources (0100), Architecture and Environmental Design (0200), Biological Sciences (0400), Business and Management (0500), Communications (0600), Computer and Information Sciences (0700), Education (0800), Engineering (0900), Foreign Languages (1100), Letters (1500), Mathematics (1700), Physical Sciences (1900), Psychology (2000), Public Affairs and Service (2100), and Social Sciences (2200).

$$(141/192 \times .30) + (51/192 \times .50) = 34.4\%$$

B. Tenured/Tenure Track Faculty - Table 2A

1. Analysis of Availability and Hiring Opportunities

Tables 2A-1 - 2A-12 are arranged by discipline groupings. The availability analysis was preceded by determining the appropriate terminal degree that would be expected for newly hired faculty. In calculating goals in this category, sole consideration was given to persons having the appropriate terminal degree.

Availability percentages for Blacks, females, and other minorities were ascertained by using the 1978-1979 HEGIS Survey (numbers and percentages of degree recipients, by race and sex, for doctorate, masters, and first professional degrees) and the National Research Council, Office of Scientific and Engineering Personnel, Doctorate Record Files (number of 1980-81 Ph.D.s by Fine Field of Doctorate, Race, Citizenship, and Sex). The specific source

source of availability data for each discipline grouping is given in Appendix D.

The estimated growth of the total faculty, 1983-1986, was based upon projected increases in student enrollment for the next three years. Hypothetical allocations of these estimated new positions were made by the Provost to the nine schools, and in turn, to each discipline grouping. The Deans then used these new positions, together with estimates of annual retirements, resignations and terminations, to project the probable number of yearly hiring opportunities.

Availability percentages for Blacks, females, and other minorities in each discipline grouping on which goals are based, are given at the bottom of the page. Table 2A, Goal Profile 1983-1986 (Line C), represents our most realistic assessment of the numbers of Blacks, females, and other minorities that can be employed toward the attainment of the ultimate goal in the tenured/tenure track faculty category.

C. Non-Tenure Track Faculty - Table 2B

1. Analysis of Availability

Lecturer positions, which constitute the Non-Tenure Track Faculty positions, occur in six of the nine schools. Each of these units determined appropriate availability percentages for Blacks, females and other minorities. Composites of these availability percentages were derived by finding, for each unit, the product of the proportion of persons in that unit times the availability percent for that unit and then the sum of these products.

2. Calculation of Availability Percentages

<u>Unit and Source of Availability Data</u>	<u>% Blacks</u>	<u>% Females</u>	<u>% Other</u>
Ag. and Life Sciences (National Research Council)	1.8	14.0	7.5
Education (National Research Council/Industrial Arts)	11.0	7.0	11.0
Engineering (HEGIS)	1.4	4.8	12.1

Forest Resources (See Section A)	2.7	10.0	6.1
Humanities and Social Sciences (See Section A)	3.5	29.0	3.9
Physical and Mathematical Sciences (National Research Council)	2.0	12.0	8.0

Blacks

$$(6/102 \times .018) + (5/102 \times .110) + (7/102 \times .014) + (3/102 \times .027) + (67/102 \times .035) + (14/102 \times .02) = .0926 = 9.26\%$$

Females

$$(6/102 \times .140) + (5/102 \times .07) + (7/102 \times .048) + (3/102 \times .100) + (67/102 \times .29) + (14/102 \times .120) = .2253 = 22.5\%$$

Other Minorities

$$(6/102 \times .075) + (5/102 \times .110) + (7/102 \times .121) + (3/102 \times .100) + (67/102 \times .039) + (14/102 \times .080) = .0569 = 5.7\%$$

D. EPA Professional, Non-Faculty - Table 3A

1. Analysis of Availability

Certain professional appointments, exempt from the provisions of the State Personnel Act, but without faculty rank, compose the EPA Professional, Non-Faculty component of NCSU personnel. There are a total of 380 employees in this category, having diverse responsibilities and performing a wide range of functions. Twelve of the thirteen units employ EPA professional non-faculty personnel. The majority of these positions are in the Agricultural Extension Service, Agricultural Experiment Station, Library, Division of Student Affairs, University Extension, and the School of Education, Engineering, Forest Resources, and Physical and Mathematical Sciences.

The reporting units used the HEGIS Survey 1978-1979 (numbers and percentages of degree recipients, by race and sex, for doctorate, master's, and first professional degrees) and the National research Council, Office of Scientific and Engineering Personnel, Doctorate Record Files (number of 1980-81 Ph.D.s by Fine Field of Doctorate, Race, Citizenship, and Sex) as a data source for determining the availability percentages for Blacks, females and other minorities.

Because of the diversity of functions in this category, availability percentages for setting goals for Blacks, females, and other minorities were derived from the twelve subgroups, then pooled in proportion to the number of persons in each subgroup. The pooled availability percentages for Blacks, females, and other minorities are 5.5 percent, 37.6 percent, and 5.9 percent, respectively.

The source on availability data for each of the twelve units and the analysis of the pooled availability percentages are given below.

2. Calculation of Availability Percentages

Each of thirteen units determined appropriate availability percentages for Blacks, females, and other minorities for the EPA Professional Non-Faculty category. These percentages for each unit are given below:

<u>Unit and Source of Availability</u>	<u>% Blacks</u>	<u>% Females</u>	<u>% Other</u>
Agriculture & Life Sciences (National Research Council)	1.6	20.3	8.0
Design (HEGIS Survey)	22.1	42.3	0.3
Education (HEGIS Survey-Library)	5.3	80.0	3.8
Engineering (HEGIS Survey)	1.4	4.8	12.1
Forest Resources (See Section A)	2.7	10.0	6.1
Humanities & Social Sciences (See Section A)	3.5	29.0	3.9
Physical & Mathematical Sciences (HEGIS Survey)	1.8	18.2	6.0
Textiles (HEGIS Survey)	1.3	3.0	4.8

<u>Unit and Source of Availability</u>	<u>% Blacks</u>	<u>% Females</u>	<u>% Other</u>
Veterinary Medicine (Association of American Veterinary Medical Colleges, Comparative Data Report, 1982-83)	3.0	31.0	1.0
Library (HEGIS Survey)	5.3	80.5	3.4
University Extension (HEGIS Survey)	9.9	59.3	3.7
Special Units (HEGIS Survey)	9.5	30.0	4.2

Availability percentages for Blacks, females, and other minorities were derived by finding for each unit the product of the proportion of persons in that unit times the availability percent for that unit and then the sum of these products. These calculations are given below:

Blacks

$$\begin{aligned}
 &(106/380 \times .016) + (2/380 \times .221) + (5/380 \times .053) + (31/380 \times .014) + \\
 &(22/380 \times .027) + (3/380 \times .035) + (14/380 \times .018) + (6/380 \times .013) + \\
 &3/380 \times .030 + (33/380 \times .053) + (85/380 \times .099) + (12/380 \times .099) + \\
 &(58/380 \times .095) = .0547 = 5.5\%
 \end{aligned}$$

Student Affairs

Females

$$\begin{aligned}
 &(106/380 \times .203) + (2/380 \times .423) + (5/380 \times .800) + (31/380 \times .048) + \\
 &(22/380 \times .100) + (3/380 \times .290) + (14/380 \times .182) + (6/380 \times .030) + \\
 &(3/380 \times .310) + (33/380 \times .805) + (85/380 \times .676) + (12/380 \times .593) + \\
 &(58/380 \times .300) = .3756 = 37.6\%
 \end{aligned}$$

Student Affairs

Other Minorities

$$\begin{aligned}
 &(106/380 \times .080) + (2/380 \times .003) + (5/380 \times .038) + (31/380 \times .121) + \\
 &(22/380 \times .061) + (3/380 \times .039) + (14/380 \times .060) + (6/380 \times .048) +
 \end{aligned}$$

$$(3/380 \times .010) + (33/380 \times .034) + (85/380 \times .039) + (12/380 \times .037) + (58/380 \times .042) = .0591 = 5.9\%$$

E. Special Units

The Affirmative Action Planning Unit identified as "Special Units" is composed of the following University offices/departments: Chancellor's Office, Provost's Office, Athletics Department, Radiation Protection, Sea Grant, University Research, International Programs, Computing Center, and Foundations and Development/Information Services.

The following HEGIS categories were used in determining the availability for Special Units, with the Master's degree used as the appropriate terminal degree: Biological Sciences (0400), Communications (0600), Computer and Information Sciences (0700), Education (0800), and Public Affairs and Services (2100).

Pooling these categories, the percentages for Blacks, females, and other minorities are as follows: Blacks (9.48%), females (30.0%), other minorities (4.32%). The "female" percentage was reduced because the large number of secondary school personnel included in the 0800 HEGIS Series/Education were females, representing about 70%.

F. Analysis of Availability and Hiring Opportunities for SPA Personnel

SPA personnel (those subject to the State Personnel Act) are employed in all fourteen affirmative action planning units at NCSU.

The NCSU EEO Information Report of October, 1982, indicates that Blacks constitute 28.0 percent, females 57.0 percent, and other minorities 1.1 percent of the SPA workforce.

Availability data for the EEO-6 categories for SPA was developed by the NCSU Division of Personnel Services. The labor market data was supplied

by the North Carolina Employment Security Research Bureau. The Bureau publishes reports on manpower for affirmative action programs in the State. The labor market data used was drawn from the following areas:

Raleigh-Durham Standard Metropolitan Statistical Area
(Durham, Orange, and Wake Counties)

NCSU's primary labor market for SPA employees is Wake County. Orange and Durham Counties were included in the labor pool because applicants are occasionally drawn from these areas as well.

In determining appropriate availability data upon which to base hiring goals, the data from Employment Security Commission Table 3A, "Occupations of Employed Persons by Sex and Minority Status, 1980", was combined with the data from Table 4, "Last Occupation of the Unemployed, by Sex and Minority Status", for the three-county area. In addition, the data from Tables 3A and 4 were regrouped to parallel the EEO-6 categories for SPA.

The following chart lists the EEO-6 categories corresponding with those from the Employment Security Commission's data:

<u>EEO-6 Category</u>	<u>ESC Category</u>
1) Executive, Administrative & Managerial	Non Farm and Administrators
2) N/A (Faculty)	N/A
3) Professional Non-Faculty	Professional Technical and Related
4) Clerical and Secretarial	Sales Clerical
5) Technical and Paraprofessional	Professional, Technical and Related
6) Skilled Crafts	Craftsmen, Foremen and Related
7) Service/Maintenance	Service Workers except private Household Workers

Copies of the Employment Security Commission's publications are on file in the Provost's Office.

To sum, ESC availability data for the three county areas show that Blacks constitute 22.5 percent, females 42.4 percent, and other minorities

0.7 percent of the workforce.

The EEO-6 Categories Availability Data for the SPA Workforce is given in Tables 3B, 4, 5, 6 and 7.

TABLE 1

Composition and New Hires of NCSU
 FULL-TIME EPA AND SPA ADMINISTRATORS
 By Race and Sex

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	1,30	192	179	93.2	6	3.1	7	3.6	185	96.4	7	3.6
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		13	11	84.6	2	15.4	0	0	10	76.9	3	23.1
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		192	177	92.2	8	4.2	7	3.6	182	94.8	10	5.2
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 4.1%

Females: 34.4%

Other Minorities: 4.8%

TABLE 2A-1

Agricultural Sciences

Discipline Grouping

Composition and New Hires of NCSU
FULL-TIME TENURED/TENURE TRACK FACULTY
By Race and Sex

Discipline Grouping: Agricultural Sciences

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	2,9	282	275	97.5	4	1.4	3	1.1	271	96.4	11	3.6
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		20	17	85.0	1	5.0	2	10.0	17	85.0	3	15.0
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		282	272	96.4	5	1.8	5	1.8	268	95.0	14	5.0
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 1.8%

Females: 14.0%

Other Minorities: 7.5%

TABLE 2A-2

Biological Sciences

Composition and New Hires of NCSU
FULL-TIME TENURED/TENURE TRACK FACULTY
By Race and Sex

Discipline Grouping

Discipline Grouping: Biological Sciences

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	2,9	131	123	93.9	4	3.1	4	3.1	120	91.6	11	8.4
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		8	6	75.0	1	12.5	1	12.5	6	75.0	2	25.0
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		131	121	92.4	5	3.8	5	3.8	118	90.0	13	10.0
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 1.4%

Females: 29.2%

Other Minorities: 8.8%

TABLE 2A-3
 Composition and New Hires of NCSU
 FULL-TIME TENURED/TENURE TRACK FACULTY
 By Race and Sex

Discipline Grouping: Extension Home Economics

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	2,9	14	13	92.9	1	6.7	0	0	2	14.3	12	85.7
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		0	0	0	0	0	0	0	0	0	0	0
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		14	13	92.9	1	6.7	0	0	2	14.3	12	85.7
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

 Blacks: 11.4%

 Females: 57.1%

 Other Minorities: 0

TABLE 2A-4
 Composition and New Hires of NCSU
 FULL-TIME TENURED/TENURE TRACK FACULTY
 By Race and Sex

Design
 Discipline Grouping

Discipline Grouping: Design

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	2,9	33	31	93.9	1	3.0	1	3.0	24	72.7	9	27.3
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		3	2	66.7	1	33.3	0	0	1	33.3	2	66.7
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		33	30	90.9	2	6.1	1	3.0	23	69.7	10	30.3
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 4.2%

Females: 29.5%

Other Minorities: 6.2%

TABLE 2A-5
Composition and New Hires of NCSU
FULL-TIME TENURED/TENURE TRACK FACULTY
By Race and Sex

Discipline Grouping: Education

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	2,9	39	38	97.4	1	2.6	0	0	29	74.4	10	25.6
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		8	6	75.0	2	25.0	0	0	4	50.0	4	50.0
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		44	41	93.2	3	6.8	0	0	30	68.2	14	31.8
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 10.4%

Females: 44.9%

Other Minorities: 10.4%

TABLE 2A-6

Composition and New Hires of NCSU
FULL-TIME TENURED/TENURE TRACK FACULTY
By Race and Sex

Discipline Grouping: Psychology

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	2,9	20	19	95.0	1	5.0	0	0	16	80.0	4	20.0
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		3	2	66.7	1	33.3	0	0	1	33.3	2	66.7
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		21	20	95.5	1	4.5	0	0	16	76.2	5	23.8
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 2.5%Females: 43.0%Other Minorities: 12.9%

TABLE 2A-7

Composition and New Hires of NCSU
FULL-TIME TENURED/TENURE TRACK FACULTY
By Race and Sex

Discipline Grouping: Engineering

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	2,9	131	117	89.3	1	0.8	13	9.9	126	96.2	5	3.8
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		26	22	84.6	1	3.9	3	11.5	24	92.3	2	7.7
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		137	120	87.6	2	1.5	15	11.0	130	94.2	7	5.4
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 1.4%

Females: 4.8%

Other Minorities: 12.1%

TABLE 2A-8

Composition and New Hires of MCSU
FULL-TIME TENURED/TENURE TRACK FACULTY
By Race and Sex

Discipline Grouping: Forest Resources

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	2,9	50	49	98.0	0	0	1	2.0	46	92.0	4	8.0
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		5	4	80.0	1	20.0	0	0	4	80.0	1	20.0
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		53	51	96.2	1	1.9	1	1.9	48	90.6	5	9.4
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 2.7%

Females: 10.0%

Other Minorities: 6.1%

TABLE 2A-9
 Composition and New Hires of NCSU
 FULL-TIME TENURED/TENURE TRACK FACULTY
 By Race and Sex

Discipline Grouping: Humanities and Social Sciences

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	2,9	218	201	92.2	10	4.6	7	3.2	166	76.1	52	23.9
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		24	22	91.7	1	4.2	1	4.2	20	83.3	4	16.7
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		225	206	91.6	11	4.9	8	3.6	171	76.0	54	24.0
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 3.5%

Females: 29.0%

Other Minorities: 3.9%

TABLE 2A-10
Composition and New Hires of NCSU
FULL-TIME TENURED/TENURE TRACK FACULTY
By Race and Sex

Discipline Grouping: Physical and Mathematical Sciences

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1993) Data as of 10/1/82	2,9	184	164	89.1	3	1.6	17	9.2	173	94.0	11	6.0
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		18	15	83.3	1	5.5	2	11.1	15	83.3	3	16.6
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		190	167	87.9	4	2.1	19	10.0	176	92.6	14	7.6
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 2.0%

Females: 12.0%

Other Minorities: 8.0%

TABLE 2A-11
 Composition and New Hires of NCSU
 FULL-TIME TENURED/TENURE TRACK FACULTY
 By Race and Sex

Discipline Grouping: Textiles

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	2,9	35	31	88.6	3	8.6	1	2.9	31	88.6	4	11.4
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		0	0	0	0	0	0	0	0	0	0	0
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		35	31	88.6	3	8.6	1	2.9	31	88.6	4	11.4
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 0.9%

Females: 2.0%

Other Minorities: 5.0%

TABLE 2A-12
 Composition and New Hires of NCSU
 FULL-TIME TENURED/TENURE TRACK FACULTY
 By Race and Sex

Discipline Grouping: Veterinary Medicine

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	2,9	49	46	93.9	1	2.0	2	4.1	40	81.6	9	18.4
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		36	33	91.7	2	5.6	1	2.8	26	72.8	10	27.8
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		82	75	67.1	3	3.7	4	4.9	64	78.0	18	22.0
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 4.0%

Females: 15.0%

Other Minorities: 9.0%

TABLE 2B
 Composition and New Hires of NCSU
 FULL-TIME NON-TENURE TRACK FACULTY
 By Race and Sex

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	16	102	97	95.1	5	4.9	0	0	57	55.9	45	44.1
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		67	55	82.1	7	10.4	5	7.5	34	50.7	33	49.3
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		109	94	86.2	10	9.2	5	4.6	63	57.8	46	42.2
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 9.3%

Females: 22.5%

Other Minorities: 5.7%

TABLE 3A

Composition and New Hires of NCSU
 FULL-TIME EPA PROFESSIONAL NON-FACULTY
 By Race and Sex

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	24	380	337	88.8	30	7.9	13	3.5	253	66.4	127	33.6
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		134	113	84.3	15	11.2	6	4.5	85	63.4	49	36.6
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		407	354	87.0	36	8.8	17	4.2	261	64.1	146	35.9
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 5.5%

Females: 37.6%

Other Minorities: 5.9%

TABLE 3B

Composition and New Hires of NCSU
 FULL-TIME SPA PROFESSIONAL NON-FACULTY
 By Race and Sex

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	24	175	161	92.0	14	8.0	0	0	114	65.2	61	34.9
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		56	48	85.7	6	10.7	2	3.6	34	60.7	22	39.3
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		194	173	88.7	20	10.3	2	1.0	117	60.0	78	40.0
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 10.1%

Females: 39.8%

Other Minorities: 0.8%

TABLE 4
 Composition and New Hires of NCSU
 FULL-TIME SECRETARIAL/CLERICAL EMPLOYEES
 By Race and Sex

EEO-6 Category: Secretarial/Clerical	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	25	1057	876	82.9	176	16.7	5	0.5	69	6.6	988	93.5
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86	-	566	449	79.3	113	20.0	4	0.7	37	6.5	529	92.9
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		1100	904	82.2	187	17.0	9	0.8	81	7.4	1019	92.6
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 11.9%Females: 76.5%Other Minorities: 0.3%

TABLE 5
 Composition and New Hires of NCSU
 FULL-TIME TECHNICAL/PARAPROFESSIONAL EMPLOYEES
 By Race and Sex

EEO-6 Category: Technical/Para- professional	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	26	662	585	88.4	59	9.0	18	2.8	433	65.4	229	34.6
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		546	450	82.2	71	15.0	15	2.8	339	62.1	207	37.9
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		769	669	87	80	10.4	20	2.6	461	60.0	307	40.0
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 10.1%

Females: 39.8%

Other Minorities: 0.8%

TABLE 6

Composition and New Hires of NCSU
FULL-TIME SKILLED CRAFTS EMPLOYEES
By Race and Sex

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	27	242	193	79.8	46	19.0	3	1.3	223	92.2	19	7.9
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		142	114	80.5	29	20.7	3	1.8	128	89.9	16	11.2
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		257	204	79.4	50	19.5	3	1.2	235	91.4	22	8.6
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 18.1%

Females: 6.3%

Other Minorities: 0.1%

TABLE 7

Composition and New Hires of NCSU
 FULL-TIME SERVICE MAINTENANCE EMPLOYEES
 By Race and Sex

	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	28	549	70	12.8	477	86.9	2	0.4	331	60.3	218	39.7
B) Hiring Goals 1983-1984 - 1986-1987 Expiration: 12/31/86		465	93	20.0	372	80.0	0	0	232	49.9	233	50.1
C) Goal Profile 1983-1984 - 1986-1987 (December 31, 1986)		559	110	19.7	447	80.0	2	0.4	307	54.9	252	45.1
D) New Hires 1983-84												
E) Profile 1983-84 (October 1, 1984)												
F) New Hires 1984-85												
G) Hires 1983-1984 - 1984-1985 (Sum of D and F)												
H) Profile 1984-85 (October 1, 1985)												
I) New Hires 1985-86												
J) Hires 1983-1984 - 1985-1986 (Sum of G and I)												
K) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												
Profile Fall 1983 (October 1, 1983)												

AVAILABILITY DATA:

Blacks: 48.6%

Females: 56.4%

Other Minorities: 0.4%

Each year, the NCSU Affirmative Action Officer undertakes a review of the Affirmative Action Plan. This review is a necessary and logical part of the review and monitoring process. The results constitute any supplement or modification to the Plan, including updated hiring goals for EPA Faculty and Non-Faculty, and SPA Personnel, reports on improvements in recruiting procedures, and other matters necessary for the maintenance for an approved Affirmative Action Plan. This annual supplement or modification will serve as a report to the Office of Civil Rights on the progress and problems of the University in achieving the goals of affirmative action. Additionally, during this time, the Provost's Office conducts an annual salary study to monitor and balance any unjustified salary differences.

C. Reporting and Monitoring Procedures -- SPA

Several steps have been taken toward centralized control of personnel actions by the Division of Personnel Services in order to be more effective in providing equal opportunity. The Division has formalized a procedure to insure that female and minority applicants are given due consideration in filling vacancies. The basic mechanism used for this purpose is the application routing sheet which accompanies the personal information for each candidate. Each unit filling a position is required to supply the requested information for each applicant referred to them before the position can be filled. Units having deficiencies in their SPA employment profiles will be supplied with a higher percentage of minority and female referrals when possible. In cases where units appear to be reluctant to hire qualified minority and female applicants to improve profiles, these units will be brought to the attention of the NCSU Affirmative Action Officer for administrative attention. The Division of Personnel Services has also encouraged present minority staff members to encourage other qualified individuals to apply at NCSU when vacancies arise. All

vacancies listed with the Division of Personnel Services and all advertising is placed by that office.

External actions to recruit females and minorities for staff positions continue. The following statements indicate positive action already taken and continuing.

<u>AFFIRMATIVE ACTION</u>	<u>RESPONSIBILITY</u>	<u>TARGET DATE</u>
Place recruitment advertising with newspapers having predominantly minority or female circulation. All advertisements to include tagline "An Equal Opportunity Affirmative Action Employer."	Director, Division of Personnel Services	Continuing
Maintain close working relationships with officers of various community manpower programs. Also furnish these offices lists of current job openings ("Personnel Notes").	Director, Division of Personnel Services	Continuing
On a continuing basis, maintain close working relationships with local predominantly black institutions resulting in the exchanging of vacancies and subsequent employment of minorities at North Carolina State University.	Director, Division of Personnel Services	Continuing
Reaffirm periodically our commitments to and interest in employing minorities to current recruitment sources.		

These efforts are attracting more female and minority candidates for staff positions at NCSU thereby creating a pool of talent from which campus units may recruit to reach stated goals.

D. Grievance Procedures

Faculty Mediation Procedures were developed to handle hearings for any faculty member or other EPA personnel having a grievance other than:

- (1) appeals from tenured faculty members in cases of suspension or discharge;

or (2) cases of disruption. The Faculty Hearings Committee is the appeals committee for handling cases dealing with the two exceptions above, as provided in the University of North Carolina Code. These Committees are appropriate forums in which to hear and make recommendations with respect to complaints arising from alleged racial or sexual bias in decisions involving faculty members. (See NCSU Faculty Handbook, VI-12 and VIII-18).

Grievance Procedures now in effect for SPA personnel are contained in the SPA Employee's Handbook, which is distributed to all SPA staff. It provides a four-step appeals procedure, (which begins with the immediate supervisor and reaches to the State Personnel Commission) for any employee who feels he or she has been mistreated or deprived of any rights. All appeals are handled promptly. This grievance procedure recognizes that the University is committed to the principle of equal opportunity for all employees. These procedures are currently being updated.

NORTH CAROLINA STATE UNIVERSITY

North Carolina State University is one of the nation's major public universities -- large, complex, national and international in scope, and a leader in scientific research.

It ranks among the top universities in the nation, and shares the distinctive character of Land-Grant State Universities nationally -- broad academic offerings, extensive public service, national and international activities, and large scale extension and research programs.

Academic excellence is well represented: N. C. State offers bachelors of arts and sciences in 86 fields, 8 professional degrees, 71 masters degree fields, and 46 doctoral degrees.

Research activities span a broad spectrum of about 800 scientific, technological and scholarly endeavors.

Extension work on a statewide basis in each of the 100 counties underscores the idea that the University's campus extends to the State's boundaries. Diverse extension programs include urban affairs, environmental protection, engineering, industrial, business and textiles, agricultural and many others.



N. C. State's enrollment is about 22,468. There are 15,591 undergraduates, 3,055 graduate students, 3,546 special students and 376 Agricultural Institute students. Students come from 50 states and territories and 81 other countries. The international enrollment is a distinctive feature of the institution since 821 international students give it a decidedly cosmopolitan aura.

NCSU is one of 140 members of the National Association of State

Universities and Land-Grant Colleges. Even those these institutions constitute less than 5 percent of the 2,500 colleges and universities in the nation, they enroll about 30 percent of all U.S. college students, and award more than 38 percent of all degrees in U.S. higher education (including 36 percent of all bachelor's, 39 percent of all first professional, 42 percent of all master's and 64 percent of all doctorate degrees).

NCSU has been described as a "magnet of progress," its faculty having been attracted from more than 150 of the top universities of the nation and the world. Some 30 nations are represented.

NCSU is dedicated to advancing knowledge, providing superior education and serving the people. It looks to the future with optimism and confidence.

ORGANIZATION AND OPERATION OF
NORTH CAROLINA STATE UNIVERSITY

I. As a Part of The University of North Carolina

North Carolina State University was founded by act of the General Assembly of North Carolina in March 1887, under terms of the Federal Land Grant College Act of 1862. Opening in 1889, the school was originally known as North Carolina College of Agriculture and Mechanic Arts. North Carolina State University at Raleigh is one of the 16 constituent institutions of The University of North Carolina.

The University of North Carolina was chartered in 1789 and opened its doors to students at its Chapel Hill campus in 1795. Throughout most of its history, it has been governed by a Board of Trustees chosen by the Legislature and presided over by the Governor. During the period 1917-1972, the Board consisted of one hundred elected members and a varying number of ex-officio members.

By act of the General Assembly of 1931, without change of name, it was merged with The North Carolina College for Women at Greensboro and The North Carolina State College of Agriculture and Engineering at Raleigh to form a multicampus institution designated The University of North Carolina.

In 1963 the General Assembly changed the name of the campus at Chapel Hill to The University of North Carolina at Chapel Hill and that at Greensboro to The University of North Carolina at Greensboro, and in 1965, the name of the campus at Raleigh was changed to North Carolina State University at Raleigh.

Charlotte College was added as The University of North Carolina at Charlotte in 1965, and, in 1969, Asheville-Biltmore College and Wilmington College became The University of North Carolina at Asheville and The University of North Carolina at Wilmington, respectively.

A revision of the North Carolina State Constitution adopted in November 1970 included the following: "The General Assembly shall maintain a public system of higher education, comprising The University of North Carolina and such other institutions of higher education, as the General Assembly may deem wise. The General Assembly shall provide for the selection of trustees of The University of North Carolina..." In slightly different language, this provision had been in the Constitution since 1868.

On October 30, 1971, the General Assembly in special session merged, without changing their names, the remaining ten state-supported senior institutions into the University. This merger, which resulted in a statewide multicampus University of sixteen constituent institutions, became effective on July 1, 1972.

The name of the governing board of the University was changed from the "Board of Trustees" to the "Board of Governors", and their numbers reduced to thirty-two members elected by the General Assembly.

The 1971 statute that effected the reorganization of The University of North Carolina vests all power of governance over The University in the Board of Governors and authorizes it to delegate such portions of that power to institutional boards of trustees and administrative officers as it deems proper. The statute provides for a board of trustees for each institution, but gives such boards only advisory and recommendatory powers. A board of trustees has no authority in matters of employment except such as the Board of Governors delegates to it.

Shortly after it organized in July of 1972, the Board of Governors elected a President and other administrative officers of The University of North Carolina. (Chancellors and other institutional officers retained their places without special election, under a provision of the reorganization act.) The Board of Governors on 7 July 1972 adopted a Code, which provides

for the basic structure, organization, and allocation of power within The University, and also a resolution delegating to the local boards of trustees authority over some aspects of the operation of their respective institutions.

The Board of Governors delcared with respect to the entire University a policy that is now found in Section 103 of the Code and reads as follows:

SECTION 103. EQUALITY OF OPPORTUNITY IN THE UNIVERSITY

Admission to, employment by, and promotion in The University of North Carolina and all of its constituent institutions 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.

In its resolution of 7 July 1972, delegating authority to the boards of trustees, the Board of Governors provided as follows:

I. ACADEMIC AND ADMINISTRATIVE PERSONNEL

A. Appointment and Compensation

1. With respect to all faculty positions with permanent tenure and all senior administrative positions, namely vice chancellors, provosts, deans and directors of major educational and public service activities, the Chancellor, following consultation with the Board of Trustees, shall forward to the President recommendations with respect to such appointments, promotions and compensation; if the President concurs in such recommendations, he shall forward them to the Board of Governors for approval.

2. With respect to all faculty and administrative positions, other than those identified in subparagraph 1 above, and other than those subject to the State Personnel Act, the Chancellor shall forward his recommendations for appointment, promotion and compensation to the Board of Trustees; subject to applicable provisions of the University Code and to such policies as may be established by the Board of Governors, the action of the Board of Trustees with respect to such personnel actions shall be final.

As the foregoing quotation and other relevant portions of the reorganiza- tion statute, the Code, and the resolution of 7 July 1972 make clear, final authority with respect to all major administrative appointments and all academic appointments and promotions carrying permanent tenure rests with the Board of Governors, not with the local board of trustees. The board of trustees does make the final decision as to other administrative and faculty appointments, or delegates to the Chancellor the authority to make

those decisions, as indicated in paragraph 2, above, quoted from the resolution of 7 July 1972. An amendment to the Code adopted on 13 April 1973 requires each board of trustees to adopt policies and regulations governing academic tenure in its institution and specifies certain minimum terms that these policies and regulations must meet, including due process in the suspension or discharge of faculty members.

As to appointments and promotions other than those of faculty and administrators, final authority resides in the chancellor of each institution, operating within the terms of state law, which includes the State Personnel Act.

II. Internal Organization -- North Carolina State University

A. The Board of Trustees of North Carolina State University is composed of thirteen members; eight elected by the Board of Governors, four appointed by the Governor, and the President of the Student Body, ex-officio. Except for ex-officio members, Trustees have four year terms and may be selected or reappointed for two consecutive terms. At the first meeting after June 30, of each year, the Board of Trustees elects from its membership a Chairman, Vice Chairman and Secretary.

The Chancellor of N. C. State University is elected by the Board of Governors on nomination of the President of The University of North Carolina. The President makes his nomination from a list of names submitted to him by the N. C. State University Board of Trustees. The Chancellor is the administrative and executive head of the institution and exercises complete executive authority therein, subject to the direction of the President. He is responsible for carrying out the policies of the Board of Governors and the Board of Trustees.

The boards of trustees and chancellors of each of the 16 constituent institutions are now identical in the composition of the boards and the

and the chancellors. Below the level of the Chancellor, however, each institution is unique, reflecting the nature and scope of its programs, its history, and other local factors.

The remainder of this description applies only to N. C. State University at Raleigh.

B. The Chancellor delegates administrative responsibility to five Vice Chancellors as described below.

The Provost and Vice Chancellor is responsible for all of the academic programs of the University at the graduate as well as the undergraduate levels. Decisions concerning allocation, reallocation or reduction of resources such as new faculty positions and salary increase funds are made by the Provost subject to the approval of the Chancellor. Such resource allocations are made to the Schools which in turn allocate resources to Departments. Thus the Provost and Academic Deans exercise very strong and significant roles of leadership, planning and decision making at North Carolina State University.

The Vice Chancellor for Finance and Business has direct responsibility for the management of the finances, the physical plant, SPA personnel, and the other, non-academic services of the University.

The Vice Chancellor for Student Affairs is responsible for student services including admissions and records, living accommodations, social and cultural activities, and counseling. Another area of responsibility is planning and research, and liaison with the ROTC program.

The Vice Chancellor for Extension and Public Service has direct administrative responsibility for the various activities in continuing education, including the Television Center and the Center for Urban Affairs and Community Services. He has a coordinating and facilitating responsibility in the technical assistance and public service functions performed in the various schools.

The Vice Chancellor for Foundations and University Relations is responsible for the development and encouragement of programs in augment the financial resources of the University through support from corporations, national foundations, individuals, and other private sources. The Office of Alumni Affairs is under his supervision, as is the Office of Information Services and the University's public relations program in general. The Vice Chancellor of Foundations and University relations assists the Chancellor and the President of the University in their relations with the State Legislature, the Congress, and other public officials.

Other University Administrators include:

The Coordinator of International Programs

The Coordinator of International Programs reports to the Provost, coordinates the various international activities of the University, including international student activities and advising, opportunities for studies abroad, technical assistance and collaborative research with foreign institutions, the improvement of international competence of the faculty and the development of the international component of the various academic programs.

He also advises the administration on responsibilities and opportunities for educational, research, and service activities in international affairs, performs staff services for the Provost in connection with the institution's involvement in international affairs in the national educational community, and he assists departments and individuals in seeking support for international programs from public and private sources.

Vice Provost and Dean of the Graduate School

The Vice Provost and Dean of the Graduate School reports to the Provost and administers the graduate program of the University and maintains liaison on graduate programs and policies with appropriate officers of The University of North Carolina and its Graduate Executive Council.

With the assistance of the Administrative Board of the Graduate School, the Dean reviews and approves all new graduate courses, programs, and curricula; acts on all recommendations to graduate Faculty status, and on all Graduate School admissions; and approves all phases of programs leading to fulfillment of graduate degree requirements.

Vice Provost and Dean for Research

The Administrative Dean for Research reports to the Provost; however, the Dean acts for the Chancellor in the general administration of the research activities of the University.

His duties include acting as principal liaison representative between granting agencies and the University; assisting members of the faculty and their department heads and deans in identifying support for their research programs, preparing and processing proposals, and developing interschool and interinstitutional research programs and projects.

The Academic Deans

The Academic Deans are responsible to the Chancellor through the Provost for the Administration of the departments, divisions, or other administrative units of their schools. This involves the formulation, in consultation with their department and division heads, or recommendations to the Provost and Vice Chancellor for appointments, tenure, promotion, and merit raises for all personnel comprising their respective schools and for the preparation of biennial budget requests. In general, Academic Deans are responsible for the fiscal management of their school's resources and for providing leadership in the development of academic, research, and extension programs consistent with University policies.

C. Appointment, Promotion and Salary Setting

1. EPA Personnel

NCSU adopted the following provisions concerning academic tenure

in compliance with the requirements of Section 602 of The UNC Code.

a. Instructor. An instructor shall be appointed for an initial term of one year. Reappointments at the same rank shall be for a term of one year.

Before the end of the instructor's fourth year (excluding years of service as an instructor while an active candidate for a graduate degree), the department head or equivalent academic officer, after appropriate consultation with the senior faculty in the department according to the procedures set forth in Section V. B. of these policies, shall review the instructor's service and recommend either: (1) that the instructor be promoted no later than the end of the fifth year; or (2) that under special circumstances the instructor be appointed as a faculty member for a specified period of time with a title such as laboratory supervisor, lecturer, or demonstrator (see Section V. D. of these policies and Section 604 C of the UNC Code); or (3) that the instructor be offered a terminal appointment of one academic year (see Section 604A of the UNC Code).

b. Assistant Professor. An assistant professor shall be appointed for an initial term of four years.

Before the end of the third year of this initial term, the department head, after appropriate consultation with the senior faculty in the department according to the procedures set forth in Section V. B. of these policies, shall review the assistant professor's service and recommend either: (1) that the assistant professor be reappointed for a second term of three years; or (2) that the assistant professor not be reappointed.

Before the end of the second year of the second consecutive appointment as assistant professor, the department head, after appropriate consultation with the senior faculty in the department according to the procedures set forth in Section V. B. of these policies, shall recommend either: (1) that

the assistant professor be reappointed, with permanent tenure, at the same or higher rank, or (2) that the assistant professor not be reappointed.

The decision and notification regarding permanent tenure shall not be postponed beyond the eighth year of service following the assistant professor's first appointment whether at the rank of instructor or assistant professor (excluding years of service as an instructor while an active candidate for a graduate degree.)

c. Associate Professor. An associate professor promoted to that rank by NCSU shall have permanent tenure.

An associate professor coming to that rank from outside NCSU shall be appointed for an initial term of five years. Before the end of the associate professor's fourth year of service, the department head, after appropriate consultation with the senior faculty in the department according to the procedures set forth in Section V. B., shall review the associate professor's service and recommend either: (1) that the associate professor be reappointed with permanent tenure at the same or higher rank; or (2) that the associate professor not be reappointed.

d. Professor. A professor shall have permanent tenure.

If exceptional circumstances warrant, these policies shall not preclude the promotion of an instructor, assistant professor, or associate professor or the recommendation of the conferral of permanent tenure on an assistant professor or associate professor at any time.

The provisions of Section III. B. shall not be rendered inapplicable to a faculty member because the additional description of "research" or "extension" is added to the statement of rank.

The setting of salaries for faculty members follows a different course from that of appointments and promotions. Salary setting is essentially an administrative process.

Within the funds available to his department, and in light of the salaries paid within the unit, competitive considerations, and other pertinent factors, the department head recommends an initial salary. The salary recommendation must be reviewed and approved by both the School Dean and the Provost.

In the case of salary increase, N. C. State University follows the guidelines set forth by the U.N.C. Board of Governors.

2. SPA Personnel

The State Personnel Office, acting for the State Personnel Board, maintains and administers a position classification applicable to all State employees who are subject to the State Personnel Act (SPA), including such personnel at N. C. State University. This classification and pay system serves as the basis for salary equity among SPA personnel at the points of initial placement, transfer, promotion, demotion, and salary change while in the same position. The system utilizes a written set of class specifications established by the State Personnel Commission and a seven-step salary range for each class.

The NCSU Division of University Personnel exercises centralized administrative control of transfers, promotions, and demotions. Salary changes as the result of these actions are made in accordance with State Personnel Board policies, consistent with the employee's qualifications and the class specification for the position to which he is transferred, promoted, or demoted.

	MALES				FEMALES				TOTAL			
	B	W	O	T	B	W	O	T	B	W	O	T
Admin. & Super.	104	832	103	1,039	107	439	68	614	211	1,271	171	1,653
Adult & Comm.	15	98	12	125	11	93	4	108	26	191	16	233
Ag. Ed.	5	23	10	38	1	3	0	4	6	26	10	42
A.V.-Media	3	42	3	48	0	23	6	29	3	65	9	77
Curr. & Inst.	34	277	55	366	42	359	44	445	76	636	99	811
Eng. Educ.	2	22	0	24	3	32	4	39	5	54	4	63
Foundations	15	80	26	121	6	61	10	87	21	141	46	208
Guidance	26	245	25	296	13	217	23	253	39	462	48	549
Higher Educ.	55	294	43	392	34	215	30	279	89	509	73	671
Ind. Arts Ed.	3	20	2	25	0	1	1	2	3	21	3	27
Math Educ.	6	27	4	37	0	24	1	25	6	51	5	62
Reading	4	28	4	36	7	137	13	157	11	165	17	193
Science Educ.	9	57	5	71	3	24	8	35	12	81	13	106
Soc. Studies Ed.	2	29	3	34	3	11	1	15	5	40	4	49
Special Educ.	2	108	5	115	8	173	14	195	10	281	19	310
Voc. Educ.	17	107	11	135	7	70	2	79	24	177	13	214
TOTAL	302	2,289	311	2,902	245	1,882	239	2,366	547	4,171	550	5,268
% TOTAL	10.4	78.9	10.7	100	10.4	79.5	10.1	100	10.4	79.2	10.4	100