



# North Carolina State University

SCHOOL OF DESIGN

Architecture · Landscape Architecture · Product Design

Box 7701, Raleigh, North Carolina 27695-7701

Office of the Dean

27 March, 1990

Dr. Lawrence M. Clark  
Associate Provost and  
Affirmative Action Officer  
NCSU Box 7101  
Raleigh, NC 27695-7101

Dear Dr. Clark:

Thank you for your letter of March 16 concerning the affirmative action record of the School of Design. As a newly appointed Dean, the third in our School's forty three year history, I am becoming increasingly aware of both the accomplishments of the past and the opportunities and obligations of the future. I am committed to significant improvement in our affirmative action and equal opportunity performance, and it is my intention to work with our faculty and the central administration of the University to rapidly accomplish our goals.

I expect to involve all of our department heads and faculty members very actively in affirmative action recruiting at both the faculty and student level. It would be helpful to me in this effort to have a definite plan of action for hiring women and minority faculty and staff members, particularly African-Americans. Could your office supply me with examples of procedures that have been successful in other schools and colleges at NCSU in seeking and hiring minority faculty members and recruiting students? With these examples as a guide, we will establish procedures in the School of Design which will be more successful than those of the past.

Thank you for your help in this matter.

Regards,

A handwritten signature in blue ink, appearing to read "J. Thomas Regan".

J. Thomas Regan  
Dean

cc: Chancellor Monteith  
Provost Winstead  
School of Design Department Heads





North Carolina State Uni  
SCHOOL OF DESIGN

Architecture • Environmental Design • Landscape  
Product Design • Visual Design  
Box 7701, Raleigh, North Carolina 27695-

Office of the Dean  
(919) 737-2201

1 May, 1990

MEMORANDUM

TO: Dr. Larry Clark  
Associate Provost

FROM: Tom Regan  
Dean

SUBJECT: Meeting With the School of Design Executive Committee  
May 3, 1990

We are glad that your schedule allows you to meet with our Executive Committee on Thursday morning. Our meeting begins at 10:00 am and lasts until noon, and we will accommodate you at whatever time within those hours you are able to join us.

My intention in asking you to meet with this committee, composed of the Associate Dean, the Assistant Dean, Department Heads, President of the Faculty Council, and School of Design Faculty Senator, is twofold. First, it will be helpful to us for you to discuss issues in affirmative action that you see facing the University and the School at this time and to answer questions that we may have pertaining to these issues and/or affirmative action procedures. The School is in the process of searching for new faculty positions and new department heads for the 1991 academic year.

Additionally, you should be informed of new initiatives that are beginning in the School for increasing the number of African Americans in the design professions. There are national initiatives in architecture and visual design specifically, and we solicit your advice on these activities. Attached you will find a preliminary proposal for our Product and Visual Design Department that shows particular promise.

We look forward to meeting with you on Thursday.

JTR/jr

Enclosure

cc: Provost Winstead  
Executive Committee

DR. CLARK  
FOR THURSDAY  
MORNING MEETING  
AT SCHOOL OF  
DESIGN



original post-it removed 9/26/11



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JTR/jr

Enclosure

cc: Provost Winstead  
Executive Committee



To: Tom Regan  
Charles Joyner  
From: Meredith Davis  
Re: African-American Program to Increase Participation in Graphic Design

April 30, 1990

As a summary of our meeting on Friday, April 27, the following are items we discussed as part of an overall program to increase the participation of African-Americans in the profession of graphic design.

- 1 The change of audience for Design Camp to 14-16 year olds with a continuing commitment to defining the nature of activities in which designers are involved through hands-on experiences.
- 2 The development of an "empowerment" program for 16-18 year olds that would concentrate on defining the role of design as an agent of social change and illustrate career opportunities for African-American students.
- 3 The recruitment of an African-American to fill a tenure-track position in Visual Design, with the possibility of a one-year appointment in 1990-1.
- 4 The development of a "faculty loan" program, possibly with Gannett, in which African-American designers would leave industry to teach for one or two semesters at the expense of the sponsoring corporation. Topical course offerings, such as publication design, could be developed to make use of their expertise.
- 5 Industry sponsorship of scholarships for African-Americans to obtain masters degrees and subsequent eligibility for teaching positions in universities and colleges.
- 6 Awareness program for African-Americans who hold degrees in other disciplines but are interested in career changes. Design disciplines would be explained through one week mini-courses that would prepare students for the graduate application process.

The following issues need to be addressed:

- 1 What is the level of involvement we expect from Gannett? - to be determined in preliminary discussions with Richard Curtis. Tom Regan will arrange a meeting in Washington.
- 2 What is the level of funding required for each program? - Charles Joyner agreed to pull together some figures for summer "empowerment" program.
- 3 How will we begin search for an African-American graphic designer for next fall? - Meredith Davis will draft job description and search letter to be reviewed by Charles, Tom, and Larry Clark's office for appropriate language and procedures.
- 4 How will we integrate participation by other departments in similar efforts? - Should this be discussed at the Executive Committee meeting, using the graphic design proposal as a point of departure?

*Print*  
*Masters*

*Debra Paltan*

*93*  
*75*  
*1000*  
*assessant*

*Pink band*

*Housing*  
*African-American*

NORTH CAROLINA STATE UNIVERSITY

DISCIPLINE Design

PERIOD: 10/1/87 - 9/30/88

EPA TENURED/TENURE TRACK  
 EPA NON-TENURED  
 EPA PROFESSIONAL

	Non-Minority	Minority	Unknown	Male	Female	Grand Total
Profile 1987	32	3	0	25	10	35
Profile Oct. 1, 1987 - Sept. 30, 1988	32	4	0	27	9	36
Promotions	3	1	0	1	3	4
Terminations	3	0	0	1	2	3
New Hires	1	1	0	2	0	2
Applications	102	6	1	54	55	109

IMPACT ANALYSIS

Minority

$\frac{\text{Minority New Hires}}{\text{Minority Applications}} = \frac{1}{6}$	$\left. \begin{array}{l} \frac{1}{6} \\ \frac{1}{102} \end{array} \right\} \frac{.167}{.010} = 16.7$
$\frac{\text{Non-Minority New Hires}}{\text{Non-Minority Applications}} = \frac{1}{102}$	

Female

$\frac{\text{Female New Hires}}{\text{Female Applications}} = \frac{0}{55}$	$\left. \begin{array}{l} \frac{0}{55} \\ \frac{2}{54} \end{array} \right\} \frac{0}{.037} = 0.0$
$\frac{\text{Male New Hires}}{\text{Male Applications}} = \frac{2}{54}$	

F - FEMALE

M = MALE

IMPACT ANALYSIS  
(80% Ratio Rule)

BEGINNING PERIOD 10/1/87END OF PERIOD 9/30/88

## RACE/GENDER GROUP ANALYSIS

JOB GROUP	SELECTION		PROMOTION		TERMINATION	
	FEMALE NEW HIRES FEMALE APPLICATIONS RATIO	TO	FEMALE PROMOTIONS FEMALE STARTING WORK FORCE RATIO	TO	FEMALE TERMINATIONS FEMALE STARTING WORK FORCE RATIO	TO
FULLTIME ADMINISTRATIVE	(F) $\frac{1}{3} = .33$ (M) $\frac{4}{125} = .032$	1031%	$\frac{0}{13}$ = NOT APPLICABLE $\frac{0}{172} = 0$		$\frac{0}{13} = 0$ $\frac{4}{172} = .023$	No Termination of Females
AGRICULTURE SCIENCES	(F) $\frac{2}{10} = .2$ (M) $\frac{5}{47} = .106$	189%	$\frac{1}{15} = .067$ $\frac{19}{265} = .072$	93%	$\frac{2}{15} = .133$ $\frac{10}{265} = .038$	350%
BIOLOGICAL SCIENCES	(F) $\frac{2}{40} = .05$ (M) $\frac{7}{228} = .031$	161%	$\frac{0}{14} = 0$ $\frac{3}{120} = .025$	0%	$\frac{0}{14} = 0$ $\frac{2}{120} = .033$	No Termination of Females
EXTENSION HOME ECONOMICS	(F) $\frac{1}{2} = .5$ (M) $\frac{0}{5} = 0$	Female Hired	$\frac{3}{9} = .333$ $\frac{0}{1} = 0$	Female Promoted	$\frac{0}{9} = 0$ $\frac{0}{1} = 0$	No Terminations
DESIGN	(F) $\frac{0}{55} = 0$ (M) $\frac{2}{54} = .037$	0%	$\frac{3}{10} = .3$ $\frac{1}{25} = .04$	750%	$\frac{2}{10} = .2$ $\frac{1}{25} = .04$	500%
EDUCATION	(F) $\frac{2}{12} = .167$ (M) $\frac{0}{32} = 0$	Female Hired	$\frac{2}{14} = .143$ $\frac{0}{30} = 0$	Female Promoted	$\frac{0}{14} = 0$ $\frac{1}{30} = .033$	No Female terminations
PSYCHOLOGY	(F) $\frac{1}{36} = .028$ (M) $\frac{1}{85} = .012$	233%	$\frac{1}{3} = .333$ $\frac{0}{15} = 0$	Female Promoted	$\frac{0}{3} = 0$ $\frac{0}{15} = 0$	No Terminations

F = FEMALE

M = MALE

BEGINNING PERIOD 10/1/87END OF PERIOD 9/30/88

2

IMPACT ANALYSIS  
(80% Ratio Rule)

## RACE/GENDER GROUP ANALYSIS

JOB GROUP	SELECTION		PROMOTION		TERMINATION	
	FEMALE NEW HIRES FEMALE APPLICATIONS RATIO	TO	FEMALE PROMOTIONS FEMALE STARTING WORK FORCE RATIO	TO	FEMALE TERMINATIONS FEMALE STARTING WORK FORCE RATIO	TO
	MALE NEW HIRES MALE APPLICATIONS		MALE PROMOTIONS MALE STARTING WORK FORCE		MALE TERMINATIONS MALE STARTING WORK FORCE	
ENGINEERING	(F) $\frac{1}{28} = .036$ 360%		$\frac{1}{6} = .167$ 668%		$\frac{0}{6} = 0$ $\frac{6}{154} = .039$	No Female Terminations
	(M) $\frac{5}{524} = .010$		$\frac{4}{154} = .025$			
FOREST RESOURCES	(F) $\frac{0}{0} = 0$ No Female Applications		$\frac{0}{7} = 0$ No Promotions		$\frac{0}{7} = 0$ $\frac{1}{52} = .019$	No Female Terminations
	(M) $\frac{1}{20} = .05$		$\frac{0}{52} = 0$			
HUMANITIES AND SOCIAL SCIENCES	(F) $\frac{2}{102} = .020$ 91%		$\frac{1}{70} = .014$ 24%		$\frac{2}{70} = .028$ $\frac{5}{175} = .028$	100%
	(M) $\frac{4}{181} = .022$		$\frac{10}{175} = .057$			
PHYSICAL & MATHEMATICAL SCIENCES	(F) $\frac{0}{27} = 0$ 0%		$\frac{0}{15} = 0$ 0%		$\frac{0}{15} = 0$ $\frac{9}{180} = .05$	No Female Terminations
	(M) $\frac{4}{134} = .030$		$\frac{8}{180} = .044$			
TEXTILES	(F) $\frac{0}{0} = 0$ No New Hires		$\frac{0}{4} = 0$ 0%		$\frac{0}{4} = 0$ $\frac{4}{32} = 0$	No Terminations
	(M) $\frac{0}{0} = 0$		$\frac{1}{32} = .031$			
VETERINARY MEDICINE	(F) $\frac{1}{32} = .031$ 76%		$\frac{4}{19} = .21$ 132%		$\frac{2}{19} = .105$ $\frac{8}{66} = .121$	87%
	(M) $\frac{5}{123} = .041$		$\frac{10}{66} = .151$			
EPA NON-TENURED FACULTY	(F) $\frac{13}{75} = .172$ 225%		$\frac{0}{54} = 0$ Not Applicable		$\frac{11}{54} = .204$ $\frac{10}{76} = .131$	156%
	(M) $\frac{8}{104} = .077$		$\frac{0}{76} = 0$			

F = FEMALE

M = MALE

BEGINNING PERIOD 10/1/87

3

IMPACT ANALYSIS  
(80% Ratio Rule)

END OF PERIOD 9/30/88

## RACE/GENDER GROUP ANALYSIS

JOB GROUP	SELECTION		PROMOTION		TERMINATION	
	RATIO	TO	RATIO	TO	RATIO	TO
	FEMALE NEW HIRES FEMALE APPLICATIONS		FEMALE PROMOTIONS FEMALE STARTING WORK FORCE		FEMALE TERMINATIONS FEMALE STARTING WORK FORCE	
	MALE NEW HIRES MALE APPLICATIONS		MALE PROMOTIONS MALE STARTING WORK FORCE		MALE TERMINATIONS MALE STARTING WORK FORCE	
EPA PROFESSIONAL NON-FACULTY	(F) $\frac{22}{494} = .044$ 74%		NOT APPLICABLE		$\frac{9}{195} = .046$ 42%	
	(M) $\frac{43}{738} = .059$				$\frac{33}{305} = .108$	
SPA PROFESSIONAL	(F) $\frac{8}{89} = .09$ 60%		$\frac{1}{89} = .01$ 33%		$\frac{10}{89} = .11$ 79%	
	(M) $\frac{22}{151} = .15$		$\frac{5}{151} = .033$		$\frac{21}{151} = .14$	
SECRETARIAL	(F) $\frac{168}{2904} = .058$ 305%		$\frac{16}{1008} = .016$ 32%		$\frac{160}{1008} = .16$ 94%	
	(M) $\frac{25}{1296} = .019$		$\frac{4}{75} = .05$		$\frac{13}{75} = .17$	
TECHNICAL	(F) $\frac{68}{502} = .135$ 103%		$\frac{5}{505} = .01$ 142%		$\frac{71}{505} = .14$ 200%	
	(M) $\frac{52}{398} = .131$		$\frac{3}{406} = .007$		$\frac{35}{406} = .07$	
SKILLED CRAFTS	(F) $\frac{1}{82} = .012$ 41%		$\frac{0}{14} = 0$ 0%		$\frac{1}{11} = .09$ 90%	
	(M) $\frac{21}{726} = .029$		$\frac{5}{275} = .018$		$\frac{28}{275} = .10$	
SERVICE MAINTENANCE	(F) $\frac{69}{449} = .154$ 98%		$\frac{4}{249} = .016$ 62%		$\frac{58}{249} = .23$ 96%	
	(M) $\frac{107}{685} = .156$		$\frac{11}{413} = .026$		$\frac{99}{413} = .24$	



PROFILE OF FEMALE, BLACK, AND OTHER MINORITY FACULTY  
IN TENURED/TENURE TRACK POSITIONS, BY COLLEGE  
OCTOBER 1, 1989

<u>COLLEGE</u>	# OF T/TT FACULTY & % OF UNIV. <u>TOTAL</u>	# OF T/TT FEMALE FAC.& % OF COLLEGE <u>TOTAL</u>	# OF T/TT BLACK FAC.& % OF COLLEGE <u>TOTAL</u>	# OF T/TT OTHER MINORITY FACULTY & % OF COLLEGE <u>TOTAL</u>
CALS	422 (31.7)	39 (9.2)	11 (2.6)	7 (1.7)
DESIGN	37 (2.8)	11 (29.7)	2 (5.4)	2 (5.4)
ED. & PSY.	74 (5.5)	22 (29.7)	8 (10.8)	1 (1.4)
ENGR.	189 (14.2)	7 (3.7)	5 (2.6)	26 (13.8)
FR	63 (4.7)	9 (14.3)	3 (4.8)	1 (1.6)
CHASS	255 (19.1)	73 (28.6)	17 (6.7)	9 (3.5)
PAMS	176 (13.2)	16 (9.1)	4 (2.3)	21 (11.9)
TEX	32 (2.4)	4 (12.5)	3 (9.4)	2 (6.3)
VET	85 (6.4)	16 (18.8)	1 (1.2)	3 (3.5)
TOTAL	1333 (100.0%)	197 (14.8%)	54 (4.1%)	72 (5.4%)

Source: Office of Civil Rights, October 1, 1989.

Prepared by the Office of Affirmative Action, March 8, 1990.

PROFILE OF FEMALE, BLACK, AND OTHER MINORITY  
SPA EMPLOYEES, BY COLLEGE  
OCTOBER 1, 1989

<u>COLLEGE</u>	<u># OF SPA EMPL. &amp; % OF UNIV. TOTAL</u>	<u># OF FEMALE SPA EMPL. &amp; % OF COLLEGE TOTAL</u>	<u># OF BLACK SPA EMPL. &amp; % OF COLLEGE TOTAL</u>	<u># OF OTHER MINORITY SPA EMPL. &amp; % OF COLLEGE TOTAL</u>
CALS	899 (26.3)	494 (55.0)	76 (8.5)	22 (2.5)
DESIGN	14 (.4)	11 (78.6)	2 (14.3)	0 (-)
ED. & PSY.	23 (.7)	20 (87.0)	6 (26.1)	0 (-)
ENGR.	145 (4.3)	99 (68.3)	21 (14.5)	6 (4.1)
FR	57 (1.7)	38 (66.7)	8 (14.0)	3 (5.3)
CHASS	78 (2.3)	68 (87.2)	24 (30.8)	1 (1.3)
PAMS	83 (2.4)	63 (75.9)	9 (10.8)	0 (-)
TEX	39 (1.1)	21 (53.9)	4 (10.3)	1 (2.6)
VET	252 (7.4)	197 (78.2)	33 (13.1)	7 (2.8)
LIBRARIES	116 (3.4)	98 (84.5)	36 (31.0)	6 (5.2)
FINANCE & BUS.	1,084 (31.8)	459 (42.3)	478 (44.1)	11 (1.0)
STUDENT AFRS.	244 (7.1)	188 (77.1)	116 (47.5)	1 (.4)
UNIV. EXT.	56 (1.6)	44 (78.6)	10 (17.9)	0 (-)
SPECIAL UNITS	323 (9.5)	211 (65.3)	125 (38.7)	2 (.6)
TOTAL	3,413 (100.0%)	2,011 (100.0%)	948 (100.0%)	60 (100.0%)

Source: Office of Civil Rights, October 1, 1989.

Prepared by the Office of Affirmative Action, March 28, 1990.

PROFILE OF FEMALE, BLACK, AND OTHER MINORITY  
SPA SECRETARIAL EMPLOYEES, BY COLLEGE  
OCTOBER 1, 1989

COLLEGE	# OF SPA SECRE. & % OF UNIV.	# OF FEMALE SPA SECRE. & % OF COLLEGE	# OF BLACK SPA SECRE. & % OF COLLEGE	# OF OTHER MINORITY SPA SECRE. & % OF COLLEGE
	TOTAL	TOTAL	TOTAL	TOTAL
CALS	302 (24.7)	295 (97.7)	27 (8.9)	5 (1.7)
DESIGN	10 (.8)	10 (100.0)	1 (10.0)	0 (-)
ED. & PSY.	21 (1.7)	19 (90.5)	6 (28.6)	0 (-)
ENGR.	79 (6.4)	77 (97.5)	16 (20.3)	2 (2.5)
FR	23 (1.9)	22 (95.7)	6 (26.1)	2 (8.7)
CHASS	69 (5.7)	62 (89.9)	23 (33.3)	1 (1.5)
PAMS	54 (4.4)	54 (100.0)	9 (16.7)	0 (-)
TEX	17 (1.4)	16 (94.1)	2 (11.8)	0 (-)
VET	56 (4.6)	53 (94.6)	11 (19.6)	0 (-)
LIBRARIES	108 (8.8)	94 (87.0)	32 (29.6)	6 (5.6)
FINANCE & BUS.	217 (17.8)	180 (83.0)	68 (31.3)	5 (2.3)
STUDENT AFRS.	104 (8.5)	94 (90.4)	28 (26.9)	0 (-)
UNIV. EXT.	36 (3.0)	31 (86.1)	7 (19.4)	0 (-)
SPECIAL UNITS	126 (10.3)	118 (93.7)	23 (18.3)	1 (.8)
TOTAL	1222 (100.0%)	1125 (92.1%)	259 (21.2%)	22 (1.8%)

Source: Office of Civil Rights, October 1, 1989.

Prepared by the Office of Affirmative Action, March 26, 1990.

PROFILE OF FEMALE, BLACK, AND OTHER MINORITY  
SPA PROFESSIONAL EMPLOYEES, BY COLLEGE  
OCTOBER 1, 1989

COLLEGE	# OF SPA PROF. & % OF UNIV. TOTAL	# OF FEMALE SPA PROF. & % OF COLLEGE TOTAL	# OF BLACK SPA PROF. & % OF COLLEGE TOTAL	# OF OTHER MINORITY SPA PROF. & % OF COLLEGE TOTAL
CALS	57 (22.6)	15 (26.3)	1 (1.8)	3 (5.3)
DESIGN	0 (-)			
ED. & PSY.	0 (-)			
ENGR.	10 (4.0)	3 (30.0)	0 (-)	1 (10.0)
FR	4 (1.6)	3 (75.0)	0 (-)	0 (-)
CHASS	3 (1.2)	2 (66.7)	0 (-)	0 (-)
PAMS	4 (1.6)	1 (25.0)	0 (-)	0 (-)
TEX	1 (.4)	0 (-)	0 (-)	0 (-)
VET	14 (5.5)	10 (71.4)	2 (14.3)	1 (7.1)
LIBRARIES	2 (.8)	0 (-)	0 (-)	0 (-)
FINANCE & BUS.	119 (47.2)	39 (32.8)	14 (11.8)	1 (.8)
STUDENT AFRS.	6 (2.4)	3 (50.0)	2 (33.3)	0 (-)
UNIV. EXT.	5 (2.0)	3 (60.0)	0 (-)	0 (-)
SPECIAL UNITS	27 (10.7)	12 (44.4)	1 (3.7)	1 (3.7)
TOTAL	252 (100.0%)	91 (36.1%)	20 (7.9%)	7 (2.8%)

Source: Office of Civil Rights, October 1, 1989.

Prepared by the Office of Affirmative Action, March 26, 1990.

PROFILE OF FEMALE, BLACK, AND OTHER MINORITY  
SPA TECHNICAL EMPLOYEES, BY COLLEGE  
OCTOBER 1, 1989

<u>COLLEGE</u>	# OF SPA TECH. & % OF UNIV. <u>TOTAL</u>	# OF FEMALE SPA TECH. & % OF COLLEGE <u>TOTAL</u>	# OF BLACK SPA TECH. & % OF COLLEGE <u>TOTAL</u>	# OF OTHER MINORITY SPA TECH. & % OF COLLEGE <u>TOTAL</u>
CALS	403 (42.3)	173 (42.9)	18 (4.5)	14 (3.5)
DESIGN	3 (.3)	1 (33.3)	1 (33.3)	0 (-)
ED. & PSY.	2 (.2)	1 (50.0)	0 (-)	0 (-)
ENGR.	43 (4.5)	19 (44.2)	3 (7.0)	3 (7.0)
FR	30 (3.2)	13 (43.3)	2 (6.7)	1 (3.3)
CHASS	5 (.5)	4 (80.0)	1 (20.0)	0 (-)
PAMS	20 (2.1)	8 (40.0)	0 (-)	0 (-)
TEX	16 (1.7)	5 (31.3)	2 (12.5)	1 (6.3)
VET	144 (15.1)	111 (77.1)	13 (9.0)	6 (4.2)
LIBRARIES	3 (.3)	2 (66.7)	1 (33.3)	0 (-)
FINANCE & BUS.	173 (18.2)	103 (59.5)	38 (22.0)	1 (.6)
STUDENT AFRS.	34 (3.6)	33 (97.1)	8 (23.5)	0 (-)
UNIV. EXT.	15 (1.6)	10 (66.7)	3 (20.0)	0 (-)
SPECIAL UNITS	61 (6.4)	31 (50.8)	9 (14.8)	0 (-)
<b>TOTAL</b>	<b>952</b> <b>(100.0%)</b>	<b>514</b> <b>(54.0%)</b>	<b>99</b> <b>(10.4%)</b>	<b>26</b> <b>(2.7%)</b>

Source: Office of Civil Rights, October 1, 1989.

Prepared by the Office of Affirmative Action, March 26, 1990.

PROFILE OF FEMALE, BLACK, AND OTHER MINORITY  
SKILLED CRAFTS EMPLOYEES, BY COLLEGE  
OCTOBER 1, 1989

COLLEGE	# OF SKL. CRAFTS & % OF UNIV. TOTAL	# OF FEMALE SKL.CRAFTS & % OF COLLEGE TOTAL	# OF BLACK SKL.CRAFTS & % OF COLLEGE TOTAL	# OF OTHER MINORITY SKL.CRAFTS & % OF COLLEGE TOTAL
CALS	26 (9.0)	0 (-)	2 (7.7)	0 (-)
DESIGN	1 (.4)	0 (-)	0 (-)	0 (-)
ED. & PSY.	0 (-)			
ENGR.	12 (4.2)	0 (-)	1 (8.3)	0 (-)
FR	0 (-)			
CHASS	0 (-)			
PAMS	5 (1.7)	0 (-)	0 (-)	0 (-)
TEX	5 (1.7)	0	0	0
VET	1 (.4)	0 (-)	1 (100.0)	0 (-)
LIBRARIES	0 (-)			
FINANCE & BUS.	222 (77.1)	11 (5.0)	51 (23.0)	2 (.9)
STUDENT AFRS.	4 (1.3)	0 (-)	0 (-)	0 (-)
UNIV. EXT.	0 (-)			
SPECIAL UNITS	12 (4.2)	0 (-)	3 (25.0)	0 (-)
TOTAL	288 (100.0%)	11 (3.8%)	58 (20.1%)	2 (.7%)

Source: Office of Civil Rights, October 1, 1989.

Prepared by the Office of Affirmative Action, March 26, 1990.

PROFILE OF FEMALE, BLACK, AND OTHER MINORITY  
SERVICE/MAINTENANCE EMPLOYEES, BY COLLEGE  
OCTOBER 1, 1989

COLLEGE	# OF SVC./ MAINT. & % OF UNIV. TOTAL	# OF FEMALE SVC./MAINT. & % OF COLLEGE TOTAL	# OF BLACK SVC./MAINT. & % OF COLLEGE TOTAL	# OF OTHER MINORITY SVC./MAINT. & % OF COLLEGE TOTAL
CAIS	110 (16.0)	11 (10.0)	28 (25.5)	0 (-)
DESIGN	0 (-)			
ED. & PSY.	0 (-)			
ENGR.	1 (.2)	0 (-)	1 (100.0)	0 (-)
FR	0 (-)			
CHASS	1 (.2)	0 (-)	0 (-)	0 (-)
PAMS	0 (-)			
TEX	0 (-)			
VET	36 (5.2)	23 (63.9)	6 (16.7)	0 (-)
LIBRARIES	3 (.4)	2 (66.7)	3 (100.0)	0 (-)
FINANCE & BUS.	344 (50.0)	125 (36.3)	306 (89.0)	2 (.6)
STUDENT AFRS.	96 (13.9)	58 (60.4)	78 (81.3)	1 (1.0)
UNIV. EXT.	0 (-)			
SPECIAL UNITS	97 (14.1)	50 (51.6)	89 (91.8)	0 (-)
TOTAL	688 (100.0%)	269 (39.1%)	511 (74.3%)	3 (.4%)

Source: Office of Civil Rights, October 1, 1989.

Prepared by the Office of Affirmative Action, March 26, 1990.

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

EEO-6 Category: Faculty, Tenured/ Tenure Track	OCR Line Number	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1985-86 Profile Data as of 10/86	2,9	33	32	97.0	1	3.0	0	0.0	24	78.0	9	22.0
B) Hiring Goals 1986-1987-1990-1991 Expiration: 10/1/91		14	10	71.4	2	14.3	2.0	14.3	9	66.0	5	24.0
C) Goal Profile 1986-1987-1990-1991 (October 1, 1991)	2,9	35	30	85.7	3	8.6	2.0	5.7	22	63.0	13	37.0
D) New Hires 1986-1987		2	0	-	1	50.0	1	50.0	1	50.0	1	50.0
E) Profile 1986-1987 October 1, 1987)	2,9	35	32	91.4	2	5.7	1	2.8	25	71.4	10	28.6
F) New Hires 1987-1988		2	1	50.0	0	-	1	50.0	2	100.0	0	-
G) Profile 1987-1988 (October 1, 1988)	2,9	36	32	88.8	2	5.6	2	5.6	27	75.0	9	25.0
H) New Hires 1988-1989		1	1	100.0	0	-	0	-	0	-	1	100.0
I) Profile 1988-1989 (October 1, 1989)	2,9	37	33	89.2	2	5.4	2	5.4	26	70.3	11	29.7
J) New Hires 1989-1990												
K) Profile 1989-1990 (October 1, 1990)												
L) New Hires 1990-1991												
M) Profile 1990-1991 (October 1, 1991)												
N) New Hires 1986-1987-1991												
SUM: D+F+H+J+L=N												

AVAILABILITY DATA:

Blacks: 3.75

Females: 34.38

Other Minorities: 6.42



2/90 REVIEW OF AA GOALS LEFT TO ATTAIN  
 BY FALL 1991

*Dr. Clark*

<u>COLLEGE</u>	<u># OF BLACK T/TT NEEDED</u>	<u># OF FEMALE T/TT NEEDED</u>	<u># OF OTHER MINORITY T/TT NEEDED</u>
CALS - AG.	1	6	2
BIOL.	2	3	1
ECON.	<u>0</u>	<u>3</u>	<u>0</u>
	3	12	3
DESIGN	1	2	0
EDUC. - ED.	0	0	0
PSY.	<u>0</u>	<u>1</u>	<u>1</u>
	0	1	1
ENGR.	0	4	0
FR	0	0	0
CHASS	3	3	0
PAMS	3	2	0
TEX	1	1	0
CVM	<u>3</u>	<u>10</u>	<u>4</u>
	14	35	8

PRODUCT AND VISUAL DESIGN DEPARTMENT  
SCHOOL OF DESIGN  
NORTH CAROLINA STATE UNIVERSITY

**POSITION ANNOUNCEMENT:**

Assistant Professor of Industrial Design.  
Full-Time, Tenure-Track Position. Salary commensurate with experience. Appointment to begin August 15, 1991.

**RESPONSIBILITIES:**

Major teaching responsibilities are in the industrial design studios. Additional teaching assignments will be given to favor applicant's strengths. Other responsibilities include departmental and school committees, curriculum development, and student advising.

**QUALIFICATIONS:**

Master's Degree (MPD, MID, or MFA) plus 2-3 years of university teaching experience in industrial design and/or professional practice. Professional work and teaching abilities in areas of product design, design methodology, delineation, materials and processes preferred. A background in CAID, CAD//CAM and Human Factors required.

**DEPARTMENT:**

The Department of Product and Visual Design offers a four year BA of Environmental Design in Product Design (Industrial Design) and a four year BA of Environmental Design in Visual Design (Graphic Design) and a two year Master of Product Design, Industrial design or Graphic Design major.

The Product Design Program consists of four full-time faculty and 50 undergraduate and 15 graduate student. Facilities include well-equipped design studios and laboratories, including state of the art computer facilities, wood, metal and plastic shop, media center and outstanding library.  
**Department Head:** Haig Khachatoorian, IDSA

**SCHOOL OF DESIGN:**

The School of Design offers programs in Architecture, Landscape Architecture, Environmental Design, Product Design (Industrial Design) and Visual Design (Graphic Design).  
**Dean:** J. Thomas Regan

**UNIVERSITY:**

North Carolina State University is a Land Grant institution founded in 1887. Colleges and schools include: Agriculture and Life Sciences, Design, Education and Psychology, Engineering, Forest Resources, Humanities and Social Sciences, Physical and Mathematical Sciences, Textiles, Veterinary Medicine and Graduate School.

**Interim Chancellor:** Dr. Larry K. Monteith

**APPLICATION:**

Applications will be accepted beginning **November 2, 1990** and will continue until a suitable candidate is found. Send a letter of interest, resume, a slide portfolio of personal work of 20 slides in a flat holder, a similar portfolio of student work, and names of at least three references whom we may telephone or write for recommendations.

**DIRECT ALL CORRESPONDENCE TO:**

Haig Khachatoorian, Head  
Department of Product and Visual Design  
School of Design/North Carolina State University  
Box 7701  
Raleigh, NC 27695-7701

**AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY INSTITUTION**



# North Carolina State University

Department of Economics and Business  
College of Agriculture and Life Sciences  
College of Humanities and Social Sciences

Box 8109  
Raleigh, N.C. 27695-8109  
(919) 737-3273

March 30, 1990

Dr. Larry Clark  
Assoc. Provost  
Box 7101  
NCSU  
Raleigh, NC 27695-7101

Dear Dr. Clark:

I was surprised and appalled at your attempt to use me as a ploy in a "game" at the CHASS Administrative Board meeting on 29 March 1990. If your perception was (or is) that Economics and Business has been sexist, your remarks should have been directed to someone other than me. If you thought your approach was humorous, I was not amused and don't think anyone else was. I held my tongue as much as I could, and frankly, I was surprised at my restraint.

In my view, the game played at the meeting was not only inappropriate but counterproductive in maintaining and strengthening a commitment to positive action. I take seriously my social obligations, and I am proud of my several contributions to eliminating sexism and racism - both inside and outside the academic community.

Sincerely,

Robert M. Fearn  
Professor of Economics & Business



February 7, 1990

MEMORANDUM

TO: Dean Barnhardt  
Dean Bateman  
Dean Curtin  
Interim Dean Ferrell  
Dean Michael  
Dean Regan  
Dean Toole  
Dean Tombaugh  
Dean Whitten

FROM: Lawrence M. Clark, Associate Provost  
and University Affirmative Action Officer

RE: Affirmative Action Goals

Beginning immediately, we are placing a hold on approving affirmative action activity on positions in the tenured/tenure track category until we have a clear indication of the efforts that your college is making in the hiring of females, African Americans, and other minorities with respect to your affirmative action goals. Attached is a copy of the current profile for your college in the tenured/tenure track and the goals that were projected for 1986-1991. The University's overall affirmative action goal in the tenured/tenure track for women for this five-year period of time is 232; the goal for African Americans is 67; the goal for other ethnic groups is 71 (other ethnic groups are American Indian/Alaskan Native, Hispanic, and Asian/Pacific Islander). As of October 1, 1989, NCSU employed 197 women tenured/tenure track faculty, 54 African American tenured/tenure track faculty, and 72 tenured/tenure track faculty of other ethnic groups showing the need for 35 women and 13 African American faculty for the next two recruiting years. The University has met its goal for tenured/tenure track faculty from other ethnic groups.

Before this hold is lifted, you are requested to provide a report on the following:

1. the number of openings at the present time for which you are searching by department,

February 7, 1990  
Page 2

2. the present overall effort made to meet your goals, and
3. a summary of how you plan to meet your goals.

These reports will be reviewed with the Provost and a determination will be made with regard to removing the hold. We will answer any questions for clarification at a meeting for all Unit Affirmative Action Officers on Monday, February 12, 1990 in Room 303 Holladay Hall from 2:00 - 4:00 p.m.

cc: Unit Affirmative Action Officers



# North Carolina State University

Box 7101, Raleigh, N. C. 27695-7101

Office of the Provost  
and Vice Chancellor

March 16, 1990

Dr. Robert E. Cook, Assistant Dean  
College of Agriculture & Life Sciences  
NCSU Box 7601

Dear Dr. Cook:

This letter responds to your report of February 12, 1990, with regard to progress in meeting the College of Agriculture and Life Sciences' affirmative action goals. A review of the attached data indicates that CALS has 422 of the 1,333 tenured/tenure track positions, which represents 31.7 percent of all tenured/tenure track positions on campus. Since the affirmative action goals in CALS are very modest, it is my strong belief that adequate progress is not being made as indicated in your letter of February 12.

The Office of Civil Rights records show that only ten (10) female tenured/tenure track faculty have been hired in CALS in the last three years, not thirteen (13) as indicated in your report. The discrepancy is accounted for by the fact that two of your reported thirteen new hires are females in the joint Statistics program who can only be counted once. The OCR counts Professors Gumpertz and Davidian in PAMS. In addition, since Linda Hanly-Bowdoin was hired in January 1990, she will not be officially counted in NCSU statistics until the next reporting year.

There should be a greater effort in affirmative action hiring in each of the 22 departments in CALS. It appears as though Agricultural Science departments are doing better in the hiring of females and minorities than the Biological Science departments, in spite of the fact that the availability data indicate that the Biological Science areas have larger pools. In the Extension Division, the number of African-Americans has actually decreased.

Frankly, I see very little evidence that CALS is committed to the spirit or the letter of the law with respect to affirmative action and equal opportunity. We will scrutinize very closely the hiring practices within CALS to ascertain a greater good-faith effort as we move toward the 21st century.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lawrence M. Clark".

Lawrence M. Clark  
Associate Provost and  
Affirmative Action Officer

Chancellor Monteith  
Provost Winstead  
Dean Bateman  
CALS Dept. Heads

PROFILE OF FEMALE, BLACK, AND OTHER MINORITY FACULTY  
 IN TENURED/TENURE TRACK POSITIONS, BY COLLEGE  
 OCTOBER 1, 1989

COLLEGE	# OF T/TT FACULTY & % OF UNIV. TOTAL	# OF T/TT FEMALE FAC. & % OF COLLEGE TOTAL	# OF T/TT BLACK FAC. & % OF COLLEGE TOTAL	# OF T/TT OTHER MINORITY FACULTY & % OF COLLEGE TOTAL
CALS	422 (31.7)	39 (9.2)	11 (2.6)	7 (1.7)
DESIGN	37 (2.8)	11 (29.7)	2 (5.4)	2 (5.4)
ED. & PSY.	74 (5.5)	22 (29.7)	8 (10.8)	1 (1.4)
ENGR.	189 (14.2)	7 (3.7)	5 (2.6)	26 (13.8)
ER	63 (4.7)	9 (14.3)	3 (4.8)	1 (1.6)
CHASS	255 (19.1)	73 (28.6)	17 (6.7)	9 (3.5)
PAMS	176 (13.2)	16 (9.1)	4 (2.3)	21 (11.9)
TEX	32 (2.4)	4 (12.5)	3 (9.4)	2 (6.3)
VET	85 (6.4)	16 (18.8)	1 (1.2)	3 (3.5)
TOTAL	1333 (100.0%)	197 (14.8%)	54 (4.1%)	72 (5.4%)

Source: Office of Civil Rights, October 1, 1989.

Prepared by the Office of Affirmative Action, March 8, 1990.





# North Carolina State University

Department of Biochemistry  
College of Agriculture and Life Sciences  
College of Physical and Mathematical Sciences

March 26, 1990

Box 7622  
Raleigh, NC 27695-7622  
(919) 737-2581

Dr. Lawrence M. Clark  
Associate Provost and Affirmative Action Officer  
North Carolina State University



Dear Dr. Clark,

After reading your letter to Dr. Cook (March 16), I must confess significant disappointment. It has been my experience that an individual of academic background normally assesses a given situation entirely before lashing out with the height of criticism engendered in your letter. It certainly did not demonstrate any degree of professional courtesy.

It is merely rehashing history to reply that there is a lack of minority candidates available. We are continually turning in the affirmative action documentation which demonstrates this lack of minority applications. Although in recent years there has been a distinct increase in the availability of white female candidates, there has been no corresponding increase in black male or black female candidates. The 22 departments of CALS are in many cases very different from each other; some have closer counterparts in CHAS or PAMS than in some of the other CALS departments. Thus, any one department's ability to attract females and/or minority faculty can be quite different from another.

As Head of Biochemistry for two years in which time we have pursued what has clearly been an aggressive affirmative action program. This has been a matter of record; however, the reality of this department is that at every level, our goal is to appoint the very best without regard to race, sex, age, or national origin.

Attached, you will find an overview of the Biochemistry department made at the beginning of the year. This was accomplished to aid in establishing our recruitment goals, as well as to review our current situation. The left column is our current assignments. The right column projects what we would like to aim for as compared to current appointments. The Biochemistry's undergraduate population, which was not included in our earlier survey, is 11% black, and I believe close to 50% female. Our graduate student population will be 10% black, and 50% female, as of next fall. Biochemistry's full time staff is 80% female, 18% Asian, and 20% black. The staff includes a male as a minority in the position of administrative assistant.

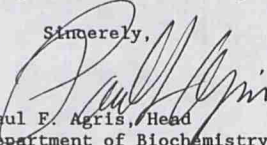
Admittedly the one glaring area of concern has been and is in the area of tenured/tenure track faculty. Biochemistry has offered faculty positions to four females in the last couple of years and has succeeded in attracting one: Linda Hanley-Bowdoin. The Department now has approximately a 20% female faculty. As far as I know, Biochemistry is the only department on campus that extends the energy and money to determine the "pool" of minorities in our applicants. Fully 80% of our 300 applicants during the recent recruitment responded with anonymous personal data sheets.

Dr. L. M. Clark  
Page 2  
March 28, 1990

Absolutely none of the respondents were black, and exceedingly few were of other minority pools! Last year when Biochemistry not only found, but aggressively pursued a black male candidate for a faculty position; the University, not the Department, was responsible for the loss of the recruitment. We exhausted every means of specifically recruiting a black candidate. The advertising was exhaustive, and the mailing lists included every Biochemistry department in the U.S., many industrial contacts, and locations around the world. We traveled every avenue, contacting numerous people first to find, and then to inquire about, and finally to understand how best to recruit this individual. This candidate, with a five-year \$500,000 first award from NIH, was offered a position in Biochemistry. The position came from a combination of 9-months, allocated by the Provost, and 3-months, allocated by CALS Director of ARS. Biochemistry offered the candidate \$50,000 in instrumentation, and suitable laboratory and office space, the same as we offer to all candidates. However, all other candidates are also offered a minimum of \$50,000 in start-up from University sources. These funds were not available for this minority candidate, who wanted to come to NCSU, with his \$500,000 grant. In a highly competitive environment for highly qualified faculty members in Biochemistry, white, black or green, where start-up is measured in hundreds of thousands of dollars (\$500,000 over three years at Rutgers; \$200,000 first year at UC-Davis; and \$350,000 at Yale), we had no chance whatsoever of recruiting this individual.

We will continue to look for quality faculty to fill our positions. We will continue to seek out minority and women candidates. But we will be far more cautious in our pursuit of such a candidate as we had last year. Substantial commitments in set-up from the University must be made available first before Biochemistry ever again will expend the energy and funds as we had. The University administration must realize that these quality individuals can essentially name their price because of the lack of minority candidates. If we are to compete in the market place for them, the University must place real dollars behind its rhetoric. Departments do not have these funds. Biochemistry has done what it could, and has done it quite successfully. We solicit your substantive suggestions concerning methods of locating minority candidates.

Sincerely,



Paul F. Agriis, Head  
Department of Biochemistry

PFA/cpm

cc: Dr. L. K. Monteith, Interim Chancellor  
Dr. N. N. Winstead, Provost  
Dr. D. F. Bateman, Dean  
Dr. R. E. Cook, Assistant Dean

AFFIRMATIVE ACTION STATISTICS

Tenure Track

(4 Additional)

	White	Black	Other
Male	9	0	0
Female	2	0	0

<u>Total:</u>	11 (15)	
White:	8 (11)	11
Black:	1 (2)	0
<u>Other:</u>	2 (2)	0
Male:	6 (8)	9
Female:	5 (7)	2

Non-Tenure Track

(1 Additional)

	White	Black	Other
Male	3	0	3
Female	2	0	0

<u>Total:</u>	8 (9)	
White:	6 (7)	5
Black:	1 (1)	0
<u>Other:</u>	3 (1)	3
Male:	4 (5)	6
Female:	4 (4)	2

SPA

(1 Additional)

	White	Black	Other
Male	1	1	0
Female	8	2	2

<u>Total:</u>	14 (15)	
White:	11 (11)	9
Black:	1 (2)	3
<u>Other:</u>	2 (2)	2
Male:	7 (8)	2
Female:	7 (7)	12

Sub-Total (EPA & SPA Employees)

(6 Additional)

	White	Black	Other
Male	13	1	3
Female	12	2	2

<u>Total:</u>	33 (39)	
White:	25 (29)	X25
Black:	3 (4)	3
<u>Other:</u>	5 (6)	5
Male:	17 (20)	17
Female:	16 (19)	16

Graduate Students

	White	Black	Other
Male	10	0	2
Female	3	1	2

<u>Total:</u>	18	
White:	13	13
Black:	2	1
<u>Other:</u>	3	4
Male:	9	12
Female:	9	6



# North Carolina State University

Department of Biological and Agricultural Engineering  
College of Agriculture and Life Sciences

Box 7625  
Raleigh 27695-7625

March 21, 1990

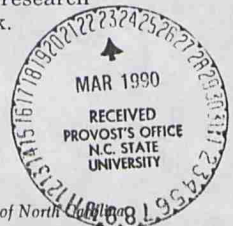
Dr. Lawrence M. Clark  
Associate Provost and Affirmative Action Officer  
Office of the Provost  
Box 7101  
NCSU Campus

Dear Larry:

I appreciate the copy of your March 16th letter to Dr. Robert Cook concerning the status of the College of Agriculture of Life Sciences in meeting affirmative action goals. Although the numbers may support your conclusion, I disagree with your statement that there is "... very little evidence that CALS is committed to the spirit of the letter of the law with respect to affirmative action and equal opportunity."

There are market conditions and University policies that prevent department heads from having control in regards to affirmative action hiring. For example, approximately one year ago we pursued the hiring of a minority Ph.D. engineer for a tenure-track faculty position. To better match the professional background of this individual, I was willing to redefine the research/teaching responsibilities of an open position. However, preliminary discussions with this individual revealed that the University salary structure was uncompetitive. This individual had received his Ph.D. only three years earlier but would have suffered a \$15,000 salary cut even if we offered the maximum Assistant Professor salary.

Should we have started the individual as an Associate Professor? This individual would have been subject to review for promotion to full Professor with tenure in four years. This is a difficult and precarious position for any individual from industry with no teaching experience and limited research publications. I was not willing to subject that individual to that risk.

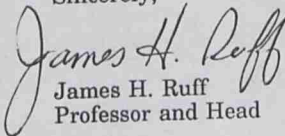


Dr. Lawrence M. Clark  
Page 2  
March 21, 1990

This situation does not show up in any statistics but instead illustrates the real problem that we have making progress towards goals. The problem is a real one and I wish there was a short-term cure. Unfortunately, minority Ph.D.'s don't magically appear. It is difficult to compete for minority faculty members when many other organizations with financial resources also have hiring goals. If we are committed to solving this problem, we need a greater pool of minority Ph.D.'s. Greater financial incentives are needed at all educational and career levels - college scholarships, graduate assistantship supplements, and enhanced funds to support the recruitment and retention of minority faculty.

I am committed to building a premier program in Biological and Agricultural Engineering and firmly believe that minority faculty members are necessary to meet this goal.

Sincerely,

  
James H. Ruff  
Professor and Head

cc: R. Cook  
D. Bateman

February 23, 1990

Dr. J. K. Ferrell, Interim Dean  
College of Engineering  
Box 7901  
Campus

Dear Dean Ferrell:

Given the history of this country in the area of equal opportunity, and my own professional experiences in affirmative action activities over a decade and a half, I suppose I should not have expected a different tone and "mind set" than the response I received from you dated February 12, 1990. The data sent to you was extracted from the data reported to the U. S. Office of Civil Rights. The profile page recently sent to you represents tenured/tenure track faculty in the College of Engineering (no visiting personnel and no administrators) on the NCSU Personnel Data File as of the census date of September 30, 1989.

Institutions receiving federal funds must report data on personnel activity in various categories: executive/administrative/managerial (with/without academic rank); tenured/tenure track faculty; non-tenure track faculty; professional non-faculty; and SPA. The current count of black tenured/tenure track faculty for the College of Engineering is composed of Winston, Winsler, Hankins, Bland, and Byrant. Professors McLarty and Chokani are not yet officially on the tenure track since they have visiting status, and Christine Grant has just arrived at NCSU so these persons are not reflected in the September 30, 1989 OCR data for tenured/tenure track faculty. I would hope that you will clarify what expectation you have for McLarty and Chokani to be on the tenure track especially with respect to their visa status. William Isler will be counted next year in the administrative category without academic rank.

In addition, the black hiring goal profile for the College of Engineering needs modification to reflect the annexation of the

Interim Dean Ferrell  
February 23, 1990  
Page 2

Computer Science department and the inheritance of Kelvin Bryant in the Fall of 1988. Therefore, the proper goal profile for hiring black tenured/tenure track faculty is six (6). The College of Engineering will have officially met its hiring goals for black tenured/tenure track faculty on September 30, 1990 with the OCR census counting which will include Christine Grant. Your official complement of female tenured/tenure track faculty includes Hall, Overton, Rajala, Richardson, Savage, Bischak, and El-Masry for a total of seven (7). Your goals indicate that you will need a total of eleven (11) female faculty. Your count will increase to eight (8) this fall with the official inclusion of Grant. The College of Engineering needs to continue to recruit as well as retain an additional three (3) female tenured/tenure track faculty. We will continue to monitor closely the progress of the College of Engineering toward recruiting female tenured/tenure track faculty and retaining black tenured/tenure track faculty.

Sincerely,

Lawrence M. Clark, Associate Provost and  
University Affirmative Action Officer

cc: Chancellor Monteith  
Provost Winstead  
Engineering Dept. Heads  
T. H. Glisson, Unit Affirm-  
ative Action Officer



# North Carolina State University

Department of Nuclear Engineering  
College of Engineering

Box 7909  
Raleigh, NC 27695-7909  
(919) 737-2301

TO: Till Glisson  
FROM: Thomas S. Elleman *TSE*  
SUBJ: Lawrence Clark Memo of February 7, 1990  
DATE: February 14, 1990

Below is a response for the Nuclear Engineering Department to the three items requested by Lawrence Clark in his recent memorandum on Affirmative Action goals.

1. The number of openings at the present time with an active search: 2
2. The present overall effort made to meet goals: Candidates are identified through advertisements in Nuclear News, IEEE Journals, The Chronicle of Higher Education, ASEE Newsletter and other publications read by nuclear engineers. In addition, we initiate personal contacts with professionals in the field to solicit their nomination of potential candidates. The field of nuclear engineering has not historically attracted blacks or women so the minority hiring pool is limited. The national data base for nuclear engineering for the past several years has shown 0-1 black graduates per year and 5 or fewer females per year at the PhD level. We are, therefore, not optimistic that minority candidates will be identified for our positions.
3. Summary of how we plan to meet our goals: Our past goals for faculty recruitment have recognized the low number of minority candidates and we have not projected the hiring of a female or black candidate. Nevertheless, we regard this as a high priority and we will seek through our recruiting processes to identify appropriate candidates who are minorities.

cc: Paul Turinsky  
John Gilligan







North Carolina State University  
College of Engineering

Department of Materials Science and Engineering February 22, 1990

Ceramic Engineering  
Electronic Materials  
Metallurgical Engineering  
Polymer Engineering

Box 7907  
Raleigh, NC 27695-7907  
919-737-2377

## Memorandum

To: Lawrence M. Clark  
Associate Provost

From: John J. Hren  
Department Head

A handwritten signature in dark ink, appearing to read "John J. Hren".

Subject: Affirmative Action Goals

In response to your memo dated February 7, 1990, the Department of Materials Science and Engineering does not have any positions in the tenured/tenure track category for which we are recruiting.

cc: T. H. Glisson





# North Carolina State University

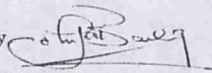
Department of Mechanical & Aerospace Engineering  
College of Engineering

Box 7910  
Raleigh, NC 27695-7910  
(919) 737-2365

February 15, 1990

## Memorandum

To: Dr. T. H. Glisson

From: John A. Bailey 

Subject: Affirmative Action

At the present time the department is conducting a search for four tenure track faculty positions (Mechanical Design, 04-33-506; Solid Mechanics, 04-33-507; Controls and Flight Dynamics, 04-33-806; Combustion, 04-33-903). Advertisements have been placed in a number of publications that include, Black Issues in Higher Education, Engineering Education News, Mechanical Engineering, Aviation Week and Space Technology, Aerospace America and Space News. The Department participates with other departments in ASME regions IV and XI in exchanging lists of graduate students who have the potential to enter the academic profession. The department corresponds directly with selected departments nationwide to publicize opportunities at NCSU. Members of departmental search committees directly contact their colleagues in other universities in search of qualified applicants. As a result of affirmative action this year two female applicants and one minority applicant were received. An additional female applicant was received in response to an advertisement in one of the aforementioned publications. It is our intention to invite the minority and possibly a female applicant to the campus.

We plan on maintaining our efforts as outlined above and to place increased emphasis on nurturing female and minority students who enter our graduate program with the hope that the highly qualified ones will consider the academic profession for a career.

JAB:sw



INDUSTRIAL ENGINEERING DEPARTMENT  
NORTH CAROLINA STATE UNIVERSITY  
RALEIGH, NC 27695-7906  
(919) 737-2362

TO: T.H. Glisson  
*T.H. Glisson*  
FROM: T.J. Hodgson  
DATE: February 14, 1990  
SUBJECT: Affirmative Action Reports (L.M. Clark Memo of Feb. 7)

---

1. At this time, the only open position which is being recruited is the Department Head position. Everything else is being held in abeyance.
2. We have made every effort to find and attract minority applicants for our faculty. Last year was a case in point. The Council of Industrial Engineering Academic Department Heads publishes resumes of PhD candidates in IE each year. I was able to identify one native born minority candidate in the country. She is a Ph.D candidate at the Univ. of Tennessee. She was scheduled to interview here last Spring. Unfortunately (for us), She got pregnant, and she and her husband decided to remain in Knoxville to be closer to family. We might have a chance at her in the future.

I have made a number of attempts to motivate our own bright minority students to consider an academic career. In some cases they have been lured away by big corporate salaries. In other cases, they have not made the grade academically.

In addition, I have had an active dialog for a number of years with the Head of Industrial Engineering at NCA&T relative to working jointly with any minority graduate student that could be identified at that university. However, that effort has not met with success either.

3. Our plans are simply to continue to our efforts on both fronts: a. to identify and compete for minority Ph.D candidates at other institutions; and b. to identify and motivate our own bright minority students to pursue an academic career.



Item 1

EPA POSITIONS VACANT IN DEPARTMENT OF ELECTRICAL AND COMPUTER ENGINEERING

POSITION #	AFFIRMATIVE ACTION #	
004375	04-29-515	
001507	04-29-714	
000600	04-29-703	
000595	04-29-403	
000579	04-29-713	Holding for Dr. Franzon
004618 (ERC)	04-29-921	Holding for Dr. Ozturk
000589		Holding for Dean Monteith
004968 (Minority position)		Holding for Dr. McLarty





# North Carolina State University

Department of Electrical and Computer Engineering

Box 7911  
Raleigh, NC 27695-7911  
919-737-2336

## MEMORANDUM

February 26, 1990

TO: Dr. James Ferrell

FROM: Ralph K. Cavin, III *Ralph K. Cavin III*

SUBJECT: Affirmative Action Report

This is to respond to the three items requested in Dr. Clark's memorandum of February 7, 1990.

**Item 1** Please find attached a breakdown of the current open tenure track faculty positions in the Electrical and Computer Engineering Department.

**Item 2** During Academic Year 1989-90, Dr. Peter McClarty joined the ECE faculty. He is presently a Visiting Assistant Professor and will assume position number 004968 when he obtains permanent residency.

Dr. Stella Pang was actively recruited for an ECE faculty position during the Fall of 1989. She ultimately rejected our offer primarily because we were unable to offer her a tenure track position as an Associate Professor.

I am presently developing an offer to Dr. Tony Mitchell to join our faculty during the Fall of 1990. I am hopeful that he will view our offer favorably.

**Item 3** I expect to actively seek additional female and black faculty members during the forthcoming Academic Year. I would especially like to add additional female faculty members since we currently only have Dr. Sarah Rajala on our faculty.





North Carolina State University  
School of Physical and Mathematical Sciences

*file-Engs -  
Computer Sci.*

Department of Computer Science  
(919) 737-2858

Box 8206, Raleigh, NC 27695-8206 USA

(April 7, 1988)

MEMORANDUM

TO: Lawrence M. Clark, Associate Provost and Affirmative Action Officer

FROM: Robert E. Funderlic, Department Head: *R. Funderlic*

SUBJECT: Recruitment of Sandra Bloomberg

Computer Science was fortunate enough to recruit for three tenure-track faculty positions in the 1986-87 academic year. One candidate had been held over from the 1985-86 recruitment process, a potentially fine researcher who became a joint appointment with the Electrical and Computer Engineering Department.

Competition to hire new computer science Ph.D.'s is extremely fierce. The total number produced in 1986-87 was only approximately 480; more than 50% of these were non-citizens, and only 10% women. Only about 48% of the total opted to assume jobs in academia. The 117 Ph.D. producing departments in the country reported that they desired to hire 680 new assistant professors from the available pool of 230. With these facts in mind, the Recruitment Committee, while having particular areas as their goal, did not specify the research areas too finely in the advertisements. The two particular research areas identified were artificial intelligence and graphics.

Sandra Bloomberg was one of only two applicants in the graphics area, the other being a white male. Her advisor was Dr. Stephen Pizer at the University of North Carolina at Chapel Hill, renowned for his work in medical imaging. Ms. Bloomberg's references were good; her teaching abilities sound; and her potential for obtaining research funding appeared excellent. Since she already was an established area resident, the committee knew it would be unnecessary to "sell the area" to her. She was offered a tenure-track, assistant professor position.

Unfortunately, she did not complete her Ph.D. when expected. Since recruitment processes were over and she had been such an outstanding candidate, the Department made a one-year commitment to her as a lecturer. Upon successful completion of her Ph.D., she would be considered for a tenure-track position.

Regarding the 48 male candidates in the "other" racial category, the following breakdown is presented:

Non Citizens	27
Wrong Research Area	11
Too Advanced in Current Position	4
Non-Recent Ph.D.	3
Withdrew from Consideration	2
No Ph.D. Work	1



Both of the female candidates in the "other" racial category were in other areas.

Our department is very aware of affirmative action and makes a concerted effort to follow its practices both in the spirit and to the letter. Thank you for allowing us this opportunity to provide you with statistics. If we can be of further assistance, please call Ms. Molly Weston at extension 7926.

cc: Robert Bereman, Associate Dean for Academic Affairs  
Edward Davis, Recruitment Committee Chair



# North Carolina State University

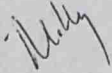
Department of Computer Science  
College of Engineering

Box 8206  
Raleigh, NC 27695-8206 USA  
(919) 737-2958  
email \_\_\_\_\_@csadm.ncsu.edu

February 27, 1990

## MEMORANDUM

TO: Til Glisson

FROM: Molly Weston 

SUBJECT: Affirmative Action Goals

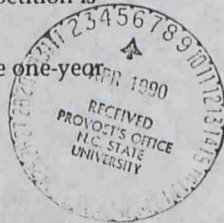
Budget restrictions have forced the Computer Science Department to cancel all recruiting efforts for this academic year. We had two assistant professor positions for which we were recruiting: Central Faculty Position Listing Service # 04-69-901 (graphics area) and Central Faculty Position Listing Service # 04-69-902 (MIS, database management, operating systems or compiler design).

We designed our recruitment fliers so that women and minority candidates were encouraged to identify themselves. Special letters accompanied these fliers and were sent to all PhD producing departments in the United States and to traditionally black colleges and universities offering PhD's in computer science.

Further, from lists of PhD candidates from other universities, we have identified females in our targeted areas and written asking them to apply. You will see from our attached April 7, 1988, memorandum to Dr. Clark, that Computer Science has worked very hard to ensure affirmative action goals are met; unfortunately, the pool from which to choose is small, and competition is extremely fierce.

Regrettably, Ms. Bloomberg did not complete her PhD during the one-year commitment as lecturer, so her appointment was not renewed.

If I can provide further information, please let me know.





# North Carolina State University

Department of Civil Engineering

February 27, 1990

(919) 737-2331  
(919) 737-7207

Box 7908  
Raleigh, NC 27695-7908

## MEMORANDUM

TO: Dr. T. H. Glisson  
FROM: E. Downey Brill, Jr.  
SUBJECT: Affirmative Action Goals

In response to your memorandum of February 13 regarding a brief report on affirmative action goals, per Dr. L. M. Clark's memorandum, I am reporting the following.

1. The Civil Engineering Department has two vacant positions at the present time.
2. The efforts made in filling these positions have been through advertisements placed in nationally recognized magazines. Advertisements include a statement that North Carolina State University is an equal opportunity/affirmative action employer. Serious consideration is always given to minorities and female applicants in the process of evaluating credentials. Another effort has been made by informing colleagues at other agencies, institutions, etc. that our department has a vacancy(s).
3. We plan to continue these efforts. In the process of our contacts and the review of applications, we are very attentive to affirmative action goals. In discussions with other faculty advising Ph.D. candidates at other institutions that might become applicants, we attempt to identify minorities and females. However, it appears that there are very few female and minority candidates available and they are highly sought by other institutions as well.

eh







# North Carolina State University

Chemical Engineering  
College of Engineering

February 26, 1990

Box 7905  
Raleigh, NC 27695-7905  
(919) 737-2324

## MEMORANDUM

TO: Dr. T. H. Glisson

FROM: George W. Roberts *G. Roberts*

SUBJECT: Affirmative Action Reports

The following information is in response to your memorandum dated February 13, 1990:

1. the number of openings at the present time for which you are searching by department:

2

2. the present overall effort made to meet your goals:

the goals have been met, however, we will continue to seek qualified candidates independent of race, color, creed, sex, age or national origin for our available openings

3. a summary of how you plan to meet your goals:

see #2 - in a faculty of 19 we have 1 black male, 1 black female, 1 white female, 1 hispanic male and 2 oriental males.

GWR/m



March 29, 1990

Dr. William B. Toole, Dean  
College of Humanities and  
Social Sciences  
Box 8101  
Campus

Dear Bill:

The Accounting program is not typically included in NCSU's structure of academic departments for data reporting purposes and was, therefore, not included in my review of CHASS departments toward affirmative action goals. However, the affirmative action progress for women in the Accounting program in tenured/tenure track positions has been very good. Six (6) of the sixteen (16) ranked positions in Accounting are held by female faculty (Frazier, Rockness, Ferreri, Rodgers, Griffin, and Thorne). Minority representation is currently limited to one (1) Asian faculty member. Recruitment efforts to increase faculty diversity should be increased.

Sincerely,

Lawrence M. Clark, Associate Provost  
and University Affirmative Action  
Officer

cc: Chancellor Monteith  
Provost Winstead  
CHASS Dept. Heads  
Dr. Peebles-Wilkins, Unit Affirm-  
ative Action Officer



# North Carolina State University

Department of Philosophy and Religion  
College of Humanities and Social Sciences

Box 8103  
Raleigh, NC 27695-8103  
(919) 737-3214

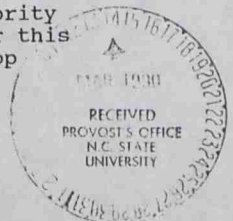
## MEMORANDUM

To: Lawrence Clark, Affirmative Action Office  
From: Ed Martin *EM* Philosophy & Religion  
Date: March 13, 1990  
Subject: Affirmative Action Efforts

This comes as a response to recent initiatives of your office as well as your memo of February 23 summarizing what you take to be the states of willingness and compliance in CHASS.

The most recent demographic statistics I have been able to recover in philosophy and religion come from a study done by the American Philosophical Association in 1985-86 and published in its Proceedings in June of 1986. It estimates that 17% of the profession is female (about 484 people), that 2% of it is black (about 60 people) and 3% of it are other minority members (about 90 people). I think that it is not too outlandish to assume that the constitution of the religious academic community is somewhat similar. I don't think, of course, that this breakdown could be plausibly generalized to the whole of CHASS.

Something on the order of 22% of Philosophy & Religion's tenure track faculty are female. None of them are black or represent other minority categories. However, as you well know from previous correspondence with my predecessor (see his memo to you of March 4, 1986), the department made a serious effort to recruit one of the two black women philosophers in the country. We have been in touch with the other one this semester, and she is not interested in leaving her present position. Also, this semester we have talked to a black woman religionist about a position at State as well as a black male philosopher. We have made two tenure track offers this year, neither to a minority member, one to a woman. We may make one additional offer this year; if we do, it will be to a woman (because our two top candidates are both women).



Your memo suggests that we have sought to use waivers to avoid the letter or spirit of affirmative action in temporary, non-tenure track hiring. It is true that one of six temporary appointees we currently have is female. I do not know whether this is typical of our past or not. But the pool of PhDs who can teach, for example, Hebrew and Old Testament and are willing to relocate to Raleigh for one year somewhat dictates our choices here.

It appears to me, then, that the department is ahead of the national average in the hiring of women. The minority constitution of the profession corresponds to less than one position in the department (5%); and so I would think that it cannot be an indication of great failing that we have no minority faculty. This is especially so when it is considered the great lengths the department has, on occasion, gone to in order to recruit minority faculty; lengths you were informed about. I have no doubt that there are academic units which do not comply with the letter or spirit of affirmative action, but I do not think that it is fair to suggest that we are such a department.

cc: William Toole

February 23, 1990

Dr. William B. Toole, Dean  
College of Humanities and  
Social Sciences  
Box 8101  
Campus

Dear Bill:

Thank you for submitting the status report on the College of Humanities and Social Sciences' affirmative action hiring efforts for tenured/tenure track faculty as requested. Following is a review of each department's progress in implementing the spirit and the letter of the affirmative action requirements.

1. The English Department has made excellent progress under the leadership of Dr. Bassett.
2. The Political Science Department is commended on the wording used in tenured/tenure track faculty advertisements. A modified version will be recommended to all search committees: "The department has a particular interest in diversifying the faculty. Minority and female candidates are encouraged to apply." We will continue to watch closely the recruitment efforts in Political Science, especially the current activity.
3. Continued study of the Philosophy and Religion and Physical Education departments is needed. The Philosophy and Religion Department has a recent history of using waivers for one-year visiting assistant professorships filled in most cases with white males. The department did make an offer in 1986 to a black female for an assistant professor position, but she evidently turned down the offer.

The Physical Education Department hired a white male lecturer in 1989 from a candidate pool that included two females. The applicant pools for positions in Physical Education remain quite small. Greater efforts through informal networking, exploiting personal contacts, and the advertisement wording referenced in number 2 above would perhaps help yield better results.

Dr. W. B. Toole  
February 23, 1990  
Page 2

4. No recent efforts to recruit black tenured/tenure track faculty are notable on the part of the Foreign Languages and Literature Department. Applicant pools have shown poor diversity. Dr. Joan Stewart, Department Head, has been in contact with the Affirmative Action Office about various position openings and has discussed at some length their recruitment efforts.
5. The History Department, and the College of Humanities and Social Sciences, has benefited from the leadership of Dr. De Grand. I hope his successor will emulate his example.
6. The Speech Communication Department is making positive efforts. The small applicant pools in recent searches is disturbing.
7. The Sociology Department continues to effectively carry forward the spirit and the letter of the regulations when positions are targeted. However, we see very few minority applications in other position openings.
8. The lack of effort and commitment to affirmative action principles in the Economics and Business Department is quite evident. The leadership group shows little willingness to understand or accept that NCSU has a commitment to this concept and that vigilant leadership efforts are needed. The current tenured/tenure track faculty profile in this department is unacceptable. Future activity in this department will continue to be carefully scrutinized.
9. The Multidisciplinary Studies Department has exhibited, in my professional judgement, no real affirmative action efforts. While the department has taken the lead to set up an African American minor, this has been through Professor Hammond who was full-time in Foreign Languages but who now carries a joint appointment with Multidisciplinary Studies and Foreign Languages. This minor gives the Multidisciplinary Studies

Dr. W. B. Toole  
February 23, 1990  
Page 3

Department some visibility in regard to African Americans, but gives very little to the University in overall net increase in African American personnel. I expect greater leadership from the Multidisciplinary Studies Department in future affirmative action efforts.

Sincerely,

Lawrence M. Clark, Associate Provost  
and University Affirmative Action  
Officer

cc: Chancellor Monteith  
Provost Winstead  
CHASS Dept. Heads  
Dr. Peebles-Wilkins, Unit Affirm-  
ative Action Officer



# North Carolina State University

Box 7101, Raleigh, N. C. 27695-7101

Office of the Provost  
and Vice Chancellor

April 6, 1990

Dr. Kenneth W. Hanck  
Professor and Head  
Department of Chemistry  
College of Physical & Math. Sciences  
NCSU Box 8204

Dear Kenneth:

I have had the opportunity to thoroughly review the content of your letter of March 12, 1990, with regard to the effort put forth about the affirmative action activities within the Chemistry Department. I must commend you for trying several things to encourage prospective candidates to gain the necessary experience to move into a tenure track position in the discipline of Chemistry, and I applaud your leadership in these endeavors over the last few years.

While not going into a litany of activities, let me summarize by saying that I accept the fact that there is some positive effort being made. However, considering the number of new hires and searches of the past years, the fact is that very little success has occurred. Your letter is very encouraging, and we should anticipate some success in the hiring of women and African-American faculty in the near future.

Thank you again for your prompt response, and our office will look forward to working with the Department of Chemistry in a most constructive and positive way to meet not only the letter of the law but also the spirit.

Sincerely,

A handwritten signature in cursive script that reads "Lawrence M. Clark".

Lawrence M. Clark  
Associate Provost and  
Affirmative Action Officer

cc: Chancellor Monteith  
Provost Winstead  
Dean Whitten  
Dean Bereman



Larry-

Re: letter to Ken Hanck-

Ken wants a written response to his letter to you. He is concerned that his leadership is being questioned. (Remember you carbon copied your response to me to several persons).

My feeling is that his letter could be interpreted as trying several things. But, considering the number of new hires and searches over the past years, the fact that no success has occurred yet suggests that you would anticipate some success in the near future.

Remind Ken that your concern is with women and African-American faculty.

February 23, 1990

Dr. Robert Bereman, Affirmative  
Action Officer  
College of Physical and  
Mathematical Sciences  
Box 8201 Campus

Dear Bob:

Thank you for submitting the status report on the College of Physical and Mathematical Sciences' affirmative action hiring efforts as requested. The College of Physical and Mathematical Sciences is fortunate to be the recipient of your vigorous leadership in the important area of affirmative action.

The efforts across the College to adhere to the spirit and the letter of the regulations are evident and heartening, with the exception of the Chemistry department. I see no evidence that this department is committed to the letter or the spirit of affirmative action principles. We will be scrutinizing their future hiring efforts closely. If the past performance is not corrected, then we would see no way to approve their affirmative action activity.

In addition, the annexation of the Computer Science department to the College of Engineering and their inheritance of Kelvin Bryant leads to the need to adjust the hiring goals for black faculty in PAMS downward to three (3) from four (4).

Thank you for your continuing efforts in affirmative action in the College of Physical and Mathematical Sciences.

Sincerely,

Lawrence M. Clark, Associate Provost  
and University Affirmative Action  
Officer

cc: Chancellor Monteith  
Provost Winstead  
Dr. Jerry Whitten, Dean  
PAMS Dept. Heads



Office of the Provost  
and Vice Chancellor

# North Carolina State University

Box 7101, Raleigh, N. C. 27695-7101

March 16, 1990

Dr. John T. Regan, Dean  
School of Design  
NCSU Box 7701

Dear Dr. Regan:

The School of Design has made strides over the last few years in the hiring of female tenured/tenure track faculty and is to be commended. However, in the hiring of African-Americans in the school, it is neither committed to the letter nor the spirit of affirmative action in equal opportunity.

The effort in this regard has been borne by Professor Charles Joyner, who is himself an African-American. The presence of African-Americans in the School of Design is in his department. The Department of Architecture has the most bleak record in terms of effort than the other departments. We would hope, since the school was founded in 1947, that it would have a much better track record in attracting African-American faculty and students; but recently, it seems that the number of undergraduate and graduate school students is on the decline.

Haig Khachatorian, Department Head of Product & Visual Design, indicated in his remarks that an African-American declined an offer in his department. Similarly, the offer was made at the Associate Professor level. I am raising the question, "Is rank a negotiable item, or did the candidate turn down the offer because of rank?" I met this particular candidate personally, and he seemed keenly interested in pursuing a career here. I must say that in my 16 years of working here, I have seen little evidence that the School of Design is committed to the hiring of the African-American.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lawrence M. Clark".

Lawrence M. Clark  
Associate Provost and  
Affirmative Action Officer

Chancellor Monteith  
Provost Winstead  
School of Design Dept. Heads



# North Carolina State University

## SCHOOL OF DESIGN

Architecture • Environmental Design • Landscape Architecture  
Product Design • Visual Design  
Box 7701, Raleigh, North Carolina 27695-7701  
(919) 737-2201

### MEMORANDUM

TO: Dr. Larry Clark

FROM: Deborah W. Dalton, Acting Head *DWD*  
Department of Landscape Architecture

RE: Affirmative Action Goals and Activities

DATE: March 5, 1990

The following information is supplied as requested:

1. Number of openings for which searches are being conducted: 0
2. Overall effort in last three years to hire women and African-American:

In the past three years, we have had 2 searches for department head. In the first search, the position was widely advertised in national professional journals and at all departments of landscape architecture. Letters requesting nomination of qualified candidates were sent to a large group of academic and private practitioners and to a list of minority designers identified by Unit Affirmative Action Officer Charles Joyner.

The second search was more widely advertised in national professional journals, the Chronicle of Higher Education and the newsletter of the National Organization of Minority Architects. All individual members of that organization were also sent letters requesting nomination of qualified individuals. No African-American candidates were identified, or surfaced. Several female candidates did surface, and efforts were made through phone and letter contact to invite approximately 5 more females.

Temporary and part-time positions have been filled from a pool of local practitioners, usually on notice so short as to preclude an advertised search. This is due in part to the unusual circumstances of the landscape architecture department, and the school, in interim leadership for the past three years.

A search conducted 4 years ago to a fill tenure track position, resulted in the hiring of a Hispanic male.

3. Future plans to meet goals:

The department is in a very stable condition presently with only one tenure track position occupied by an untenured faculty member. New leadership at school and department level may introduce new flexibility and opportunity. One possibility is the still unfilled affirmative action position allocated to the school. If a list of serious, potential African-American candidates can be identified, the department may be able to compete for this position. A list of African-American landscape architects is being developed at the present time.

Efforts will be made to enlarge the pool of local professionals from which we draw for short-term and part-time appointments to include more women and minorities.

DD/dfc



# North Carolina State University

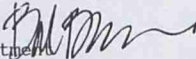
SCHOOL OF DESIGN

Architecture • Landscape Architecture • Product Design

Box 7701, Raleigh, North Carolina 27695-7701

Interoffice Correspondence

## MEMORANDUM

DATE: March 9, 1990  
TO: Charles Joyner, Affirmative Action Officer  
School of Design  
FROM: Robert Burns, Head   
Architecture Department  
SUBJECT: Affirmative Action Goals and Activities

This is in response to your memorandum of February 22, 1990.

1. We are not now searching for any tenure track faculty. We anticipate filling our temporary position (now occupied by I. Zubizarreta) with part-time, visiting faculty in 1990-91. (It is important that this position remain open to assure that there is a position available for the projected Department Head search in 1990-91.)
2. During the past three years, only one search for tenure track faculty has been conducted. The position was advertised widely. Finalists interviewed included two women and one male (no African-Americans were included among the finalists, but one of the women was Hispanic.) The result of the search was the appointment of Georgia Bizios as Professor of Architecture (tenured).
3. In all future searches a faculty search committee will be charged specifically to assure that every avenue of identifying women and African-American candidates will be fully explored. We have already established a network of contacts to assist in identifying a wide variety of minority candidates. As a small department with only 2 untenured positions at this time, the prospects of significantly altering our composition relative to gender and race will depend in large part on retirements and resignations which cannot be projected with precision.

We have had success with utilizing women and African-American practitioners in part-time positions.

RB/mk