

*Mr. Simpson*

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

SCHOOL OF AGRICULTURE AND LIFE SCIENCES  
ACADEMIC AFFAIRS, EXTENSION & RESEARCH

OFFICE OF THE DEAN  
Box 5847, ZIP 27607

July 13, 1973

MEMORANDUM TO: Administrators and Department Heads  
SUBJECT: Departmental Affirmative Action Representatives

Dr. F. J. Hassler has been designated our School's Affirmative Action Officer and Chairman of our Affirmative Action Committee. Each of you is being requested to designate an Affirmative Action Representative for your department. Your representative should advise and assist you in the active implementation of your department's affirmative action program. Certain of you may desire to designate other faculty and staff to serve with your designated representative as a departmental committee. *MT*

Just as soon as we have your designated departmental representatives, I shall choose from among them the additional members of our School Affirmative Action Committee to serve with Dr. Hassler. This Committee is to advise and assist the Office of the Dean parallel to the manner in which departmental representatives or committees are expected to serve your departments.

We want to insure that our School's Affirmative Action Program is actively and vigorously implemented. Our responsibilities involve both EPA and SPA personnel. A report already has been requested regarding EPA affirmative action recruitment efforts for May 1, 1972 through May 31, 1973. As soon as plans for handling SPA personnel are available, they will be transmitted to you. Copies of our approved Affirmative Action Plan and further instruction are to be made available to you and your faculty in August.

*J. E. Legates*  
J. E. Legates, Dean

cc: Vice Chancellor and Provost Harry C. Kelly

NORTH CAROLINA STATE UNIVERSITY | AT RALEIGH

*Dr. Jenkins file*

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

OFFICE OF THE PROVOST AND VICE CHANCELLOR

May 17, 1973

MEMORANDUM

TO:	D. W. Chaney	J. E. Legates	B. C. Talley
	C. J. Dolce	I. T. Littleton	R. O. Tilman
	E. L. Ellwood	C. E. McKinney	W. L. Turner
	R. E. Fadum	A. C. Menius	J. D. Wright

FROM: Harry C. Kelly, Provost *HK*

SUBJECT: Affirmative Action

1) NCSU Plan

We are in the process of developing a final version of an affirmative action plan which we must submit to the General Administration by June 15. Dr. Clauston Jenkins will be in touch with you concerning changes that should be made in your plan.

2) Implementation of Plans

Although we may not know for some time whether or not our plan has been approved, we should assume that it has and proceed to implement it. By July 1, 1973, you should have established the recruitment and review procedures you promise to establish in your plan and you should have appointed EEO officers and committees as indicated in your plan. When you have completed this phase of implementation, please indicate such to me in a memorandum.

3) Identification of Liaison with University EEO Officer

By July 1 please identify the individual in your unit who will serve as primary liaison with the University EEO Officer. The individual you designate will be the means of communication between the central administration and your unit on matters of affirmative action and equal employment opportunity.

Affirmative Action  
Page Two  
May 17, 1974

4) EEO Tagline

In our eagerness to provide equal opportunity and take affirmative action we must be careful that we do not make statements that give the impression or implication that we are practicing reverse discrimination. For this reason I am asking that all correspondence, advertisement, etc., simply use the statement "(NCSU, School, Dept.) is an equal opportunity employer" and that we refrain from use of such statements as "women and minorities are encouraged to apply." Please inform your directors and department heads of this request.

HCK:CJ:gg

cc: Chancellor John T. Caldwell  
Dr. Samuel R. Little  
Administrative Council  
Mr. William Gilcway

W

May 17, 1973

MEMORANDUM

TO:	D. W. Chaney	J. E. Legates	B. C. Talley
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WPH

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5

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Affirmative Action  
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HCK:CJ:gj

cc: Chancellor John T. Caldwell  
Dr. Al Carnesale  
Administrative Council  
Mr. William Calloway

Affirmative Action Representatives  
North Carolina State University

Equal Employment Opportunities Officer

School of Agriculture and Life Sciences

*Mrs. Nordan*

School of Design

School of Education

*Evelyn Alberg*

School of Engineering

*Thelma Thomas*

School of Forest Resources

*Nancy Roberts*

School of Liberal Arts

School of Physical and Mathematical Sciences

School of Textiles

*Eloise Rosland*

Office of Business Affairs

*Marsha O'Neal*

Library

*Yvonne Sanders*

Student Affairs

*Urdine LeGrand*

University Extension

*Annie Jo Howell*

Administration

*Laura Schenk*

Mr. William H. Simpson

Dr. F. J. Hassler *Bio. & Agri. Engr.*  
*100 Weaver*

Prof. Roger H. Clark *Arch.*  
*319-A Brooks*

Dean Carl J. Dolce *Education*  
*208-C Poe*

Dr. Robert G. Carson, Jr. *Engr.*  
*232 Riddick*

Dr. LeRoy C. Saylor *Forest Resources*  
*2028-C Biltmore*

Dr. Odell Uzzell *Soc. & Anth.*  
*327 1911 Bldg.*

Dr. Jasper D. Memory *PAMS*  
*114 Cox*

Prof. Dr. John F. Bogdan *Sust. Tech.*  
*109 Nelson*

Mr. William R. Calloway *Personnel*  
*Services, Drumrose*

Mr. Cyrus B. King *Library*  
*1137 Library*

Dean Banks C. Talley, Jr.  
*Student Affairs*

Dr. R. A. Mabry *Univ. Let.*  
*131 ~~137~~ 1911 Bldg.*

Dr. Albert Gamesale *Univ. Studies*  
*145 Narrelson*

*Dr. Thomas H. Stafford, Jr.*  
*Stud. Affas. Liblarch*  
*215 Alumni*  
*2424, 3151*

*Mr. Simpson*

# NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

SCHOOL OF AGRICULTURE AND LIFE SCIENCES  
ACADEMIC AFFAIRS, EXTENSION & RESEARCH

OFFICE OF THE DEAN  
Box 5847, Zip 27607

July 12, 1973

MEMORANDUM TO: Vice Chancellor and Provost Harry C. Kelly  
SUBJECT: Affirmative Action Officer, SALS

We are designating Dr. F. J. Hassler as our School's Affirmative Action Officer and Chairman of the Affirmative Action Committee for the School of Agriculture and Life Sciences. We are also requesting that each department designate an Affirmative Action Representative and notify our office as soon as the selection is made.

*AT*  
*WIP*

It will not be practical to have all of our departments and divisions represented on this committee. However, we shall choose a representative group from among the designated departmental Affirmative Action Representatives and forward a copy of the composition of our SALS Affirmative Action Committee.

*J. E. Legates*  
J. E. Legates, Dean

JEL:rcr

cc: Dr. F. J. Hassler

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*Veena Bond*

25% COTTON FIBER

# THE UNIVERSITY OF NORTH CAROLINA

General Administration

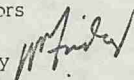
CHAPEL HILL 27514

WILLIAM FRIDAY  
President

November 27, 1973

## MEMORANDUM

TO: The Chancellors

FROM: William Friday 

RE: Equal Employment Opportunity Affirmative Action Plans

We must now undertake the next and, hopefully, final successful phase of our efforts to achieve acceptable affirmative action plans consistent with the equal employment opportunity guidelines administered by the Department of Health, Education, and Welfare under the terms of Executive Order 11246. To date, each campus has submitted a proposed affirmative action plan, as required of federal contractors, to the Atlanta Regional Office for HEW; none of these plans have been approved as yet, and in each instance HEW has set forth in a letter to you, in at least general terms, the nature of the deficiencies in the plan which their analysts have perceived. As a consequence of these experiences to date, representatives of this office met at length with representatives of the HEW Atlanta Regional Office for the purpose of achieving a clearer understanding of the required contents of an acceptable affirmative action plan of the type which HEW expects. You will recall that HEW agreed to defer establishment of any deadline for resubmission of modified campus plans until after this meeting had occurred; following that meeting, we did request of HEW a time schedule for revision and resubmission of campus plans which we felt constituted a reasonable time frame for the extensive amount of work indicated as being necessary; we suggested that a deadline of February 15 appeared reasonable. By letter dated November 16, we were informed that our suggested general time frame is acceptable; it will be necessary for us to agree at a later date on the precise schedule for institutional submissions, on a staggered basis; all institutions, however, should operate on the assumption that their work on the plans must be basically completed by February 1, 1974. Accordingly, I attach for your information and guidance a set of interpretative guidelines and suggestions, prepared by members of my staff following consultation with HEW officials, which purport to set forth with greater clarity and precision the nature of the current obligation to prepare an affirmative action plan; these guidelines are based on a careful analysis of existing federal directives, as amplified and explained in conferences with the HEW officials. Although the

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*Copies: Dr Kelly, Mrs Simpson*



Memorandum to the Chancellors  
Page 2  
November 27, 1973

points included do address most substantial questions about content and procedure of which we are aware, it was agreed in consultation with HEW that additional unanticipated questions or problems may arise from time to time in connection with the actual drafting of affirmative action plans at the campus level and that we might feel free to address such supplemental inquiries to the Atlanta Regional Office as the need may arise. Mr. Robinson of my office will coordinate the revision efforts and shall serve as a clearing house for all inquiries about content and procedure. Please address your questions to him.

Because much of the pertinent material is of a highly technical and potentially confusing character, in spite of our best efforts to impart certainty and clarity to this matter, we believe that a meeting of all campus representatives who have been assigned primary responsibility by you for the development of campus affirmative action programs should be held at the outset, in an effort to reduce confusion and insure satisfactory results of this increasingly protracted effort. Accordingly, I am requesting that you direct your previously appointed affirmative action officials to meet with members of my staff on Wednesday, December 5 at 10:00 a.m. at this office. That meeting will be devoted to a further explanation of the enclosed materials and an effort to address questions about those materials which your representatives may have; careful study of these materials in advance is essential. The focus of this large effort is at the campus level. Only the campus is equipped to conduct the necessary research, analyze problem areas, posit realistic remedial goals and embody this total effort in a written program. The General Administration staff can assist in certain nonoperational aspects of that effort, but the burden rests ultimately with the campus. Accordingly, there can be no substitute for campus officials taking the necessary time to thoroughly familiarize themselves with all of the regulations, guidelines and interpretive materials provided to you, both by HEW and by this office.

This has been and will continue to be a difficult and time-consuming enterprise. The announced general objectives of insuring equality of employment opportunity and instituting appropriate affirmative measures to address problem areas are demonstrably worthy and compelling. Translation of those general principles into concrete and specific action programs can prove to be difficult and can produce disagreement about necessary and effective procedures and techniques. We believe that the basis for an effective working relationship with HEW has been laid in recent weeks and that we can, with greater confidence, now address more effectively our common concerns. I appreciate your patience and hard work to date and urge a renewal of determination, to the end that we might promptly achieve the first major objective of securing HEW approval of our campus affirmative action plans.

Attachment

2536 COTTON PAPER

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

SCHOOL OF DESIGN: Architecture • Landscape Architecture • Product Design

P.O. Box 5398: Z. C. 27607

MEMORANDUM

TO: Dr. Harry C. Kelly  
Provost

FROM: Claude E. McKinney, Dean

SUBJECT: Affirmative Action

DATE: July 5, 1973

The following people have been appointed to the School of Design  
Affirmative Action Committee:

Roger H. Clark, Chairman  
Barry Jackson) Faculty Representatives  
Theresa Raper)  
Winifred Hodge Staff Representative  
Robin Gurley Undergraduate Student Representative  
Larry Morgan Graduate Student Representative

Professor Clark will serve as the School's primary liaison with  
the University EEO Officer.

Since the majority of the committee members will not be available  
for a meeting this summer, Professor Clark has prepared a draft of  
recruitment and review procedures which is enclosed. He will call  
a meeting of his committee in August to review and revise this  
draft. As soon as firm procedures have been established, we will  
forward a revised copy to your office.

CEMcK:wmh

Enclosure

cc: Professor Roger H. Clark

DRAFT

AFFIRMATIVE ACTION

Recruitment: Students

Separate recruiting brochures for women and minority students will be prepared early in the fall semester by students in the Visual Design Option in Product Design.

A package of information about the School of Design and the professions it represents will be assembled and mailed to high school counselors throughout the State. The recruiting brochures mentioned above will be included in the information package.

It is planned that representatives from the School will visit predominantly black schools that have undergraduate programs in an attempt to attract more minority graduate students.

The School of Design will be developing a new graphic presentation of the school, and will incorporate the minority and women persons in the School in a way that is not contrived. The minority recruitment portion of that graphic statement will be an integral part of the brochure.

Recruitment: Faculty

As faculty positions are available, we will advertise in journals and newsletters that have the potential of reaching possible minority and women applicants. All advertisements and correspondence in this regard will state that the School of Design is an equal opportunity employer.

A number of the School of Design Faculty are active in national, professional organizations, and we will utilize those opportunities to identify prominent members who are good potential faculty and aggressively recruit them in order to meet the interview balance objectives stated in our Affirmative Action Plan.

The Affirmative Action Committee will organize and maintain an on-going file of potential minority and women candidates for faculty positions.

Review: Students:

In August, the Dean of the School of Design will appoint a task force to review admission procedures and criteria used by the School of Design. Part of the charge to this task force will be to comprehensively investigate admission alternatives which, though selective, do not arbitrarily eliminate any particular group of student applicants. A member of the Affirmative Action Committee will be appointed to this task force.

The various committees dealing with admission of graduate and undergraduate students will furnish the Affirmative Action Committee information and records of minority and women applicants. The purpose being to not only maintain records of members of minority and women applicants and profiles of actions and their performance but also to compare the actions taken on these applicants to others with similar qualifications.

Review: Faculty:

For each available faculty position the department heads will

report to the Affirmative Action Officer the recruiting procedures used, the persons contacted, and the persons invited for interviews for review of equal opportunity procedures and to ensure that significant efforts have been made to identify and recruit potential minority and women applicants. It should be noted also that the comparatively small size of the School of Design assures that the Affirmative Action Officer and the member of the Affirmative Action Committee will be involved in the review of each faculty candidate.

The Dean of the School of Design will make explicit comparisons of salaries granted women and minorities to others of equal qualifications.

The aforementioned procedures will be reviewed on a continuing basis by the Affirmative Action Committee and will be modified and expanded as appropriate.

25% COST ONLY BEP  
Nathan Bond  
EJC

Equal Employment  
Office

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

OFFICE OF BUSINESS AFFAIRS

Box 5067 Zip 27607

June 19, 1973

W

MEMORANDUM

TO: Dr. Harry P. Kelly, Provost

FROM: J. D. Wright, Vice Chancellor for Finance & Business

SUBJECT: Identification of Liaison With University EEO Officer

In reply to your memorandum of May 17, 1973, subject, Affirmative Action, Mr. William Calloway will serve as primary liaison with the University EEO Officer for the Office of Business Affairs.

cc: Mr. William Calloway

Follow-up  
6-15-73

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

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

OFFICE OF THE PROVOST AND VICE-CHANCELLOR

May 17, 1973

MEMORANDUM

TO: D. W. Chaney J. E. Legates B. C. Talley  
C. J. Dolce I. T. Littleton R. O. Tilman  
E. L. Ellwood C. E. McKinney W. L. Turner  
R. E. Fadum A. C. Menius ✓ J. D. Wright

FROM: Harry C. Kelly, Provost

ORIGINAL SIGNED BY  
HARRY C. KELLY

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Affirmative Action  
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HCK:CJ:gj

cc: Chancellor John T. Caldwell  
Dr. Al Carnesale  
Administrative Council  
Mr. William Calloway



NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

SCHOOL OF PHYSICAL AND MATHEMATICAL SCIENCES

PHYSICAL SCIENCES RESEARCH  
Zip 27607

June 27, 1973

MEMORANDUM

TO: Dr. Clauston Jenkins  
FROM: J. D. Memory *JDM*  
SUBJECT: Affirmative Action, School of PAMS

I enclose copies of the PAMS departmental reports on Affirmative Action. I will serve as EEO officer for the school, and the standing committee on affirmative action is

Dr. W. E. Robbins - Computer Science  
Dr. W. J. Harrington - Mathematics  
Dr. S. G. Levine - Chemistry  
Dr. A. W. Jenkins - Physics  
Professor R. B. Honeycutt - Mathematics

Please let me know if you wish further information at this time.

JDM:jm

Enclosure

# NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

SCHOOL OF PHYSICAL AND MATHEMATICAL SCIENCES

COMPUTER SCIENCE  
ZIP 27607

June 26, 1973

## MEMORANDUM

TO: J. D. Memory

FROM: CSC Department Head

SUBJECT: Affirmative Action Officer and Committee  
for the CSC Department

Dr. Woodrow E. Robbins who has been appointed as Equal Employment Opportunity Officer and our current recruiting committee consisting of Drs. Norman F. Williamson, James W. Hanson and Yale N. Patt, will constitute the Affirmative Action Committee for our department. The Department of Computer Science plans to institute the following policies:

1. In making known the availability of any new positions, the department head will state specifically that applications from members from excluded groups are welcome. A typical phrase to be used will be "North Carolina State University follows Affirmative Action guidelines". Any such committee appointed to reach and screen applicants for a specific position will act in consultation with the departmental Equal Employment Opportunity Officer mentioned above. Efforts will be made to publicize any vacancy in professional journals and employment registers through a broad selection of other universities and in any fashion the committee may decide will help to spread the information as widely as possible.

2. The department head will keep a complete file on all correspondence involving potential employees of our department, including information as to sex or race of the applicant wherever available. Unsolicited applications will be given full attention.

3. In the event that a member of an excluded group is not selected for a particular position, the department head will be able to document on the basis of qualifications the decision made in passing over the candidate from the excluded group.

4. A current file of salary and rank status and the actions taken concerning these of faculty and staff members will be kept and reviewed annually by the department head to see if any discriminating practices are in effect.

5. The existence and function of the Equal Employment Opportunity Officer will be made clear to all faculty and staff members in the Computer

Memo to - J. D. Memory

Page 2

June 26, 1973

Science Department. The Officer will serve as liaison with the PAMS Grievance Committee and with the Office of the Dean and will make periodic reports of progress in regard to hiring and promoting based on data maintained by the CSC office. He will also provide annual reports to the Dean concerning the School's progress in meeting the goals specified in this plan.

NFW/cm

# NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

SCHOOL OF PHYSICAL AND MATHEMATICAL SCIENCES

DEPARTMENT OF GEOSCIENCES  
Box 5966 Zip 27607

June 8, 1973

MEMO TO: J. D. Memory

FROM: C. J. Leith

SUBJECT: Affirmative Action

Almost all of the Geosciences faculty is out of town at this time, so it is difficult for me to respond to your memorandum of May 25 regarding affirmative action. You asked for the names of the department Equal Employment Opportunity Officer and Affirmative Action Committee. With no one available with whom I can discuss these matters, the best I can do at this time is to submit names to you subject to their approval at such time as I am able to discuss it with each of them. On this basis I would submit C. E. Knowles as the departmental Equal Employment Opportunity Officer and the Affirmative Action Committee made up of V. V. Cavaroc, G. F. Watson, and H. S. Brown.

The second request in your memorandum was for an outline of recruitments and review procedures that we intend to follow to implement affirmative action in our department. Such an outline undoubtedly would follow the general form of the draft PAMS Affirmative Action Plan which you submitted with your memo, but would differ somewhat from this plan in detail to fit the particular conditions of the department. The statement in the PAMS' plan regarding the unusually small number of qualified persons who are qualified in the physical and mathematical sciences and are members of minority groups applies particularly to the Geosciences. This point is made very well in Table 2 accompanying the PAMS' plan which shows that in the period from 1958 to 1970, only 10 Ph.D. degrees in the Earth Sciences were granted to blacks. We obviously are faced with a real challenge in trying to stimulate interest in the Earth Sciences among minority groups. This point was made very clear in looking over the group of geologists attending

the national meeting of the Geological Society of America. The oriental races are represented in great enough strength to be noticeable. The number of women have been increasing also in recent years. Representatives of other minority groups are so scarce that individuals stand out because of their rarity. On our own faculty, one of the twelve full-time faculty members is oriental, and two of the candidates interviewed for the last two vacancies which were filled on our faculty were women. In neither case did the qualifications and interests of the women match the capabilities and specialties which our positions required.

I do not foresee major changes in our policies and procedures in making faculty appointments in the future. We have been making every effort to locate and consider applicants representing minority groups, and we certainly will continue to do so. In general our procedure will be as follows:

1. Notice of vacancies to be filled will be circulated and advertised in such manner as to reach the largest group of potential applicants most efficiently. This may take the form of advertisements in professional journals, or of notices posted at scientific meetings, or of solicitation to other universities and similar institutions. In every case the statement that North Carolina State University is an equal opportunity employer will be displayed prominently.
2. We have been keeping and will continue to keep a complete file on all correspondence involving potential employees of the Department of Geosciences. This file will include all information available on each applicant and all applicants will be treated the same, whether their applications are solicited or unsolicited. The files will include all documentation which will show the basis on which the decision is made to select the particular individual to fill the position. In the past these decisions have been made by the departmental faculty acting as a search committee of the whole, and the selection has been completely on the basis of matching the applicant's qualifications to the requirements of the position. Race, creed, color, or sex have not been a factor in making these decisions in the past and will not be a factor in the future.

3. The rank and salary status of each member of the department is reviewed each year at the time the promotions and salary raises are being considered. Recommendations regarding promotions are based on the decision of the departmental committee composed of the full professors in the department. The recommendations are forwarded to the dean and are subject to his review and approval. Recommendations regarding salary increases and adjustments are made by the department head and also are subject to review and approval by the dean. Records of all of the actions taken on these matters are kept in the departmental files.
4. An Equal Employment Opportunity Officer and an Affirmative Action Committee have been appointed for the department. The existence of these positions and the functions attached thereto will be made clear to all faculty and staff members in the Department of Geosciences.
5. At present and in the foreseeable future the number of SPA employees in the Department of Geosciences is too small to justify any formal training program for these employees. Because the departmental operation is relatively small, the SPA staff functions are loosely and informally structured so that each of the SPA employees has the opportunity to become familiar with the entire departmental operation. This becomes a very effective informal means of job training.

CJL/nb

NORTH CAROLINA STATE UNIVERSITY | AT RALEIGH

SCHOOL OF PHYSICAL AND MATHEMATICAL SCIENCES

DEPARTMENT OF PHYSICS  
Box 5367, RALEIGH, N. C. 27607

June 12, 1973

Memorandum to: Dr. J. D. Memory  
From: L. W. Seagondollar *LWS*  
Subject: Affirmative Action

I have appointed an Equal Employment Opportunity Officer and an Affirmative Action Committee for the Department of Physics. In view of the responsibilities of the EEO Officer, as indicated in the memorandum by Provost Kelly on this subject of May 17th, I am also designating the EEO Officer as Chairman of the Affirmative Action Committee.

The Physics Department EEO Officer and Chairman of the Affirmative Action Committee is Dr. Alvin Jenkins and the other two members of the Committee are Dr. K. T. Chung and Dr. L. W. Seagondollar.

Our Affirmative Action Committee has just been appointed and has not yet met. In fact, I hereby ask that you and this Committee meet at the earliest feasible date to discuss the matter in general. Soon after that meeting, we will be able to furnish you in written form the information you have requested in this request.

You know my personal view regarding discrimination and my eagerness to participate in Affirmative Action. Provost Kelly's memorandum of May 17th and the document labeled "Affirmative Action PAMS, NCSU" seemed very sensible to me. I do point out, however, a slight discrepancy between the statements in paragraph 4 of Provost Kelly's document and policy item number 1 in the PAMS document. While it is not an urgent matter to our department, since we have no openings at this time, I hope this discrepancy will be resolved officially some time in the not too far future.

LWS:dr

cc: Dr. Alvin Jenkins  
Dr. K. T. Chung

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

SCHOOL OF PHYSICAL AND MATHEMATICAL SCIENCES

DEPARTMENT OF CHEMISTRY  
Box 5247 Zip 27607

June 19, 1973

Dr. J. D. Memory  
Associate Dean  
School of Physical and Mathematical Sciences  
N. C. State University Campus

Dear Dr. Memory:

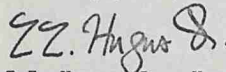
I am herewith replying to your memorandum of May 25 concerning the appointment of an EEO and a departmental Affirmative Action Committee. As I believe I informed you earlier, Prof. Samuel G. Levine has indicated his willingness to serve as EEO for our department and I am so designating him. He has suggested that Drs. T. C. Caves and A. F. Schreiner, together with himself, constitute the Department of Chemistry Affirmative Action Committee, and I would like to indicate my approval of them in that connection.

Your memorandum suggests that I provide you with an outline of the recruitment and review procedures that the Department of Chemistry intends to follow to implement affirmative action.

It seems to me that any such recruitment and review procedures should be established by the school, rather than individual departments. I am certain that if this is done our department will faithfully follow those procedures. Moreover, since the hiring goals for affirmative action have been stated for the school, rather than for individual departments, there must be, in my view, a coordinated, interdepartmental implementation of those goals.

I hope that these expressions of opinion will prove acceptable to you. If that is not the case, either Prof. Levine or I are, of course, available for consultation.

Sincerely yours,



Z Z. Hugus, Jr., Head  
Department of Chemistry

ZZHjr:jjb



NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

SCHOOL OF AGRICULTURE AND LIFE SCIENCES

DEPARTMENT OF BIOCHEMISTRY

Box 5050, RALEIGH, N. C. 27607

TELEPHONE: (919) 755-2581

SCHOOL OF PHYSICAL AND MATHEMATICAL SCIENCES

June 1, 1973


Dr. J. D. Memory, Associate Dean  
School of Physical and Mathematical Sciences  
116 Cox Hall  
N. C. State Campus

Dear Dr. Memory:

This is in reply to your memorandum of May 25, 1973, concerning affirmative action. Dr. Elizabeth C. Theil will be the equal employment opportunity officer (EEO) for the Biochemistry Department. The Affirmative Action Committee for the Biochemistry Department will be Dr. H. Robert Horton and Dr. James A. Knopp.

As to an outline of recruitment and review procedures that the Department intends to follow to implement affirmative action, we will follow the plan outlined in your memorandum for the School of Physical and Mathematical Sciences. Our procedure heretofore has been a simple one, i.e., to recruit for graduate students and faculty without prejudice. I believe our record will show that we have been fairly successful.

Sincerely yours,



Gennard Matrone, Head  
Department of Biochemistry

pdm

cc Dr. Elizabeth C. Theil  
Dr. H. Robert Horton  
Dr. James A. Knopp

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH


SCHOOL OF PHYSICAL AND MATHEMATICAL SCIENCES

DEPARTMENT OF MATHEMATICS  
Zip 27607

June 19, 1973

MEMORANDUM

To: Dr. J. D. Memory

From: N. J. Rose 

Professor Walter J. Harrington has agreed to serve as Equal Employment Opportunity Officer.

1. As far as our recruitment procedures go, we plan to proceed as we have in the past.

We advertise in the American Mathematical Society Employment Register, if we have a position open.

2. A screening committee screens the applications and makes recommendations as to who we would like to get further information on and who we should interview.

3. Each applicant that is interviewed has a committee of faculty to evaluate the applicant and make a recommendation to me.

I will propose that our screening committee (which will be appointed in the fall) include Dr. Harrington and act as our Affirmative Action Committee.

(This past year we received about 400 applications including about 16 women and no blacks.)

cc: Dr. W. J. Harrington

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

SCHOOL OF PHYSICAL AND MATHEMATICAL SCIENCES

DEPARTMENT OF STATISTICS  
Box 5457 Zip 27607

June 13, 1973

MEMORANDUM

To: Dr. J. D. Memory, Assistant Dean, PAMS

From: D. D. Mason, Department of Statistics

Subject: Equal Employment Opportunity (EEO) Officer, and  
the Affirmative Action Committee for the Department  
of Statistics

The Department of Statistics faculty has elected Dr. R. G. D. Steel as its EEO officer. I have appointed, in consultation with the faculty and staff, the following faculty and staff to serve as the departmental Affirmative Action Committee:

Dr. T. M. Gerig, Assistant Professor  
Miss Joyce L. Poole, Secretary (Steno III)  
Mrs. Jolayne W. Service, Instructor  
Dr. R. G. D. Steel, Professor

I am attaching an outline of recruitment and review procedures that the Department of Statistics intends to follow. This statement was developed jointly by the Affirmative Action Committee and the Department Head.

Enclosure

OUTLINE OF RECRUITMENT AND REVIEW PROCEDURES FOR THE  
DEPARTMENT OF STATISTICS.

1. In advertising the availability of any new positions, the Department will state specifically that applications from members of excluded groups are welcome ("Excluded groups" will be taken to mean women and racial minorities in this document).

Position vacancies will be widely publicised through the usual channels and organizations devoted to the professional advancement of excluded groups in order that all eligible persons will have the opportunity to apply. Any search committees appointed to recruit and screen applicants for a specific position will work closely with the EEO Officer.

2. The Department of Statistics will keep a complete file on all correspondence involving potential employees, including information as to sex and race of the applicant when available. Unsolicited applications will be given full attention.

In the event that a member of an excluded group does apply and is not selected for a particular position, the Department Head should be able to fully document the decision, on the basis of professional qualifications.

3. A current file of salary and rank status, and actions concerning these, of both faculty and staff members will be kept and annually reviewed by the Department Head and School Dean to ensure against discriminating practices.

4. An Equal Employment Opportunity (EEO) Officer has been appointed in the Department of Statistics. The EEO Officer is also a member of the departmental Affirmative Action Committee, and these two will maintain close liaison with their counterparts at the School level, in order to interpret the departmental activity at the School level, and, in turn, to relate the School policy to the departmental activities.

5. In summary, the efforts of the Department of Statistics in recruitment and review procedures will support the specific objectives of the PAMS School plan for the employment of excluded groups at both the EPA and SPA (faculty and staff) levels.

*Leah -  
You have file on this.  
WLT*

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

VICE CHANCELLOR FOR EXTENSION AND PUBLIC SERVICE  
Box 5125 ZIP 27607

June 5, 1973

MEMORANDUM

*W*

TO: Dr. Harry C. Kelly  
FROM: William L. Turner *WLT*

*WLT*

As requested in your memorandum of May 17 I am asking  
Dr. R. A. Mabry to serve as liaison from University Extension with  
the University EEO officer for purposes of implementing the University's  
affirmative action plan.



*Leah Bond*  
80% COTTON FIBRE

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

SCHOOL OF EDUCATION

OFFICE OF THE DEAN  
P. O. Box 5096  
Zip 27607

June 1, 1973

Dr. Harry C. Kelly  
Provost & Vice-Chancellor  
109 Holladay  
NCSU Campus

W

Dear Provost Kelly

Re your memorandum dated May 17, 1973 in which you request identification of the person in the School of Education who will serve in a liaison capacity with the University EEO Officer.

MMX

The Dean of the School of Education will serve as liaison officer for the School.

Sincerely,

*Carl J. Dolce*  
Carl J. Dolce  
Dean

CJD:mdt



Neenah Bond  
25% COTTON FIBER

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

SCHOOL OF ENGINEERING

OFFICE OF THE DEAN  
Box 5518 ZIP 27607

May 30, 1973

MEMORANDUM

To: Provost Harry C. Kelly  
From: R. E. Fadum [initials]  
Subject: Affirmative Action

This is in response to your memorandum of May 17 on the subject of Affirmative Action. Following the numbering system of your memorandum, I am pleased to respond as follows:

1) NCSU Plan

The final version of the School of Engineering's Affirmative Action Plan has been cleared with Dr. Clauston Jenkins. Changes were primarily of an editorial nature.

2) Implementation of Plans

A. Resource material concerning EPA personnel is being collected and made available through the office of the Associate Dean of Engineering for Academic Affairs. This material consists of lists of minority personnel and documents showing sources of minority personnel.

B. Each time an EPA or SPA position is filled, steps taken to seek out qualified people are being documented and become a part of that position file.

C. Our Affirmative Action Committee is chaired by the Associate Dean of Academic Affairs and consists of the department heads and directors of divisions of the School, including Extension and IES.



D. The foregoing plan is currently in effect.

3) Identification of Liaison with University EEO Officer

Dean R. G. Carson will serve as liaison officer to the University EEO Officer.

4) EEO Tagline

The paragraph concerning EEO Tagline is noted and each department or division head has been informed.

REF:vcb

cc: Dean R. G. Carson

*Permanized*  
PARCHMENT  
100% COTTON FIBER  
U.S.A.

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

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

22 May 1973

*W.*

MEMORANDUM

TO: Dr. Harry C. Kelly

FROM: I. T. Littleton *ITL*

This is a response to your memorandum of May 17 on "Affirmative Action."

- (1) We have received suggestions for changes in our Affirmative Action plan from Dr. Jenkins and have returned the plan to him with revisions he suggested.
- (2) We have already set up recruiting and review procedures in accordance with our plan and have appointed the following EEO Committee:

Mr. Cyrus King, Chairman  
Mrs. Doretha Blalock  
Mrs. Bonnie Baker  
Mrs. Suzi Rose

*5*  
*W*  
*W*

I believe you are aware of the fact that we have hired two black women professional librarians to fill vacancies next year, including the head of a department. Mrs. Lillie D. Caster has been hired effective July 1, 1973 to fill the position of Head of the Catalog Department and Miss Margaret Rogers will fill the position of Assistant Acquisitions Librarian effective July 23, 1973.

- (3) Mr. Cyrus B. King will serve as the Library's EEO officer and as the primary liaison with the University EEO officer.
- (4) The Library has had the policy of using the statement "equal opportunity employer" on position announcements and will continue to do so.

ITL: jy



*Wesley Bond*

AFFIRMATIVE ACTION PLAN  
NORTH CAROLINA STATE UNIVERSITY

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Affirmative Action Plan  
North Carolina State University

PART I  
INTRODUCTION

A. THE EXTENT AND NATURE OF THE PLAN

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

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

B. EQUAL OPPORTUNITY POLICY

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

C. PROCEDURE USED TO DEVELOP THE PLAN

Initial steps in the development of the present affirmative action plan were taken in early November, 1972, when it was determined that the most effective method of developing a functional and effective plan for this campus would

be to follow the regular patterns of organization and administration. Accordingly, on November 8, the following affirmative action planning units were identified:

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

Each unit was asked to establish a planning committee which was to develop plans applicable to that unit. When combined with a general statement on policy and procedure these plans constitute the affirmative action plan for NCSU. Approaching affirmative action planning in this manner had several advantages. First, it followed normal organizational patterns of the University rather than imposing a new structure for administration of the plan on the existing structure. Second, this method of organization compelled each unit to conduct its own analysis of utilization and availability and to develop a plan that would work in that unit's context. Third, this approach meant that more individuals would be involved in developing affirmative action plans than would have been the case if a single central committee had been assigned this task. Wide participation is an important factor in the success of any endeavor in a collegial institution like the university.

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

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

accepted by all involved at this University.

D. BASIC ASSUMPTIONS AND CONDITIONS UPON WHICH THE PLAN IS BASED

Certain basic assumptions and conditions underlie N. C. State University's affirmative action planning, and it seems prudent to list them at the beginning.

First, it is our position that N. C. State University has not been guilty of overt acts of discrimination in the past that have denied equal employment opportunity to individuals. We do acknowledge, however, that we have reflected societal patterns which have resulted in de facto if not de jure discrimination in employment. Our employment profile convinces us that we should take steps to change patterns that have developed over the years. Our focus, for this reason, has been on the future rather than on the situation as it now exists. We have concentrated on effecting changes.

Second, especially at the faculty level, many personnel decisions must be made on the basis of subjective evaluation of individual merit. For this reason, it is meaningless to attempt evaluation in terms of averages or formulas. Each case must be decided on its own merit. Although this condition means that comparisons are sometimes difficult, we think it is essential that individuals be considered as individuals and that the unique needs and circumstances of the hiring unit be taken into account. In short, we reject a formula approach to personnel decisions. We are willing to undertake the additional work necessary to continue making decisions on an individual basis. In practice this approach means that we do not think that all individuals of the same rank with the same years of service in the same department should necessarily have the same salary.

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



successful.

Fourth, like many other universities, N. C. State University is in a period of declining or stable resources. Enrollment, the basis on which we are allocated positions, is leveling off or increasing slightly. In addition, the General Assembly of North Carolina in 1971 changed the student-faculty ratio from 13.7 to 1 to 14.5 to 1. This means fewer faculty positions per 100 students. Federal support for research and student aid has declined significantly. For example, the value of our contracts and grants on July 1, 1972, was almost 40 percent lower than the previous year. Under these circumstances N. C. State University will have few new positions and because of the tight academic job market in general there will be few resignations. At the end of the 1972-73 academic year, only seven people with faculty rank resigned from our faculty of more than 1,000. Concurrently there is on this campus a high percentage of faculty holding academic tenure. In several schools nearly 80 percent of the faculty already has tenure. As a result of these factors the competition for new positions will be keen. It will be impossible to produce dramatic changes in this employment profile of all units, and promotions will be extremely difficult to obtain.

Finally, in all of our affirmative planning we are cognizant of certain basic provisions of the laws and interpretation of the laws by HEW. We have noted the prohibition against preferential treatment contained in subsection (j), section 703 of Title VII of the Civil Rights Act of 1964, As Amended:

Nothing contained in this title shall be interpreted to require any employer, employment agency, labor organization, or joint labor-management committee subject to this title to grant preferential treatment to any individual or to any group because of race, color, religion, sex, or national origin of such individual or group on account of an imbalance which may exist with respect to the total number or percentage of persons of any race, color, religion, sex, or national origin employed by any employer....

We are reassured by HEW's statement that "a nondiscriminatory selection pro-

cess does not mean that an institution should indulge in 'reverse discrimination' or 'preferential treatment' which leads to the selection of unqualified persons over qualified ones." Similarly we have developed our affirmative action plan on the assumption that there is a difference between the establishment of goals and quotas as stated by HEW. Our plan is presented in the context of compliance as described in the October 1, 1972, Higher Education Guidelines, Executive Order 11246:

The achievement of goals is not the sole measurement of a contractor's compliance, but represents a primary threshold for determining a contractor's level of performance and whether an issue of compliance exists. If the contractor falls short of its goals at the end of the period it has set, that failure in itself does not require a conclusion of noncompliance. It does, however, require a determination by the contractor as to why the failure occurred. If the goals were not met because the number of employment openings was inaccurately estimated, or because of changed employment market conditions or the unavailability of women and minorities with the specific qualifications needed, but the record discloses that the contractor followed its affirmative action program it has complied with the letter and spirit of the Executive Order. If, on the other hand, it appears that the cause for failure was an inattention to the non-discrimination and affirmative action policies and procedures set by the contractor, then the contractor may be found out of compliance. It should be emphasized that while goals are required, quotas are neither required nor permitted by the Executive Order. When used correctly, goals are an indicator of probable compliance and achievement, not a rigid or exclusive measure of performance.

E. RESPONSE TO LETTER OF FINDINGS

1. Academic personnel hiring and recruitment.

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

the Executive Order are met.

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

2. Non-academic personnel hiring and recruitment.

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

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

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

3. SPA placement.

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

The affirmative action plan deals with this recommendation.

4. Academic Personnel (EPA) Salary

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

Salaries for females have been given special attention with the aim of making them equal to the salaries of males with equal work qualifications. The significant differences that do exist are the result of judgments about the performance of individuals or the result of length of service.

5. Testing of SPA employees.

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

The affirmative action plan shows that this action has been taken.

6. Academic personnel (EPA) advancement.

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

This affirmative action plan deals with this recommendation.

7. Non-academic personnel (SPA) advancement.

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

The affirmative action plan deals with this recommendation.

PART II

POLICIES AND PROCEDURES

A. POLICY DISSEMINATION

The equal employment opportunity policy and this University's commitment to taking positive action is stated in Part I, Section B above. Specific efforts at dissemination will be as follows:

INTERNAL DISSEMINATION

<u>Action</u>	<u>Responsibility</u>	<u>Date Effective</u>
EEO Posters posted	Director of Personnel and EEO Officer	Implemented
EEO statement in <u>Faculty Handbook</u>	EEO Officer	Implemented
Periodic memoranda to supervisors	EEO Officer	Continuing (See Appendix B)
Discussion and review of affirmative action plan with Deans, Directors, and Department Heads	EEO Officer and Provost	July 1, 1973, and continuing
Annual review of plan and progress with administration	EEO Officer and Chancellor	January 1, 1974
Review of affirmative action plan with General Faculty	EEO Officer	August, 1973
Review of affirmative action plan with Faculty Senate	EEO Officer	August, 1973
Review of affirmative action plan with Student Government	EEO Officer	August, 1973
Review of affirmative action plan with SPA personnel	EEO Officer	July 1, 1973, or as soon as Officer appointed

<u>Action</u>	<u>Responsibility</u>	<u>Date Effective</u>
Discussion of plan and policy in new SPA employee orientation sessions	Director of Personnel and EEO Officer	Implemented
Discussion of policy during staff training sessions	Director of Personnel	Implemented
Summary of plan published in faculty newspaper	EEO Officer	Fall, 1973
Discussion of plan with appropriate university committees	EEO Officer	Fall, 1973
Distribution of Plan	EEO Officer	30 days after HEW approval
EEO statement included on application routing sheets sent with application forms	Director of Personnel	Implemented
EEO statement included or notices of campus vacancies	Director of Personnel and EEO Officer	Implemented

#### EXTERNAL DISSEMINATION

EEO policy statement included on all recruitment material and advertisements for students, staff, and faculty	Dean of Student Affairs Director of Personnel EEO Officer	Implemented
EEO statement included on purchase orders, contracts, etc., as required by Executive Order 11246	Vice Chancellor for Finance and Business	Implemented
National and regional minority and women's organizations, institutions, and groups informed by letter of EEO policy	EEO Officer	Fall, 1973
Local community organizations informed of EEO policy by personal contact	EEO Officer	Fall, 1973

<u>Action</u>	<u>Responsibility</u>	<u>Date Effective</u>
Subcontractors, vendors, and suppliers notified in writing of EEO policy	Vice Chancellor for Finance and Business	Implemented

B. RECRUITMENT PROCEDURES - EPA PERSONNEL

University recruitment procedures will be modified in several ways to insure affirmative action is taken in the process of recruiting. The following list represents steps all units must be able to show that they take in recruitment.

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

The Provost has the responsibility for insuring that this procedure is followed and he shall be assisted by the Equal Employment Opportunity Officer.

Annually, all School and other affirmative action planning units will submit reports on their recruitment efforts which shall summarize the recruitment contacts for each position filled. Appendix B contains a reporting form which will be used.

C. INCREASING THE SUPPLY OF POTENTIAL EPA PERSONNEL

As the unit plans document, lack of available female and minority faculty is one of the major difficulties encountered by an institution with academic program emphases in the scientific, technological and professional fields. N. C. State University recognizes that one solution to this problem is the development of

potential faculty through training. For this reason several School plans emphasize recruitment of students, especially graduate students. This emphasis is considered a major aspect of our affirmative action planning because it represents the best long-range positive action possible and such recruitment is considered a major element of our goals.

D. RECRUITMENT PROCEDURES - STAFF (SPA)

Several steps have been taken in the direction of centralized control of personnel actions by the Division of Personnel Services. This Division has formalized a procedure to insure that female and minority applicants are given due consideration in filling vacancies. The basic mechanism used for this purpose is the application routing sheet which accompanies the personal information for each candidate. A copy of the routing sheet is attached as Appendix C. Each unit filling a position is required to supply the requested information for each applicant referred to them before the position can be filled. In addition, through a memorandum, the Chancellor has required all vacancies to be listed in the Personnel Office and all advertising to be placed by that office. A copy of this directive is attached as Appendix D. In order to provide opportunities for upward mobility for those females and minorities already on campus, it is now N. C. State University's policy that all staff vacancies must be listed with the Division of Personnel Services and posted campus-wide five work days before outside applicants can be considered. The Division of Personnel Services has also encouraged present minority staff members to encourage other qualified individuals to apply at NCSU when vacancies arise.

External actions are also part of our plans for making positive action to recruit females and minorities for staff positions. The following statements indicate positive action already taken and continuing:

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
Place recruitment advertising with newspapers having predominantly minority or female circulation. All	Director, Division of Personnel Services	Continuing



<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
advertisements to include tagline "An Equal Opportunity Employer."		
Expand mailing lists of staff vacancies to the Durham and Johnson County State Employment Offices.	Director, Division of Personnel Services	Continuing
Established close working relationships with officers of various community manpower programs including W.I.N. (Work Incentive Program), Wake Opportunities, New Careers, and N. C. Manpower Development Program. Also furnished these offices lists of current job openings ("Personnel Notes").	Director, Division of Personnel Services	Continuing
Established working relationships with local predominantly black institutions resulting in the exchanging of vacancies and subsequent employment of minorities at North Carolina State University.	Director, Division of Personnel Services	Continuing
Annually conduct on-campus recruitment in at least five predominantly black colleges and universities in North Carolina.	Director, Division of Personnel Services	Continuing
Periodically mail "status" letters inviting inactive minority applicants to re-apply with the University.	Director, Division of Personnel Services	Continuing
Further disseminated staff vacancies through Wake Opportunities Manpower Pilot Program throughout the local black community.	Director, Division of Personnel Services	Continuing
Verbally reaffirm periodically our interest in employing minorities to current recruitment sources including Employment Security Commission, Office of State Personnel, manpower agencies, business schools, technical institutes, and Lion's Club Industries for the Blind.	Director, Division of Personnel Services	Continuing

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

E. NEPOTISM POLICY

On April 13, 1973, the Board of Governors of The University of North Carolina adopted a new nepotism policy for EPA employees which extends the permissible employment of close relatives so long as no supervisory relationship is involved. Faculty and staff have been informed of this new policy. A copy of the policy is included as Appendix E.

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

F. PLACEMENT, PROMOTION, SALARY, AND CONDITIONS OF WORK - EPA PERSONNEL

Criteria for each rank as well as University policy on academic freedom and tenure, leave, and other benefits are explained in the Faculty Handbook, a copy of which is included as Appendix I. This handbook is distributed to all EPA personnel at the time of their arrival on campus. Evaluation for promotion and salary increases is based on subjective evaluations of individual merit related to the stated criteria. The primary evaluation occurs at the departmental level with reviews by the Dean and Provost. In order to insure that affirmative action for females and minority faculty will occur, the Provost will require each Dean to be able to produce an explanation in writing for any personnel action taken. If in the process of review of salary increases, for example, the Provost has concerns about the increase given one individual in comparison with another, he can ask for explanations of both actions. If the explanation does not appear to be satisfactory, appropriate action will be taken. Because N. C. State University recognizes the need to provide female and minority faculty the opportunity for advancement to higher ranks, reviews of promotions will be

conducted with this need in mind. Similarly, salary increases will be reviewed carefully in order to prevent differences arising that may be related to sex since the University has now virtually succeeded in eliminating such differences.

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

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

G. PLACEMENT, PROMOTIONS, SALARY, AND CONDITIONS OF WORK - SPA PERSONNEL

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

Job classes in which there are five or more blacks and no whites are as follows:

Floor Maintenance Man  
Housekeeping Foremen  
Mail Clerk  
Housekeeping Supervisor

Job classifications in which there are five or more whites and no blacks are as follows:

Job Title

Statistical Aide  
Agricultural Research Technician I  
Administrative Secretary  
Clerk IV

Accounting Clerk III  
Carpenter II  
Maintenance Mechanic II  
Electrician II  
Grounds Foreman  
Statistical Analyst  
Administrative Assistant  
Air Conditioning Mechanic  
Research Mechanic II  
Maintenance Mechanic IV  
Electronic Technician II  
Computer Programmer I  
Electronic Technician III  
Instrument Maker II  
Farm Superintendent II  
Research Analyst  
Computer Programmer II  
Consulting Engineer I

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

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

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
Continue to work toward goal of identifying all underutilization of minority and female employees.	Director, Division of Personnel Services	Continuing
Make available to campus departments availability and work force data on recruiting area to be used for determining proper employee mix.	Director, Division of Personnel Services	Continuing
Implement a continuous review and as necessary make recommendations to Office of State Personnel to revise job specifications, especially minimum qualification requirements to achieve consistency with actual needs of the positions. (Initial review of present specifications to be completed by December, 1973.)	Director, Division of Personnel Services	Continuing
Prompt posting of all vacancies with attendant qualifications on weekly basis campus-wide in conspicuous places accessible to all employees, to include language that clearly informs candidates that commensurate job experience will be considered in filling of vacancies.	Director, Division of Personnel Services	Effective immediately and continuing
Publication and notification to all staff employees of training programs (both formal and O-J-T) available to upgrade skills.	Training Officer	Completion date - September, 1973, and continuing as new programs become available.
Training sessions at least twice a year to brief supervisors on subject of increased utilization of minorities and women at all levels of the staff work force and inclusion of the subject in all orientation sessions for new employees.	Training Officer	Continuing
All departmental tests given to staff employees to demonstrate fitness to perform job, when required or appropriate, shall be approved by Division of Personnel Services, and shall in all cases be job related.	Director, Division of Personnel Services	Effective immediately and continuing

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
Campus policy on nepotism shall be implemented according to newly approved policy passed by State Personnel Board.	Vice Chancellor for Finance and Business	Effective immediately
Each list of referrals made for staff job openings in campus departments where apparent underutilization of minority and female employees exists shall include the name of at least one minority and/or one female candidate for consideration if such candidates are available.	Director, Division of Personnel Services	Effective immediately
Each referral will be accompanied by an application routing sheet which must be returned to Personnel Services with written justification why particular applicant was selected or why other applicants were not selected.	Director, Division of Personnel Services	Continuing
A comprehensive recruitment program will be expanded and implemented as designed specifically to attract minority group members and women, and will include the following activities: a. Increase on-campus recruitment activity at predominantly black colleges and universities to recruit research technicians, and at predominantly female colleges and universities to recruit females. b. Increase advertisements in media with predominantly black circulation or audiences. c. Control all advertisements for staff centrally by Division of Personnel Services.	Director, Division of Personnel Services	Effective immediately
Interview, select, and refer in accordance with equal employment concept, including continuous review of	Director, Division of Personnel Services and EEO Officer	Continuing

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
recruitment procedures to assure that barriers to successful recruitment do not exist, (i.e., negative attitudes of the interviewer, assumptions about applicants' interest and presumptions of employment stability, and referral procedures that tend to channel applicants to jobs that are thought of as "female" jobs, "male" jobs and "minority" jobs).		
Monitor departmental selection, promotion, demotion, transfer, disciplinary and layoff practices through internal audit and reporting system.	Director, Division of Personnel Services	Continuing
Campus visitation program in which the Personnel Director visits all School Deans for the purposes of discussing present equal employment policies and procedures (i.e., location and posting of "Personnel Notes" and EEO posters, past employment practices of departments) and of gaining suggestions as to how the Division of Personnel Services can better serve in helping units to attain affirmative action goals.	Director, Division of Personnel Services	Continuing
Follow-up on minority referral by phone and/or visit to determine why individuals are hired or not hired.	Director, Division of Personnel Services	Immediate and continuing
Distribute letters under the Chancellor's signature encouraging minority and female employees to apply for promotional opportunities as they appear in "Personnel Notes." The letter will include a statement which requests that employees who do not have access to "Personnel Notes" notify the Division of Personnel Services so that copies can be made available to them.	Director, Division of Personnel Services	Initial completion September, 1973 - to be continued as needed

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
With the goal of increasing job performance and enhancing promotional opportunities, the University will continue to provide Supervisory Development Training programs for first-line and intermediate level supervisors. Adult Basic Education courses which have already been conducted on campus during work hours for employees with less than eighth-grade level education will be continued as need arises. Approved apprenticeship training programs have been established in the Print Shop and in the Physical Plant Division to be used for training purposes. Employees are eligible for and encouraged to attend, at no cost, job-related courses on campus or at other Raleigh area colleges and universities.	Training Officer	Continuing

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

#### H. CHILD CARE

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

#### I. TEST VALIDATION

N. C. State University does not test applicants for employment except in certain skills for certain staff positions. When such skills testing is conducted, it is done with work that is part of the regular operation of the unit and part of the regular responsibility of the position.



J. GRIEVANCE PROCEDURE

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

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

K. GOALS AND TIMETABLES

Part III, Sections A through N contain the analysis of utilization and availability, goals and timetables for the affirmative action planning units at N. C. State University. Most plans provide separate goals for faculty and staff personnel and, when appropriate, students.

A review of the plans reveals a variety of methods of stating goals. In our view such diversity is a strength of this plan because it couches goals in terms that are applicable for each unit and does not impose the same rigid format on all units. Since the goals and timetables have been developed by the units themselves, successful attainment by means of good faith efforts is also likely to occur. The plans have been reviewed by the Provost and Chancellor and are forwarded with their endorsement.

L. RESPONSIBILITY FOR IMPLEMENTATION

Each unit plan describes the responsibility for implementation within that unit. For N. C. State University as a whole, an equal opportunity officer will be designated and assigned to the central administration by the beginning of the 1973-74 academic year. At present such responsibility is handled by the Provost along with other responsibilities. It is our intention to change this situation

so that an officer will have as his primary responsibility the monitoring of affirmative action on this campus. The implementation of this plan will proceed and be organized along the following lines.

<u>Activity</u>	<u>Responsibility</u>	<u>Timetable</u>
Disseminate policy and plan both internally and externally	EEO Officer	July, 1973, through January, 1974, and continuing thereafter
Identify problems encountered in reaching goals	EEO Officer and unit EEO Officer	Continuing
Develop mechanism for handling reports and identify need for additional reports	EEO Officer	June, 1974, and continuing
Review reports and identify problems that need attention	EEO Officer	January, 1974
Assist units in recruitment efforts	EEO Officer	Fall, 1973
Establish contact with minority and women's groups	EEO Officer	Fall, 1973
Liaison with Federal and State Government and UNC on EEO matters	EEO Officer	As soon as appointed
Attend meetings and conferences in order to keep abreast of latest development in providing EEO	EEO Officer	Continuing
Audit progress in meeting goals and taking other affirmative steps	EEO Officer	June, 1974, and continuing
Revise goals and timetables to reflect development and progress	EEO Officer in cooperation with unit officers and committees	July, 1974
Periodic review of campus' technical compliance with laws and Executive Orders 11246 and 11375	EEO Officer	January, 1974, and continuing

<u>Activity</u>	<u>Responsibility</u>	<u>Timetable</u>
Annual report on affirmative action progress	EEO Officer	July, 1974, and continuing

M. REPORTING PROCEDURE

A number of reports will be generated in order to monitor and assess the need for and progress in providing equal employment opportunity at N. C. State University. Copies of all reports will be available to the EEO Officer who will be responsible for analysis and for bringing problems to the attention of appropriate individuals. The following list includes reports currently planned. The EEO Officer will initiate additional reports as he deems them necessary.

<u>Report</u>	<u>Type of Employee Covered</u>	<u>Date</u>
Unit employment profile	EPA & SPA	December
Recruitment summary	EPA	June
Salary increase analysis	EPA	April (see Appendix H)
Promotion review	EPA	April (see Appendix H)
Application routing sheet	SPA	Continuous
Job order control sheet	SPA	Continuous
Applicant register	SPA	Continuous
Exit interviews	SPA	Continuous
Analysis of recruitment source by placement	SPA	June
Placement report	SPA	Monthly
Recruitment source evaluation	SPA	July
Affirmative Action Progress Report	EPA/SPA	July
	1) Progress in meeting goals and assess	
	2) Review of changes in employment profile	
	3) Review of changes in analysis of availability	
	4) Plans for changes in procedure and goals for next year	

N. PUBLICATION

After its approval by HEW the University will make this plan available to all personnel.

PART III

ANALYSIS, GOALS AND TIMETABLES

A. AN OVERVIEW OF AVAILABILITY

Detailed analysis of utilization and availability is contained in the separate unit plans, but it also seems appropriate to provide a general discussion of availability.

Since faculty recruitment at North Carolina State is conducted on a national basis and since the doctorate or its equivalent remains a basic requirement for faculty appointment, a review of data on doctoral degrees awarded provides a valid means of assessing availability for faculty.

TABLE 1

Doctor's Degrees Awarded in Selected Disciplines in the United States by Sex, 1961-62 through 1970-71

Discipline	Ten-Year Total	Total Female	% Female
Agriculture	5,562	131	2
Biological Sciences	23,470	3,337	14
Engineering	24,948	123	0.5
Mathematics	8,492	578	7
Physical Sciences	32,449	1,591	5
Social Sciences	25,053	3,000	12

Source: Office of Education, Bureau of Higher Education.

Table 1 shows doctorates awarded to females over a ten-year period in disciplines emphasized at NCSU. The variation among disciplines is striking with the major implication being that in many instances females are simply not available or in very short supply. Since there is no comparable data on minorities, all discussion about availability must be based on estimates which suggest that although about one percent of doctorates are held by blacks, there appears to be great variation among disciplines, as Table 2 shows.

TABLE 2

Distribution of Black Ph.D.'s by Discipline, 1969  
(Results of Ford Foundation Survey with 1,096 respondents)

Field	Number	Percent
Education	313	29
Social Sciences	288	26
Biological Sciences	142	13
Humanities	136	12
Physical Sciences	129	12
Other (Agriculture, Business, Engineering, Home Economics, Religion)	88	8
<b>Total</b>	<b>1,096</b>	

Clearly there is a very limited supply of both blacks and females in many of the fields in which this University recruits faculty.

Closely related to availability of faculty is the question of availability of graduate students. Table 3 shows the number of females and blacks who received bachelor's degrees in North Carolina over a three-year period in selected disciplines closely related to the academic programs at North Carolina State University.

TABLE 3

Number of Bachelor's Degrees Awarded in Selected Disciplines in North Carolina by Race\* and Sex, 1968-69, 1969-70, and 1970-71

	1968-69	1969-70	1970-71
Agriculture Total	106	101	212
Black	17	13	6
Female	1	6	11

	1968-69	1969-70	1970-71
Biological Sciences Total	788	863	850
Black	129	133	144
Female	274	318	295
Engineering Total	709	754	965
Black	33	28	40
Female	3	4	6
Mathematics Total	818	774	699
Black	68	88	63
Female	370	345	315
Physical Sciences Total	555	555	540
Black	38	30	38
Female	87	71	77
Social Sciences Total	3968	4246	4352
Black	525	567	737
Female	1391	1500	1578

\* Estimate based on graduates from predominantly black institutions.

Source: Statistical Abstract of Higher Education in North Carolina, 1969-70, 1970-71, 1971-72.

Looking at this data, one can estimate the pool of potential graduate students in North Carolina. If one assumes that about ten percent of bachelor's degree holders will pursue graduate study in the field of the undergraduate major, the number of potential black graduate students is very small except in the social sciences; and the number of potential female graduate students is small except in mathematics and the biological and social sciences. Because of the increased out-of-state tuition rate imposed by the 1971 General Assembly and the decline in Federal support of graduate study and research, this campus has to rely more upon in-state students to fill its programs. If few women and blacks are available as potential graduate students, it is difficult to honestly predict that we will be highly successful in attracting more female and minority graduate students in order to develop more potential female and minority faculty.

Although our non-academic personnel recruitment area is generally considered to be local, it is informative to look at the data in Table 4 which show production of trained manpower on a state-wide basis for 1971-72.

TABLE 4

Number of Associate Degrees and Diplomas Awarded by North Carolina Community Colleges and Technical Institutes in 1971-72 by Race and Sex in Selected Disciplines

College Transfer Programs			
	Total	Black	Female
Agriculture and Natural Science	8	0	0
Engineering	20	0	0
Mathematics	13	0	7
Science	26	1	7
Textiles	0	0	0
Occupational Programs			
	Total	Black	Female
Agricultural and Biological Science Technologies	208	6	36
Engineering and Science Technologies	908	64	45
Office Technologies	1653	267	956
Trades and Industry Occupations	2391	471	455

Source: Department of Community Colleges

It is obvious that among community college and technical institute students there is very little interest in programs emphasized by NCSU, and thus a potential source of transfer students has not materialized. More significant is the data on occupational programs which show that except for the office technologies and trade and industry vocations neither blacks nor females appear to be available in significant numbers. If these data are typical, then NCSU should expect to encounter great difficulty in locating blacks and females qualified for many of

its SPA classifications in agriculture, the sciences, and engineering. Tables 5 and 6 provide a framework for assessing availability of potential SPA personnel locally.

TABLE 5  
1971 Civilian Work Force Estimate for Wake County

	Total	Female		Minority	
		#	%	#	%
Total Work Force	118,170	49,150	42	22,660	19
Employed	115,320	47,510	41	21,560	19
Unemployed	2,850	1,640	57	1,100	39

TABLE 6  
1970 Census Data Showing Personnel in Selected Occupational Groups in Wake County by Sex and Race

	Total	Female		Minority	
		#	%	#	%
Clerical and Kindred Workers	20,234	15,424	76	1,627	8
Craftsmen, Foremen and Kindred Workers	9,929	624	6	1,651	17
Laborers, except farm	3,326	306	9	1,645	49
Service Workers except private household	9,620	5,280	55	4,017	42

Although minorities are estimated to comprise about 19 percent of the work force in Wake County, the information in Tables 4 and 6 suggests that the qualified workers in every job category who are minorities do not represent 19 percent of the work force in each category. Availability at the SPA level varies as much by type of position as does EPA availability by academic discipline.