

Claudia, you might
want to put this
w/ your AA Plan files.
cy

NORTH CAROLINA STATE UNIVERSITY

[Handwritten signature]
Raleigh, N. C.

OFFICE OF BUSINESS AFFAIRS

1/14/83 _____ Date

TO: Dr. Lawrence Clark

ACTION REQUESTED ON ATTACHED:

- | | |
|---|---|
| <input type="checkbox"/> Note, initial & return | <input type="checkbox"/> Please draft reply for my signature (return attachments) |
| <input checked="" type="checkbox"/> X | |
| <input type="checkbox"/> For your information (Note and file) | <input type="checkbox"/> Please give me your comments (return attachments) |
| <input type="checkbox"/> Please handle | |
| <input type="checkbox"/> Please answer, furnish me copy | <input type="checkbox"/> Requires your approval |
| <input type="checkbox"/> See me | <input type="checkbox"/> Recommendation |
| <input type="checkbox"/> _____ | <input type="checkbox"/> Per Phone Call |

Attached is the projection you requested on _____
 Teaching Faculty Positions for use in developing a new _____
 Affirmative Action Plan. If you need additional infor- _____
 mation, please let us know. _____

cc: Provost Winstead

Vice Chancellor Worsley

Asst. Vice Chancellor Bierly

[Handwritten signature: Roy L. Holley]
 Roy L. Holley
 Director of Budgets

EPA TEACHING POSITION ESTIMATE

	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>	<u>1986-87</u>
Regular Session Teaching Positions	1187.0	1195.8	1201.0	1211.7 1231.7	1216.6 1236.6
Increase Over Prior Year		8.8	5.2	30.7 10.0	4.9
Vet School Teaching Positions	63.7	75.2	82.2	97.7 96	112.7
Increase Over Prior Year		11.5	7.0	15.5 14	15.0

ENROLLMENT PROJECTIONS

Regular Session					
Budgeted (Approved by UNC-GA)	16,975	17,100	17,175	17,327	17,397
Projected By Student Affairs		17,406*	17,524*	17,613*	17,684*
Vet School					
Budgeted	80	177	256	293	338
Projected				288	

BASIS FOR TEACHING POSITION COMPUTATION

Regular Session - One teaching position per 14.3 students

Vet School - One teaching position per 3.0 students

*From Student Affairs Enrollment projection dated 11/82

Prepared By: Budget Office
January 14, 1983

T. INTRODUCTION

A. North Carolina State University at Raleigh

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 Appendix

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 reorganization and administration at the campus. This structure has been utilized for each revision of NCSU's Affirmative Action Plan. Accordingly, in 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 analyses consistent with the given numerical formulas and restricted availability data.

The NCSU Affirmative Action Office, 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

C. Reaffirmation of ^{Nondiscrimination Policy} Equal Employment Opportunity Policy /
Affirmative Action 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} ~~under the~~ applicable Federal laws, including Title 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 good-faith 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 area 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 sector, 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 non-discriminatory employment practices. Where there is significant evidence that members of a particular class have been underrepresented or underutilized within areas of staff complement, specific goals and timetables designed to remedy that ~~situation~~ underrepresentation have been established. In order to reach these goals, NCSU has employed ~~an~~ intensified recruitment efforts involving extensive advertising and other available means to reach women and minority candidates.

As an institution ~~which~~ 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 these standards fairly and consistently. Thus, the conscientious search for and effort to employ additional women and members of minority groups pursuant to established goals and timetables 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 under-represented groups for available appointments, positions and promotions.

D. 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 (for) the State Personnel Act (EPA), who are classified as either EPA faculty or EPA non-faculty.

2. Division of Personnel Services

8

3. Personnel Office

Information that is kept in an individual's file for the Personnel 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, birth date, sex, race, date first appointed, rank or administrative title, social security number, tenure status, school, department, highest degree and when earned, full-time/port-time status, and salary. The Payroll office has a separate tape for salary and budget code information.

4. Affirmative Action Office

^{EPA?} 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). From these reports, EPA availability and applicant flow data for the entire University can be extracted, as well as individual information on individual position employment decisions.

E. Dissemination of Policy Statements

NCSU's Non-discrimination Policy has been formally disseminated both internally and externally. Within the University, the policy has appeared and will continue

9

to appear in several University-sponsored publications. (See Table) These publications reach all levels of University employees. Additionally, formal statements of the ~~Equal~~ 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 individuals responsible for each, and 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, ~~the~~ ^{these} discipline groupings are identified for faculty positions. These groupings and their school application 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

~~Occupational Education~~

Math 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

I. 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. Professional
- (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 60 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 consult as follows:

- a) Instructor - no one
 - a personnel committee
 - the entire department
 - the senior faculty
- b) Assistant Professor - an elected & appointed search committee
 - the entire department
 - a personnel committee
 - the senior faculty
- c) Associate Professor - an elected & 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 Appointments 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) compatability 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 brings 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~~

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.

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 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.

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 director, 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~~ 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 officer 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.

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 ~~presented~~ 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 Groupings	2A-1 through 2A-12
Faculty, Non-Tenure Track	2B
Professional, Non-Faculty (EPA Non-Faculty)	3A

SPA Professional
Secretarial/Clerical
Technical/Paraprofessional
Skilled Crafts
Service/Maintenance

3B
4
5
6
7

For 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 for 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 .

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.

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

$$\left(\frac{141}{192} \times 0.044\right) + \left(\frac{51}{192} \times 0.069\right) = 4.06\%$$

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

$$\left(\frac{141}{192} \times 0.0475\right) + \left(\frac{51}{192} \times 0.0475\right) = 4.75\%$$

Females represent 36% 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

Securus (2200).

$$\left(\frac{14}{192} \times .30\right) + \left(\frac{51}{192} \times .50\right) = 34.4\%$$

Andy, Pick up here with "B." on next page.

Tenured / Tenure Track Faculty - Tables 2A

B. Analysis of Availability and Hiring Opportunities

1. Tenured/Tenure Track Faculty *Analysis of Availability and Hiring Opportunities*

Tables 2A1-2A12 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 of availability data for each discipline grouping is given in Section of Appendix .

~~Availability percentages for Blacks, females, and other minorities in each discipline grouping are given in Table .~~

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 ~~and Hiring Opportunities~~

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 proportions 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>
Agr. 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 Appendix —)	2.7	10.0	6.1
Humanities and Social Sciences (See Appendix —)	3.5	29.0	3.9
Physical and Mathematical Sciences (National Research Council)	2.0	12.0	8.0

Blacks

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

Females

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

Other Minorities

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

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

1. Analysis of Availability ~~and Hiring Opportunities~~

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~~ Division of Student Affairs, University Extension, and the Schools 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

Cindy - see next page beginning "Each of thirteen . . ."

~~AVAILABILITY DATA FOR EPA PROFESSIONAL NON-FACULTY~~

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 Data</u>	<u>% Blacks</u>	<u>% Females</u>	<u>% Other</u>
Ag. and Life Sciences (NAHond Research Council)	1.6	20.3	8.0
Design (1978 Affirmative Action Plan)	22.1	42.3	0.3
Education (HEGIS - Library)	5.3	80.0	3.8
Engineering	1.4	4.8	12.1
Forest Resources (See Appendix —)	2.7	10.0	6.1
Humanities & Social Scs. (See Appendix —)	3.5	29.0	3.9
Physical & Matn. Sciences (HEGIS)	1.8	18.2	6.0
Textiles (1978 Affirmative Action Plan)	1.3	3.0	4.8
Vet. Medicine (Association of American Veterinary Medical Colleges Comparative Data Report, 1982-83)	3.0	31.0	1.0
Student Affairs (HEGIS)	9.9	67.6	3.9
Library (HEGIS)	5.3	80.5	3.4
University Extension (HEGIS)	9.9	59.3	3.7
Special Units (HEGIS)	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

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

Females

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

Other Minorities

$$\begin{aligned} & \left(\frac{106}{380} \times .080\right) + \left(\frac{2}{380} \times .003\right) + \left(\frac{5}{380} \times .038\right) + \left(\frac{31}{380} \times .121\right) + \\ & \left(\frac{22}{380} \times .061\right) + \left(\frac{3}{380} \times .039\right) + \left(\frac{14}{380} \times .060\right) + \left(\frac{6}{380} \times .048\right) + \\ & \left(\frac{3}{380} \times .010\right) + \left(\frac{33}{380} \times .034\right) + \left(\frac{85}{380} \times .039\right) + \left(\frac{12}{380} \times .037\right) + \\ & \left(\frac{58}{380} \times .042\right) = .0591 = 5.9\% \end{aligned}$$

F. 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 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 ~~Black~~

was reduced because of the large number of secondary school personnel included in the 0800 HEGIS Series - Education were females, representing about 70%.

Condy, Pick up here with

G. Analysis of Availability and Hiring Opportunities for SPA
Resumms

6. 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:

EEO-6 Category

- 1) Executive, Administrative & Managerial
- 2) N/A (Faculty)
- 3) Professional Non-Faculty
- 4) Clerical and Secretarial

ESC Category

- Non Farm and Administrators
- N/A
- Professional Technical & Related
- Sales
- Clerical

- | | |
|-----------------------------------|--|
| 5) Technical and Paraprofessional | Professional, Technical & Related |
| 6) Skilled Crafts | Craftsmen, Foremen & 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 3 county area shows 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 ~~Section~~ of ~~Appendix~~ - Tables 3B, 4, 5, 6, ^{or} 7.
~~give the current profile and hiring opportunities.~~

~~APPENDIX C~~ C

Organization and Operation of North Carolina
State University at Raleigh

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 declared 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 powers of the boards 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 Assistant to the Chancellor for International Programs~~
Coordinator of
~~The Assistant to the Chancellor for International Programs~~ reports to the Chancellor, 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 ~~Chancellor~~
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 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 604 A 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.)

~~b~~ 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.

~~b~~ d. Professor. A professor shall have permanent tenure.
→ more space here

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.

~~On~~ 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.

Burke → 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.

