

or Chairmen in the field of Health Sciences, only two (one Acting) is female.

It is also noted that the University System's twelve General Administrative Officers are all White males.

Black employees represent 30% of the total non-academic work force (1,296 of 4,283). Within the total non-academic work force there are 243 positions which pay salaries of \$10,000 or more per year. Of these 243 positions there are only six Black employees. In terms of per centages this means that 7% of the White employees are in these positions while only 5% of the Black employees hold such positions.

On the other hand, a relatively large per centage of the University's non-academic Black employees work in the great majority of the University's lower-paying labor and service job categories -- in large part, those categories in which Blacks have been traditionally utilized for years. By way of illustration, Blacks constitute 83% (38 of 46) of the University's Laborers, 100% (8 of 8) of its Maids and Janitors, 94% (336) of its Housekeeping Assistants, and 76% (61 of 80) of its Food Servers.

E. Salary and Wage Comparisons

The following two charts speak for themselves in setting forth the relative status of the University's female academicians and administrators, from the viewpoint of economic remuneration:

12-MONTH PERSONNEL

<u>Rank/Category</u>	<u>Average Male Salary</u>	<u>Average Female Salary</u>	<u>Female Differential</u>
Professor	\$29,635	\$24,696	- \$4,939
Associate Professor	23,850	18,379	- 5,471
Assistant Professor	19,583	15,639	- 3,944
Instructor	14,441	11,009	- 3,432
Lecturer	15,571	11,698	- 3,873
Research Associate	10,923	11,871	+ 948
Research Assistant	9,190	8,977	- 213
Administrative & Other	20,955	11,273	- 9,682

9 - MONTH PERSONNEL

<u>RANK/CATEGORY</u>	<u>AVG MALE SALARY</u>	<u>AVG FEMALE SALARY</u>	<u>FEMALE DIFFER- ENTIAL</u>
Professor	\$21,988	\$17,433	- \$ 4,555
Associate Professor	\$16,017	\$14,234	- \$ 1,783
Assistant Professor	\$12,978	\$11,587	- \$ 1,391
Instructor	\$ 9,873	\$ 9,436	- \$ 437
Lecturer	\$14,974	\$13,082	- \$ 1,892
Research Associate	-	\$13,500	-
Research Assistant	\$ 9,300	\$ 8,400	- \$ 900
Administrative & Other	\$23,143	\$11,412	- \$11,731

The above chart indicates that, of a total of 15 line items where male-female comparisons can be drawn, there is only one exception to the prevailing pattern of male dominance with this exception existing in a "quasi-academic" line item.

F. Policy

The University has nepotism policies applicable to both academic and non-academic personnel. At many universities, nepotism policies and/or emphases have had the effect of discriminating against females. Apparently, the University of North Carolina at Chapel Hill has undertaken no study to determine if its nepotism policies have had such an effect.

G. Employment Testing

Although the University has discontinued the use of several employment tests, typing, shorthand and steno aptitude tests which have not been validated are still being utilized.

H. Facility Usage

Most if not all Black employees at the Carolina Inn apparently group together for eating purposes at one or more places outside the public dining area(s). To whatever extent this is happening, it should be strongly discouraged in that Executive Order 11246 clearly prohibits

segregated facility usage on the basis of custom and tradition, as well as on the basis of policy. Also, we noted during the review period that Black waiters only served the breakfast meal, while Whites served the lunch and evening meals exclusively.

I. Technical Requirements Not Met by Contractor

1. Not all of the University's non-exempt subcontracts have included the equal employment opportunity clause (E.O. 11246, A, 60-1.4,c).

2. The University has not in all cases formally advised all non-exempt subcontractors of their responsibility to file copies of their affirmative action plans (C,60-1.40,a).

3. The University has not formally advised all of its non-exempt subcontractors of their responsibility to file EEO-1 forms annually (A,60-1.7,a).

4. The University has not formally advised all of its non-exempt subcontractors of their responsibility to file assurances of non-segregated facilities in their operations (A,60-1.8,a).

III. Analysis of Print-out of Work Force at the University of North Carolina at Wilmington, Asheville, Charlotte and Greensboro

A. University of North Carolina, Asheville

An analysis of the print-out dated December 31, 1971 from the University of North Carolina at Asheville revealed the following:

The full-time work force numbers 151, of which 66 are EPA (Exempt from State Merit System) and 85 are SPA (State Merit System) employees. These employees are distributed as follows:

TOTAL WORK FORCE BY RACE AND SEX

MALES	98	65%
FEMALES	<u>53</u>	<u>35%</u>
TOTAL	151	100%

WHITE	134	89%
BLACK	15	10%
OTHER	<u>2</u>	<u>1%</u>
TOTAL	151	100%

SPA EMPLOYEES BY RACE AND SEX

MALES	39	46%
FEMALES	<u>46</u>	<u>54%</u>
TOTAL	85	100% (56% of total work force)

WHITE	70	82%
BLACK	15	18%
OTHER	<u>0</u>	<u>0%</u>
TOTAL	85	100% (56% of total work force)

EPA EMPLOYEES BY RACE AND SEX

MALES	59	89%
FEMALES	<u>7</u>	<u>11%</u>
TOTAL	66	100% (44% of total work force)

WHITE	64	97%
BLACK	0	0%
OTHER	<u>2</u>	<u>3%</u>
TOTAL	66	100% (44% of total work force)

FACULTY BY RACE AND SEX

<u>POSITION</u>	<u>TOTAL</u>	<u>MALES</u>	<u>FEMALES</u>	<u>WHITE</u>	<u>BLACK</u>	<u>OTHER</u>
Professor	10	19	1	10	0	0
Associate Professor	17	15	2	16	0	1
Assistant Professor	23	22	1	22	0	1
Instructor	9	6	3	9	0	0
Lecturer	<u>1</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
	60	53	7	58	0	2
PERCENT	100%	88%	12%	97%	0%	3%

FACULTY SALARIES BY SEX

<u>POSITION</u>	<u>AVERAGE MALE SALARY</u>	<u>AVERAGE FEMALE SALARY</u>	<u>DIFFERENTIAL</u>
Professor	\$17,244	16,000	- 1,244
Associate Professor	14,027	12,350	- 1,677
Assistant Professor	11,491	12,500	+ 1,009
Instructor	10,217	8,733	- 1,484
Lecturer	12,000	N/A	N/A

FACULTY SALARIES BY RACE

<u>POSITION</u>	<u>AVERAGE WHITE SALARY</u>	<u>AVG BLACK SALARY</u>	<u>DIFFERENTIAL</u>	<u>AVG OTHER SALARY</u>	<u>DIFFERENTIAL</u>
Professor	17,120	N/A	N/A	N/A	N/A
Associate Professor	13,838	N/A	N/A	13,700	- 138
Assistant Professor	11,528	N/A	N/A	11,700	+ 172
Instructor	9,722	N/A	N/A	N/A	N/A
Lecturer	12,000	N/A	N/A	N/A	N/A

POSITION CLASSIFICATIONS HELD BY BLACK EMPLOYEES

<u>POSITION</u>	<u>BLACK</u>	<u>WHITE</u>
Administrative Assistant	1	1
Intermediate Clerk	1	3
Steno II	1	11
Cashier I	1	0
Steno I	1	0
Housekeeping Assistant	4	8
Housekeeping Assistant, Light	6	0
	<u>15</u>	<u>23</u>

There are 52 position classifications within the University structure employing a total of 151 employees. Of these 52 position classifications, 18 are EPA and 34 are SPA.

Of the 34 SPA positions there are seven in which the 15 Black employees are found. There are no Black EPA employees, including faculty.

There are 12 EPA and 16 SPA position classifications in which no women are employed. Considering only teaching faculty positions, women represent 12% of the total faculty positions, or seven of 60.

An analysis of the positions held by Black employees shows that 10 of 15 hold housekeeping positions.

There are 21 position classifications which pay an average salary of \$10,000 per year or more. Of these positions, none is held by Blacks and there are only five held by women although women make up 54% of the SPA employees and 11% of the EPA employees.

B. University of North Carolina, Wilmington

An analysis of the print-out dated January 25, 1972, from the University of North Carolina at Wilmington revealed the following:

The total work force numbers 291, of which there are 273 full-time and 18 part-time employees. There are two basic categories of employees which are EPA (exempt from State Merit System) and SPA (covered by State Merit System). All faculty, department chairmen, deans, and higher-level administrators are classified as EPA employees. The distribution of all employees follows:

TOTAL WORK FORCE BY SEX AND RACE

Males	175	60%
Females	<u>116</u>	<u>40%</u>
Total	291	100%

White	232	80%
Black	52	18%
Other	<u>7</u>	<u>2%</u>
Total	291	100%

SPA EMPLOYEES BY RACE AND SEX

Males	68	49%
Females	<u>70</u>	<u>51%</u>
Total	138	100% (<u>47%</u> of total work force.)

Black	50	36%
White	88	64%
Other	<u>0</u>	<u>0</u>
Total	138	100% (<u>47%</u> of total work force.)

EPA EMPLOYEES BY RACE AND SEX

Males	107	70%
Females	<u>46</u>	<u>30%</u>
Total	153	100% (<u>53%</u> of total work force.)

Black	2	1%
White	144	94%
Other	<u>7</u>	<u>5%</u>
Total	153	100% (<u>53%</u> of total work force.)

FACULTY (EPA) BY RACE AND SEX

<u>Position</u>	<u>Total</u>	<u>Male</u>	<u>Female</u>	<u>Black</u>	<u>White</u>	<u>Other</u>
Emeritus Professor	1	1	0	0	1	0
P/T Professor	2	2	0	0	2	0
Visiting Professor	1	1	0	0	1	0
Professor	16	14	2	0	15	1
Assoc. Professor	19	17	2	0	16	3
Asst. Professor	55	40	15	0	53	2
Instructor	18	10	8	1	17	0
P/T Instructor	11	9	2	0	11	0
Temp. Instructor	2	1	1	0	2	0
Lecturer	6	5	1	1	5	0
Teach. Assistant	2	0	2	0	2	0
	—	—	—	—	—	—
Total	133	100	33	2	125	6
Percent of Total	100%	75%	25%	2%	94%	4%

There are 77 separate position classifications in which the above 291 employees are found. Analysis of the employee distribution in these position classifications revealed that 43, or 56%, of these positions were exclusively male and 25, or 33%, were exclusively female positions. There are 60, or 78%, of the positions totally White, and eight, or 10%, totally Black. Only nine positions have both male and female employees, and nine positions have both Black and White employees.

Examination of the number of employees in these positions revealed that 61 males and 70 females were in the all-male and all-female positions. The 131 males and females represent 45% of the total employees. It was also learned that 100 White and 13 Black were in the all-White and all-Black positions. The 113 Whites and Blacks represent 38% of the total work force.

From the above, it can be concluded that 89% of all position classifications are segregated by sex and 88% are segregated by race. Further, 45% of all employees are in positions segregated by sex and 38% of all employees are in positions segregated by race.

It can also be concluded that while the 175 females represent 60% of the total work force, 61% of these females are found in all-female position classifications. The 116 males represent 40% of the total work force and 31% of the males were found in all-male position classifications.

In regard to race, the 232 White employees represent 80% of the total work force; however, 43% of these White employees are found in all-White positions. The 52 Black employees represent 18% of the total work force, but 25% of these Black employees were found in all-Black positions.

Our analysis of the position classifications in which Blacks were employed revealed that of the 17 total positions, eight were exclusively Black. The following chart reflects these 17 position classifications:

POSITION CLASSIFICATIONS HELD BY BLACK EMPLOYEES

<u>Position</u>	<u>Total Black</u>	<u>Total White</u>
Instructor	1	17
Lecturer	1	5
Administrative Officer	1	3
Security Officer I	1	4
*Stock Supervisor	1	0
*Housekeeping Supervisor	1	0
Accounting Clerk II	1	3
Steno I	1	2
Typist I	2	10
*Switchboard Operator	1	0
Housekeeper	30	1
*Grounds Maintenance	3	0
*General Utility	2	0
*Laborer	3	0
*Maintenance Mechanic I	1	0
Maintenance Mechanic II	1	3
*Trade Helper	1	0
	—	—
Total	52	48

* Designates eight all Black positions.

From the above chart it can be concluded that of the 52 Black employees, there are 39 or 75% employed in unskilled positions. Of the 48 White employees in these positions, only one (Housekeeper) can be classed as holding an unskilled position.

The following chart shows the positions paying \$10,000 or more per year by race, sex and average salary:

<u>POSITION</u>	<u>NUMBER</u>	<u>AVG</u>	<u>NUMBER</u>	<u>AVG</u>	<u>NUMBER</u>	<u>AVG</u>	<u>TOTAL</u>
	<u>MALES</u>	<u>SALARY</u>	<u>FEMALES</u>	<u>SALARY</u>	<u>BLACKS</u>	<u>SALARY</u>	
Chancellor	1	\$24,950		\$			1
Vice Chancellor Academic Affairs	2	23,000					2
Vice Chancellor Business Affairs	1	16,740					1
Vice Chancellor Student Affairs	1	17,850					1
Visiting Professor	1	17,000					1
Professor	14	15,800	2	14,400			16
Emeritus Professor	1	14,500					1
Associate Professor	17	12,811	2	12,350			19
Assistant Professor	40	11,100	15	10,120			55
Dir. Student Affairs	1	14,175	1	13,335			2
Director Counseling and Testing	1	16,065					1
Director Environmental Science	1	21,000					1

<u>POSITION</u>	<u>NUMBER MALES</u>	<u>AVG SALARY</u>	<u>NUMBER FEMALES</u>	<u>AVG SALARY</u>	<u>NUMBER BLACKS</u>	<u>AVG SALARY</u>	<u>TOTAL</u>
Director, Information Services	1	\$10,290		\$		\$	1
Director of Athletics	1	16,695					1
Lecturer	5	10,600	1	11,000	1	10,000	8
Part-time Professor	2	12,700					2
Head Librarian			1	16,275			1
Catalog Librarian			1	10,500			1
Reference Librarian	1	10,823					1
Ser. Doc. Librarian			1	10,920			1
Registrar			1	11,550			1
Counselor	1	13,125					1
Bio. Medical Lab.	1	30,000					1
*Instructor St. of 1	1	10,332					1
*Accountant I	1	11,868					1
*Plant Engineer	1	13,092					1
*Plant Maintenance Supervisor	1	11,340					1
*Systems Analyst	1	13,092					1
Totals and Averages	98	\$15,373	25	\$12,272	1	\$10,000	124

There are 25 position classifications paying \$10,000 or more per year. Within these positions there are 98 males (79%), 25 females (20%) and one Black.

*Indicates SPA positions only.

The average salary for all males in these positions is \$15,373, and for all females \$12,272. The salary for the one Black is \$10,000.

From the above, it can be concluded that while males represent 40% of the total work force, 84% of their number earn salaries of \$10,000 or more, and while females represent 60% of the total work force, only 14% of their number are in this salary range. Furthermore, the average salary of males in these positions exceed the average salary of females in these positions by \$3,101.

The following chart reflects the average salary for faculty by race and sex:

<u>Position</u>	<u>Total No.</u>	<u>Males</u>	<u>Females</u>	<u>Black</u>	<u>White</u>	<u>Other</u>
Emeritus Prof.	1	\$14,500	\$	\$	\$14,500	\$
P/T Professor	2	12,700			12,700	
Visiting Prof.	1	17,000			17,000	
Professor	16	15,800	14,400		15,700	
Assoc. Prof.	19	12,811	12,350		12,881	12,133
Asst. Prof.	55	11,100	10,120		10,830	10,900
Instructor	18	8,310	8,337	7,400	8,376	
P/T Instructor	11	9,750	7,500		7,909	
Temp. Instructor	2	7,400	8,100		7,750	
Lecturer	6	10,600	11,000	10,000	10,800	
Teaching Asst.	2		6,000		6,000	

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From the above chart, it can be determined that in the positions of Professor, Associate Professor, Assistant Professor, and part-time Instructor, males exceed females in average salary. It is also noted that Black faculty members have lower average salaries than Whites, and further, there are only two Black faculty members of a total of 133 faculty.

C. University of North Carolina, Charlotte

An analysis of the print-out dated March 11, 1972 from the University of North Carolina at Charlotte revealed the following:

The total work force numbers 527, of which 260 are SPA (State Merit System) employees, and 267 are EPA (Exempt from State Merit System) employees. These employees are distributed as follows:

TOTAL WORK FORCE BY RACE AND SEX

Males	320	61%
Females	<u>207</u>	<u>39%</u>
Total	527	100%
White	445	85%
Black	76	14%
Other	<u>6</u>	<u>1%</u>
Total	527	100%

S.P.A. EMPLOYEES BY RACE AND SEX

Males	112	43%
Females	<u>148</u>	<u>57%</u>
Total	260	100% (49% of total work force)
White	190	73%
Black	<u>70</u>	<u>27%</u>
Total	260	100% (49% of total work force)

E.P.A. EMPLOYEES BY RACE AND SEX

Males	208	78%
Females	<u>59</u>	<u>22%</u>
Total	267	100% (51% of total work force)

E.P.A. EMPLOYEES BY RACE AND SEX

White	255	96%
Black	6	2%
Other	6	2%
Total	267	100% (51% of total work force)

FACULTY (E.P.A.) BY RACE AND SEX
 (9 Month and 12 Month)

<u>POSITION</u>	<u>TOTAL</u>	<u>MALES</u>	<u>FEMALES</u>	<u>BLACK</u>	<u>WHITE</u>	<u>OTHER RACE</u>
Professor	32	30	2	0	32	0
Assoc. Prof.	44	38	6	0	41	3
Asst. Prof.	91	77	14	3	87	1
Instructor	66	41	25	2	62	2
Total	233	186	47	5	222	6
Percent	100%	80%	20%	2%	95%	3%

FACULTY SALARIES BY SEX (9 Month)

<u>POSITION</u>	<u>AVERAGE MALE SALARY</u>	<u>AVERAGE FEMALE SAL.</u>	<u>DIFFERENTIAL</u>
Professor	\$17,516.42	\$13,500.00	-\$4,016.42
Associate Professor	14,126.76	13,439.00	- 687.76
Assistant Professor	11,844.14	10,817.30	- 1,026.84
Instructor	10,001.82	9,167.20	- 834.62

(12 Month)

Professor	\$25,144.44	\$20,000.00	-\$5,144.44
Associate Professor	19,083.50	17,867.00	- 1,216.50
Assistant Professor	18,000.00	16,000.00	- 2,000.00

FACULTY SALARIES BY RACE

(9-Month)

<u>Position</u>	<u>Average White Sal.</u>	<u>Average Black Sal.</u>	<u>Differential</u>	<u>Aver. Other Minority Sal.</u>	<u>Differential</u>
Prof.	\$17,333.86	N/A	N/A	N/A	N/A
Assoc. Prof.	14,029.30	N/A	N/A	\$14,150.00	+ \$120.70
Asst. Prof.	11,680.58	\$12,000.00	+\$ 319.42	12,250.00	+ 569.42
Instructor	9,697.66	10,100.00	+ 402.44	8,900.00	- 797.66

(12-Month)

Prof.	\$24,630.00	N/A	N/A	N/A	N/A
Assoc. Prof.	18,840.20	N/A	N/A	N/A	N/A
Asst. Prof.	18,000.00	\$16,000.00	-\$2,000.00	N/A	N/A

There are 82 position classifications within the University structure employing a total of 527 employees. Of these 82 position classifications, 77 are SPA and five are EPA.

Of the 77 SPA position classifications, there are 15 in which the 70 Black employees are found. Of these 15, there are three which employ no Whites. Furthermore, only 10 of the 70 Black employees appear to be in positions above the labor/service level. More than half (69%) of the Black employees are in the Housekeeping Assistant classification, while only three Whites are in this classification. However, the one Housekeeping Supervisor is White.

There are 28 SPA position classifications which are exclusively female. It is noted that 77% of the SPA female employees are found in these positions.

There are 41 SPA position classifications which are exclusively male. In these positions, 63% of the males are employed.

From the above, it can be concluded that 79% of the position classifications are exclusively White. Also, only eight positions employ both males and females, which means that 69, or 89%, of all SPA position classifications are segregated by sex.

Examination of the average SPA salary revealed that 15 males and one female are employed in positions paying an average salary of \$10,000 or more, even though females make up 57% of the SPA work force. There are no Black employees found in any of the 15 job classifications which pay an average salary of \$10,000 or more and, in fact, of the 62 employees working in the 43 job classifications paying an average salary of \$7,000 or more, only three are Black.

Of the 64 departments listed on the print-out, 24 (38%) have no Black employees at any level. Of the 31 departments which employ EPA personnel, 28, or 90%, have no Black employees. It is also noted that of these 31 departments, 16, or 51%, employ no female personnel.

The following chart reflects those position classifications in which Blacks are employed:

<u>POSITION</u>	<u>BLACK</u>	<u>WHITE</u>
Assistant Professor	3	91
Instructor	2	63
Administration	1	33
Bldg. Custodian	1	0
Cook I	1	0
Education Counselor	1	2
General Utility Man	5	5
Grounds Maint. Man	1	1
Housekeeping Asst.	48	3
Librarian II	1	0
Library Asst. II	1	3
Locker Room Attendant	4	2
Mail Clerk	1	1
Security Officer I	2	5
Staff Nurse	1	2
Steno. II	1	28
Switchboard Operator	1	2
Typist II	<u>1</u>	<u>21</u>
	76	262

D. University of North Carolina, Greensboro

An analysis of the print-out dated March 10, 1972 from the University of North Carolina at Greensboro revealed the following:

The total work force numbers 1,012. There are two basic categories of employees which are EPA (Exempt from State Merit System), and SPA (State Merit System). The distribution of all employees follows:

TOTAL WORK FORCE BY SEX AND RACE

Males	486	48%
Females	<u>526</u>	<u>52%</u>
Total	1,012	100%
White	786	78%
Black	217	21%
Other	<u>9</u>	<u>1%</u>
Total	1,012	100%

SPA EMPLOYEES BY RACE AND SEX

Male	181	35%
Female	<u>335</u>	<u>65%</u>
Total	516	100% (51% of total work force)
White	311	60%
Black	205	40%
Other	<u>0</u>	<u>0</u>
Total	516	100% (51% of total work force)

EPA EMPLOYEES BY RACE AND SEX

Male	305	61%
Female	<u>191</u>	<u>39%</u>
Total	496	100% (49% of total work force)
White	475	96%
Black	12	3%
Other	<u>9</u>	<u>1%</u>
Total	496	100% (49% of total work force)

FACULTY BY RACE AND SEX

<u>Position</u>	<u>Total</u>	<u>Male</u>	<u>Female</u>	<u>White</u>	<u>Black</u>	<u>Other</u>
Named Professor	4	4	0	3	1	0
Visiting Professor	1	1	0	1	0	0
Professor	55	35	20	54	0	1
Assoc. Professor	71	46	25	68	1	2
Asst. Professor	132	88	44	129	0	3
Instructor	92	50	42	90	1	1
Lecturer	27	21	6	25	0	2
Teaching Asst.	3	0	3	2	1	0
	—	—	—	—	—	—
Total	385	245	140	372	4	9
	100%	64%	36%	97%	1%	2%

AVERAGE FACULTY SALARIES BY SEX

(9-Month)

<u>Position</u>	<u>Average Male Salary</u>	<u>Average Female</u>	<u>Differential</u>
Professor	\$18,746.96	\$16,555.55	-\$2,191.41
Visiting Professor	19,500.00	N/A	N/A
Named Professor	28,200.00	N/A	N/A
Associate Professor	14,956.81	14,324.37	- 632.44
Assistant Professor	12,721.59	12,259.09	- 462.50
Instructor	9,531.00	8,830.95	- 700.05
Lecturer	11,597.61	10,341.66	- 1,255.95
Teaching Assistant	N/A	7,300.00	N/A

(12-Month)

Professor	\$18,450.00	\$18,400.00	-\$ 50.00
Associate Professor	18,750.00	18,500.00	- 250.00
Instructor	N/A	11,495.50	N/A

AVERAGE FACULTY SALARIES BY RACE

(9-Month)

<u>Position</u>	<u>Average White Sal.</u>	<u>Average Black Sal.</u>	<u>Differential</u>	<u>Aver. Other Minority Sal.</u>	<u>Differential</u>
Professor	\$18,007.00	\$ N/A	\$ N/A	\$16,300.00	-\$1,707.00
Visit. Prof.	19,500.00	N/A	N/A	N/A	N/A
Named Prof.	29,500.00	24,300.00	- 5,200.00	N/A	N/A
Assoc. Prof.	14,732.07	14,900.00	+ 167.93	14,700.00	- 32.07
Asst. Prof.	12,530.23	N/A	N/A	14,166.66	+ 1,636.43
Instructor	9,254.40	7,400.00	- 1,854.40	8,000.00	- 1,254.40
Lecturer	11,490.00	N/A	N/A	9,175.00	- 2,315.00
Teach. Asst.	7,150.00	7,600.00	+ 450.00	N/A	N/A

(12-Month)

Professor	\$18,425.00	N/A	N/A	N/A	N/A
Assoc. Prof.	18,666.66	N/A	N/A	N/A	N/A
Instructor	11,495.50	N/A	N/A	N/A	N/A

There are 116 SPA position classifications within the University structure employing 516 employees. Of these, only 22 (19%) have Black employees. Within these 22 position classifications, there are 205 Black employees and 193, or 94%, work in labor/service-type positions. These 193 SPA Black employees, plus the remaining 12 Black SPA employees, earn less than an average salary of \$7,000 per year, even though 47% of the SPA position classifications pay in excess of \$7,000 per year in the University structure.

There are 130 Black Housekeeping Assistants working under the supervision of seven White supervisors; in fact, there is no evidence that any of the 205 Black SPA employees are in supervisory positions.

There are 20 SPA position classifications employing 22 SPA employees earning an average salary of \$10,000 per year or more. Of these 22 SPA employees, only two are females.

Of 75 departments listed, there are 42, or 56%, which have no Black employees. Of the 42 departments having no Black employees, 22 have five or more employees and one has 72 employees.

Of 57 departments listed which employ EPA personnel, 21, or 37%, have no female EPA personnel.

IV. Universal Requirements Applying to All Schools Within the North Carolina State University System

A. As provided for in Sec. 60-1.20 of Subpart B, of the Rules and Regulations of Executive Order 11246 where deficiencies are found to exist, reasonable efforts shall be made to secure compliance through conciliation and persuasion. Before you as a contractor can be found to be in compliance with the Order must make a specific commitment, in writing, to correct any such deficiencies. The commitment must include the precise action to be taken and the dates for completion. The following eight major deficiencies have been found in the North Carolina State University System and apply to each school within the System to a greater or lesser degree. It is recognized that each school

has achieved some varying degree of compliance and, further, specific problem areas were found at one school which were not present at other schools. In regard to these specific problem areas, it is expected that the corrective action taken or proposed would be included in the corrective action plan related to that particular school. Although the format and style of the corrective action plan rests with the officials of the North Carolina University System, we are suggesting that a general policy statement covering the equal employment opportunity requirements applicable to all schools within the System be prepared. Following this statement, a corrective action plan should be prepared for each school within the System, based on the Specific and Universal Requirements contained in this letter as relevant. Since Section III relates to our analysis of print-out data alone, suggesting that at least some of the problems found at the two schools where on-site reviews were conducted are present, we believe the corrective action plan for these schools should relate to our comments in Section III, plus any additional requirements covered by Executive Orders 11246 and 11375. This means that the four schools which were not subjected to an on-site review should examine closely their own equal employment opportunity practices to assure that any needed corrective action is taken.

1. In view of the apparent complete absence or under-utilization of both females and Blacks in numerous position classifications at both the academic and non-academic levels of employment, we are requiring that an availability study of both Blacks and females be conducted in these job classifications where they are either underutilized or absent. → UNC

in comparison
On the basis of this study, you must then develop a set of projected new-hire goals covering all of the academic and non-academic positions where the underutilization of Blacks and females exists. These goals must cover six-month increments for non-academic positions, and 12-month increments for academic positions.

As provided in the Regulations covering Executive Orders 11246 and 11375, goals may include similar position classifications as a group; however, each position classification included

within such groupings must be identified for reference and later analysis.

Projected new-hire goals must take into consideration availability, attrition, expansion and termination rates.

Your corrective action plans must also indicate the dates when your availability studies will be completed and your goal setting can be established.

2. Develop a well-defined recruitment plan focusing on Black and female recruitment, indicating what specific recruitment methods will be utilized toward the achievement of the University's stated numerical employment goals. This recruitment plan should address itself to the various recruitment deficiencies and problem areas pointed up in this letter. Provide a date for completion of this requirement. Good
program

3. Develop to the greatest extent feasible, a training and promotion plan specifically designed to encourage and activate the upward mobility of Blacks and females into or toward those job levels and classifications where they are non-utilized or underutilized. This plan should include a statement to the effect that the University has undertaken and completed a study of its work force and personnel files for the purpose of identifying possible under-employment among its Black and female employees and communicate an assurance that any such employees identified will be given priority consideration for promotional purposes. This plan, the under-employment study and its results, and semi-annual goals covering at least a 12-month period must be defined in an acceptable time frame. H

4. Develop a set of objective criteria by which the monetary worth of faculty members might be comparatively adjudged, and by which said faculty members might be comparatively graded or rated. On the basis of these standardized criteria, analyze and rate each faculty member in each department. Where faculty members in an academic department are graded higher, but receive the same or less money than their male faculty counterparts, immediate corrective action should be taken. The same or similar MT

criteria should be developed for rank and promotion comparisons, with needed corrective actions forthcoming. The criteria developed and utilized by the University for purposes of comparison and rating should be applied on a consistent and standardized basis within the various academic departments of the institutions. The set of criteria adopted along with the analyses and corrective action taken by the University should also prescribe an established time frame for completion.

5. Identify spouse-pairs employed by the University and undertake an analytical study of their credentials and employment status to ascertain whether and to what extent female spouses, as a class, have been equitably dealt with. It is possible that the study's results might indicate the University's need to alter or discontinue its current policies pertaining to the employment of relatives. An explanatory statement regarding the University's intentions relative to maintaining, altering or discontinuing its current nepotism policies should be submitted with the above requested materials. The time frame for completion of this action should also be indicated.

UNC

state
policy
nepotism

6. Enclosed with this letter is a copy of Federal Rules and Regulations pertaining to employment testing. Against the back-drop of these Rules and Regulations, the University is advised to inform our office as to their specific intentions regarding the future use or discontinuation of those invalidated employment tests in current use.

UNC

7. Take immediate action to ensure the fulfillment of each of those technical requirements outlined by this letter as having not been satisfactorily met. Submit definitive particulars.

8. Develop a plan designed to upbuild and strengthen the University's equal employment opportunity policy, to communicate said policy to all University personnel, and to monitor and control equal employment opportunity activities and progress. Such a plan should, at a minimum, address itself to each of the following elements: (If any of these elements are already operative, in part or in full, simply note appropriate particulars.)

- a. The appointment of one or more equal employment opportunity officers with well-defined powers and responsibilities who has (have) direct-line communication with the President of the University.
- b. The continuing development and dissemination of the University's equal employment opportunity policy and activities to all personnel. ✓
- c. The development and dissemination of official University policy to the effect that: No advertisements of any sort will be published in which racial or sexual (except in those rare situations where sex can be established as a bona fide occupational qualification) preference is indicated; that all University advertisements -- academic, professional and non-academic -- will carry the required employment tagline, "An Equal Opportunity Employer;" and that qualified applicants, regardless of sex, will be given serious and equitable consideration for each and all University job openings, irrespective of the nature of the work involved and of traditional male and female connotations associated with the work. ✓
- d. The auditing of all incoming job applicants as to sex, race, referral source and type of work applied for, and the auditing of the routing and results of the internal referral of job applicants to University hiring officials. ✓
- e. The development of a periodic and systematic reporting system by which the various section and department heads of the University keep the Equal Employment Opportunity Officer(s) and the University President informed as to their affirmative action efforts and results. ✓
- f. The development of a well-defined plan showing how the Personnel Office, in the non-academic sphere, and appropriate designated administrator(s) in the academic sphere, will be supplied with the opportunity resources, flexibility and authority to develop and utilize policy, procedures, and programs which will "get the job done," insofar as equal employment opportunity activity and results are concerned. This plan should

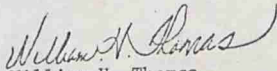
Dr. William C. Friday

clearly outline provisions which will enable the Personnel Office and/or the University to deal firmly and effectively with hiring officials at all levels who, by their action or inaction, show disregard for or lack of understanding of the University's equal employment opportunity emphasis, insofar as the hiring of employees is concerned.

In conclusion, this letter represents our findings as a result of the contract compliance reviews covering the University of North Carolina System. Within a period of approximately two weeks, representatives of our office will plan to meet with you to discuss the contents of this letter and other implicit procedures contained therein. Our representative will telephone your office to establish the actual time and date of our meeting.

We wish to thank you and your staff for the excellent cooperation and interest shown our representatives during this review. Because of this cooperation and interest we are convinced that rapid progress toward amelioration of problem areas will be accomplished.

Sincerely yours,



William H. Thomas
Regional Civil Rights Director
Office for Civil Rights

Equal Opportunities

August 29, 1972

MEMORANDUM

TO: Dr. Kelly
FROM: N. N. Winstead

SUBJECT: Equal Employment Opportunities Position

At the meeting on Overhead Funds, Dean Peterson mentioned that he had an ad hoc committee concerned with increasing black graduate student enrollment at NCSU this past year. The committee had recommended that a person be employed in his office for this purpose. I mentioned to him that we requested a position for an Assistant Provost for Equal Employment Opportunities in the 1973-75 budget. You recall that one responsibility of this position would be to help in the graduate enrollment of persons from minorities. I did not offer hope that the position would be funded.

I told him we would be interested in what his committee suggested. He'll probably be coming over to discuss this with you in the not too distant future and will send us a copy of the report.

I hadn't heard of the committee before, but he thought they had done a good job and plans to continue the committee this year.

NNW/sbe

Equal Employment
Opportunities

August 29, 1972

MEMORANDUM

TO: Dr. Kelly

FROM: N. N. Winstead *N.N.W.*

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NNW/sbe

Equal Employment

December 7, 1971

MEMORANDUM

TO: Chancellor John T. Caldwell
FROM: N. N. Winstead

This man might be ideal for heading up on Equal Employment Opportunity Affirmation Act program. If you are interested, would you check on him with President Olds. He may be out of our salary range.

NNW:st

Attachment

5/15/73

Dr. Jenkins:

For you to hold
for EEO officer.

BJ.

I sent a completed
form to Mr. Calloway.

NORTH CAROLINA STATE UNIVERSITY

Raleigh, N. C.

OFFICE OF PROVOST AND VICE-CHANCELLOR

HOLLADAY HALL

5/14/73 Date

TO: Mr. Calloway

ACTION REQUESTED ON ATTACHED:

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

The attached registration form is
for your use should you wish to partici-
pate in the NCACU Conference at Appalachian
State University Sept. 16-17, 1973.

FROM:
(Mrs.) Gloria Johnson
Secretary to Dr. Kelly

CENTER FOR CONTINUING EDUCATION

Appalachian State University

Boone, North Carolina 28607

Phone: (704) 264-5050

REGISTRATION FORM

NAME Dr. Harry C. Kelly

ADDRESS North Carolina State University at Raleigh

P. O. Box 5067 Street
Raleigh, North Carolina 27607

City State Zip

POSITION Provost and Vice Chancellor

INSTITUTION or AGENCY North Carolina State University
at Raleigh

ROOMS: Single X; Double _____; Roommate _____

Title of Activity

NCACU Conference
Sept. 16-17, 1973

DATES _____

TIME of ARRIVAL _____

TIME of DEPARTURE _____

Return this form to:

Registrar

Center for Continuing Education

Appalachian State University

Boone, N. C. 28607

PLEASE REMIT YOUR REGISTRATION FEE OF \$ 3⁰⁰

CENTER FOR CONTINUING EDUCATION

Appalachian State University

Boone, North Carolina 28607

Phone: (704) 264-5050

REGISTRATION FORM

NAME _____

ADDRESS _____

Street

City

State

Zip

POSITION _____

INSTITUTION or AGENCY _____

ROOMS: Single _____; Double _____; Roommate _____

Title of Activity

NCACU Conference
Sept. 16-17, 1973

DATES _____

TIME of ARRIVAL _____

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Return this form to:

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Boone, N. C. 28607

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CENTER FOR CONTINUING EDUCATION

Appalachian State University

Boone, North Carolina 28607

Phone: (704) 264-5050

REGISTRATION FORM

NAME _____

ADDRESS _____

Street

City

State

Zip

POSITION _____

INSTITUTION or AGENCY _____

ROOMS: Single _____; Double _____; Roommate _____

Title of Activity

NCACU Conference
Sept. 16-17, 1973

DATES _____

TIME of ARRIVAL _____

TIME of DEPARTURE _____

Return this form to:

Registrar
Center for Continuing Education
Appalachian State University
Boone, N. C. 28607

PLEASE REMIT YOUR REGISTRATION FEE OF \$ 3⁰⁰

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

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

OFFICE OF THE PROVOST AND VICE-CHANCELLOR

April 27, 1973

TO: Dr. Kelly

FROM: Clauston Jenkins *g*

*Gloria, pls
reply
w/*

I doubt if the Chancellor would need to attend, but I think Mr. Calloway and our Equal Employment Opportunity Officer should. I have had a copy sent to Mr. Calloway and he has indicated his interest. I suggest we send in two reservations, one in your name (to be changed later when we have an EEO Officer) and one in Mr. Calloway's name. *OK*

CJ/mg

Attachments



Neenah Bond

25% COTTON FIBER

Provost
9

Appalachian

STATE UNIVERSITY

Office of the President

Boone, North Carolina 28607

April 16, 1973

Dr. John T. Caldwell
Chancellor
NORTH CAROLINA STATE UNIVERSITY
Raleigh, North Carolina 27607

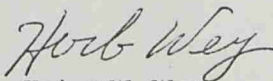
Dear Dr. Caldwell:

The North Carolina Association of Colleges and Universities Committee on Liaison with Governmental Agencies will sponsor a fall conference on Equal Employment Opportunities for representatives from member institutions. This conference will be held in the Appalachian State University Center for Continuing Education, beginning at 6:00 P.M., Sunday, September 16 and concluding at 3:00 P.M. Monday 17, 1973.

The national director of the Higher Education Division of the Office of Civil Rights has agreed to be present along with members of her staff. The regional director will participate also and other prominent government officials and defense lawyers will take part in the program. This conference should provide us with a great deal of information which will be extremely useful. Reservation forms are enclosed for your convenience.

I hope you will mark these dates on your calendar and that you and one or two other representatives from your institution will attend. Further, we invite your suggestions concerning program participants. If you know of knowledgeable people who would make significant contributions to this conference I would like to hear from you.

Sincerely yours,



Herbert W. Wey
Chairman, NCACU Committee
on Liaison with Governmental Agencies

HWW:bl

Enclosure

Equal Employment
Opportunity

D R A F T

February 21, 1972

Assistant Provost for Equal Employment Opportunity and
Interinstitutional Programs

- a) Authority- The Program is encompassed within existing authority of N. C. State University
- b) Objectives and Need - We need to improve the administrative capacity at North Carolina State University by adding an Assistant Provost whose duties would be those of expanding cooperative programs and developing faculty exchange with predominantly Black institutions in North Carolina and of improving efforts to provide equal employment opportunity for minorities and females.

With the reorganization of higher education in North Carolina, there are additional opportunities to develop closer ties with other institutions for the fuller utilization of resources. The efforts of North Carolina State University related to the Cooperating Raleigh Colleges and the transfer of the Fort Bragg Branch to Fayetteville State University have given its administration more experience and insight into the problems involved with developing effective

February 21, 1972

cooperative programs. This experience has shown that successful development of cooperative efforts requires both time and an involved pattern of administrative handling and management.

Potential activities include the exchange of faculty as well as the sharing of resources and programs. For this reason, there is needed an individual who has broad university experience.

An additional but related activity will be concerned with equal employment opportunity. Increased emphasis should be given to insuring that equal opportunity is provided to minorities and females

- 1) through active recruitment of faculty when positions are available
- and 2) through the recruitment of graduate students who are from a minority group or who are females. The appointee to this position would serve as a focal point on the campus for these efforts. The goal is to place a Black or a female in this position.

- c) Alternative - none
- d) Alternative - none

February 21, 1972

- e) Implementation - Space would be available - non-appropriated sources of funds are not available. The primary benefits would be to increase cooperative efforts and to attract more qualified Blacks and females as faculty and graduate students.
- f) Long-range aspects - No increases in staff and support are projected.

NNW:st

BUDGET

<u>Item</u>	<u>1973-74</u>	<u>1974-75</u>
Salary EPA	20,000	20,000
Salary SPA	5,208	5,208
Matching Social Security	2,328	1,311
Retirement System	2,256	2,256
Supplies & Materials	300	300
Postage, Telephone, etc.	350	350
Travel	500	500
Printing & Binding	100	100
Repairs & Alterations	100	100
General Expense	100	100
Equipment	1,200	300
<u>Total</u>	<u>32,762</u>	<u>30,525</u>

*Excerpt from the document entitled "A Plan for
Positive Action to Insure Equal Employment Opportunity
at NCSTU - 23 July 71
original filed Equal Opportunity*

IV. A Plan for Positive Action

EPA PERSONNEL

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

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

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

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

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

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

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

of the Assitant to the Provost for Equal Employment Opporrtunity to identify potential minority graduate students.

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

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

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

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

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

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

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

SPA PERSONNEL

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

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

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

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

SPA PLAN

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

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

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

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

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

D R A F T

Job Description: Assistant to the Provost for Equal
Employment Opportunities

The Assistant to the Provost for Equal Employment Opportunities
will have three main areas of responsibility as follows:

- 1) Policy advice on academic matters that affect employment opportunities of academic personnel at NCSU;
- 2) Chairmanship of a committee composed of faculty from NCSU and the neighboring predominantly black campuses that will be charged with identifying programs and other actions in which the faculties of the institutions are willing to work cooperatively and to share resources. *by*
- 3) Coordination at NCSU of increased efforts to identify potential graduate students and faculty members who are females or of minorities.

The Assistant to the Provost for Equal Employment Opportunities will work closely with the Coordinator of Institutional Studies and Planning in the planning of action to guarantee equal employment opportunity for academic personnel at NCSU.

7-15-71

NON-ACADEMIC (SPA)
 EMPLOYEES OF NORTH CAROLINA STATE UNIVERSITY
 FINANCIAL DATA ON EMPLOYEES PROMOTED 1971

<u>Race</u>	<u>Sex</u>	<u>Number Promoted</u>	<u>Average Amount Received</u>	<u>Range of Amount Received</u>	<u>Salary Range Prior to Promotion</u>	<u>Salary Range After Promotion</u>
Black	Male	27	\$396	\$132 - \$1,044	\$3,660 - \$6,528	\$3,984 - \$6,828
Black	Female	<u>6</u>	<u>376</u>	180 - 684	4,152 - 5,448	4,332 - 5,700
Total Blacks		33	392			
White	Male	23	588	1,464	3,996 - 14,412	4,980 - 15,876
White	Female	<u>49</u>	<u>457</u>	204 - 2,148	3,816 - 12,468	4,740 - 13,080
Total Whites		<u>72</u>	<u>499</u>			
GRAND TOTAL		<u>105</u>	<u>466</u>			

sp 90

White Male	570
White Female	867
Black Male	333
Black Female	151
Other Male	4
Other Female	3
Total SPA Employees	<u>1,928</u>

Department heads and supervisors have the responsibility of making recommendations for promotions. The State Personnel Office has to have allocated a position to which a person is to be promoted, or a vacancy which exists for other reasons. The aforementioned procedure of listing existing vacancies on bulletin boards is to give notice to employees of opportunities for promotion and/or transfer.

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

G. General Observations

The University has undertaken affirmative efforts in a somewhat unorganized manner to assure equal employment opportunity. Members of the Society for Afro-American Culture have offered their assistance, not as a prime recruiter for Black faculty and students, but to encourage Blacks to come to the University. This possible source has not been utilized. *W.C. Friday*

The Good Neighbor Council of the University has functioned to point out areas of human relations within the city of Raleigh as well as on campus that has and can continue to be beneficial to a sensitive administration and staff. A preliminary report of October 1971, entitled, "Racism in Employment at North Carolina State University: Pattern and Prospects" reflects the magnitude of the Council's ability to deal with issues and to make recommendations. This Council of University Personnel and Students in this study has focused its attention on SPA personnel that relates specifically to the goals of the Office for Civil Rights. If the University would implement the recommendations in this October report, many problems would be solved.

The University does not have an Equal Employment Opportunity Officer for SPA personnel.

Dr. William C. Friday

Many individuals on the campus expressed desires to obtain Blacks and females; however, there seems to be little activity toward seeking out Blacks.

Five persons from the New Careers Program have been employed by the University. The limited training programs provided by the University are not a part of the Personnel Office. It would appear that there should be coordination between the Training Director and Personnel to assist in obtaining trainees and keeping personnel informed of additional training received by employees which would qualify them for advancement.

H. Conclusions

North Carolina State University must develop and implement an Affirmative Action Compliance Program relating to the above areas. The program must include detailed plans to take necessary actions including the proposed dates for the completion of each action.

1. Achieve salary equity between current male and female employees in every job category within the University which is currently occupied by both male and female employees. This will necessitate a continuing analysis of employment records and your analysis should be maintained for our examination.

2. Achieve a ratio of female and Black employment in academic positions at least equivalent to their availability. Specific numerical goals and timetables by department must be included in this program and supported by statistical analysis of applicant flow and availability.

3. Increase the participation by women and minorities on committees which involve the selection and treatment of employees, both academic and non-academic. Again, numerical goals and timetables must be presented.

4. Assure that female applicants for non-academic employment receive consideration for employment commensurate with their qualifications. Assure that the concept of male and female, and Black and White job classification is

eliminated through the recruitment, placement, transfer and promotion of male and female applicants and minorities into occupations from which they have traditionally been excluded. Numerical goals and timetables for the achievement of these requirements, supported by statistical analysis, must be included in the program.

5. Assure that all present female and minority employees occupying clerical or other non-academic positions and who possess qualifications equivalent to or exceeding those of other employees occupying higher-level positions be given priority consideration for promotions to higher-level positions for which they qualify. Numerical goals and timetables are also required to meet this requirement.

II. University of North Carolina at Chapel Hill

A. Hiring and Staffing Patterns

The following statistics were taken from the print-out material provided by officials at the University of North Carolina:

Academic Position Distribution by Race and Sex

<u>Position</u>	<u>White</u>	<u>Black</u>	<u>Male</u>	<u>Female</u>
Professor	408	1	401	17
Associate Professor	363	1	323	51
Assistant Professor	477	1	415	85
Instructor	136	1	85	62
Lecturer	52	3	34	22
Research Associate	101	4	103	29
Research Assistant	90	0	39	56
Administrative And Other	304	8	244	96
Total	1,931	19	1,644	418

NOTE: Male-Female Total = 2,062
Black-White Total = 1,950

Error accounted for by other racial groupings and computer errors.

Academic Position Distribution by Percent of Total (2,062) by Race and Sex

<u>Position</u>	<u>Percent White</u>	<u>Percent Black</u>	<u>Percent Male</u>	<u>Percent Female</u>
Professor	20%	.05%	19%	8%
Associate Professor	18%	.05%	16%	3%
Assistant Professor	23%	.05%	20%	4%
Instructor	7%	.05%	4%	3%
Lecturer	3%	.01%	2%	1%
Research Associate	5%	.02%	5%	1%
Research Assistant	4%	0	2%	3%
Administrative and Other	15%	.04%	12%	5%
Total*	95%	1%	80%	20%

*NOTE: The remaining 4% in racial grouping represents other minorities.

In regard to the above it is significant to note that the 19 academic positions held by Blacks represent less than 1% of the total academic positions. Although the low incidence of Black academic personnel makes significant salary comparisons difficult, it is noted that with the exception of the one position of Professor and one position of Lecturer, the remaining 17 positions held by Blacks have lower average salaries than Whites in these same positions.

Considering that the ranks of Professor, Associate Professor, Assistant Professor and Instructor are those positions which have the greatest student contact in classrooms, it is important that only four of 19 Blacks and 215 of 418 females are in these positions, while 1,212 of 1,644 males are holding such positions. This means that the percent distribution of Blacks, females and males among the total academic work force in these positions is .2%, 11% and 59%, respectively. Furthermore, there is a disproportionate distribution between the males and females holding these four ranks, in that female representation drops sharply at the higher ranks, while the same drop is not seen for males.

The following statistics covering non-academic personnel are cited:

There are 361 non-academic job classifications within the University and 236 (65%) of these job classifications have no Black representation.

There are 127 non-academic job classifications with five or more personnel, and 44 (35%) of these have no Black representation. These 44 position classifications are listed below indicating the number of White employees in each:

<u>Salary Range</u>	<u>Job Classification</u>	<u>Number of White Personnel</u>
20 - 62 Personnel	Administrative Secretary	62
	Administrative Assistant	38
	Switchboard Operator	36
	Administrative Officer I	21
15 - 19 Personnel	Dental Assistant II	20
	Clerk II	18
	Carpenter II	17
	Accounting Clerk III	16
	Air-conditioning Mechanic	15
10 - 14 Personnel	Telephone Switchman I	14
	Computer Programmer I	12
	Computer Programmer II	12
	Maintenance Mechanic II	12
	Bookkeeping Machine Operator II	9
5 - 9 Personnel	Dental Technician I	8
	Accountant I	8
	Accountant II	8
	Power Lineman I	7
	Computer Systems Analyst III	7
	Telephone Lineman I	6
	Telephone Switchman II	6
	Anesthetist I	6
	Dental Technician II	6
	Social Worker II	6
	Stenographer I	6
	Meter Reader	6

<u>Salary Range</u>	<u>Job Classification</u>	<u>Number of White Personnel</u>
	Sales Manager II	6
	Computer Systems Analyst II	6
	Personnel Technician I	6
	Accountant III	5
	Social Research Assistant II	5
	Clerical Unit Supervisor II	5
	Data Processor II	5
	Purchasing Agent II	5
	Photographic Assistant	5
	Artist Illustrator II	5
	Editorial Assistant	5
	Maintenance Mechanic IV	5
	Electrician I	5
	Physical Therapist II	5
	Nursing Education Instructor	5
	Dormitory Supervisor II	5
	Dietician I	5
	Power Plant Operator	5
<hr/>		
	44 Position Classifications	475

Females represent 65% (2,763 of 4,283) of the total non-academic work force. There are 87 non-academic job classifications which pay \$10,000 or more per year. Total employees in these 87 job classifications amount to 243, of which 167 are males (68%) and 76 are females (31%). While the percentages shown reflect the male-female representation within those job classes, it must also be noted that the 76 females represent 2% of the total non-academic work force, and the 167 males represent 4% of the total non-academic work force. Thus, while 65% of the non-academic work force is female, there is a disproportionate decrease in this representation at the higher paying positions.

B. Recruitment

Some Black and/or female recruitment efforts have been undertaken by certain employees of the University. However, the University's Black and female employment deficiencies reflect the fact that its affirmative action efforts in general and its recruitment emphases in particular have been inconsistent and insufficient. Specifically, the University has not developed and systematically implemented comprehensive Black and female recruitment programs throughout its various departments, sections and sub-sections.

A number of hiring officials, both academic and non-academic, frankly acknowledged to review interviewers that while they are completely open to the prospect of hiring well-qualified Blacks and/or females, they have not received, practiced or communicated a strong policy emphasis on Black and/or female recruitment/hiring, per se. With reference to Black/female recruitment at the academic level, the following sampling of responses and reactions from Deans and Department Chairmen is cited:

Dr. J. B. Adams, Dean of the School of Journalism which school has a component faculty of 12 -- all White, all male -- stated that no Blacks or females had been brought to the University for employment interviews within the past three years. He further indicated that no recruitment efforts had been made at any Black or female institutions.

Mr. John Honigman, Chairman of the Department of Anthropology, indicated that there has been discussion regarding the recruitment of Blacks, but no follow-up actions. There are no Black faculty in the Department.

Dr. Lucy Conant, Dean of the School of Nursing, likewise said that there had been discussion in her school about black recruitment but they "haven't really gone out and deliberately sought black faculty."

Dr. Alan Keith-Lucas, Acting Dean of the School of Social Work, a school whose discipline and philosophy, one would think, would by definition be perhaps more related to the plight of Blacks than any of the University's other schools, indicated to an interviewer that no emphasis has been placed on the recruitment of Blacks.

Dr. Alan Stevens, Chairman of the Zoology Department, said he had never recruited for minorities and females and never would, as this would be discrimination in reverse. He indicated that virtually no attention is paid to unsolicited applicant letters and further indicated that he has never visited minority campuses for recruitment and has never made a job offer to a minority person. He advised the interviewer that he sees no need to change his recruitment methods.

Dr. Fred Wright, Chairman of the Department of Mathematics, a Department with 31 faculty, none of whom are female or identifiably Black, said that he had not and would not hire on the basis of race and made no practice of recruiting for Blacks. He further indicated that seldom is active recruitment done at all in his department. This department head claims that he does not know the racial breakdown of his department. In terms of gathering racial and sexual data for our review, he passed out a little slip to each of his faculty members requesting responses to the following items: "Name;" "Sex;" "Minority;" "I do not wish to answer this question;" "I do not wish to give you the answer to the above question." The responses to this questionnaire were somewhat lacking and/or ludicrous, containing notations such

as "WASP" and "Celtic Protestant." With relation to these questionnaires, the department head presented our interviewer with a chart he had developed listing faculty members by last name and initials only; and in some cases not even indicating sex. Considering the philosophy and purpose of our review, the approach of this department head in developing this (non) information would appear to be petty, immature, and foreign to the spirit and intent of affirmative action. It is interesting to note that, with reference to this particular discipline, a report for the Council of University Women's Progress, University of Minnesota, indicates that 6.5% of all doctorates awarded in the discipline between 1960 and 1969 went to females.

Dr. Carl Blyth, Chairman of the Department of Physical Education, which Department has a faculty roster of 26, all White, indicated that he did try to recruit a Black student whom he taught and knew to be good, but that the student was not interested in terms of the salary available. The Department head was asked, "Have you tried to recruit other minorities?" His answer was "No."

Dr. John Mautz, Chairman of the History Department, who heads an all-White department of 31, indicated that only one Black student had been recommended to him as a faculty prospect. The student, however, was not in the subdiscipline where a vacancy existed in the department. One is led to wonder whether, in a department of this size, some adjustment might not be made to facilitate the breaking of the "color-line," if the department were in fact serious about affirmative action. This department head also indicated that he has not actively recruited from Black institutions, claiming that lack of funds prevented this type of visitation recruitment.

Academic hiring officials have not been required to submit periodic reports outlining equal employment opportunities and results. The establishment of such a reporting system is essential to self-analysis and a coordinated University-wide affirmative action recruitment emphasis.

Insofar as the recruitment of non-academic Blacks and females is concerned, it is acknowledged that the University and the University's Personnel Office have developed certain policies and procedures and undertaken certain actions toward the facilitation of needed changes in the University's non-academic employment posture, with some measurable success. However, Black, and where applicable, female recruitment has not been adequately and forcefully pursued on a consistent basis. The following particulars are noted with reference to the (non) recruitment of non-academic Blacks and/or females:

The Personnel Office, itself, has 36 employees of which none is Black professionals, and only one is Black -- a receptionist.

Black newspapers have not been utilized for employment advertising according to the information given to our staff.

No significant recruitment efforts at Black campuses have been undertaken in the past year so far as we have been able to determine.

No person or persons on the Personnel Office staff have apparently been given the responsibility and resources to focus on a full-time basis on the recruitment of Blacks and/or females.

The Personnel Office's equal employment opportunity auditing and reporting system has not been refined and developed to the point of identifying job-types and job-areas with the greatest deficiencies, nor have there been periodic evaluations as to the racial and sexual reject rate of individual hiring officials to whom employment applications are referred. Therefore, the University has developed no mechanism for systematically identifying and dealing with those hiring officials who fail to understand and/or implement affirmative action in their hiring practices.

It is acknowledged by the Personnel Office and certain hiring officials that one of the University's chief recruitment tools is "word-of-mouth" communication of job openings by University personnel to and among friends and acquaintances. This "word-of-mouth" approach on the part of an all-White or predominantly White employment structure or sub-structure, tends to perpetuate racial imbalance and to be a de facto discriminatory recruitment tool.

Interviews with hiring officials of several non-academic departments showing the non-utilization or marked underutilization of Blacks revealed one of two things, or both: that the Personnel Office had sent few, if any, Black job applicants to their departments and that certain Blacks who had been sent had been rejected for employment.

C. Training and Advancement

The Personnel Office sponsors no formalized employee training programs. The University budgets no funds for the development of such programs and does not employ a Training Officer.] WCSU
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Information received during the review indicated that no formalized system to periodically evaluate employees exists at the University. The Personnel Office has limited in-put relative to promotions and merit increases. Thus, the upward mobility of personnel, from the standpoint of salary and responsibility, is left in large part to the undirected judgment of numerous supervisors. Such an informal and unstructured approach toward the granting of promotions and merit pay increases lends itself potentially to arbitrary and subjective judgments and discriminatory actions.

One way in which the Personnel Office could exercise certain directive controls relative to promotions would be through the posting of job openings and direct notification of eligible individuals.

This procedure would involve a listing of employees who were qualified for promotional opportunities and thus provide a wider based selection procedure. In particular, it would provide a listing of minority and female eligibles who could be easily identified and promoted into positions where they were underrepresented or absent.

It appears that several female employees of the Personnel Office are under-classified, in that they carry clerical job titles but perform interviewing and/or administrative functions which appear to exceed normal responsibilities for such positions. For example, a Typist II is currently handling transfer applications; however, her role in this capacity has not been formalized and communicated to University employees.

The University has undertaken no comprehensive study of its current non-academic work force and employment files to identify and remedy possible Black and female under-employment.

From January 1 to December 2, 1971 (not including July through September), some 61 of 384 promotions (exclusive of North Carolina Memorial Hospital), or 16%, went to Black employees. However, it is significant to note that the majority of Black promotions were within service and labor job categories, and that probably not more than four Black promotions moved those Blacks being promoted out of such categories into higher ones.

An analysis of promotion data supplied by North Carolina Memorial Hospital indicates that: (1) the average grade "jump" for White promotees is 3.5 (where grade "jump" is given) and for Black promotees, 3.1; and, (2) the average grade (where grades are given) of White employees after promotion is 58.9 and Black employees 54.1.

D. Employee Placement

The University's Directory of Administrative Organization (key administrators such as Cabinet Members, Deans, Department Heads, etc.) lists 184 administrative personnel, among which there is one Black (less than 1%), who is a department chairman, and ten females (5.6%). Among these administrators, it is noted that only one of 10 University Cabinet Members is female: only one of a group of 19 Academic Deans, Associate Deans and Assistant Deans is female, and she is the Dean of Nursing, a traditionally female field; only one of 31 Chairmen in the College of Arts and Sciences is female; and among some 50 persons carrying titles of Directors



DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE
REGION IV
50 7TH STREET N.E.
ATLANTA, GEORGIA 30323

September 27, 1972

OFFICE OF THE
REGIONAL DIRECTOR

Dr. William C. Friday
President
The University of North Carolina
Chapel Hill, North Carolina 27514

Dear Dr. Friday:

This letter is to report to you the results of our contract compliance reviews at North Carolina State University at Raleigh, and the University of North Carolina at Chapel Hill. In addition, we have analyzed the print-out material your office provided us, covering the work forces at the University of North Carolina at Wilmington, Asheville, Charlotte and Greensboro.

As you know, the North Carolina State University System, as a Government contractor is subject to the provisions of Executive Orders 11246 and 11375, covering equal employment opportunity. Although we found evidence of compliance within the structure of the University System, there are additional requirements prescribed by the Orders which have not been met. As a result, we must conclude that the North Carolina State University System is not fully meeting its obligations under the provisions of Executive Orders 11246 and 11375, and we must ask for written commitments to take appropriate corrective action in each of the areas wherein discrepancies appeared. Such commitments are essential so that we may continue to certify that the North Carolina State University System is a responsible Government contractor.

For purposes of clarity, we have structured this letter into the following sections:

- I. Specific findings covering the North Carolina State University at Raleigh.
- II. Specific findings covering the University of North Carolina at Chapel Hill.

- III. Comments relating to our analysis of the print-out material covering the University of North Carolina at Wilmington, Asheville, Charlotte and Greensboro.
- IV. Universal requirements covering all schools within the North Carolina State University System.

I. North Carolina State University at Raleigh

North Carolina State University does not have an approved affirmative action compliance program. We did note that a clearly written policy on equal employment opportunity has been initiated by the President and disseminated within the University by the Chancellor. This policy reflects the affirmative commitment of the University to equal employment opportunity as well as its commitment not to discriminate in employment because of race, color, religion, sex or national origin. Whereas the clarity of the policy is unquestionable, the implementation and results should be measurable. It is in this reference that the following findings, though not all inclusive, serve as indicators of corrective action which should be taken.

A. Personnel

From the statistical data available, we found that of 1,439 faculty personnel, 13 (.9%) are Black and 95 (6.6%) are female and 116 (8%) represent other minorities.

1. Of the 10 departments in the School of Engineering, no Blacks are in any EPA positions and one female holds the position of Associate Professor. There is a total of 186 EPA personnel. *data on this is insufficient*

Of the 58 EPA employees in the six departments of the School of Education, none are Black and 10 are female. Of the 10 females, four are in positions at the Instructor level and above. *changed*

Dr. William C. Friday

Of the 45 EPA employees in the three departments of the School of Forest Resources, there are no Blacks and no females. Of the 178 EPA employees in the four departments of the School of Physical and Mathematic Sciences, one is Black and eight are females. They serve in positions of ^{det} Instructors and Assistant Professors. Of the (465) EPA employees in the 16 departments of School of Agriculture and Life Sciences, three are Black and four are female in positions of Instructor and above.

Of the 250 EPA employees in nine departments in the School of Liberal Arts, three are Black and 41 are females.

Of the 38 EPA employees in the three departments in the School of Design, ^{changed} none are Black and one is female.

Of the 41 EPA employees in the School of Textiles, none are Black and two are females.

In other EPA positions, there are 176 employees, six of whom are Black and 28 are female.

The policy of the University is to allow department heads to hire EPA personnel as they are more apt to know the requirements of the positions. The administration approves the salary recommendations for the position.

2. Non-academic personnel (SPA - Subject to State Personnel Act). There are 256 job classifications for the 1,928 SPA employees. Of the 256 job classifications, 150 are all white, with less than five persons in any one classification, and there are 31 job classifications with five or more persons that are all white. Of the 256 job classifications, twenty are all Black with less than five persons and four are all Black with five or more persons. No Black is in an SPA job classification receiving pay over \$9,000, while there are 79 job classifications filled by white males and 15 job classifications filled by white females receiving pay over \$9,000. The preponderance of Blacks is in lower paying positions. The stated policy of the University is to employ without regard

to race, color, sex or national origin. The SPA turnover rate is approximately 25%.

B. Hiring and Recruitment Findings

1. Academic Personnel (EAP)

The President and Chancellor have communicated verbally and in writing (University Bulletin, Vol XLIII, No. 116, dated June 10, 1971) that the University is committed to its contractual obligations with the United States Government to ensure equal employment. In April 1971, each department head was asked to submit a memorandum reflecting its efforts to recruit and hire Blacks and females. The same information had been requested again in October 1970. The latest request for this information was on November 4, 1971. The responses varied from little or no action to intense efforts to employ Blacks and females. Many department heads reflected that there is an absence of Blacks and/or females in the specific field, or turnover in the department is low, or the salary is not competitive. Whereas some validity may exist in each case, data was not available to substantiate these positions. It should also be noted that recruitment and hiring efforts are frequently related to the participation of women and minorities on committees which are involved in the selection and treatment of employees. The review revealed that few women and minorities are involved in this process which could have a direct relationship to those departments experiencing difficulty in attracting female and minority faculty.

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

2. Non-academic Personnel (SPA)

In a memorandum to the Administrative Council from the Chancellor dated March 29, 1968, it was stated emphatically that Blacks should be given priority for SPA positions and that the State Personnel Office would recruit at Black colleges to

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assist the University to fill vacancies. Subsequent to this, the personnel office at the University realized that a majority of the positions at the campus did not require a college degree; therefore, the recruitment at Black colleges was inconsistent with the needs of the University.

There is a central personnel office on campus readily identifiable and accessible to employees and applicants. Additionally, there are sub-personnel offices at the Physical Plant and at Agricultural Extensions. The Central Personnel Office is in the process of reorganizing its structure to improve its functions. There is a Black female and white male interviewer. The three primary areas in Personnel are: a) Recruiting and placement, b) Pay classification and, c) Research and Records. Applicants have been recruited at all state universities. Plans now are to recruit at junior colleges and community colleges. Applicants also walk in, mail in and call in. Personnel has developed a system in which all applicants for positions are listed by number and skills in a "Weekly Report of Applicants." This report is sent to department heads on a weekly basis. If a department head has a vacancy or expects a vacancy, he may use this report to request the file of the applicant and follow up with interview and hiring. The race of the individual is not on the weekly report. Whenever a vacancy exists in a department, the department must notify Personnel. Personnel prepares a list of vacancies to be posted in each department. All departments, however, are not required to recruit through Personnel. Personnel, however, must prepare the paper work regardless of how an applicant is recruited. Advertisements for positions have been placed in newspapers for positions difficult to fill. There was no evidence that the Equal Opportunity Employer tagline has been included in such advertisements. It was stated that Equal Employment Opportunity posters are placed on campus, however, no Office for Civil Rights team member saw one during their stay on campus.

Applications for SPA positions are kept active for thirty (30) days. A request can be made to keep it active for additional time. After thirty (30) days, they are kept in an inactive status for six months, then destroyed.

Grievance procedures have been established for employees. The University's personnel policies are issued by the State Personnel Office and appear satisfactory in meeting require-

ments of the Executive Order.

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

C. Personnel Placement

There are 24 job classifications which are all Black. However, these classifications are concentrated largely among the lower skill groups. The mixed job classifications are also concentrated near the lower skill groups. Further, as higher skills, which includes higher pay, are required for jobs, the jobs are predominantly White or all White. One step further reflects that as the skill levels and pay are increased, the race and sex of the persons in such positions show a predominance of White males.

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

<u>Job Title</u>	<u>Number of Blacks</u>	<u>Average Salary</u>
Floor Maintenance Man	10	\$4,547
Housekeeping Foreman	21	5,420
Mail Clerk	5	5,270
Housekeeping Supervisor	7	6,273

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

<u>Job Title</u>	<u>Number Of Whites</u>	<u>Average Salary</u>
Intermediate Clerk	6	\$ 4,922
Accounting Clerk I	5	5,446
Key Punch Operator II	35	5,611
Duplicating Equipment Operator II	7	5,561
Clerk III	28	6,378
Accounting Clerk II	48	6,263
Statistical Aide III	5	6,794
Agriculture Research Trainee	12	7,310
Administrative Secretary	32	7,912
Clerk IV	13	7,604
Accounting Clerk III	8	7,944
Carpenter II	9	7,409
Maintenance Mechanic II	6	7,912
Electrician II	9	7,449
Farm Foreman	6	8,048
Maintenance Mechanic II	9	8,352
Grounds Foreman	5	7,462
Statistical Analyst	5	7,735
Administrative Assistant	11	8,437
Staff Nurse	8	7,989
Air Condition Mechanic	6	8,688
Research Mechanic II	8	9,345
Maintenance Mechanic IV	9	9,411
Electronic Technician II	5	9,098
Computer Programmer I	8	9,872
Electronic Technician III	5	11,150
Instrument Maker II	7	11,350
Farm Superintendent II	6	11,920
Research Analyst	11	10,212
Computer Programmer III	7	11,919
Consulting Engineer I	10	12,640

The above chart is included to show that the "White jobs" are types of jobs which Blacks should have no difficulty obtaining if affirmative efforts are implemented.

There are 116 job classifications in which there are only White males. There are 37 job classifications in which there are only White females. Twelve of the 116 White male job classifications have five or more employees in the classifications. Six of the 37 White female job classifications have five or more employees in the classification.

A general review of the above reflects that while there has been a plan to rid the University of "Black" jobs, "White" jobs, "male" jobs and "female" jobs, much remains to be accomplished in this area.

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

D. Salary and Wage Comparison

1. Academic Personnel (EPA)

The University has undertaken a study of salary differences. The result of the study provided for 5% increases for males and 8% increases for females for the 1971-72 academic year. It is recognized, however, that this advantage for females for the 1971-72 school year has not rectified the differences and continuous study is underway to provide equitable pay for forthcoming pay increase periods.

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

2. Non-academic Personnel (SPA)

The North Carolina State Personnel Department sets state classifications and salary ranges for SPA positions at the University. All persons entering a job classification with the same or similar experience are expected to be brought in at the set pay scale. Within each job classification are six steps. An employee with satisfactory performance will move through the first three steps annually. After that, merit increases are given based upon the subjective ratings of the supervisor, because the state does not

provide sufficient money that each step may be achieved automatically and it serves as an incentive to employees.

There were very few incidents of pay inequity within any specific job classification. The general problem insofar as pay is concerned seems to be a result of the type problems referred to in the previous section -- "male" jobs, "female" jobs, "Black" jobs and "White" jobs. The following table reflects average salaries by race and sex for all job classifications.

<u>White Males</u>	<u>Average Salary</u>	<u>White Females</u>	<u>Average Salary</u>	<u>Black Males</u>	<u>Average Salary</u>	<u>Black Females</u>	<u>Average Salary</u>
570	\$8,568	867	\$6,350	333	\$4,954	151	\$4,800

Again, this reflects that Blacks and females are in lower positions and receiving lower pay than White males.

E. Employment Testing

1. Academic Personnel (EPA)

EPA teaching faculty may be asked to give a lecture before faculty members in the department, or meet with a committee of the University prior to acceptance for employment. No formal testing is given.

2. Non-academic Personnel (SPA)

The University does not require tests as a prerequisite to hiring or promotions. Department heads have been known to ask applicants to demonstrate their skills in typing and/or shorthand prior to being hired.

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

F. Employee Advancement

1. Academic Personnel (EPA)

There were 26 White males promoted from Associate Professor to Professor, including two other minorities. There were 27 White males promoted from Assistant Professor to Associate Professor, including one other minority. There were nine promotions from Instructor to Assistant Professor including one Black and two females. There were 19 miscellaneous promotions including one female and one other minority. All promotions were given between January 1, 1971 and October 31, 1971. Department heads have the responsibility for recommending individuals for promotions. Recommendations are based upon teaching ability, research and relationships within the faculty.

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

2. Non-academic Personnel (SPA)

The following chart provides a breakdown of SPA promotions from January to October 1971 by race, sex and salary information:

(See next page for chart)

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CONTENTS

237 **EQUAL EMPLOYMENT OPPORTUNITY: AFFIRMATIVE ACTION
FOURTH ANNUAL REPORT**

THE UNIVERSITY OF CHICAGO
FOUNDED BY JOHN D. ROCKEFELLER

EQUAL EMPLOYMENT OPPORTUNITY: AFFIRMATIVE ACTION

I INTRODUCTION

This fourth annual report provides statistical information concerning all employees of the University.¹ The data are in the same format as those submitted in previous years; the reference points are June 1972, June 1973, and 1973-74 (June 1974). The projections have been updated from those provided last year. They represent a realistic appraisal of what the breakdown of employees can be expected to look like in June 1974, based on good faith effort to provide equal employment opportunity to women and minorities.

In addition to providing comprehensive statistical data, the report also summarizes significant actions taken during the last 12 months which bear on the University's continuing program of positive action in the field of equal employment opportunity; and presents a program of action to be considered for the future.

To place in context the conditions under which action in the areas of hiring additional women and minorities are possible, it should be pointed out that while the size of the total staff grew by almost 10 percent between 1969 and 1971, the growth between 1971 and 1973 amounted to a little over 0.1 percent. Thus, opportunities for affirmative action are generally limited to turnover and retirement. Even here there is no guarantee that every person who leaves, for one reason or another, will create the opportunity for the hiring of another person, particularly in the case of faculty. In discussing the 1973-74 budget the Provost indicated: "In our judgment, the 1973-74 budget must envisage plans for a reduction in faculty size." In fact, the Provost has projected a decrease of approximately 20 in the total number of faculty for 1973-74. Similarly, reductions are expected among other categories of employees.

II SUMMARY OF STATISTICAL DATA

The number of University employees decreased by 1.6 percent from June 1972 to June 1973. Women and minorities appear to have reached a stable percentage of the University's workforce (see Table 1). For both classes of employees, the percentages are above those for the City of Chicago (see Table 2). As affirmative action becomes a reality throughout the City, it will probably result in a change in the University's position as other employers can only achieve equity of those whose workforces exceed the norm move to a position closer to the norm.

TABLE 1

Minority and Female Employees (1971-73)

	June 1971	June 1972	June 1973
Women	4,899 54.8 %	5,077 56.1 %	4,931 55.3 %
Minority	3,309 37.0 %	3,423 37.8 %	3,394 38.1 %
Total Employees	8,935	9,055	8,910

Analyzing these figures in more depth, but using EEO-1 data (which are tabulated at a different time in the year and hence are somewhat different), it is possible to compare changes in recent years in the percentages of women, Negroes, and total minority persons in various job categories (see Table 3). These data show a somewhat stable employment pattern.

The University continues to employ a substantially higher percentage of women and minority group members in almost every job category than is

TABLE 2
 Minority and Female Employees
 (Comparison with Department of Labor Statistics)

	June 1971-73 (average)	City of Chicago* 1971 average
Women	55.4 %	39.9 %
Minority	37.6 %	25.8 %

* Bureau of Labor Statistics data

TABLE 3
 Comparison of Percentage
 of Employees in Job Categories

	SMSA*	1971	1972	1973
(a) WOMEN				
Officials and Managers	(10.4)	36.6	37.1	38.5
Professional	(25.1)	38.2	39.0	39.1
Technicians	(24.5)	67.5	67.3	66.8
Sales Workers	(43.2)	56.3	50.0	44.7
Office and Clerical	(76.7)	86.8	86.4	85.8
Craftsmen (skilled)	(5.0)	0.0	1.3	1.3
Operatives (semi-skilled)	(27.2)	11.9	13.3	15.4
Laborers (unskilled)	(33.9)	0.0	0.0	0.0
Service Workers	(48.0)	55.9	59.6	57.3
(b) NEGRO				
Officials and Managers	(3.1)	18.0	20.1	20.2
Professional	(3.2)	9.2	9.6	9.7
Technicians	(9.3)	52.8	54.9	53.2
Sales Workers	(7.4)	6.3	11.6	7.9
Office and Clerical	(12.5)	30.8	30.9	31.8
Craftsmen (skilled)	(10.3)	9.5	10.0	12.1
Operatives (semi-skilled)	(24.3)	33.9	33.3	29.7
Laborers (semi-skilled)	(33.3)	54.5	50.0	50.0
Service Workers	(32.8)	82.3	83.8	82.9
(c) TOTAL MINORITY				
Officials and Managers	(4.3)	19.3	22.4	22.3
Professional	(8.2)	18.2	19.9	20.5
Technicians	(13.9)	60.3	62.4	61.8
Sales Workers	(9.2)	12.5	17.6	10.5
Office and Clerical	(15.4)	34.4	34.8	36.4
Craftsmen (skilled)	(14.9)	15.3	16.9	14.7
Operatives (semi-skilled)	(34.4)	34.7	36.2	31.9
Laborers (unskilled)	(50.0)	54.5	50.0	50.0
Service Workers	(40.6)	84.0	85.9	85.4

*These are the figures for the Chicago Standard Metropolitan Statistical Area in 1970, the latest available.

the norm as established by comparison with the Chicago Standard Metropolitan Statistical Area (SMSA). This is not the case with respect to women in the limited categories of craftsmen, operatives, and laborers. However, these groups represent only 3.9 percent of the total employees and traditionally involve areas where applications from women are very few.

III FACULTY ACTIONS AND APPOINTMENTS

One of the most important decisions in the career of an academic scholar is that affecting promotion to tenure. At The University of Chicago, a person is appointed as an assistant professor, usually for a three-year term. In the autumn quarter of the third year, the University makes a determination (1) not to renew the individual's contract at the end of the third year, (2) to reappoint the person for a second term, or, occasionally, (3) to promote the person. At any time during the second term as an assistant professor, promotion may be recommended. In the autumn quarter prior to the end of the second term as assistant professor, a determination is made to either promote the individual or not renew the contract. (In unusual cases a one-year extension of the second term may be recommended.) Promotions may, in a small number of cases, be to non-tenured positions.

An analysis of promotion reappointment termination decisions for the last four academic years indicates that there is no reason to believe that there is any difference between the way in which men and women fare in this process. Table 4 shows that the percentages of men and women whose contracts were not renewed are about the same: that is, the number of men not reappointed, as a percentage of the total number of men considered, is the same as the number of women as a percentage of the total number of women considered.

Since specific faculty appointments and promotions ordinarily originate with individual Departments and Schools, a major thrust has been made during the past year to expand previous actions designed to carry out at the level of Department Chairmen and Deans the University's policy of positive action with respect to appointments and promotions.

As first step, the University printed and distributed to all Deans and Department Chairmen copies of the Guidelines issued by DHEW. In addition, *The Chronicle of Higher Education* printed highlights of the DHEW Guidelines in its October

TABLE 4
Decisions on
Reappointment Promotion Termination
(Including Resignations)
1969, 1970, 1971, and 1972

	Men		Women	
	No.	%	No.	%
Promoted	51	12.72	10	14.29
Reappointed	272	67.83	44	62.85
Resigned	27	6.73	7	10.00
Terminated	51	12.72	9	12.86
Total	401		70	

10, 1972, issue. The Provost sent a copy of these highlights to every faculty member of the University. The President later held a meeting—as is done annually to discuss affirmative action—with all Deans, Department Chairmen, and University Officers at which the Guidelines were discussed and methods for their implementation were suggested. This group numbered approximately 80 persons and covered every academic area of the University. Emphasis was again placed on the need for broadening the search for faculty candidates by looking at sources not previously considered and by using methods not previously used; for example, by announcing in journals the possibility that appointments may be made.

The University had placed a general announcement in *Science* and several other professional journals and had given strong encouragement to departments to place their own specific notices.

In this regard, the President has appointed a faculty committee to examine again "the problems involved, the circumstances to be used in the search for faculty appointments." Although problems of identifying candidates for faculty appointments are different for different parts of the University, it is our purpose to develop general guidelines which will be broadly applicable. The committee has six members, one of whom is a woman and one of whom is black. It meets regularly with the Chairman of the Committee on University Women and has had access to information on departmental recruiting practices developed by the Office of the Vice-President for Programs and Projects.

As an adjunct to the annual EEO review (see below), a survey was initiated involving all academic units. The purpose of the survey was to determine the numbers of males, females, and minority

persons applying to the University for academic appointments. While it is usually possible to determine by first name the sex of an applicant, it is generally not possible to determine racial characteristics from written applications.

To date the survey is incomplete, but the responses received so far (50 of 58 departments reporting) indicate that of 4,293 applicants 904 (approximately 21 percent) were women. As a general assumption it is reasonable to believe that the majority of the applicants will be for beginning positions. Taking data only for those departments which have responded to the survey, women comprise 22 percent of those currently appointed at the junior level.

The figures on applicants provide only the grossest of indications with respect to the pool of candidates available for appointment. No in-depth analysis has been done to determine how many of the applicants could be considered as serious candidates in terms of minimal qualifications and fields of interest. For example, several applications in physical sciences were from persons with advanced degrees in mechanical or electrical engineering, fields in which the University makes no faculty appointments. Similarly, applications were received from persons who clearly were seeking to teach at a different kind of institution than The University of Chicago. In future analyses of this type an effort will be made to obtain more specific data on the disposition of applications received.

During the year the University commissioned a study, which has been made, of the pool of Ph.D.s graduating from top departments in the country.²

This summer faculty committee composition will again be reviewed and attention will be given to the representation of women and minorities. However, it should be pointed out that faculty committee memberships are not honorary in nature but require work and willing agreement of the faculty to serve: committee composition reflects this.

Review of the Total University

The Vice-President for Programs and Projects, who has the responsibility for coordinating affirmative action matters, and the Assistant Vice-President for the second straight year met with all Deans and Department Chairmen and other unit heads to review their recruitment practices and to analyze their salary practices and patterns and the racial and sexual composition of the academic appointees and other persons in their units. They also met with all non-academic unit heads for similar purposes.

The next sections of this report will elaborate on some of these activities.

The reviews conducted by the Office of the Vice-President for Programs and Projects followed the same general format for all academic Divisions, Schools, and Departments, and for non-academic areas. Employment statistics for the period 1971-73 and projections for 1974 were examined in terms of the numbers of people in each category in each year and their distribution by race and sex. In cases where there appeared to be underutilization of either minorities or females, questions were raised concerning the availability of candidates for consideration for appointment or employment. Where appointments or hires had been made in this time period, a discussion of the method used to find candidates was initiated. There were in-depth discussions with respect to persons having academic appointments, as in such cases the employing unit, rather than the Personnel Office, would be responsible for identifying and recommending the person to be appointed.

All University salaries are reviewed every year. In addition, a special detailed review of salaries paid to every female and minority faculty member was made. Also, detailed analyses of faculty recruitment activities and appointments were made. The same procedure was followed for non-faculty. Cases where minority group members or women appeared to be receiving salaries below those of whites or males with similar lengths of service were discussed with the department chairman, dean, or the unit head.

The reviews revealed that a majority of academic departments are using recruiting methods which they have not used in the past. These include, among others, the use of employment registries of professional associations, placement bureaus at professional meetings, announcements in journals, announcements in employment bulletins, and the solicitation of all graduate-degree-granting institutions in a given field. A number of departments are using extra-extensive procedures to insure that their search reaches all persons of quality wherever they may be found.

Departmental Analysis

At this point, this report will proceed to provide a department by department utilization analysis. Before getting into detail it is necessary to clarify some of the terms and elements of that analysis.

First with respect to applications received and national pool statistics (for example, HEW statistics on Ph.D.s awarded 1960-69), it should be pointed out that these do not necessarily present a valid

indication of the number of suitable candidates available for appointment at The University of Chicago. Several factors may be operating to cause the racial and sexual distribution of persons available for appointment to be different from the distribution among those receiving degrees. It is not possible to determine whether the factors would result in higher or lower percentages of women and minorities in the pool of suitable candidates, and an accurate determination of the numbers would almost involve examination of the credentials of each graduate. Further, it should be pointed out that the possession of a Ph.D. is not a requirement for appointment to The University of Chicago; appointments have been made of persons who did not possess the degree, and the mere possession of the degree cannot be taken as a demonstration of qualification. Also, a recent analysis based on the current faculty showed that over 16 percent of the faculty received their degrees outside the United States. Obviously such an international reach complicates the application of national pools in utilization analyses.

Perhaps the most important factor which causes the availability statistics for the University to differ from national pool statistics is the nature of different departments. For example, national pool statistics in music include the performing arts as well as musicology. The University does not make appointments to persons whose primary interest is performance; it does not have a conservatory. In the physical sciences, statistics on Ph.D. degrees in chemistry, physics, and mathematics include those awarded in both basic and applied science, whereas the University's faculty in the physical sciences are primarily concerned with basic research. There are many similar cases.

In the field of education one cannot just look at the pool of people receiving degrees in the field, as candidates may be drawn from psychology, sociology, and economics as well as from education. Likewise, the Graduate Library School, in addition to drawing from people with library degrees, would have a pool which includes mathematics and statistics, for example. There are many similar cases.

However, in the absence of a more sophisticated analysis along these lines, one is forced to use what is at hand, namely pool statistics based on the distribution of persons receiving degrees and on applications received. But it might be recognized that these provide only the most approximate of numbers and that in many cases there will be reasons why distributions of persons appointed do not correspond to the distribution found among those obtaining degrees.

Such data on women are readily available. Data provided by the Higher Education Surveys Branch of the Office of Education distributes Ph.D.s awarded by field, and by sex within each field. Similar statistics for minority groups are not available. One can generally tell the sex of an applicant from the person's application; one cannot generally tell the racial characteristics of an applicant from such materials. Thus, it is extremely difficult to determine whether or not one is underutilizing minorities in academic fields. Here we have had to rely in large part on judgments of people in the fields as to what percentage of the people they know or they see at professional meetings are minority persons.

Second, respecting "searches" and "vacancies," the University may be considered to be searching for people for appointment at all times; and, in general, may be considered never to have vacancies and yet always to have vacancies. Departments are always on the lookout either for those young people who have at an early stage of their development demonstrated an unusual potential for high scholastic achievement or those persons with an international reputation who become available for appointment. In the course of searching, departments develop lists of candidates who may be considered for appointment. Such appointments are generally made after explicitly comparing and contrasting several candidates each of whom may have been invited for a seminar or interview, procedures which take time to consummate. However, unusual appointments generally do not, and need not, follow such procedures because the candidate's abilities and accomplishments are so well established and because they already have been proven outstanding by comparison with their colleagues.

The foregoing should not be interpreted to mean that there are not specific searches for people with particular qualifications. This type of appointment would be most likely where there is a need for a particular expertise for teaching or, in the case of the Biological Sciences Division, for providing clinical service. However, even here an appointment will only be offered if a candidate of quality is identified. In such cases it may be necessary to appoint a visiting faculty member (or a series of visiting faculty) to fill the need temporarily until a person suitable for a regular appointment is identified.

Departments may spend several years seeking the type of person that they want for an appointment. Examples of this abound. Thus, the English Department has been looking for several

years for an appointment in a major area of literature. The Division of the Biological Sciences has been looking for some time for persons in a major non-clinical area. The Department of Microbiology had been hoping to make a senior appointment; and being unable to appoint any of the persons it considered as acceptable, has given up the search for the time being.

Biological Sciences Division

1. Overall. In connection with discussions below involving faculty who are M.D.s, usually in the clinical departments, it has to be kept in mind that the University is one of a very few universities which requires its M.D.s to devote their full time to their faculty research and teaching assignment. The policy has a number of limiting consequences on the pool of M.D.s from which the University recruits its faculty. It is attractive only to M.D.s who wish to carry on patient care in the context of teaching and research. This narrows the pool. It prevents engaging in private practice. This constraint precludes faculty members from supplementing University income from private fees. This narrows the pool.

2. Anesthesiology Department. Because of the heavy competition from private practice and the lucrative incomes available there, the Department must continuously and extensively search for qualified M.D. anesthesiologists, clinically competent and who have a state license. Almost all academic departments of anesthesiology have a high vacancy rate. Discussions of the national pool of anesthesiologists, including its proportions of women and minorities, is therefore somewhat academic. However, it may be useful to record that about 7 percent of medical school graduating classes go into anesthesiology. It is estimated about 20 percent of this 7 percent are women and less than 10 percent of the 7 percent black.

With respect to its search procedure, the Department lists all its faculty vacancies with the American Society of Anesthesiology. This list is then available to, and presumably used by, all senior and junior M.D.s in search of a faculty position in anesthesiology.

Next academic year, the Department will increase the number of females from two (out of 11 total faculty) to three (of 12), with the appointment of a female instructor.

3. Department of Medicine. This Department has been and is conducting several searches for faculty to provide research, teaching, and service in a half a dozen different medical specialties. This

activity is resulting in a wide canvass by the Department of all the talent available at senior and junior levels throughout the country. Continuous contact has been established and is maintained with all the outstanding training programs in the various specialties.

The national pool from which faculty are recruited is not the total number of M.D.s in the nation, but the much smaller pool of M.D.s interested in academic medicine. This pool becomes even smaller when it is matched against the Department's heavy emphasis on research; and smaller still in the light of the full-time faculty policy. The recruitment pool is thus small in absolute numbers to begin with, and the numbers of women or minorities are very few.

The Department has conducted searches to fill posts in five specialty areas. In two of these specialties there are practically no women or minorities to be found. In a third area two appointments resulted, one a woman. In the fourth area an unsuccessful effort was made to recruit two women. In the fifth area the search may result in the appointment of two women.

The Department has 7 female faculty out of a total of 62 and projects the same number next year, anticipating that additional faculty appointed will not yield additional females.

4. Obstetrics and Gynecology Department. The national pool of *academic* medical faculty in this area is very small. Private practice is very attractive and lucrative. The Department, however, has a substantial number of women (6 of 19 faculty) and minorities (7 of 19—Orientals and Spanish surnamed). The Department contemplates no expansion beyond its present limits.

5. Pathology Department. In this Department the use of HEW figures on Ph.D.s awarded in 1960-69 as an indicator of the size of a national availability pool would be quite misleading. HEW figures show that a total of 271 Ph.D.s in pathology were awarded in that period, 5.5 percent to women. However, the Department recruits its faculty from the ranks of M.D.s, and only from M.D.s specializing in pathology. It is estimated that about one percent of medical class graduates over the past decade have gone into pathology. The subset of women and minorities in this total is thought to be very small. The heavy orientation toward research and the full-time faculty policy further reduce the pool. Nevertheless, it should be pointed out that the Department currently has 7 female faculty out of a total of 29 faculty. It also has four minorities, including one black. It would appear that there is no utilization question involved in the Department.

6. Pediatrics Department. In addition to its research program, the Department has responsibility for providing the medical staff for Wyler Children's Hospital, LaRabida Children's Hospital, and the Woodlawn Child Health Center.

There have been no senior-level appointments for several years. The Department is looking to make appointments in several specialties. Searches have been conducted for the last couple of years. These have involved informal contacts with individuals and centers concerned with the specialties. In one of the specialties, there are two senior people in the field who are female, they have both been contacted for recommendations.

At the junior level, recruitment is also informal, with telephone contacts and some letters being the main ways in which candidates are identified. Three women who are chairmen of pediatric departments are among those so contacted. The Association of Chairmen of Departments of Pediatrics is beginning to circulate lists of candidates and job openings.

Methods used to identify candidates for appointment have tended to be somewhat informal. There are currently five women out of a total faculty of 33, all at junior levels; there are no blacks. While this may be an accurate representation of the availability of women and minorities, the Provost will ask the Department to consider whether to institute more formal recruiting procedures, including providing notice of its searches, for example, by using announcements in professional journals.

7. Psychiatry Department. In general, the numbers of psychiatrists interested in and capable of doing research in psychiatry are very small. The pool from which the Department draws for the junior ranks of instructor and assistant professor is primarily that of its own residents. This approach relates to the very special situation of the Department, and the program to re-design it, begun by the Chairman six years ago. To achieve the Department's objectives in creating a new design in research psychiatry required that the Department train its own research psychiatrists. Women are participants in the training program and would be eligible for consideration for appointment to the faculty. Such appointments would be at the instructor level rather than assistant professor consistent with the Department's standing policy of relating appointment levels to research records and experience.

Despite the effectiveness of its own training program as a source of supply, the Department does attempt informally to keep looking for good young research psychiatrists. In order to be sure that

persons of quality at junior ranks are not overlooked in recruiting for appointments, the Provost will ask the Department to consider announcing publicly its searches.

The foregoing remarks apply solely to the search for M.D. psychiatrists at the junior ranks. The Department's research program involves both senior M.D. psychiatrists and Ph.D. researchers. There has been no activity at the senior level and none is contemplated. Therefore, there has been no opportunity for affirmative action. With respect to Ph.D. researchers the pool of candidates would be substantial since the Department could draw upon physiological psychologists, clinical psychologists, etc. However, tight constraints on adding or expanding faculty will undoubtedly lead to the appointment only of M.D.s for the foreseeable future.

8. Radiology Department. The Department is currently without a chairman, and faculty recruitment activity will be low until a new chairman is appointed.

There does not appear to be any readily available data on a national pool of women and minorities in radiology. The judgment is that there are very few women and minorities in the field.

There have been no appointments at the tenured level since 1969. The Department has had difficulty in recruiting persons from outside because of salaries that can be earned elsewhere.

In terms of recruitment procedures, the national matching program has been used for interns and residents. The Professional Bureau of the Association of University Radiologists—which lists both job openings (and is equivalent to advertising) and individuals seeking appointments—is being used for developing a pool of candidates. It is not necessary for an individual to be a member of the Association in order to use the services of the Bureau. Thus, anyone available for appointment should be easily identified for consideration.

9. Surgery Department. Surgery is a field in which there are numerous major posts unfilled at universities throughout the country. It is also a field in which there are very few women or minorities. This will change. They are presently in medical schools in significant numbers, but it will be five to seven years before they will reach the point where they would even get into the group from which surgery faculty are drawn. In the meantime finding a woman or minority member as we search for persons of quality is a difficult prospect.

There are currently no women or blacks (there are two other minorities) on the faculty.

10. Ben May Laboratory. This is a very special unit of eight faculty members, specially designed

and organized for a unique research effort on cancer. While there are no women there are two minorities on the faculty; women would be appointed if any could be identified who could contribute to the specific objectives of the program. These would be very special individuals who would not be uncovered by extensive search procedures. Individuals in this category tend to either be "home grown" or to be a singular match between an individual and the lines of research in the unit.

11. Zoller Dental Clinic. The Clinic has made no appointments at the tenured level in recent years, and only one at the assistant professor rank. The national pool of women in dentistry overall is small, and in academic dentistry there are fewer women proportionately than in the national pool. The HEW data show that in 1969-70 women earned fewer than one percent of the degrees awarded in dentistry. The Clinic does have one female associate professor on its faculty.

The one recent appointment was a person to serve as dental director for LaRabida Children's Hospital. One of our graduates who was available, known, and suitably trained was offered the appointment; no other candidates were considered.

The Clinic is searching for both a pedodontist and someone experienced in general dentistry. One of the candidates currently under consideration for each appointment is a black male. Candidates were identified by making inquiries of persons whose judgment is respected. As yet, the Clinic has not announced openings in the newsletter of the American Association of Dental Schools but will be asked to do so in the future.

12. Franklin McLean Memorial Research Institute (FMI), formerly Argonne Cancer Research Hospital. There are no faculty appointments in FMI; appointments are in departments in the Division of the Biological Sciences, although salaries may be paid from the FMI budget. (The funds for the operation of FMI are derived solely from a contract with the AEC.) This budget has been stable for several years, and there is no immediate expectation of any increase. Thus, there will most likely not be FMI salary support if a department recruits a replacement for a faculty member who is currently so supported and who leaves.

13. Biochemistry Department. There is probably a significant fraction of women in this field (HEW Ph.D. figures for 1960-69 show that about 17 percent of the degrees awarded went to women) and a substantially smaller fraction to minorities. There are, however, no senior distinguished biochemists who are female. With respect to women, it may be the case that they experience a higher attrition rate

after graduation than males and it is a likely judgment that they may comprise no more than 10 percent of the field. The Department itself numbers one female among its 11 faculty members and projects that to continue.

The Department expects to search for one or more replacement appointments at the junior rank. This will involve the appointment of a search committee, the polling of faculty for suggestions, and the circularization of selected departments. In view of the fact that there is a significant proportion of women in the field, the Provost will ask the Department to consider broader public announcements of its searches.

14. Anatomy Department. The Department has interest in three major areas: (1) neurobiology/neuroanatomy, (2) histology/cell biology, and (3) gross anatomy/evolutionary morphology.

National pool statistics for anatomy and histology indicate that about 18 percent of the Ph.D.s were awarded to women in the period 1960-69. The current faculty reflect this distribution.

The Department has been developing pools of candidates in each of the three areas mentioned. Women and the one black in the Department have been involved in the searches. Recommendations were sought from well-known persons in the areas of specialty, including women. Job registries at appropriate national meetings were examined (American Association of Anatomy and American Association of Physical Anthropology, for example). No recommendations for appointment have been made thus far.

Some of the responses to the University's general announcement in *Science* were from persons with an interest in the field of anatomy, but they did not turn out to be viable candidates. The Provost will ask the Department to consider advertisements of its own.

15. Biology Department. The Department considers that is has breadth in covering most areas in the field of biology. The current faculty includes four women, which number is representative of the percentage in the HEW national pool data. There are very few blacks in the field.

At present the Department is searching for a specialist in animal behavior, hopefully with field experience. There is a search committee which drew up a list of about 100 candidates for consideration. Six persons have given seminars, all white males. Because of the necessity for extended periods in the field, often under primitive conditions, there are relatively fewer women who do field research in animal behavior.

Search procedures in the past have been con-

centrated on the use of (1) persons whose judgments are respected, (2) departments with quality post-doctoral training programs, and (3) personal knowledge of faculty. These procedures have produced women for appointment, and these women do participate in the search for additional faculty in their areas of the general field. To broaden its search, the Provost will ask the Department to advertise its searches.

16. Biophysics Department. This is a small, highly-specialized Department in a field which is of such a size that it is possible to know people who would be judged qualified for appointment to the faculty. Recruitment procedures are informal. They generally consist of the faculty identifying a field of interest, and then approaching the best-known and qualified persons in the field. If those persons are unwilling to move, then their opinion is solicited for recommendations of others.

In one field there are only two women in the world who would be judged qualified for appointment to the faculty. Both were approached, but neither was available.

Data from national statistics would indicate that it would not be surprising to find that there are no women on the faculty of the Department. However, in view of the somewhat informal nature of the recruiting process used currently, the Department will be asked to consider the use of announcements of possible vacancies in professional publications.

17. Microbiology Department. The Department has been seeking to make a senior-level appointment. Five persons were identified as acceptable candidates, one of whom is female. As none of the five could be recruited, the Department has presently given up on making an appointment in this area.

In its most recent recruitment efforts, the Department wrote about 300 letters—to every department listed as having a graduate program in microbiology and to individuals in the field. The American Society of Microbiology and the Association of Medical School Chairmen of Microbiology included details of a possible appointment at Chicago in their listings of appointments available. All responses were reviewed by a Departmental committee.

Two assistant professors have been appointed and will join the Department at the start of the 1973-74 academic year; one is a male and one a female. However, neither of the appointees was recruited directly as a result of the methods described in the preceding paragraph.

18. Pharmacology Department. This Department is also involved in the reorganization in the

basic biological sciences. The Department of Pharmacology has not added to its faculty since 1968, but is expecting that the new department resulting from the merger with part of the present Department of Physiology will be seeking additional faculty.

In anticipation of being able to make additional appointments, a faculty recruitment committee is being formed. Among the members of this committee will be two women from the Department of Medicine. Also, an announcement will be placed in *Science*, and letters will be sent to various departments throughout the country. As part of the process of developing a pool of candidates, interviews were conducted through the placement bureau at a recent meeting of the Federation of American Societies for Experimental Biology.

19. Physiology Department. There are five tenured faculty; the most recent appointment was made in 1965. The Department is being merged with certain other units, and future recruitment will depend on the reorganization.

20. Theoretical Biology Department. The Department is to become part of a new, consolidated department comprising the faculty of this department, those from Biophysics, and some from Physiology. Theoretical Biology per se is a small field, and the records of all women and minorities active in the field have been examined. The only person in these groups of interest to the Department is a black male who does not wish to leave his current job.

The Department had previously sent out over 300 letters in a quest for information and recommendations in the field of neurobiology. (This is a joint search which also involves the Departments of Pharmacology and Physiology.) The search in this field will probably be continued after a chairman is selected for the consolidated department.

Humanities Division

1. General. Looked at as a whole, over the past academic year the Division approved nine offers of new appointments. Five of these were made to women. One of these was declined, two are pending, and two were accepted.

2. Art Department. No recruitment activity at the senior ranks of full professor and associate professor took place during the past year, and none is anticipated for next year. There will probably be no scope therefore for positive action at these levels.

The Department conducted an extensive search for an assistant professor during the past year. It wrote to a number of institutions which are known

to graduate high quality people. It placed a notice in the College Art Association Placement Bureau Bulletin, which covers the waterfront of sources in art. It reviewed a number of unsolicited letters it had received. In total, from all such sources, over 200 responses were obtained, including 55 from females and 11 from identifiable minorities. The applicants were grouped into four different subject matter categories. A faculty review (there are three women on the Art Department faculty and they participated in the review) narrowed the list to three or four in each category. The list was then narrowed to one and an offer was made, to a woman. She declined.

The search will probably continue, along the same lines. In addition, a similar procedure will be used for the projected increase of two instructors.

In the past, the Department has made a special effort to identify candidates who are minorities, including a special solicitation of a predominantly black university.

Looking to the future, while the Department will continue an extensive search for all persons of quality, it cannot in good faith project a total increase in the number of female members of the faculty. It currently has three such members out of a total of 17 faculty. This is less than the proportions of women Ph.D.s in the fine arts, but it is probably in proportion to the pool from which the Department must recruit given its program and approach to art. There are at least two qualifications on HEW national pool figures. The pool is probably more heavily populated with studio (practice) persons than the planned makeup of the Art Department would envisage. National pool figures are not particularly useful indicators of the availability of persons of high quality trained in the Department's primary function, namely research (and teaching) of art history rather than the practice of art itself.

3. Classical Languages and Literatures Department. The Department, chaired by a woman, has now two female faculty members out of 11 and projects three of 12 for next year. In addition to this projection, the Department plans an extensive search to identify a Latinist and, if one is identified, to seek approval for an appointment. The responses to last year's advertisement in the *Modern Language Association Journal* and to the listing with the *American Philological Association* have helped establish the list. The Department plans to place another advertisement with these places. In addition, the annual Christmas meeting of the discipline will be an occasion at which the word of the search will be spread, and people interviewed.

4. English Department. During the current academic year a search was made for four assistant

professors for appointment at the beginning of next academic year. Two have been found among the Department's instructors, including one woman. Two have been appointed from outside, both white males; an offer of one of these appointments was made successively to two different women but they declined it. Several other women received serious consideration.

Offers of appointment were made after an extensive search. The search was widely advertised including in the Modern Language Association job information listing. Correspondence with other English departments occurred. A substantial number of unsolicited applications were received. All in all the Department reviewed several hundred applications.

English is a field which has a substantial number of women, a greater proportion than is found on the Department's faculty. However, it is believed the proportion of women (and minorities) are not different from those of comparable major, top quality departments in other schools. This suggests a limitation on the numbers—and availability—of high quality individuals in the national pool, since the Department has made every effort (as the search procedure and the offers discussed above testify) to find the best it can with no restrictions on women, minorities, or anyone.

5. Far Eastern Languages and Civilizations Department. This Department has no plans for faculty expansion at any rank. It has been seeking a replacement of a senior professor in modern Japanese literature. The search was first for a replacement at a senior level, and then at the junior level when that was not productive. The search involved obtaining names from Departmental faculty and canvassing all of the departments offering Ph.D.s in Japanese studies (about a dozen). Advertising was not used because the area of modern Japanese literature is not heavily populated and the chances of finding a diamond in the rough are practically nil. The area is so small that not only are potential candidates from American institutions well known but from other countries as well.

To date the search has yielded a list of 17, of whom two are women. None has been offered appointments. There is currently one female among the seven faculty of the Department. Such small numbers make such analyses somewhat artificial.

6. Germanic Languages and Literatures Department. A substantial percentage of Ph.D.s awarded in Germanic Languages and Literatures have been awarded to women. However, it would be misleading to use this gross fact. Probably a large proportion of female Ph.D.s are in literature, and a

substantially lesser proportion in the areas of Departmental interest, specifically Germanic Philology.

During the year the Department replaced a full professor at the assistant professor level. This was the outcome of an extensive search, including advertising in the Modern Language Association Journal, correspondence with other departments in the field, and scrutiny of unsolicited inquiries. These actions yielded 80 applicants/inquiries. The list was narrowed to one woman and two men. A man was appointed.

It should be noted that the Department has one female instructor and one black associate professor participating in its search and appointment activities.

During the year, also, a search was completed for a senior professor. A white male was appointed. The search for such senior faculty was not elaborate. Seniors are well known, and their numbers are few (attributable in part to World War II, which interrupted some careers and prevented the start of others). There is only one woman in the country at the senior level and at the level of quality the Department seeks. She was considered.

A search for an assistant professor of Norwegian (a white male) was also completed. It was brief. There are only five departments in the country that produce Ph.D.s in Scandinavian studies. These produce about one a year, each. This yielded a total list that was very short, and the male appointed was the best of the list.

During the year the Department had a female visiting professor. The Department asked her to stay next year with a prospect of mutual exploration of a regular faculty appointment; she did not wish to.

The Department projects that it will have a female instructor for next year. The post is used for candidates who do not qualify for assistant professor because they have not yet received a Ph.D.

7. Linguistics Department. This small Department has recruited two assistant professors in the period 1972-73 and promoted an assistant professor to an associate professor. One of the assistant professors is a woman, Oriental, appointed after a search for a syntactician. All the key departments were contacted; but advertising was not used because of the highly specialized objective of the search, which was to find a person in generative semantics having the same theoretical approach as a professor in the Department, the aim being to strengthen the Department in this approach.

The second search was for a phonetician. Female faculty at other institutions were asked for and

supplied names of candidates. Their recommendations included females but also the male who was ultimately appointed. The Department did not advertise for a phonetician since only two departments in the country have strong programs in the context of linguistics (as, say, contrasted with the context of speech pathology).

The Department has one woman among its eight faculty and does not presently plan to add any faculty next year. If it should in the future, the Provost will ask it to announce its searches. Comparisons with a national pool of Ph.D.s in linguistics would be very misleading because of the specialized nature of the Department. The national pool gives very little clue to persons intending to carry on scholarship in linguistics.

Finally, a word should be said regarding minorities in linguistics. Blacks are very few; there is not one black at the senior level. Orientals are relatively large, many not citizens.

8. Music Department. During the academic year, one female assistant professor resigned (as did a male). Following its usual search procedures and guided by its customary high standards of quality, an offer was made to a female who has accepted an appointment as an assistant professor; and another such offer was made to a woman and as of this writing was still pending. These two offers were all that were made during the year. Both illustrate the willingness to look for candidates of quality in various places. The female who has accepted appointment as assistant professor came to attention via an unsolicited letter. The other, to whom an offer has been made, via a recording of a composition she had written whose quality was immediately recognized.

Even though there will be one woman on the faculty next year, the Department's proportion of women would be in line (slightly less) with national statistics on the 1960-69 Ph.D. awards in music. If there are two, it will substantially exceed those statistics. The Department does not project adding faculty next year.

Special note should be made about minorities in the Music Department. The pool of minority group members available for appointment as music scholars is very small, almost non-existent. There are a substantial number of minorities in the performing area, where the Department does not specialize as such; it does not maintain a conservatory for technical instruction and practical performance. However, minority group members are to be found in key positions in the non-faculty music area. A black is director of the University's concert band; another is director of the University

chorus. A Spanish-surnamed male is director of the University's Collegium Musicum.

9. Near Eastern Languages and Civilizations Department. Two of the 10 members of this Department are women, and the Department projects that the proportion will be 3 of 12 next year. These figures, small as they are, seem to indicate a high utilization rate, although information on national pools in fields of interest to the Department (Turkish, Arabic, Persian, Hebrew and Egyptology, Assyriology and Archaeology) is scattered and complex. There is, for example, HEW information on Ph.D.s awarded during the 1960s, which shows that 5 Ph.D.s were awarded in Arabic, one to a woman; or that 23 Ph.D.s were awarded in Hebrew, one to a woman. But in other fields there are undoubtedly more such awards. With respect to minorities, particularly black, national information is also meager.

Customarily the Department searches for candidates at the assistant professor or instructor level or for a lecturer, and the procedure is to circularize as complete a list of departments as can be conceived. There may be as many as 50 or 60 institutions on the list, depending on the field. Circulars are usually posted on bulletin boards and are a more effective medium of communication than advertising in the professional journals, since the journals appear as infrequently as every two years.

10. Philosophy Department. The major search activity of the Department over the past year involved a search for candidates for appointment in a highly specialized area having very few people at the senior level and relatively few at the junior level. It is well known that there are only two women at the senior level who are distinguished in this specialized field. Both were considered; both were unavailable. The search, however, has not been completed. To make its searches more effective, the Department has recently established a standing search committee to carry on searches not only in the specialized area but in general to equip the Department with a better knowledge of quality people at the senior and junior levels in all fields of philosophy. It will follow the traditional lines of Departmental searches, augmented by such steps as inquiring of the senior women mentioned above and advertising in "Jobs in Philosophy" (as it did last year).

A female was appointed to an assistant professorship post at the beginning of the academic year following a search of the previous year (1971-72) for a quality junior rank appointment.

11. Romance Languages and Literatures Department. The Department engaged in four searches during the academic year, two to replace

two senior people and for two junior appointments. As an adjunct to the searches, the Department advertised in the Modern Language Association job guide and in the Journal of American Association of Teachers of French. This was most useful for the junior appointments' search. At the senior level outstanding research scholars tend to be well known; there are relatively few women among such scholars. The advertisement yielded 148 responses from males and 118 from females.

The search for seniors involved drawing up a list of candidates suggested by the faculty of the Department, which includes four women members. The list for one of the senior appointments (French) contains 19 males and 2 females. It has been ascertained that neither female is or wants to be available. The other appointment list (Spanish) contains 15 males and 3 females. It is unlikely that there will be additions to either list since both undoubtedly contain all available senior persons of distinction. No appointment or offers have been made as yet, and it is unlikely they will be in the near future.

At the assistant professor level, advertising and other procedures yielded one list (French) of 63 males and 57 females. This was narrowed to seven males and six females. The final outcome was the appointment of a male, judged by the Department to be the highest quality person in the group.

The other list (Spanish) included 125 persons, 66 males and 59 females. The appointment of a male is in the approval process.

As mentioned above, there were four female faculty during the year. It is projected that there will be three next year, the result of departures and the anticipation that no further appointments will be made beyond those already described. This will leave the Department with 3 of 19 faculty members females. This proportion is below that of women in the 1960-69 Ph.D. pool. However, it is apparent that the Department appoints women, carries on elaborate searches which develop large numbers of female candidates, and does involve women on its faculty in the search.

12. South Asian Languages and Civilizations Department. The universe of institutions turning out Ph.D.s in the fields of interest to the Department is small—perhaps 10 or 12—hence it is possible to know all candidates for appointment at any level. It was estimated that there might be as few as three women in the United States and that only six Ph.D.s are awarded annually.

The only academic appointments made since 1969 have been at the instructor level, and there have been no women or blacks available for con-

sideration. In view of the small numbers involved, it would be unrealistic to project appointments of women or blacks in the near future.

13. Slavic Languages and Literatures Department. The Department is small, having only 11 faculty members with prime appointments in the Department. One associate professor is female. The HEW national pool, based on 1960-69 figures for Russian and Other Slavic Languages, indicates about 26 percent of the Ph.D.s were awarded to women.

The usual recruitment practice has been to contact those departments or persons in whom one has confidence as to the consistent quality of the training given to students. Candidates from schools of lesser or unknown quality could only be judged by reading their dissertations. This would be an impossible task where there are numerous applications, but could be done on a selected basis.

The Department placed an announcement in the Modern Language Association job listing last year. One female who responded appeared to be a possible candidate for appointment. Her file was kept active until this year when she was offered, and accepted, an assistant professorship.

Physical Sciences Division

1. Astronomy Department. Astronomy (which includes Astrophysics) is one of the few departments of the University which anticipates adding faculty during the academic year 1973-74, planning to recruit one senior and perhaps two junior faculty. The Department is currently combing the field for persons of quality, particularly at the assistant professor level. Candidates have been sought in the traditional ways, but in addition the search has had the benefit of the list of candidates developed by the special circularizing of physics departments invoked by the Physics Department (see below) last year.

Positive action to appoint women or minorities will be constrained by their scarcity. The field of astronomy (the field of physics could also be a source of candidates) produced only 450 Ph.D.s in the 1960-69 period, of whom 29 were women. The University's analysis of Ph.D.s awarded by the top astronomy departments in the country shows that in the 15-year period 1955-70 only 335 such degrees were awarded. Twenty-six were awarded to women. The chances of recruiting a woman from a pool of 26 established over a 15-year period are slim. The Astronomy Department has reviewed the senior persons in the field. Senior persons of quality in astronomy and astrophysics are well known and include a few women and minorities, including

blacks. The Department has informally considered them and has concluded that they would not accept an appointment if offered because they could not be induced to move—either because they are doing research in highly specialized areas, important, but not part of the research program of the Department, or because their research would require complex research facilities which the University does not have.

Candidates of quality at the junior ranks are so few that the chances are very slim that a female or minority group candidate who meets our standards and who can be induced to take the appointment would develop. The nature of the pool also accounts for the fact that women or minorities (particularly blacks) have not been appointed in the past two years.

2. Chemistry Department. There have been no additions to the faculty in this Department over the past two years (the difference in the figures between 1971-72 and 1972-73 is a result of a reclassification). Consequently there has been no scope for positive action to recruit new faculty. There are no women or blacks on the faculty.

There was a promotion from assistant to associate professor during the period. In accordance with the Department's policy, external referees were asked for detailed comments on originality, productivity, and potential for future growth. This involved asking for comparisons with other young scientists. The requested comparison constituted, in effect, a second extensive search since through the circles of acquaintance and expertise of the referees the relative merits of the candidate for promotion and others outside were weighed.

Looking to the future, the Department will have few replacements at the assistant professor level. Even so, the Department has established a search committee which is conducting a very broad search for all persons of quality. The Department has advertised. It has written to every institution in the country awarding Ph.D.s in chemistry, including predominantly female and minority schools. The outcome has been a large number of responses, each of which is being thoroughly reviewed. The Provost will ask the Department to consider contacting leading female and minority chemists with respect to the identification of women and minorities. However, in view of the special needs of the Department and the high standards it follows, it is not felt that, despite an extensive search, the Department could accurately or in good faith project an appointment of a woman or minority group member.

3. Geophysical Sciences Department. The ac-

tivity over the past year has involved, principally, promotions from assistant professor and a search for four junior faculty; the prime candidates for these appointments are white males. No additional candidates for appointments beyond these four are likely to be considered.

Reflecting the seriousness of the promotion from assistant professor to a tenured associate professor post, the Department followed its long-standing policy of soliciting a minimum of three letters from outside the University, explicitly aimed at obtaining comparisons of assistant professors in question with all others in the field.

There are no women presently on the Department of the Geophysical Sciences faculty. However, it should be noted that geophysics has few women or minorities—perhaps only about 2 percent women. Problems of classification in the field are difficult since the field is so broad, covering several sub-fields. In the field of geophysics alone, HEW statistics show only three women were awarded Ph.D.s in geophysics in the entire period 1960-69. Geology in general yields only another 53 female Ph.D.s. The University analysis of Ph.D.s awarded by top departments in the 15-year period 1955-70 in geology, geophysics, and meteorology shows a total of 38 Ph.D.s awarded to women in that period.

These data illuminate the fact that the Department does not now have and does not project appointing female faculty next academic year.

The searches involved in identifying the four candidates mentioned above were largely informal. As a result of a suggestion of a former faculty member, a female was considered and invited to give a seminar. She declared herself unavailable before the Department reached a decision on an offer. Other candidates were developed through suggestions from faculty based on their informal contacts around the country and their constant combing of the journals for evidence of quality persons. The four candidates for appointment were identified by such an objective procedure.

The informality of the search is connected with the nature of the field. To date, for the most part, it has been relatively easy to know all the individuals in the field, whether at junior or senior levels. This is still true of meteorology, for example, where widespread circularizing or formal advertising would not be appropriate. However, the field in general and some of its parts are growing rapidly, and increasingly one cannot know whether all individuals of quality can be identified. The Provost will ask the Department in the future to consider more extensive and formal search procedures, including advertising in journals.

4. Information Sciences Committee. There have been no faculty appointments in this small unit since July of 1971, and consequently no scope for affirmative action. There is a search for a possible appointment at the assistant professor level being done formally and systematically. The Computer Sciences Register and the Mathematics Association Register are being used. Their use has brought forth seven responses, one from a woman. All are being thoroughly reviewed.

5. Mathematics Department. During the past year the Department promoted an assistant professor to associate professor, after a brief but intense search and competition—the Department had to move quickly to decide whether to meet an attractive offer from another institution. In the process, the Department considered two women. It was interested in considering the appointment of one of the women, but she was not willing to leave where she was.

In addition to the promotion, two offers of associate professorships have been made to two male white candidates of exceptional strength, each having attained high distinction in his mid-20s—no woman or minority mathematician of comparable stature is known.

So far as positive action is concerned in the Department, the most important appointment is that of instructor. It is the entry to the faculty and the pool from which assistant professors are usually selected. Instructors are of two kinds: Dickson Instructors and regular Instructors, but both usually are selected from the list of candidates developed as a result of the search for Dickson Instructors. This search is conducted annually. It involves a worldwide dissemination of formal announcements of the competition. Probably all Ph.D. graduates become aware of it. The competition of the winter of 1972 for appointments beginning in autumn of 1973 yielded 185 applications for six Dickson posts (out of the planned total of 12 instructorships). This list was narrowed down to 25 including three women, none of whom survived the final evaluation. However, it is to be noted that in the past women have survived the competition; in fact, one of the current regular Instructors is a woman.

While it is true that the Department has a smaller proportion of women on the faculty than women form in the field as a whole, as measured by Ph.D.s awarded, the fact is that at all levels a very extensive search is the standing procedure of the Department. At the senior level the problem is not whether the Department would appoint the high quality women present there, but whether the Department would be able to recruit them if and

when it was appropriate and feasible to make an appointment. At the junior level, women Ph.D.s tend not to apply for Instructorships, proportionately, though it must be near certain that they are as aware of the openings and the competition as anyone else. As a further step, however, the Provost will ask the Department to consider contacting leading women or minorities in the field in connection with future searches.

6. Physics Department. There will, in principle, be no new appointments for the foreseeable future in this Department; the increase projected in assistant professors for the next academic year reflects appointments already made. Therefore, there will be no scope for positive action for the foreseeable future.

During the past two years a single appointment was made to full professor. It illustrates the special and essential mode of recruitment at senior levels *throughout* this University. The appointment was made from outside, of a much prized and highly sought after high energy physicist. No slot or opening was involved, and an extensive search or comparison of a list of candidates would have been pointless. Everyone in the field recognized his distinction, and the only question was whether he could be attracted here. There were simply no competitors to consider, and the qualifications for the job were the particular professional qualities he brought to it.

There were a number of recent appointments at the junior ranks. The Department searched widely for candidates of quality and did not in that process identify women or minorities of comparable quality or promise to those appointed. As noted in the discussion of the Astronomy Department, the Physics Department wrote for candidates to 167 schools and received over 100 inquiries, including five from women and two identified as blacks. All of these latter were given very serious consideration but none was appointed. Their records were fully discussed in faculty meetings. One female applicant was the subject of an extensive review by the Dean and the Provost.

In connection with the search, the Department consulted a distinguished professor of physics at another university who is a female and received a list of suggestions. One person on her list was carrying on research in a field of the Department's interest. She was contacted but was not interested in pursuing the matter.

In summary the nature of the Department's search has been such that, as certain as anything can be, younger faculty of high quality and promise have not been overlooked, regardless of their

category. That appointments of women and minorities were not made to the faculty of the Department in recent years is consistent with their scarcity in the field; women for example are only about 2 percent of the field as measured by Ph.D.s awarded.

7. Statistics Department. This small Department (seven regular faculty) made a senior appointment recently and is continuing a search for one or perhaps two assistant professors, for which appointment(s) it will seek approval only if it finds persons who meet its standards.

National pool statistics have to be handled with care here as elsewhere. In the first place the total pool (as measured by HEW figures showing Ph.D.s awarded in the period 1960-69) is estimated at 6.8 percent. But this pool is significantly reduced when it is pointed out that the Department is heavily concentrated on theoretical statistics. This yields a much smaller universe of faculty candidates because, for example, university departments of biostatistics or demography would not ordinarily be a source for recruiting persons capable of high quality research in theoretical statistics or probability; yet they are presumably counted as statisticians.

Against this backdrop, the Department's search for appointments in junior ranks should be placed. Despite the smallness of the pool, the Department used elaborate procedures to search for candidates. It wrote 129 letters to statistics departments. It placed a formal advertisement. And it carefully considered unsolicited applications. It exchanged lists of candidates with other departments.

The letters to the 129 departments yielded 32 responses, including one from a female.

Thus far, however, all the foregoing activity has not yielded any candidates to recommend for appointment.

Social Sciences Division

1. Anthropology Department. This is a field in which there is a significant number of women; measured by Ph.D.s awarded during 1960-69 and the University's own analysis, they may account for more than a fifth of the total field. The number of blacks is very much smaller, with perhaps three or four at the senior level who have a reputation for distinction; the Department has sought, unsuccessfully, to interest them in an appointment. Even though women tend to be distributed across the sub-fields of anthropology in about the same fashion as men, particularly within the large area of

socio-cultural anthropology, it is still true that there are specialized sub-fields of the Department where very few women (or minority group members) are found.

Currently the Department numbers one woman among its 23 members. It will add two senior appointments (both males) for next year, one an anthropologist/economist and one in symbolic anthropology. There are very few anthropologist/economists, the distinguished seniors numbering four or so, one of whom is a woman abroad and probably not movable. Similar statements hold for the symbolic anthropology appointment.

Another appointment during the year was of an associate professor-paleoanthropologist, a field that has 36 members, including six women (those available tend to be clustered in the junior ranks). Outside judgments were sought.

For the future the Department contemplates no expansion. Nevertheless, it has developed a special roster of all tenured and tenurable females in anthropology, by a detailed review of all faculty in all departments which award M.A.s or Ph.D.s. Approaches have been made to senior women on this 130-person roster, but they were unavailable. Members of this roster are invited to the University to give seminars and to make the Department more aware of the caliber and accomplishments of women in anthropology.

However, since it is still possible to overlook candidates of quality, including females and minorities in a field that is as large and growing as anthropology, the Provost will ask the Department to consider supplementing its present search procedures with journal advertising and to contact women and minorities in the field when carrying out searches.

2. Economics Department. There are few females and minorities in the field; and although the statistical data do not show this, the Department does have one female full professor who has a joint appointment with Education. National pool data indicate that about 5 percent of the Ph.D.s in economics are awarded to women.

No appointments have been made since 1970; the average length of service of the tenured faculty is 19 years. Thus, there has been no recent opportunity for affirmative action. However, this year four assistant professors are leaving, and four new persons have been appointed at this rank. Letters were sent to major institutions which grant Ph.D.s in economics, about 50. About 40 letters were received recommending individuals, and several departments sent lists of all of their graduating

students. From the written material, it was not possible to identify any persons as belonging to a minority group; two persons were identified as being female. One of the females indicated an area of interest outside the expressed needs of the Department. The second female was deemed not to be qualified.

It is possible to announce openings in the *American Economics Review*. This is a quarterly publication, and the average length of time to place an announcement is about six months. If timing permits, the Department will use this medium in the future.

The Department will be asked to investigate the availability of other publications, and to contact women and minorities in connection with the identification of candidates to be considered for appointment.

3. Department of Education and Graduate School of Education. The Chairman of the Department and the Dean of the Graduate School are one and the same person, and the two units are therefore discussed together. The two units have a total of 46 faculty, of whom four are female and two are black.

There is a search to add persons in the education areas, particularly in the field of early education. In this instance the four-membered search committee has two female members, one of whom is black. All universities with programs in early education were contacted. Among those interviewed to date were five women; at this time one of the key candidates for recommendation for appointment is a woman.

The Department has been seeking scholars for appointment at the junior level. The University recently received a fairly substantial grant which may be used for appointments throughout the University from a variety of disciplines, to advance the understanding of the nature of the learning process. Letters were sent to a large number of individuals and institutions throughout the country asking for nominations of scholars. When nominations were received, the nominees were invited to submit formal applications. The search under this program is continuing, but has now been decentralized to the interest areas within the Department, with instructions given to the groups to insure that a broad search is conducted.

Once candidates are identified, recommendations are sent to a University-wide committee for review.

The Department does not recruit only from among those obtaining Ph.D.s in education. In many areas the pool will include persons with a specialty in a given field who are also interested in

education. Among the current faculty the fields in which they received their original degrees include sociology, economics, anthropology, psychology, mathematics, and romance languages as well as education.

Current search procedures appear reasonable. The Provost will ask that the units consider the use of journal announcements as an added procedure to ensure a broad search.

4. Geography Department. In geography as a whole, it is estimated that about 5 percent of the Ph.D.s are held by women. The percentages of minorities, particularly blacks, are substantially smaller.

In advancing the national pool of geographers as a measure of utilization of women and minorities, it is important to note that the Department would not draw faculty from all the fields of geography. Its policy has been to concentrate primarily in research and teaching in urban geography and in environmental geography, which obviously narrows the total pool substantially. The concentration has other subtler effects. For example, there is a growing number of blacks in urban geography; but since this is a field in which the Department is already strong and fully staffed, there is no recruiting activity in view.

Senior people of quality in geography are limited in number and well known. In this group there are very few women and even fewer minorities. It can be shown, for example, that, in the fields of interest to the Department, there is only one woman of quality at the rank of full professor and only two or three more at the rank of associate professor. Thus, if the Department were searching for appointments at this level, which it is not, it would not be difficult to draw up a list of women who meet the Department's standards of quality.

Identification by the Department of quality people at the junior level has been furthered by recourse to such groups as the Committee on the Status of Women of the American Association of Geographers, which is compiling a list of women geographers. This, plus other departmental relationships with the national association, has provided the Department with extensive information about young geographers.

This information will be useful as the Department carries on a planned search for two appointments; however, the scarcity of women (and minorities) makes it unrealistic to predict that the search for quality will yield an appointment from either category and thus provide the Department with its first representatives on its nine-member faculty from these groups in the period covered by

Affirmative Action reports. The search will be extensive. A large number of departments will be written to for candidates. The Department is considering advertising in *Jobs and Geography*. The Department will undoubtedly consult the aforementioned committee of the national association.

5. History Department. Over the past two years recruiting activities have been confined to the senior level. Four professors (males) were appointed: one after (but not as a result of) an extensive search by a search committee including advertising in the American History Association Employment Information Bulletin; another after a search of several years by a search committee which included a black among its members; the remaining two involved "targets of opportunity"—senior persons of high quality and unique qualifications in historical areas of importance to the Department suddenly becoming available.

Also during the period the Department advertised that it was searching for an associate professor even though it had a strong candidate for promotion from among its own assistant professors. The last appointments at the assistant professor level were made in 1971; hence, there has been no scope for affirmative action since then. In general, looking to the future, little activity can be expected, except by way of replacements; for example, of retiring faculty members, which is not an early prospect.

In terms of a national pool, the Department has no women (but four minorities) among its 41 members though it has had until this year; Ph.D. statistics indicate that about 12 percent of Ph.D.s in history are awarded to women. On the other hand, in the past, the Department has taken extraordinary steps to announce that it was seeking to make appointments of all persons of quality including notices in the AHA Employment Information Bulletin, which is consulted by everyone in the field. It is difficult to know what further the Department might do to broaden its searches. However, in the event of another appointment, the Provost will ask the Department to review its approaches and procedures to determine whether additional special steps (such as contacting women and minorities in the field for candidates) are desirable.

6. Committee on Human Development. The main sources of faculty are other departments of human development, education, psychology, anthropology, and sociology. With this diverse a faculty, it is difficult to establish pool statistics; but the current distribution of women—two out of

seven—appears reasonable. (It might be noted that there are a number of other faculty throughout the University who have joint appointments in Human Development. The current figures show a total of 20 such persons including four women, one of whom is black.)

There have been no senior appointments since 1970, and none are contemplated at this time. A search for persons at the junior level has been taking place. Letters seeking recommendations were sent out; and announcements were placed in the American Psychological Association *Monitor*, the *Newsletter* of the American Anthropological Association, and *Science*.

There are no faculty appointments solely in the Committee on Human Development; thus, persons to be appointed have to be acceptable to both the Committee and a department. Last year the Committee wished to appoint a female, but the candidate's field of interest was not high enough on the priority list of either department with which a joint appointment might have been possible.

7. Political Science Department. This Department has faced special problems of recruitment occasioned by the departure of four full professors last year. Word of the search for replacements was spread widely, primarily by direct contacts with about 20 departments but also by numerous informal contacts, and clearly the entire profession was aware of it. Over 100 letters of inquiry and application were received. Five offers were made, one to a woman (which was accepted). Minority candidates ranked high but were not available.

The Department currently has one female and next year projects 2 of its 19-member faculty to be women. If the national pool is defined in terms of Ph.D.s awarded, 2 of 19 slightly exceeds the percentage nation-wide.

The Department undoubtedly will continue to search over the coming year. In connection with that, the Provost will ask the Department to consider advertising and to consider expanding the number of departments it circularizes.

8. Psychology Department. This Department has a strong complement of women, 4 of its 16 current faculty being women, which is in line with national statistics on Ph.D.s awarded in psychology. It probably exceeds the proportion of women to be found in the fields of *experimental* psychology, where the focus of the Department's research program lies.

The Department is and will be searching for a biopsychologist. The distinguished senior people in this small field are well known; very few are women or minorities. To identify promising younger faculty,

the Department has advertised in *Science* during the past two months. It is not certain that the search will be successful. As with every other department of the University, the search is only completed when the person of appropriate quality is found and appointed.

9. Committee on Social Thought. This is a very special and small unit (6 faculty) for whom there would be no national statistics to determine utilization of women or minorities. The Committee projects that it will appoint a female assistant professor next year.

10. Sociology Department. This Department is chaired by a woman faculty member. There has been activity during the past year at senior and junior levels. An appointment was made (for next fall) of a senior person under circumstances and in the fashion comparable to that described in the discussion of the Physics Department: a person of outstanding distinction suddenly becomes available and there is no question but that any major university in the country would offer him a top professorship without a search or the presence of an available slot.

The faculty of the Department has made a sustained and strenuous effort over the past several years to identify the name of every woman and minority of quality in the field, at all ranks.

In its search for assistant professor appointments during the past year, the Department reviewed the graduate guide to sociology departments to establish a basic list of departments which it would circularize. All departments judged likely to produce Ph.D.s of quality were put on the list and were sent letters; eliminated were departments which produce only a few Ph.D.s a year or Ph.D.s of a kind not relevant to the Department's program (for example, in applied sociology) and those of which there was knowledge of mediocre teaching and research.

The circularization and other procedures yielded a substantial number of inquiries. More than 90 candidates were reviewed. Two females were outstanding; both indicated they would not be available for the forthcoming academic year. No appointments were made.

Gross national pool statistics in sociology (such as the HEW Ph.D. figures) may be misleading when applied to this Department. It is therefore difficult to assess the Departmental utilization of women (1 woman out of 15 faculty). The national statistics include applied sociologists; and the extent of women and minorities in the research sociology area has been unknown until some recent studies were completed. These will be analyzed.

The Graduate Schools and Other Academic Units

1. Graduate School of Business. The number of women in the national pool in this area is relatively small, except in the area of accounting, probably running less than 3 percent of the Ph.D.s awarded (it is important to note that this is a graduate school). The addition of one more female to the current staff (there is presently one) would yield about a 3 percent representation.

Recruitment involves communication with major schools turning our Ph.D.s in the areas of manpower needed. The School also consults the employment register of the Association of Business Schools. The list of candidates derived from this process shows a very small number of women or minorities. During the past year three women and one black were considered, but none survived the competition.

The School will seek to make very few additional appointments in the future. In doing so it will give full consideration to the appointment of a woman or minority. However, to make especially sure that persons of quality are not overlooked, the Provost will ask the School to consider advertising its searches.

2. Divinity School. At the present time the Divinity School has a total of 31 persons on its academic staff, including research associates and lecturers. Two years ago the total number was 41. With this kind of change, there has been little opportunity for affirmative action.

Available data on persons obtaining degrees in the general category "Religion and Theology" show that about 5 percent of the doctor's degrees awarded in 1960-69 were awarded to women. However, until recently there have been very few in the fields of interest to the Divinity School. Prior to that time, most of the women in the field of religion were confined to elementary religious education or were members of religious orders and were not available for appointment.

The Divinity School has developed a pool of possible candidates for recruitment. Among other sources, the listing of members of the American Academy of Religion has been used. There are women included in the pool; but as was pointed out earlier, the School is not presently planning on increasing the size of its faculty.

3. Graduate School of Education. See Department of Education above.

4. Law School. The Law School projects that it will appoint a female next year, which will yield a total of 2 out of a faculty of 31. During the year the School gave extensive consideration to women and minority group members for junior faculty

positions. Eleven women and two blacks were considered. Two women were invited for interviews. One accepted. An offer has been made to her and is pending.

The pool of women available for Law School faculty positions is very small. The proportion of third-year law students who are women is about 7 percent. Most of these will probably not go into academic life; at The University of Chicago only 4 percent of recent graduating classes ended up in educational institutions. At comparable law schools the percentage is probably smaller. Another indication of the nature of the pool is that in 1971 about 1,400 J.D.s (LL.B.s) were awarded out of about 19,500 degrees. This is also about a 7 percent figure. Again, it is to be noted that most of these graduates go into practice.

When the School's standards of quality are applied, the number of potential appointees becomes much smaller.

Two women out of a faculty of 31 would indicate that there is no underutilization of available females.

5. Graduate Library School. This small unit has seven faculty members, a number which includes one female and that has remained constant for some time, changes being due to retirements only. Such an occasion is approaching, and the School has initiated a wide search for a replacement. The search will be conditioned by the fact that the School is not looking for faculty to train librarians, but rather for persons to train students to be teacher scholars in the field of library science. The School's utilization of females is less than their availability in the field, but the addition of a single female to this small group would change that. As pointed out, however, there has been no turnover for some time, and thus no opportunity for affirmative action.

6. School of Social Service Administration. This unit has a heavy representation of women and a substantial portion of its faculty is black—21 women and 8 blacks out of a faculty of 42. During the past year, (a) two women from outside the University were given serious consideration for appointment to full professor by the School's faculty search and appointments committee (two of whose four members are women), but for various reasons the appointments did not materialize; (b) a black woman was offered a post of associate professor which has been declined for the time being; (c) a woman was promoted from assistant to associate professor; and (d) two additional assistant professors were appointed for next academic year from the ranks of lecturer and research associate; both women, one black.

7. Oriental Institute. The Institute may be unique among comparable units in universities in the country in having a woman in each of its fields—archaeology, Egyptology, and cuneiform studies. Exact figures on availability of women and minorities are not in hand; but it is estimated that as many as 15 percent of the archaeologists are women, and perhaps 10 percent of those in Egyptology or cuneiform studies. The percentage of blacks in these fields is almost nil.

During the past year the Institute engaged in two searches, both for junior appointments. The search was widely announced via circulars to 70 universities in the United States, Canada, Western Europe, and Japan. In addition, last fall the Institute advertised in the *Journal of Near Eastern Studies* indicating that it was seeking applications for faculty positions. One of the positions involved University facilities in Egypt and carried with it the special requirement that it must be held by a United States citizen who is fluent in spoken Arabic. On the recommendation of Institute faculty groups, each of which contained a woman, two males were chosen from among the small number of applicants, which group included a small number of women.

Looking to the future, the Institute may or may not conduct additional searches or make additional appointments. It may search for a specially qualified person in a sub-field in cuneiform studies, but it would be unrealistic to project that such a search would yield a woman or minority since there are none available with the necessary qualifications in the area.

8. The College. Most of the faculty who teach in the College (the undergraduate organization and program of the University) have been discussed in connection with discussions of departmental faculty, where they hold their appointments. The faculty that the College solely appoints and compensates is relatively small (currently 24). Most of these faculty have been in their positions for a number of years. It has been University policy to keep the direct College faculty small and relatively stable in size. However, during the past year, the College has been engaged in a wide search, both inside and outside the University, for persons to appoint to named and special purpose professorships. These are positions of great distinction to be held only by the most outstanding persons. The nature of the position inevitably leads to a very small pool of people to consider. In addition, the pool was further narrowed in that the College added a special requirement; namely, not only should the appointee be a great teacher but should also be equipped, by example and leadership, among the total University faculty,

to provide a special benefit in the improvement of the educational program of the College.

To date, two males have been appointed. The search has been extensive, as is customary for this type of appointment. In essence, faculty throughout the University were polled for candidates. Three females appeared on the lists out of two dozen names. The appointment procedure in connection with one professorship involved seeking the recommendations of a specially appointed committee of outside scholars, which had a woman on it. Their advice was taken into account in connection with another one of the professorships.

9. University Extension. This is a teaching unit which provides instruction to non-degree students and which operates the University's Center for Continuing Education. The courses of instruction are established within the guidelines and standards of the University, but may vary in appearance and content, depending on student demand each quarter. Courses carrying academic credit are taught by faculty. Faculty also participate in teaching non-credit courses but most such teaching is done by lecturers, the majority of whom serve part-time. A substantial proportion of the lecturers currently are women (12 of 35). There is one black. But it is to be emphasized that there is considerable turnover in this group. Most appointments are for one quarter and therefore the totals will change, as will the composition, reflecting student demand for particular courses. Student demand also affects recruitment (which is made from faculty, graduate students, city officials, persons at other institutions—art groups, other universities in the area, etc.) in that the uncertainties with respect to it make it difficult to plan recruitment far ahead. Thus any pattern of female minority utilization would tend to have in it a large element of fortuitousness.

10. The Dean of Students. This unit has the responsibility for student aid, activities, accommodations, physical education, counseling, placement, health, and registration. A detailed review was made of each component in terms of employment of women and minorities. Each individual salary was reviewed by the Office of the Vice-President for Programs and Projects. More than half of the employment in this unit falls in the operation of the residence halls and commons and food service for students. Many of the apparent salary disparities are cleared up when it is understood that salary scales are set in existing union contracts (which do not themselves appear discriminatory); individual salaries thus are not set by the University.

11. The Library. The review of the Library

regarding utilization and salaries of women and minorities was based on the Library's own comprehensive studies, particularly of the equity of salaries paid to all its employees. It is anticipated that there will be further discussions.

12. Computation Center. The Center has made substantial increases in recent years in the number of minorities and females in clerical and professional positions. A detailed review of salaries was made.

13. The Industrial Relations Center. This is a unit which is about wholly funded by time-limited project grants to do special studies and give special training. It has no faculty as such since funds are not available to maintain a standing staff; staffing a project becomes a matter of quickly gearing up once a grant is received. This precludes exhaustive or planned searches and necessarily tends to lead the Center to turn inward to the University itself, particularly to Ph.D. students, for staff. However, the Center will consider an advertisement in appropriate media to announce that it does hire professionals (usually classified as research associates) for project work and attempt to develop a broader list to have recourse to when grants appear.

IV RESEARCH ASSOCIATES

This category covers in general two types of persons: those who have their first appointment after receiving a graduate degree, and those who are pursuing a career in research but who do not wish to teach. (In some rare instances appointment as a research associate may be used as a preliminary to putting somebody on the academic ladder.)

As far as the research associates who may be considered as post-doctoral appointees are concerned, we have found that these are almost exclusively supported on funds provided by outside sponsors; and the appointees are generally identified and selected by the principal investigator having control over the funds. For this reason it may be necessary for us to extend our study of hiring practices below the departmental level. We expect to do this and in so doing to ensure that the persons making the selections and appointments are fully aware of the need for affirmative action in making their searches and appointments.

V AFFIRMATIVE ACTION ACTIVITIES IN STAFF AREAS

The annual review of academic schools and departments also involved a review of non-academic staff employed in those areas. These staff personnel

plus departments which do not have academic persons were given the same detailed review as the academic staff. Far and away the majority of the non-academic staff are recruited through the University's Personnel Office, although the final decision on hiring a specific individual for a specific job opening rests with the employing unit.

As is evident from Table 3, the overall utilization pattern does not raise questions. The annual review therefore concentrated on areas where there appear to be salary discrepancies or areas where there appear to be an underutilization of women or minority groups, although it did not ignore areas which did not vary from the general pattern.

Gross salary comparisons have revealed discrepancies which are frequently explained by the fact that comparisons are being made of persons with unlike jobs. Another problem which was identified was that the service date represented service at the University rather than in the particular job the employee currently held.

Questions relating to underutilization in specific areas showed that these were inadvertent and statistical rather than due to discriminatory practices. As was pointed out earlier, the overall pattern of employment provides evidence that the University workforce has a higher percentage of women and minorities than might be expected from the Chicago SMSA data. Although the distribution of persons within job levels is also acceptable in comparison with SMSA data, during the past year we have instituted a procedure for posting job vacancies in classified positions. This program is designed to provide all employees with improved access to promotion opportunities.

We have initiated a study of the pattern of applications, referrals, placements, and terminations for jobs handled through the Personnel Office.

In last year's report it was indicated that a committee would be established to advise the Vice-President for Business and Finance on issues and instances of alleged discrimination involving non-academic staff. Such a committee, the Staff Advisory Committee on Employment, has been formed with members drawn from different parts of the University and from various levels of job responsibility. The Committee has eleven members; seven are women and six are minority group members. As the name implies, the scope of the Committee's responsibilities goes beyond that originally envisioned. The Committee has been asked for advice on matters such as job posting procedures, employee evaluation procedures, grievance procedures, sick leave and leave-of-absence policies, and maternity

insurance coverage.

The University's Hospitals and Clinics have continued to expand their educational programs for the benefit of current employees. The Department of Education and Training of the Hospitals and Clinics has recently issued its Third Year Progress Report. Twenty licensed practical nurses became registered nurses during the course of the year. These employees were granted the leaves of absence necessary to allow them to participate in the training program without loss of benefits or seniority and with the guarantee of a position as an R.N. on graduation. All L.P.N.s who started the program graduated.

1. General Actions

(a) **Dissemination of Information.** The Third Annual Report to the Department of Health, Education and Welfare was printed in *The University of Chicago Record* (Volume VI, Number 5, August 9, 1972). A synopsis also appeared in the campus newspaper (*Maroon*, Volume 81, Number 5, August 18, 1972) and in the Hospitals and Clinics newspaper (*Tablet*, Volume 1, Number 18, October 27, 1972). As a further step, the University is planning to begin the publication of a staff information bulletin which will be an important avenue of communication with all employees on both EEO matters and other personnel policies and procedures.

(b) **Maternity Leave.** The policy with respect to the use of sick leave for abortions, miscarriages, and confinements has been restated. Basically, it is possible to use accrued sick leave to cover any period of time when a person is unable to work for medical reasons. Persons may request maternity leave of absence without pay for periods beyond the accrued amount of sick leave or for periods during which they wish to be absent although they have no medical reason for not working.

(c) **Insurance Coverage.** The University has revised its coverage to permit female employees, without regard to marital status, to elect family coverage and thus become eligible for regular maternity benefits.

(d) **Purchasing.** During calendar year 1972, purchases of goods and services from minority vendors amounted to \$908,907, an increase of over 20 percent over the 1971 figure. The University is continuing to make steady progress in this area, and is examining its procurements to see where there are opportunities for further utilization of minority sources.

2. Review of Staff Departments and Units

(a) **General Administration.** A detailed review was made of all the units of general administration. One area of statistical underutilization of minorities, particularly at the secretarial-clerical level, was identified and will be corrected. Another office will be encouraged to search more broadly for its professional staff so as not to overlook persons of quality who might be minorities.

(b) **Business and Finance.** This area includes several departments with extensive employment. Key developments are:

(i) *Comptroller.* The apparent problem here lies in recruiting females in the accounting area, although the category of accountant is to be reviewed and clarified (see below). There may be no problem of underutilization.

(ii) *Legal Counsel and Secretary of the Board.* Together these offices total 9 people, of whom 5 are professionals (lawyers) and the remainder secretarial clerical. One professional is a woman. There are no black professionals. One secretary is a black.

During the past year there was one departure, an attorney who has not been replaced to date. During that period, also, an attorney, a female, was hired to work jointly in the Office of the Secretary of the Board and in the Legal Office.

In the past and for the future, replacements for attorneys have been sought through the University's Law School faculty in an attempt either to identify a graduating student; or to identify someone in private practice via the facilities of the Law School Placement Office. In addition recourse has been had to the placement facilities of John Marshall Law School (which provides wider access to minority group lawyers and female lawyers) and to DePaul University and Northwestern University Law Schools. While the University has advertised for attorneys in past years and while obviously advertisement would broaden the search, experience has been that advertising is not as effective as the universities' placement facilities in identifying qualified minority and female candidates.

(iii) *Physical Planning and Construction Office.* At the professional level of planning analyst, architect and planner, and managerial assistant (all except one of whom are architects) the office has searched for blacks and women. A year ago the office tried to hire a black planning analyst and offered an architect planning job to a black.

In its search for professionals the department has used advertisements, particularly advertising in *Tab*, a publication of the American Society of Planning Officials. It did this as late as last September in a search for a design planner. The

response was not very good in terms of minority group persons or women. There was one black who apparently lacked qualifications for the post. There was a female applicant but her background was in social planning rather than in physical planning and therefore she did not meet the requirements.

At the level of managerial assistants and architects in general, women and minority group members in the field are very few. Furthermore, they are highly sought after.

Looking to the future one University planner who was promoted to the post of architect a year ago is leaving. If he does leave and if the budget will permit a replacement the Department will advertise in *Tab*. It will also write, as it has in the past, to some appropriate planning and architectural schools, numbering about four or five. There are more schools than this in the field but the purpose of the writing to a limited number of schools is simply to supplement the advertising. It is the advertising and not the schools that were important in the past and presumably will be in the future for getting candidates for professional jobs.

(iv) *Plant Department.* This is a heavily unionized activity and salary scales are set in the union contract (which does not appear discriminatory); individual salaries therefore are not set by the University and apparent disparities reflect the various salary provisions of the contract. The Department has taken special steps (in job descriptions and otherwise) to make sure that its jobs are open to women. There is no pattern of underutilization of minorities.

(v) *Printing Department, the Purchasing Department, Faculty Exchange, Reynolds Club Barber Shop.* The past several years have been one of severe reduction in employment in these areas which is of course a constraint on the scope of affirmative action and equal opportunity employment. Nevertheless, the overall character of the affirmative action program in these areas can be seen from the fact that the number of minority employees held level and indeed increased slightly during the period. The same is true of female employment. Minority group employment currently totals about 23 percent of the 134 total employment in the areas; and the number of women employees currently totals about 25 percent of that work force. The turnover in employment during the year 1972-73 has been very limited and very small. Salaries have been reviewed and comparisons and adjustments were made or are to be made where indicated.

(aa) *Printing Department.* These general trends held good for the largest department in the group, namely the Printing Department, which currently

employs 98 people; in June 1971 this same Department employed 130 people. During this period minority group employment held level and increased slightly during academic year 1972-73 to a level of 22 percent of the work force. The proportion of women follows a similar trend.

Printing Tradesmen (Apprentices and Skilled) account for the bulk of the employment in the Printing Department. Apprentices are related to the skilled tradesmen in that they are the routes to the skilled positions. Further, salary disparities within this group are in part related to the wage rates paid a particular skill. There are currently 11 apprentices of whom two are women and four are minority group members. Though the number of women currently totals two it should be noted that their presence at all in the apprenticeship category is unusual in the industry and unusual in the Printing Department itself, if one goes back several years. This is a measure of the effectiveness of the affirmative action program of the Department with respect to women. Its effectiveness with respect to minority groups is also apparent in the figures. Additional hiring of apprentices in the near future is unlikely.

The overall composition of skilled tradesmen shows the same trends of the Department as a whole. Thus, there has been a reduction in the total number of skilled tradesmen since June 1971 from 54 to the current 47. It should be emphasized, however, that in spite of that reduction the number of women skilled tradesmen increased from seven to ten and the number of minority groups skilled tradesmen increased from seven to nine. These absolute increases when taken together with a reduction in the total work force show a substantial increase in the proportion of this work force that is women and minority group members, and reflects also the progressive improvement in affirmative action in the skilled trades area. It also reflects, of course, the fact that a determined effort was made to bring women and minority group members into the apprenticeship system and then graduate them to the skilled trade.

There are five foremen in the Printing Department including one female. All are white. There has been no turnover among foremen until this year and thus no opportunity to move up or appoint a minority group member. This year, however, a white male was promoted from assistant foreman to foreman when the foreman of that department was moved to another job. He was the only assistant foreman and had no other competitors for the position.

The two assistant managers of the Printing

Department are white males. The manager of the entire Printing Department is a black male.

It appears from the foregoing that the Department has made a major effort to provide a career line in the skilled trades areas for women and blacks, particularly by opening up the apprentice system. However, future progress will probably occur at a lesser rate given the economic stringencies of the Department and the continuing trend toward reducing employment. There are spot areas under review in connection with the apprenticeship and the skilled trades, for example, to make sure that the salary differentials among apprentices are reasonable as they seem to be; to continue to be alert to bringing in females and blacks in the areas of hand compositors, machine compositors, and bindery machine operators whenever and if turnover occurs in these areas. The area of sales and of service representatives will both be reviewed to see whether sufficient affirmative action has been taken with respect to women and blacks.

(bb) Purchasing Department. Employment in this area is relatively small and shares the declining trend. There were 22 staff in June 1971 and there are 20 now. Of the current 20, ten are women and five are minority group members. The six buyers are white males. There has been absolutely no turnover in this category in years. However, the Department anticipates some changes in the coming academic year and plans to attempt to recruit both minority group members and women as buyers.

(cc) Faculty Exchange and General Stores. This is a small operation of eight people all males including two blacks. There has been no turnover in this area for the past two years. It is projected that there will be no turnover in the forthcoming academic year so therefore there will be no opportunity for affirmative action.

(dd) Reynolds Club Barber Shop. There are four people in the barber shop of whom two are blacks and one is female. The barbers who work on commission are white males. The projection for next year is for staffing to continue at this level and with the same composition.

(vi) *Real Estate Operations*. There are no special comments about this area except that there is considerable evidence that it has been quite alert to its relative position in the University regarding employment in its various job categories; and has made a conscious effort to upgrade female and minority employees within the office.

(vii) *Bookstore and Telephone Services and Facilities*. The review of these areas encountered some salary discrepancies which were resolved satisfactorily.

(c) **Campus Security Department.** The Department currently employs nine females, of whom two are of the patrol force; and 49 minorities of whom 44 are members of the patrol force. The females have not generally been used to carry out on-the-street or "ordinary" patrol and security duties. However, over the past year the Department has been experimenting with a woman on patrol. Presumably, if this works out others may be hired. However, the traditions of society and the difficulty in getting public acceptance of women in publicly visible patrol functions accounts for the experimental approach the Department is taking. These factors will have to be overcome before a patrol job would be available for routine access to women.

The patrol force divides into part-time and full-time. Part-time patrol force members are hired from people who apply, often walking in off the street, seeking a part-time job to supplement other police duties. They are not unionized. While they are paid in accord with union scales they are not necessarily held to a union scale of a particular level.

Regular force members are hired as a result of walk-ins or by referrals from the Personnel Office. Generally the Department does not actively recruit patrolmen.

(d) **The University Press.** The principal area for affirmative action is among the Press professionals. Recruitment of professionals at the Press involves house editors and copy editors. The pattern of recruitment of professionals has in the past largely been by word-of-mouth. The Press has rarely advertised. However, the registry of the American Association of University Presses is consulted and used. Word-of-mouth recruitment involves contact with various professional groups and professional press associations. It should be pointed out that in this circle there is a heavy representation of women, so that one would judge a pattern of discrimination against women would not arise from the use of the grapevine. However, there are not a great number of blacks in this circle, reflecting the scarcity of blacks and other minority group members in the field of professional editing and copy editing.

Over the past two years the Press has hired very few new people. Four persons in the category of house editors and copy editors have been hired in that period of whom three were females and one was Oriental.

Among the sales persons the review noted that they were all white males. The job involved is essentially one of a traveling salesman. Traditionally these posts are filled by males. The Press may have had one application from a female, and that not

directly for the job. However, there are no policies which would bar the hiring of females—or minorities—as sales persons.

(e) **Hospitals and Clinics.** This area employs 2,640 people and has been an area that has been sensitive to the requirements of affirmative action. It has a substantial percentage of minorities and women at all levels of responsibility including supervisory levels and in most of its units. Several detailed meetings with Hospital and Clinics administrators have been and are being held by the Vice-President for Programs and Projects. Each unit of the hospital is being reviewed from every angle of affirmative action, including discussion of salary disparities among individuals and patterns of employment in various areas of the hospital. This review is continuing and as specific problems are identified they are being corrected.

Attention again is called to the fine program of general education and special training which is available to the hospital employees to upgrade themselves.

3. Conclusion: Future

During the coming year, there will be a special effort by the University's Personnel Office to increase the number of minority referrals to certain departments, and to require special justification for hiring of non-minorities in these areas. The purpose of this step is to make doubly sure that the University takes positive action in areas of the University where non-academic staff, particularly in the secretarial and clerical slots, do not include minorities in proportion to their presence in the labor market from which the University generally recruits. The Vice-President for Business and Finance plans to review the staffing of the Personnel Office to strengthen the recruiting functions.

Also during the coming year, a special study will be made by the Office of the Vice-President for Business and Finance, of certain jobs and job codes. These include biological research technicians and accountants; and assistant managers. The purpose of the study of the technicians will be to clarify distinctions in duties in each job category and thus improve the University's ability to insure comparable pay for comparable work. The study of the assistant managers group will aim at evaluating whether and to what extent females and minority representation might be increased.

Another move under consideration is to provide additional education and training for individuals in low level dead end jobs to upgrade themselves.

Currently the University Hospitals and Clinics operate a special career mobility training of considerable scope (see page 257). Consideration will be given to encourage departments, academic and non-academic, to use budget funds to provide similar training or to participate in the Hospital's program.

The Vice-President for Programs and Projects continues to have the coordinating role for the University's affirmative action program. Matters relating to academic personnel are the responsibility of the Provost; in non-academic areas the respon-

sibility lies with the Vice-President for Business and Finance. This report was prepared in the Office of the Vice-President for Programs and Projects.

1. The data provided to the Department of Health, Education and Welfare provided salary information which is considered confidential, although it did not identify individuals by name. These data are not reproduced here since persons within or knowledgeable of an employment unit of the University might be able to deduce the salary of colleagues from the statistical information submitted.

2. Top departments being defined by ratings published by the American Council on Education in 1970.

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