

AFFIRMATIVE ACTION PLAN  
NORTH CAROLINA STATE UNIVERSITY  
AT RALEIGH

January, 1974

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FOREWARD

North Carolina State University's (NCSU) Affirmative Action Plan includes the three-year period of 1973-74, 1974-75, and 1975-76. The data included on the Exempt from the Personnel Act (EPA) faculty and EPA nonfaculty are taken from the latest update computer print-out as of June, 1973. The computer update on EPA faculty and EPA nonfaculty is completed annually in June.

Data on the Subject to the Personnel Act (SPA) personnel are updated as of October, 1973. Information on SPA employees is updated several times each year since the employment profile changes throughout the year. In contrast, data on EPA faculty and EPA nonfaculty normally have the greatest change in July and August each year just prior to the beginning of the fall semester.

In the future the EPA faculty, EPA nonfaculty, and SPA personnel data will be effective as of June each year.

I.

PREAMBLE

As Chancellor of North Carolina State University at Raleigh, it is my privilege to submit the Affirmative Action Plan of this University. The University is fully committed to the principles of equal opportunity and affirmative action. When HEW gives approval to our plan, a summary of it will be distributed to current employees, professional and nonprofessional, and to all new employees in the future.

It is the policy of the State of North Carolina that neither race, color, religion, sex, nor national origin is to be considered in the following:

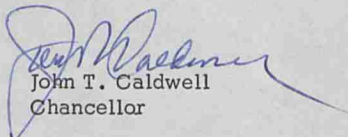
- recruitment and employment of new employees of the State
- promotion, demotion, transfer, lay-off, termination, or selection of employees of the State for training and development
- establishment of rates of pay including the awarding of salary adjustments and/or merit salary increments.

This formal policy, of course, governs the administration of North Carolina State University, a State institution.

Every basic unit of this campus has been involved in the development of our Affirmative Action Plan. As a result of this self-examination and setting of goals and timetables within the various units, it is believed a more thorough comprehension of, active interest in, and participation in attaining stated goals will be shared by more of our faculty, staff, and administration than if a small

central committee had prepared the plan.

The University adheres to the policy of equal opportunity not solely because of legal requirements but because such a policy has come to be recognized as morally right. Any other policy would be indefensible and inconsistent with the intellectual and moral objectives of higher education.



John T. Caldwell  
Chancellor

## II.

### REAFFIRMATION OF EEO POLICY AND DEVELOPMENT OF PLAN

#### A. EQUAL EMPLOYMENT OPPORTUNITY POLICY

North Carolina State University is subject to the requirements of Executive Order 11246, as interpreted and administered by the Secretary of Labor and by the Department of Health, Education, and Welfare. This program of Federal regulation, designed to insure equality of employment opportunity without reference to considerations of race, color, religion, sex, or national origin, embodies two basic requirements. First, the University must insure the absence of discrimination in the formulation, statement, and application of all personnel policies and practices. Second, the University must undertake positive efforts designed to eliminate impediments to the full utilization of women and members of minority groups within the employee complement, whether or not such impediments are the product of past discriminatory practice or intent. This type of affirmative effort must address any demonstrated past underrepresentation or underutilization of women or members of minority groups.

Commitment to Nondiscriminatory Policies and Practices. In accordance with Section 103 of The Code of The University of North Carolina, North Carolina State University is committed, without reservation, to the principle that employees shall be identified initially and thereafter differentiated among only on the basis of good-faith assessments of individual professional merit. Therefore, University policy prohibits discrimination affecting all employees and prospective employees, and employment practices will operate to prevent discrimination.

The principle of equal employment opportunity shall apply with respect to all incidents of the employment relationship, including: (1) initial consideration for employment, (2) job placement and assignment of responsibilities, (3) evaluation of performance, (4) promotion and advancement, (5) compensation and fringe benefits, (6) access to training and other professional-development opportunities, (7) formulation



and application of personnel rules and regulations, (8) access to facilities, and (9) layoff, discipline, and termination.

The personnel policies and practices of the University will be monitored continuously to determine whether any individual or class has been or is being affected adversely, contrary to the principle of equal employment opportunity. In any case where discrimination based on race, color, religion, sex, or national origin is demonstrated, prompt remedial action will be taken.

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

Commitment to Increasing Employment Opportunity. North Carolina State University is committed to the elimination of any demonstrated underutilization of women and members of minority groups within its staff complement.

It is acknowledged that there is a national legacy of prejudice and ignorance which has curtailed unjustifiably the employment opportunities of women and members of minority groups, in both the public and private sectors of employment. In order to enhance significantly and promptly the employment opportunities of those who have suffered disadvantage in the past, it is necessary to do more than simply insure nondiscriminatory employment practices. Where there is reasonable evidence that members of a particular class have been underrepresented or underutilized within areas of the staff complement, specific goals and timetables designed to remedy that underrepresentation have been established.

As an institution which seeks to encourage excellence in all areas of endeavor, a university must with integrity maintain high standards in the

evaluation of employees and prospective employees. It must also apply those standards fairly and consistently. Thus, the conscientious search for and effort to employ additional women and members of minority groups pursuant to established goals and timetables shall not entail a reduction of premium on quality nor a conferral of advantage on any person because of race, color, religion, sex, or national origin. Rather, the affirmative efforts of the University shall be directed toward enlarging the opportunity for and incidence of fair competition, by qualified members of previously underrepresented groups, for available appointments, positions, and promotions.

B. 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, in November, 1972, 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. In combination with the general statement on policy and descriptions of 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 pattern. 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 North Carolina State University under the direction of the Equal Employment Opportunity Officer, Mr. William H. Simpson, worked with the General Administration of The University of North Carolina to provide data and other information to the planning units.

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 the University.

- \* EPA Nonfaculty - employees exempt from State Personnel Act without faculty rank (Example: Librarian)
- EPA Faculty - employees exempt from State Personnel Act with faculty rank (Example: Assistant Professor)
- SPA - employees subject to the State Personnel Act (Example: Secretary)

### III.

#### PUBLICIZING THE PLAN AND POLICY

##### POLICY DISSEMINATION

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

##### INTERNAL DISSEMINATION

	<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
1.	EEO posters posted throughout campus on employee informational bulletin boards	Implemented	Continuous	Director of Personnel, EEO Officer
2.	Post summary of provisions of plan on employee informational bulletin boards	Date plan approved by HEW	Continuous	EEO Officer
3.	Maintain copies of full text of plan on file, to which all employees and applicants for employment shall have access upon request	Date plan approved by HEW	Continuous	EEO Officer
4.	EEO statement in <u>Faculty Handbook</u>	Implemented	Immediate	EEO Officer
5.	Periodic memoranda to supervisors	Continuing	Immediate	EEO Officer
6.	Discussion and review of affirmative action plan with Deans, directors, and department heads	Implemented	Annual	EEO Officer and Provost

<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
7. Annual review of plan and progress with administration	Within 30 days after approval by HEW	Annual	EEO Officer and Chancellor
8. Review of affirmative action plan with General Faculty	First General Faculty meeting after approval by HEW	Annual	Chancellor
9. Review of affirmative action plan with Faculty Senate	First Faculty Senate meeting after approval by HEW	Annual	EEO Officer
10. Review of affirmative action plan with Student Government	First Student Government meeting after approval by HEW	Annual	EEO Officer
11. Discussion of plan and policy in new SPA employee orientation sessions	Implemented	Continuous	Director of Personnel, EEO Officer
12. Summary of plan published for faculty and staff	Within 30 days after approval by HEW	Annual	EEO Officer
13. Discussion of plan with appropriate university committees	Implemented	Continuous	EEO Officer
14. Furnish summary of plan to all supervisory personnel for communication to all present and prospective employees	Within 30 days after approval by HEW	Continuous	EEO Officer
15. EEO statement included on application routing sheets sent with application forms	Implemented	Continuous	Director of Personnel
16. EEO statement included on notices of campus vacancies	Implemented	Continuous	Director of Personnel, EEO Officer

<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
17. Publicize EEO develop- ments, progress reports in campus publications	Immediate	Continuous, EEO Officer as period- ically warranted	
18. Provide access to all employees for private counseling concerning problems related to EEO	Immediate	Continuous, EEO Officer at request of affected employee	

EXTERNAL DISSEMINATION

1. EEO policy statement included on all recruit- ment material and adver- tisements for students, staff, and faculty	Implemented	Continuous	Dean of Student Affairs, Director of Personnel, EEO Officer
2. EEO statement included on purchase orders, contracts, etc., as required by Executive Order 11246	Implemented	Continuous	Vice Chancellor for Finance and Business
3. Publicize adoption and contents of plan in public press and in office publications distributed externally	Within 30 days after approval by HEW	Continuous	EEO Officer
4. National and regional minority and women's organizations, institu- tions, and groups informed by letter of EEO policy	Within 30 days after approval by HEW		EEO Officer
5. Provide written notifi- cation of plan and basic contents to public and private organizations interested in employ-	Within 30 days after approval by HEW		EEO Officer

<u>Action</u>	<u>Date of Initiation</u>	<u>Schedule</u>	<u>Responsibility</u>
ment opportunities for women and minorities; community agencies and leaders; secondary schools, colleges, and technical and business institutes			
6. Subcontractors, vendors, and suppliers notified in writing of EEO policy	Implemented	Continuous	Vice Chancellor for Finance and Business
7. Publicize EEO progress, appointments of new personnel, promotions, etc., relating to EEO objectives, in public press and in office publications distributed externally.	Immediate	Continuous, as periodically warranted	EEO Officer

#### IV.

### GENERAL RESPONSIBILITY FOR IMPLEMENTATION OF THE PLAN

Two basic levels of responsibility exist for implementing North Carolina State University's Affirmative Action Plan. At the broadest level, the responsibility rests on the central administration and oversight has been delegated to the Equal Employment Opportunity Officer (EEO Officer). Another level of responsibility is assigned to the planning "unit" level. Each unit's method of implementation and delegation of authority and responsibility is described in the unit's plan. The following paragraphs deal with responsibility at the campus-wide level.

In the fall of 1973, the Chancellor designated Mr. William H. Simpson Equal Employment Opportunity Officer for North Carolina State University. Responsibilities of the EEO Officer include the following activities:

- (a) staff assistance in developing policy statements, affirmative action programs, and internal and external communication techniques
  - (1) assist in the identification of problem areas
  - (2) assist line management in arriving at solutions to problems
  - (3) design and implement audit and reporting system that will
    - (i) measure effectiveness of the University's programs
    - (ii) indicate need for remedial action
    - (iii) determine the degree to which the University's goals and objectives have been attained
  - (4) serve as liaison between the University and enforcement agencies
  - (5) serve as liaison when appropriate between the University and minority organizations, women's organizations and community action groups concerned with employment opportunities of minorities and women
  - (6) keep management informed of latest significant developments



in the entire equal opportunity area.

- (b) line responsibilities include but not limited to the following:
  - (1) assistance in the identification of problem areas and establishment of local and unit goals and objectives
  - (2) periodic audit of training programs, hiring and promotion patterns to recommend procedures to facilitate the attainment of goals and objectives
  - (3) regular discussions with Deans, department heads, directors, and employees to be certain the University's policies are being followed
  - (4) periodic review of transfers and promotions to insure that these are based on qualifications to insure that minorities and women are given full consideration
  - (5) encourage career counseling for all employees
  - (6) encourage periodic audit to insure that
    - (i) posters are properly displayed
    - (ii) all facilities which the University maintains for use and benefit of the employees are in fact desegregated, both in policy and use; and to insure that facilities such as dormitories, locker rooms, and rest rooms are comparable for both sexes
    - (iii) minority and female employees are afforded a full opportunity and are encouraged to participate in all University-sponsored educational, training, recreational, and social activities
  - (7) have supervisors understand that their work performance is being evaluated on the basis of their equal employment opportunity efforts and results, as well as other criteria

- (8) insure that supervisors prevent harassment of employees who have been placed through affirmative action efforts when such action is appropriate.

V.

ANALYSIS OF UTILIZATION AND  
IDENTIFICATION OF PROBLEM AREAS

A. METHODS OF ANALYSIS

Systematic analysis of potential problem areas related to equal opportunity on the North Carolina State University campus began in the fall of 1970 with a study of the salary of female faculty members. Until that time the University had mainly concentrated on reviewing employment totals in terms of race and sex. As a result of the salary analysis, adjustments were made in the salaries of several women and the review process has continued on an annual basis.

In January, 1971, HEW initiated a compliance review which culminated in a visit to the campus during the fall of 1971. In preparation for this review, NCSU developed a series of computer-generated reports on all EPA and SPA personnel. These reports are updated annually for EPA personnel and more frequently for SPA personnel. Essential quantitative information contained in the reports includes name, sex, race, rank or classification, salary, years of service, and highest degree earned. These reports have served as the basis for utilization analyses. Copies of the computer print-out have been furnished HEW and are available to University administrators.

Another analysis of utilization and salary was conducted independently during the NCSU Self Study process which spanned the period 1971-1973. In that report the faculty recognized the University's need to make progress in providing equal opportunity when it recommended:

Present efforts to promote recruiting and recognition of faculty who are members of disadvantaged and/or minority groups should be encouraged and expanded.  
(North Carolina State University Self Study Report,  
Chapter 7, page 27, Recommendation 8.)

B. EPA PERSONNEL

Utilization of EPA Personnel. Tables 1a and 1b summarize the distribution

of EPA personnel at North Carolina State University as of June, 1973, by race and Tables 2a and 2b summarize by sex. The (a) tables present data on EPA nonfaculty and (b) tables present data on EPA faculty. Tables 3a through 15b contain the same information for each of the planning units by race. Tables 16a through 28b summarize this same information for each of the planning units by sex. These tables indicate that NCSU needs to develop goals that will provide an increase in the number of minority and female EPA employees at most ranks with particular emphasis being given to the upper faculty ranks where there are five minority professors and eight minority associate professors and two female professors and five female associate professors. The wide variation of utilization among planning units reflects availability rather than patterns of discrimination at NCSU. The clustering of females and minorities in the lower ranks generally indicates of these individuals that many have been employed only recently and have not had time to merit promotion. Past employment practices tended to lead to the employment of white males who now occupy the more senior positions.

Recruitment, Promotion, Salary, and Conditions of Work. Records that allow numerical analysis of EPA recruitment procedures in the past do not exist. This situation will be corrected for the present and future. Absence of records does not necessarily indicate lack of effort but only reflects the traditional University procedure of retaining only the records on individuals who were employed.

A comparison of promotion rates for the various academic ranks by race and sex suggests that in the past women may have experienced some discrimination in promotions. This conclusion, however, must remain tentative because in promotion decisions numerous intangible factors are weighed which cannot be read into the data. Nevertheless, it is clear that in the past it has taken females longer to gain promotion than men. Table 29 summarizes the data for departments with significant numbers of women.

Tables 30 and 31 contain salary comparisons by race (Table 30) and sex (Table 31) for selected academic departments. The data reveal no salary discrimination by race, but they do reflect superficially and slightly possible discrimination against females in the past.

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

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

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

The approval of School Deans and the Provost is required for all appoint-

ments. For assistant professors and above, interviews with the Deans and the Provost are required and the Graduate Dean is included if graduate faculty status is to be requested.

Rank is determined by the department head with the approval of the Dean and the Provost. Individuals appointed to fill assistant professor positions who do not have their doctorate are appointed with the rank of instructor until they receive their degree. Usually the probable rank of a position is determined before the search is begun, i.e., a department decides it will fill an associate professorship in a particular speciality and then begins to consider individuals. The minimum requirements are stated in the Faculty Handbook. The following factors are considered in making a specific offer:

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

Depending on the mission of the department, criteria may be weighed differently. For instance, the Department of Entomology would emphasize research and extension while the Department of English would emphasize undergraduate

teaching since it does not have a doctorate level graduate program.

There is no obligation to award every faculty employee an increase, nor are there minimum criteria for allocating increases other than satisfactory performance of duties. Criteria which may be used include the following:

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

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

#### C. SPA PERSONNEL

Placement, Promotion, Salary, and Conditions of Work. The placement of SPA employees throughout the campus depends upon vacancies at any particular time. The referral of qualified candidates is made without regard to race or sex. Selection of the appropriate individual is made by the hiring official. As noted elsewhere in this report, units needing help in recruiting minority or female applicants will be given special consideration through recruitment efforts of the Division of Personnel Services.

SPA promotions are normally handled at the School or department level and are supposed to be given without regard to race or sex. Records are kept on promotions in the Division of Personnel Services. There, records are available for audit to determine if promotions are being given in keeping with equal employment concepts.

Identification of Problem Areas. Each SPA position, which currently numbers some 2,000, has been assigned by sex and race to one of the nine categories indicated in the EEO-1 report. These data are also shown in percentage figures in Tables 1c (race) and 2c (sex). Comparing these figures with availability data on the work force for Wake County (area designated as primary recruiting area for SPA personnel, see Appendix A), one can readily see some disparity in the SPA work force as it pertains to these nine categories. Each of the unit plans, which altogether encompass the total NCSU Affirmative Action Plan, addresses these deficiencies and attempts to establish goals and time-tables to correct any deficiencies noted.

Another method of identifying problem areas is to analyze SPA job classifications in terms of racial and sexual mix. Currently, there are 339 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 minority; no minority is in a job classification receiving pay over \$9900. 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 classifications in which there are five or more minorities and no whites are as follows:

- Housekeeping foreman
- Mail clerk
- Housekeeping supervisor.



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

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

It is interesting to note, however, that from January 1, 1973, until October 1, 1973 (date of most recent computer print-out listing all SPA positions by EEO job categories, race, and sex) minority group employees have been added to two formerly all-white classes, Maintenance Mechanic II and Grounds Foreman.

Table 1a. Summary on present and projected academic year 1975-76 racial composition of North Carolina State University EPA personnel by job classifications (EPA nonfaculty) and by employment status.

EPA NONFACULTY						
Race	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
American Negro	Full-time	present 1975-76	7 ( 6.3) <sup>1</sup>	18 ( 6.2)	0 ( 0.0)	25 ( 6.2)
			9 ( 8.1)	30 ( 10.4)	0 ( 0.0)	39 ( 9.5)
	Part-time	present 1975-76	N/A	1 ( 8.3)	N/A	1 ( 8.3)
				0 ( 0.0)		0 ( 0.0)
Other minority groups	Full-time	present 1975-76	0 ( 0.0)	2 ( 0.7)	0 ( 0.0)	2 ( 0.5)
			0 ( 0.0)	5 ( 1.7)	0 ( 0.0)	5 ( 1.2)
	Part-time	present 1975-76	N/A	0 ( 0.0)	N/A	0 ( 0.0)
				0 ( 0.0)		0 ( 0.0)
Caucasians and Foreign Nationals	Full-time	present 1975-76	104 ( 93.7)	268 ( 93.1)	3 (100.0)	375 ( 93.3)
			102 ( 91.9)	263 ( 91.3)	3 (100.0)	368 ( 89.3)
	Part-time	present 1975-76	N/A	11 ( 91.7)	N/A	11 ( 91.7)
				8 (100.0)		8 (100.0)
Total	Full-time	present 1975-76	111 ( 27.6) <sup>2</sup>	288 ( 71.6)	3 ( 0.7)	402
			111 ( 26.9)	298 ( 72.3)	3 ( 0.7)	412
	Part-time	present 1975-76	N/A	12	N/A	12
				8		8

<sup>1</sup> Values are number of employees and (percentage within this employment status group.)

<sup>2</sup> Percent of total in this job classification.

Table 1b. Summary on present and projected academic year 1975-76 racial composition of North Carolina State University EPA personnel by rank (EPA faculty) and by employment status.

EPA FACULTY											
Race	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total	
American Negro	Full-time	present 1975-76	0 (0.0) <sup>1</sup>	0 (0.0)	3 (1.0)	4 (1.3)	4 (3.1)	0 (0.0)	1 (14.3)	12 (1.0)	
			0 (0.0)	3 (0.8)	9 (2.4)	22 (7.1)	9 (11.1)	0 (0.0)	1 (14.3)	44 (3.5)	
	Part-time	present 1975-76	—	0 (0.0)	0 (0.0)	0 (0.0)	2 (10.0)	1 (16.7)	0 (0.0)	3 (6.4)	
				0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	
Other minority groups	Full-time	present 1975-76	1 (1.8)	5 (1.4)	5 (1.6)	4 (1.6)	0 (0.0)	0 (0.0)	0 (0.0)	15 (1.3)	
			1 (1.7)	6 (1.4)	9 (2.4)	2 (0.6)	2 (2.5)	0 (0.0)	0 (0.0)	20 (1.6)	
	Part-time	present 1975-76	—	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	
				0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	
Caucasians and Foreign Nationals	Full-time	present 1975-76	56 (98.2)	346 (98.6)	301 (97.4)	304 (97.4)	126 (96.1)	1 (100.0)	6 (85.7)	1140 (97.7)	
			57 (98.3)	407 (97.8)	356 (95.2)	287 (92.3)	70 (85.4)	1 (100.0)	6 (85.7)	1184 (96.9)	
	Part-time	present 1975-76	—	6 (100.0)	5 (100.0)	5 (100.0)	18 (90.0)	5 (83.3)	5 (100.0)	44 (93.6)	
				3 (100.0)	7 (100.0)	4 (100.0)	5 (100.0)	3 (100.0)	3 (100.0)	25 (100.0)	
Totals	Full-time	present 1975-76	57 (4.9) <sup>2</sup>	351 (30.1)	309 (26.5)	312 (26.7)	130 (11.1)	1 (0.1)	7 (0.6)	1167	
			58 (4.6)	416 (33.3)	374 (30.0)	311 (24.9)	81 (6.5)	1 (0.1)	7 (0.6)	1248	
	Part-time	present 1975-76	—	6 (12.8)	5 (10.6)	5 (10.6)	20 (42.6)	6 (12.8)	5 (10.6)	47	
				3 (12.0)	7 (28.0)	4 (16.0)	5 (20.0)	3 (12.0)	3 (12.0)	25	

1,2 See Table 1a. for explanation of superscripts.

Table 1c. Summary on present and projected academic year 1975-76 racial composition of North Carolina State University SPA and unclassified Student Supply Store personnel by job classifications and by employment status.

SPA & UNCLASSIFIED STUDENT SUPPLY STORE PERSONNEL							
Job Classification	Employment Status	Time Period	American Negro	Other Minority Groups	Caucasians and Foreign Nationals	Total	
Officials and Managers	Full-time	present	0 ( 0.0) <sup>1</sup>	0 ( 0.0)	58 (100.0)	58 ( 2.8)	
		1975-76	2 ( 3.4)	0 ( 0.0)	56 ( 96.6)	58 ( 2.6)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Professionals	Full-time	present	2 ( 2.8)	2 ( 2.8)	67 ( 94.4)	71 ( 3.4)	
		1975-76	6 ( 8.3)	2 ( 2.8)	64 ( 88.9)	72 ( 3.3)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Technicians	Full-time	present	37 ( 9.2)	6 ( 1.5)	357 ( 89.3)	400 ( 18.8)	
		1975-76	49 ( 11.4)	6 ( 1.4)	375 ( 87.2)	430 ( 19.4)	
	Part-time	present	0 ( 0.0)	0 ( 0.0)	3 (100.0)	3 ( 3.9)	
		1975-76	0 ( 0.0)	1 ( 33.3)	2 ( 66.7)	3 ( 3.1)	
Sales	Full-time	present	1 ( 1.8)	0 ( 0.0)	56 ( 98.2)	57 ( 2.7)	
		1975-76	4 ( 6.2)	0 ( 0.0)	61 ( 93.8)	65 ( 2.9)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Clerical	Full-time	present	83 ( 10.8)	2 ( 0.3)	682 ( 88.9)	767 ( 36.1)	
		1975-76	128 ( 16.1)	2 ( 0.2)	667 ( 83.7)	797 ( 36.0)	
	Part-time	present	0 ( 0.0)	0 ( 0.0)	69 (100.0)	69 ( 89.6)	
		1975-76	0 ( 0.0)	12 ( 14.1)	73 ( 85.9)	85 ( 87.6)	
Craftsman	Full-time	present	59 ( 23.9)	0 ( 0.0)	188 ( 76.1)	247 ( 11.6)	
		1975-76	76 ( 29.0)	0 ( 0.0)	186 ( 71.0)	262 ( 11.8)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Operations (semi-skilled)	Full-time	present	36 ( 32.7)	2 ( 1.8)	72 ( 65.5)	110 ( 5.2)	
		1975-76	45 ( 39.1)	2 ( 1.7)	68 ( 59.1)	115 ( 5.2)	
	Part-time	present	0 ( 0.0)	2 ( 66.7)	1 ( 33.3)	3 ( 3.9)	
		1975-76	0 ( 0.0)	2 ( 66.7)	1 ( 33.3)	3 ( 3.1)	
Laborers	Full-time	present	79 ( 63.7)	0 ( 0.0)	45 ( 36.3)	124 ( 5.8)	
		1975-76	79 ( 62.2)	0 ( 0.0)	48 ( 37.8)	127 ( 5.7)	
	Part-time	present	0 ( 0.0)	0 ( 0.0)	2 (100.0)	2 ( 2.6)	
		1975-76	0 ( 0.0)	3 ( 50.0)	3 ( 50.0)	6 ( 6.2)	
Service Workers	Full-time	present	246 ( 85.1)	1 ( 0.3)	42 ( 14.5)	289 ( 13.6)	
		1975-76	247 ( 84.9)	1 ( 0.3)	43 ( 14.8)	291 ( 13.1)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76	N/A	N/A	N/A	N/A	
Total	Full-time	present	543 ( 25.6) <sup>2</sup>	13 ( 0.6)	1567 ( 73.8)	2123	
		1975-76	636 ( 28.7)	13 ( 0.6)	1568 ( 70.7)	2217	
	Part-time	present	0 ( 0.0)	2 ( 2.6)	75 ( 97.4)	77	
		1975-76	0 ( 0.0)	18 ( 18.6)	79 ( 81.4)	97	

1,2 See Table 1a. for explanation of superscripts.

Table 2a. Summary on present and projected academic year 1975-76 sexual composition of North Carolina State University EPA personnel by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present	11 ( 9.9) <sup>1</sup>	71 (24.7)	2 (66.7)	84 (20.9)
		1975-76	12 ( 10.8)	75 (25.2)	2 (66.7)	89 (21.6)
	Part-time	present	N/A	6 (50.0)	N/A	6 (50.0)
		1975-76		4 (50.0)		4 (50.0)
Male	Full-time	present	100 (90.1)	217 (75.3)	1 (33.3)	318 (79.1)
		1975-76	99 (89.2)	223 (78.4)	1 (33.3)	323 (78.4)
	Part-time	present	N/A	6 (50.0)	N/A	6 (50.0)
		1975-76		4 (50.0)		4 (50.0)
Total	Full-time	present	111 (27.6) <sup>2</sup>	288 (71.6)	3 ( 0.7)	402
		1975-76	111 (26.9)	298 (72.3)	3 ( 0.7)	412
	Part-time	present	N/A	12	N/A	12
		1975-76		8		8

1,2

See Table 1a. for explanation of superscripts.

Table 2b. Summary on present and projected academic year 1975-76 sexual composition of North Carolina State University EPA personnel by rank (EPA faculty) and by employment status.

EPA FACULTY											
Sex	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total	
Female	Full-time	present	1 (1.8) <sup>1</sup>	2 (0.6)	5 (1.6)	31 (9.9)	27 (20.8)	0 (0.0)	1 (14.3)	67 (5.7)	
		1975-76	1 (1.7)	8 (1.9)	22 (5.9)	57 (18.3)	24 (29.6)	0 (0.0)	2 (28.6)	114 (9.1)	
	Part-time	present	N/A	0 (0.0)	0 (0.0)	0 (0.0)	6 (30.0)	1 (16.7)	1 (20.0)	8 (17.0)	
		1975-76		0 (0.0)	0 (0.0)	1 (25.0)	4 (80.0)	1 (33.3)	1 (33.3)	7 (28.0)	
Male	Full-time	present	56 (98.2)	349 (99.4)	304 (98.4)	281 (90.1)	103 (79.2)	1 (100.0)	6 (85.7)	1100 (94.3)	
		1975-76	57 (98.3)	408 (98.1)	352 (94.1)	254 (81.7)	57 (70.4)	1 (100.0)	5 (71.4)	1134 (90.9)	
	Part-time	present	N/A	6 (100.0)	5 (100.0)	5 (100.0)	14 (70.0)	5 (83.3)	4 (80.0)	39 (83.0)	
		1975-76		3 (100.0)	7 (100.0)	3 (75.0)	1 (20.0)	2 (66.7)	2 (66.7)	18 (72.0)	
Total	Full-time	present	7 (4.9) <sup>2</sup>	351 (30.1)	309 (26.5)	312 (26.7)	130 (11.1)	1 (0.1)	7 (0.6)	1167	
		1975-76	8 (4.6)	416 (33.3)	374 (30.0)	311 (24.9)	81 (6.5)	1 (0.1)	7 (0.6)	1248	
	Part-time	present	N/A	6 (12.8)	5 (10.6)	5 (10.6)	20 (42.6)	6 (12.8)	5 (10.6)	47	
		1975-76		3 (12.0)	7 (28.0)	4 (16.0)	5 (20.0)	3 (12.0)	3 (12.0)	25	

<sup>1,2</sup> See Table 1a. for explanation of superscripts.

Table 2c. Summary on present and projected academic year 1975-76 sexual composition of North Carolina State University SPA personnel and unclassified Student Supply Store personnel by job classifications and by employment status.

Job Classification	Employment Status	Time Period	Female	Male	Total
Officials and Managers	Full-time	present	4 ( 6.9) <sup>1</sup>	54 ( 93.1)	58 ( 2.8)
		1975-76	4 ( 6.9)	54 ( 93.1)	58 ( 2.6)
Professionals	Full-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Technicians	Full-time	present	38 ( 53.5)	33 ( 46.5)	71 ( 3.4)
		1975-76	39 ( 54.2)	33 ( 45.8)	72 ( 3.3)
Sales	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Clerical	Full-time	present	125 ( 31.2)	275 ( 68.8)	400 ( 18.8)
		1975-76	136 ( 31.6)	294 ( 68.4)	430 ( 19.4)
Craftman	Part-time	present	1 ( 33.3)	2 ( 66.7)	3 ( 3.9)
		1975-76	1 ( 33.3)	2 ( 66.7)	3 ( 3.1)
Operations (semi-skilled)	Full-time	present	28 ( 49.1)	29 ( 50.9)	57 ( 2.7)
		1975-76	29 ( 44.6)	36 ( 55.4)	65 ( 2.9)
Laborers	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Service Workers	Full-time	present	720 ( 93.9)	47 ( 6.1)	767 ( 36.1)
		1975-76	745 ( 93.5)	52 ( 6.5)	797 ( 36.0)
Total	Part-time	present	69 (100.0)	0 ( 0.0)	69 ( 89.6)
		1975-76	84 ( 98.8)	1 ( 1.2)	85 ( 87.6)
Total	Full-time	present	13 ( 5.3)	234 ( 94.7)	247 ( 11.6)
		1975-76	18 ( 6.9)	244 ( 93.1)	262 ( 11.8)
Total	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Total	Full-time	present	65 ( 59.1)	45 ( 40.9)	110 ( 5.2)
		1975-76	75 ( 65.2)	40 ( 34.8)	115 ( 5.2)
Total	Part-time	present	0 ( 0.0)	3 (100.0)	3 ( 3.9)
		1975-76	0 ( 0.0)	3 (100.0)	3 ( 3.1)
Total	Full-time	present	6 ( 4.8)	118 ( 95.2)	124 ( 5.8)
		1975-76	7 ( 5.5)	120 ( 94.5)	127 ( 5.7)
Total	Part-time	present	2 (100.0)	0 ( 0.0)	2 ( 2.6)
		1975-76	6 (100.0)	0 ( 0.0)	6 ( 6.2)
Total	Full-time	present	133 ( 46.0)	156 ( 54.0)	289 ( 13.6)
		1975-76	134 ( 46.0)	157 ( 54.0)	291 ( 13.1)
Total	Part-time	present	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A
Total	Full-time	present	1132 ( 53.3) <sup>2</sup>	991 ( 46.7)	2123
		1975-76	1187 ( 53.5)	1025 ( 46.2)	2217
Total	Part-time	present	72 ( 93.5)	5 ( 6.5)	77
		1975-76	91 ( 93.8)	6 ( 6.2)	97

1,2

See Table 1a. for explanation of superscripts.

Table 3a. Summary on present and projected academic year 1975-76 racial composition of School of Agriculture and Life Sciences by job classifications (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Race	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
American	Full-time	present	5 (20.8) <sup>1</sup>	14 (12.2)	N/A	19 (13.7)
		1975-76	5 (20.8)	17 (14.4)		22 (15.5)
	Part-time	present	N/A	N/A	N/A	N/A
		1975-76				
Other minority groups	Full-time	present	0 ( 0.0)	2 ( 1.7)	N/A	2 ( 1.4)
		1975-76	0 ( 0.0)	4 ( 3.4)		4 ( 2.8)
	Part-time	present	N/A	N/A	N/A	N/A
		1975-76				
Caucasians and Foreign Nationals	Full-time	present	19 (79.2)	99 (86.1)	N/A	118 (84.9)
		1975-76	19 (79.2)	97 (82.2)		116 (81.7)
	Part-time	present	N/A	N/A	N/A	N/A
		1975-76				
Total	Full-time	present	24 (17.3) <sup>2</sup>	115 (82.7)	N/A	139
		1975-76	24 (16.9)	118 (83.1)		142
	Part-time	present	N/A	N/A	N/A	N/A
		1975-76				

<sup>1,2</sup>See Table 1a. for explanation of superscripts.



Table 3b. Summary on present and projected academic year 1975-76 racial composition of School of Agriculture and Life Sciences by rank (EPA faculty) and by employment status.  
(EPA Faculty)

Race	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
American Negro	Full-time	Present 1975-76	0(0.0) <sup>1</sup> 0(0.0)	0(0.0) 1(0.4)	2(1.7) 4(2.9)	3(2.9) 12(11.0)	0(0.0) 1(8.3)	N/A N/A	- 0(0.0)	5(1.1) 18(3.7)
	Part-time	Present 1975-76	N/A N/A	N/A N/A	0(0.0) 0(0.0)	N/A N/A	1(50.0) 0(0.0)	0(0.0) 0(0.0)	0(0.0) 0(0.0)	1(20.0) 0
Other Minority Groups	Full-time	Present 1975-76	0(0.0) 0(0.0)	0(0.0) 1(0.4)	2(1.7) 1(0.7)	0(0.0) 1(0.9)	0(0.0) 1(8.3)	N/A N/A	- 0(0.0)	2(0.5) 4(0.8)
	Part-time	Present 1975-76	N/A N/A	N/A N/A	0(0.0) 0(0.0)	N/A N/A	0(0.0) 0(0.0)	0(0.0) 0(0.0)	0(0.0) 0(0.0)	0(0.0) 0(0.0)
Caucasians and Foreign Nationals	Full-time	Present 1975-76	20(100.0) 21(100.0)	172(100.0) 201(99.2)	115(96.6) 135(96.4)	99(97.1) 96(88.1)	22(100.0) 10(83.4)	N/A N/A	- 1(100.0)	428(98.4) 464(95.5)
	Part-time	Present 1975-76	N/A N/A	N/A N/A	1(100.0) 1(100.0)	N/A N/A	1(50.0) 1(100.0)	1(100.0) 1(100.0)	1(100.0) 1(100.0)	4(80.0) 4(100.0)
Total	Full-time	Present 1975-76	20(4.5) <sup>2</sup> 21(4.3)	172(39.6) 203(41.8)	119(27.4) 140(28.8)	102(23.4) 109(22.4)	22(5.1) 12(2.5)	N/A N/A	- 1(0.2)	435 486
	Part-time	Present 1975-76	N/A N/A	N/A N/A	1(20.0) 1(25.0)	N/A N/A	2(40.0) 1(25.0)	1(20.0) 1(25.0)	1(20.0) 1(25.0)	5 4

<sup>1,2</sup> See Table 1a for explanation of superscripts.

Table 4a. Summary on present and projected academic year 1975-76 racial composition of School of Design by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Race	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
American Negro	Full-time	present 1975-76				
	Part-time	present 1975-76	NOT APPLICABLE TO THIS SCHOOL			
Other minority groups	Full-time	present 1975-76				
	Part-time	present 1975-76				
Caucasians and Foreign Nationals	Full-time	present 1975-76				
	Part-time	present 1975-76				
Total	Full-time	present 1975-76				
	Part-time	present 1975-76				

Table 4b. Summary on present and projected academic year 1975-76 racial composition of School of Design by rank (EPA faculty) and by employment status.

(EPA Faculty)

Race	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
American Negro	Full-time	Present 1975-76	0(0.0) <sup>1</sup>	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	1(33.3)	1(3.2)
			0(0.0)	0(0.0)	0(0.0)	1(9.1)	0(0.0)	N/A	1(25.0)	2(6.2)
	Part-time	Present 1975-76	N/A	0(0.0)	N/A	N/A	N/A	0(0.0)	0(0.0)	0(0.0)
			N/A	0(0.0)	N/A	N/A	N/A	0(0.0)	0(0.0)	0(0.0)
Other Minority Groups	Full-time	Present 1975-76	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	0(0.0)	0(0.0)
			0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	0(0.0)	0(0.0)
	Part-time	Present 1975-76	N/A	0(0.0)	N/A	N/A	N/A	0(0.0)	0(0.0)	0(0.0)
			N/A	0(0.0)	N/A	N/A	N/A	0(0.0)	0(0.0)	0(0.0)
Caucasians & Foreign Nationals	Full-time	Present 1975-76	3(100.0)	3(100.0)	11(100.0)	9(100.0)	2(100.0)	N/A	2(66.7)	30(96.8)
			3(100.0)	4(100.0)	9(100.0)	10(90.9)	1(100.0)	N/A	3(75.0)	30(93.8)
	Part-time	Present 1975-76	N/A	2(100.0)	N/A	N/A	N/A	2(100.0)	0(0.0)	4(100.0)
			N/A	1(100.0)	N/A	N/A	N/A	1(100.0)	0(0.0)	2(100.0)
Total	Full-time	Present 1975-76	3(9.7) <sup>2</sup>	3(9.7)	11(35.5)	9(29.0)	2(6.4)	N/A	3(9.7)	31
			3(9.4)	4(12.5)	9(28.1)	11(34.4)	1(3.1)	N/A	4(12.5)	32
	Part-time	Present 1975-76	N/A	2(50.0)	N/A	N/A	N/A	2(50.0)		4
			N/A	1(50.0)	N/A	N/A	N/A	1(50.0)		2

<sup>1,2</sup> See Table 1a for explanation of superscripts.

Table 5a. Summary on present and projected academic year 1975-76 racial composition of School of Education by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Race	Employment Status	Time Period	Officials and Managers			Technicians	Total
			Professionals	Managers	Professionals		
American Negro	Full-time	present	0 ( 0.0) <sup>1</sup>	0 ( 0.0)	N/A	0 ( 0.0)	
		1975-76	0 ( 0.0)	0 ( 0.0)		0 ( 0.0)	
	Part-time	present	N/A	0 ( 0.0)	N/A	0 ( 0.0)	
		1975-76		0 ( 0.0)		0 ( 0.0)	
Other minority groups	Full-time	present	0 ( 0.0)	0 ( 0.0)	N/A	0 ( 0.0)	
		1975-76	0 ( 0.0)	0 ( 0.0)		0 ( 0.0)	
	Part-time	present	N/A	0 ( 0.0)	N/A	0 ( 0.0)	
		1975-76		0 ( 0.0)		0 ( 0.0)	
Caucasians and Foreign Nationals	Full-time	present	2 (100.0)	7 (100.0)	N/A	9 (100.0)	
		1975-76	2 (100.0)	6 (100.0)		8 (100.0)	
	Part-time	present	N/A	1 (100.0)	N/A	1 (100.0)	
		1975-76		1 (100.0)		1 (100.0)	
Total	Full-time	present	2 ( 22.2) <sup>2</sup>	7 ( 77.8)	N/A	9	
		1975-76	2 ( 25.0)	6 ( 75.0)		8	
	Part-time	present	N/A	1 (100.0)	N/A	1	
		1975-76		1 (100.0)		1	

<sup>1,2</sup> See Table 1a. for explanation of superscripts.

Table 5b. Summary on present and projected academic year 1975-76 racial composition of School of Education by rank (EPA faculty) and by employment status.

EPA FACULTY

Race	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
American Negro	Full-time	present	0(0.0) <sup>1</sup>	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	N/A	0(0.0)
		1975-76	0(0.0)	1(6.7)	1(4.2)	3(16.7)	0(0.0)	N/A	N/A	5(7.6)
	Part-time	present	N/A	N/A	N/A	0(0.0)	N/A	N/A	0(0.0)	0(0.0)
		1975-76	N/A	N/A	N/A	0(0.0)	N/A	N/A	0(0.0)	0(0.0)
Other minority groups	Full-time	present	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	N/A	0(0.0)
		1975-76	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	N/A	0(0.0)
	Part-time	present	N/A	N/A	N/A	0(0.0)	N/A	N/A	0(0.0)	0(0.0)
		1975-76	N/A	N/A	N/A	0(0.0)	N/A	N/A	0(0.0)	0(0.0)
Caucasians & Foreign Nationals	Full-time	present	6(100.0)	12(100.0)	13(100.0)	20(100.0)	7(100.0)	N/A	N/A	58(100.0)
		1975-76	6(100.0)	14(93.3)	23(95.8)	15(83.3)	3(100.0)	N/A	N/A	61(92.4)
	Part-time	present	N/A	N/A	N/A	1(100.0)	N/A	N/A	3(100.0)	4(100.0)
		1975-76	N/A	N/A	N/A	1(100.0)	N/A	N/A	2(100.0)	3(100.0)
Total	Full-time	present	6(10.3) <sup>2</sup>	12(20.7)	13(22.4)	20(34.5)	7(12.1)	N/A	N/A	58
		1975-76	6(9.1)	15(22.7)	24(36.4)	18(27.3)	3(4.5)	N/A	N/A	66
	Part-time	present	N/A	N/A	N/A	1(25.0)	N/A	N/A	3(75.0)	4
		1975-76	N/A	N/A	N/A	1(33.3)	N/A	N/A	2(66.7)	3

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See Table 1a. for explanation of superscripts.

Table 6a. Summary on present and projected academic year 1975-76 racial composition of School of Engineering by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Race	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
American Negro	Full-time	present	0 ( 0.0) <sup>1</sup>	0 ( 0.0)	N/A	0 ( 0.0)
		1975-76	0 ( 0.0)	1 ( 2.2)		1 ( 2.0)
	Part-time	present	N/A	0 ( 0.0)	N/A	0 ( 0.0)
		1975-76		0 ( 0.0)		0 ( 0.0)
Other minority groups	Full-time	present	0 ( 0.0)	0 ( 0.0)	N/A	0 ( 0.0)
		1975-76	0 ( 0.0)	0 ( 0.0)		0 ( 0.0)
	Part-time	present	N/A	0 ( 0.0)	N/A	0 ( 0.0)
		1975-76		0 ( 0.0)		0 ( 0.0)
Caucasians and Foreign Nationals	Full-time	present	5 (100.0)	38 (100.0)	N/A	43 (100.0)
		1975-76	5 (100.0)	45 ( 97.8)		50 ( 98.0)
	Part-time	present	N/A	3 (100.0)	N/A	3 (100.0)
		1975-76		3 (100.0)		3 (100.0)
Total	Full-time	present	5 ( 11.6) <sup>2</sup>	38 ( 88.4)	N/A	43
		1975-76	5 ( 9.8)	46 ( 90.2)		51
	Part-time	present	N/A	3	N/A	3
		1975-76		3		3

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See Table 1a. for explanation of superscripts.

Table 6b. Summary on present and projected academic year 1975-76 racial composition of School of Engineering by rank (EPA faculty) and by employment status.

(EPA Faculty)

Race	Employment Status	Time Present	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
American Negro	Full-time	Present	0(0.0) <sup>1</sup>	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	0(0.0)	0(0.0)
		1975-76	0(0.0)	0(0.0)	1(2.2)	1(4.2)	1(11.1)	N/A	0(0.0)	3(2.0)
	Part-time	Present	N/A	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)
		1975-76	N/A	0(0.0)	0(0.0)	-	-	0(0.0)	-	0(0.0)
Other Minority Groups	Full-time	Present	0(0.0)	3(5.4)	2(4.5)	1(3.7)	0(0.0)	N/A	0(0.0)	6(4.0)
		1975-76	0(0.0)	3(5.2)	3(6.5)	0(0.0)	0(0.0)	N/A	0(0.0)	6(4.1)
	Part-time	Present	N/A	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)
		1975-76	N/A	0(0.0)	0(0.0)	-	-	0(0.0)	-	0(0.0)
Caucasians & Foreign Nationals	Full-time	Present	9(100.0)	53(94.6)	42(95.5)	26(96.3)	11(100.0)	N/A	4(100.0)	145(96.0)
		1975-76	9(100.0)	55(94.8)	42(91.3)	23(95.8)	8(88.9)	N/A	2(100.0)	139(93.9)
	Part-time	Present	N/A	1(100.0)	2(100.0)	1(100.0)	1(100.0)	2(100.0)	1(100.0)	8(100.0)
		1975-76	N/A	1(100.0)	3(100.0)	-	-	1(100.0)	-	5(100.0)
Total	Full-time	Present	9(6.0) <sup>2</sup>	56(37.1)	44(29.1)	27(17.9)	11(7.3)	N/A	4(2.6)	151
		1975-76	9(6.1)	58(39.1)	46(31.1)	24(16.2)	9(6.1)	N/A	2(1.4)	148
	Part-time	Present	N/A	1(12.5)	2(25.0)	1(12.5)	1(12.5)	2(25.0)	1(12.5)	8
		1975-76	N/A	1(20.0)	3(60.0)	-	-	1(20.0)	-	5

<sup>1,2</sup> See Table 1a for explanation of superscripts.

Table 7a. Summary on present and projected academic year 1975-76 racial composition of School of Forest Resources by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY						
Race	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
American Negro	Full-time	present 1975-76	N/A	0 ( 0.0) <sup>1</sup> 0 ( 0.0)	N/A	0 ( 0.0) 0 ( 0.0)
	Part-time	present 1975-76	N/A	N/A	N/A	N/A
Other minority groups	Full-time	present 1975-76	N/A	0 ( 0.0) 0 ( 0.0)	N/A	0 ( 0.0) 0 ( 0.0)
	Part-time	present 1975-76	N/A	N/A	N/A	N/A
Caucasians and Foreign Nationals	Full-time	present 1975-76	N/A	5 (100.0) <sup>2</sup> 5 (100.0)	N/A	5 (100.0) 5 (100.0)
	Part-time	present 1975-76	N/A	N/A	N/A	N/A
Total	Full-time	present 1975-76	N/A	5 (100.0) 5 (100.0)	N/A	5
	Part-time	present 1975-76	N/A	N/A	N/A	N/A

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See Table 1a. for explanation of superscripts.



Table 7b. Summary on present and projected academic year 1975-76 racial composition of School of Forest Resources by rank (EPA faculty) and by employment status.

EPA FACULTY

Race	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
American Negro	Full-time	present	0(0.0) <sup>1</sup>	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	N/A	0(0.0)
		1975-76	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	N/A	0(0.0)
	Part-time	present	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Other minority groups	Full-time	present	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	N/A	0(0.0)
		1975-76	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	N/A	0(0.0)
	Part-time	present	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Caucasians & Foreign Nationals	Full-time	present	3(100.0)	14(100.0)	16(100.0)	9(100.0)	8(100.0)	N/A	N/A	50(100.0)
		1975-76	3(100.0)	15(100.0)	15(100.0)	15(100.0)	4(100.0)	N/A	N/A	52(100.0)
	Part-time	present	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total	Full-time	present	3(6.0) <sup>2</sup>	14(28.0)	16(32.0)	9(18.0)	8(16.0)	N/A	N/A	50
		1975-76	3(5.8)	15(28.8)	15(28.8)	15(28.8)	4(7.8)	N/A	N/A	52
	Part-time	present	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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See Table 1a. for explanation of superscripts.

Table 8a. Summary on present and projected academic year 1975-76 racial composition of School of Liberal Arts by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Race	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
American Negro	Full-time	present 1975-76	NOT APPLICABLE TO SCHOOL OF LIBERAL ARTS			
	Part-time	present 1975-76				
Other minority groups	Full-time	present 1975-76				
	Part-time	present 1975-76				
Caucasians and Foreign Nationals	Full-time	present 1975-76				
	Part-time	present 1975-76				
Total	Full-time	present 1975-76				
	Part-time	present 1975-76				

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See Table 1a. for explanation of superscripts.

Table 8b. Summary on present and projected academic year 1975-76 racial composition of School of Liberal Arts by rank (EPA faculty) and by employment status.

EPA FACULTY

Race	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
American Negro	Full-time	present	0(0.0) <sup>1</sup>	0(0.0)	1(2.0)	1(1.3)	3(5.1)	N/A	N/A	5(2.2)
		1975-76	0(0.0)	1(2.5)	3(4.1)	4(4.9)	5(13.9)	N/A	N/A	13(5.4)
	Part-time	present	N/A	0(0.0)	0(0.0)	0(0.0)	1(6.2)	1(100.0)	N/A	2(9.1)
		1975-76	N/A	-	0(0.0)	0(0.0)	0(0.0)	0(0.0)	-	N/A
Other minority groups	Full-time	present	1(12.5)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	N/A	1(0.4)
		1975-76	1(12.5)	0(0.0)	0(0.0)	1(1.2)	1(2.8)	N/A	N/A	3(1.3)
	Part-time	present	N/A	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	0(0.0)
		1975-76	N/A	-	0(0.0)	0(0.0)	0(0.0)	0(0.0)	-	N/A
Caucasians & Foreign Nationals	Full-time	present	7(87.5)	27(100.0)	50(98.0)	78(98.7)	56(94.9)	N/A	N/A	218(97.3)
		1975-76	7(87.5)	40(97.5)	70(95.9)	76(93.8)	30(83.3)	N/A	N/A	223(93.3)
	Part-time	present	N/A	1(100.0)	2(100.0)	2(100.0)	15(93.7)	0(0.0)	N/A	20(90.9)
		1975-76	N/A	-	3(100.0)	2(100.0)	3(100.0)	-	N/A	8(100.0)
Total	Full-time	present	8(3.6) <sup>2</sup>	27(12.1)	51(22.8)	79(35.2)	59(26.3)	N/A	N/A	224
		1975-76	8(3.3)	41(17.2)	73(30.5)	81(33.9)	36(15.1)	N/A	N/A	239
	Part-time	present	N/A	1(4.5)	2(9.1)	2(9.1)	16(72.8)	1(4.5)	N/A	22
		1975-76	N/A	-	3(37.5)	2(25.0)	3(37.5)	-	N/A	8

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See Table 1a. for explanation of superscripts.

Table 9a. Summary on present and projected academic year 1975-76 racial composition of School of Physical and Mathematical Sciences by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY						
Race	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
American Negro	Full-time	present 1975-76	N/A	0 ( 0.0) <sup>1</sup> 0 ( 0.0)	0 ( 0.0) 0 ( 0.0)	0 ( 0.0) 0 ( 0.0)
	Part-time	present 1975-76	N/A	0 ( 0.0) 0 ( 0.0)	N/A	0 ( 0.0) 0 ( 0.0)
Other minority groups	Full-time	present 1975-76	N/A	0 ( 0.0) 0 ( 0.0)	0 ( 0.0) 0 ( 0.0)	0 ( 0.0) 0 ( 0.0)
	Part-time	present 1975-76	N/A	0 ( 0.0) 0 ( 0.0)	N/A	0 ( 0.0) 0 ( 0.0)
Caucasians and Foreign Nationals	Full-time	present 1975-76	N/A	9 (100.0) 10 (100.0)	2 (100.0) 2 (100.0)	11 (100.0) 12 (100.0)
	Part-time	present 1975-76	N/A	3 (100.0) 1 (100.0)	N/A	3 (100.0) 1 (100.0)
Total	Full-time	present 1975-76	N/A	9 ( 81.8) <sup>2</sup> 10 ( 83.3)	2 ( 18.2) 2 ( 16.7)	11 12
	Part-time	present 1975-76	N/A	3 (100.0) 1 (100.0)	N/A	3 1

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See Table 1a. for explanation of superscripts.

Table 9b. Summary on present and projected academic year 1975-76 racial composition of School of Physical and Mathematical Sciences by rank (EPA faculty) and by employment status.

EPA FACULTY

Race	Employment Status	Time Period	Department Head	EPA FACULTY							Total
				Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other		
American Negro	Full-time	present	0(0.0) <sup>1</sup>	0(0.0)	0(0.0)	0(0.0)	1(5.6)	N/A	N/A	1(0.6)	
		1975-76	0(0.0)	0(0.0)	0(0.0)	1(7.7)	N/A	N/A	2(1.1)		
	Part-time	present	N/A	0(0.0)	N/A	N/A	0(0.0)	N/A	N/A	0(0.0)	
		1975-76	N/A	0(0.0)	N/A	N/A	0(0.0)	N/A	N/A	0(0.0)	
Other minority groups	Full-time	present	0(0.0)	2(3.4)	1(2.6)	3(5.4)	0(0.0)	N/A	N/A	6(3.4)	
		1975-76	0(0.0)	2(2.9)	5(10.0)	0(0.0)	0(0.0)	N/A	N/A	7(3.8)	
	Part-time	present	N/A	0(0.0)	N/A	N/A	0(0.0)	N/A	N/A	0(0.0)	
		1975-76	N/A	0(0.0)	N/A	N/A	0(0.0)	N/A	N/A	0(0.0)	
Caucasians & Foreign Nationals	Full-time	present	6(100.0)	56(96.6)	37(97.4)	53(94.6)	17(94.4)	N/A	N/A	169(96.0)	
		1975-76	6(100.0)	67(97.1)	45(90.0)	44(97.8)	12(92.3)	N/A	N/A	174(95.1)	
	Part-time	present	N/A	2(100.0)	N/A	N/A	1(100.0)	N/A	N/A	3(100.0)	
		1975-76	N/A	1(100.0)	N/A	N/A	1(100.0)	N/A	N/A	2(100.0)	
Total	Full-time	present	6(3.4) <sup>2</sup>	58(33.0)	38(21.6)	56(31.8)	18(10.2)	N/A	N/A	176	
		1975-76	6(3.3)	69(37.7)	50(27.3)	45(24.6)	13(7.1)	N/A	N/A	183	
	Part-time	present	N/A	2(66.7)	N/A	N/A	1(33.3)	N/A	N/A	3	
		1975-76	N/A	1(50.0)	N/A	N/A	1(50.0)	N/A	N/A	2	

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See Table 1a. for explanation of superscripts.

Table 10a. Summary on present and projected academic year 1975-76 racial composition of School of Textiles by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Race	Employment Status	Time Period	Officials and			Total
			Managers	Professionals	Technicians	
American Negro	Full-time	present 1975-76	0 ( 0.0) <sup>1</sup> 0 ( 0.0)	0 ( 0.0) 0 ( 0.0)	0 ( 0.0) 0 ( 0.0)	0 ( 0.0) 0 ( 0.0)
	Part-time	present 1975-76	N/A	0 ( 0.0) 0 ( 0.0)	N/A	0 ( 0.0) 0 ( 0.0)
Other minority groups	Full-time	present 1975-76	0 ( 0.0) 0 ( 0.0)	0 ( 0.0) 0 ( 0.0)	0 ( 0.0) 0 ( 0.0)	0 ( 0.0) 0 ( 0.0)
	Part-time	present 1975-76	N/A	0 ( 0.0) 0 ( 0.0)	N/A	0 ( 0.0) 0 ( 0.0)
Caucasians and Foreign Nationals	Full-time	present 1975-76	4 (100.0) 4 (100.0)	6 (100.0) 6 (100.0)	1 (100.0) 1	11 (100.0) 11 (100.0)
	Part-time	present 1975-76	N/A	1 (100.0) 1 (100.0)	N/A	1 (100.0) 1 (100.0)
Total	Full-time	present 1975-76	4 ( 36.4) <sup>2</sup> 4 ( 36.4)	6 ( 54.5) 6 ( 54.5)	1 ( 9.1) 1 ( 9.1)	11 11
	Part-time	present 1975-76	N/A	1 (100.0) 1 (100.0)	N/A	1 1

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See Table 1a. for explanation of superscripts.

Table 10b. Summary on present and projected academic year 1975-76 racial composition of School of Textiles by rank (EPA faculty) and by employment status.

EPA FACULTY

Race	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
American Negro	Full-time	present	0(0.0) <sup>1</sup>	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	0(0.0)
		1975-76	0(0.0)	0(0.0)	0(0.0)	0(0.0)	1(100.0)	0(0.0)	N/A	1(2.6)
	Part-time	present	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Other minority groups	Full-time	present	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	0(0.0)
		1975-76	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	0(0.0)
	Part-time	present	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Caucasians & Foreign Nationals	Full-time	present	2(100.0)	7(100.0)	17(100.0)	10(100.0)	1(100.0)	1(100.0)	N/A	38(100.0)
		1975-76	2(100.0)	9(100.0)	17(100.0)	8(100.0)	0(0.0)	1(100.0)	N/A	37(97.4)
	Part-time	present	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total	Full-time	present	2(5.3) <sup>2</sup>	7(18.4)	17(44.8)	10(26.3)	1(2.6)	1(2.6)	N/A	38
		1975-76	2(5.3)	9(23.7)	17(44.8)	8(21.0)	1(2.6)	1(2.6)	N/A	38
	Part-time	present	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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See Table 1a. for explanation of superscripts.

Table 11a. Summary on present and projected academic year 1975-76 racial composition of Administration and special units by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Race	Employment Status	Time Period	Officials and Managers			Technicians	Total
			Professionals	Managers	Managers		
American Negro	Full-time	present	0 ( 0.0) <sup>1</sup>	0 ( 0.0)	N/A	0 ( 0.0)	
		1975-76	2 ( 4.0)	1 ( 4.0)		3 ( 4.0)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76					
Other minority groups	Full-time	present	0 ( 0.0)	0 ( 0.0)	N/A	0 ( 0.0)	
		1975-76	0 ( 0.0)	0 ( 0.0)		0 ( 0.0)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76					
Caucasians and Foreign Nationals	Full-time	present	50 (100.0)	25 (100.0)	N/A	75 (100.0)	
		1975-76	48 ( 96.0)	24 ( 96.0)		72 ( 96.0)	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76					
Total	Full-time	present	50 ( 66.7) <sup>2</sup>	25 ( 33.3)	N/A	75	
		1975-76	50 ( 66.7)	25 ( 33.3)		75	
	Part-time	present	N/A	N/A	N/A	N/A	
		1975-76					

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See Table 1a. for explanation of superscripts.



Table 11b. Summary on present and projected academic year 1975-76 racial composition of Administrative and Special Units by rank (EPA faculty) and by employment status.

EPA FACULTY

Race	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
American Negro	Full-time	present	N/A	0(0.0) <sup>1</sup>	N/A	N/A	0(0.0)	N/A	N/A	0(0.0)
		1975-76	N/A	0(0.0)	N/A	N/A	0(0.0)	N/A	N/A	0(0.0)
	Part-time	present	N/A	N/A	N/A	0(0.0)	N/A	N/A	N/A	0(0.0)
		1975-76	N/A	N/A	N/A	0(0.0)	N/A	N/A	N/A	0(0.0)
Other minority groups	Full-time	present	N/A	0(0.0)	N/A	N/A	0(0.0)	N/A	N/A	0(0.0)
		1975-76	N/A	0(0.0)	N/A	N/A	0(0.0)	N/A	N/A	0(0.0)
	Part-time	present	N/A	N/A	N/A	0(0.0)	N/A	N/A	N/A	0(0.0)
		1975-76	N/A	N/A	N/A	0(0.0)	N/A	N/A	N/A	0(0.0)
Caucasians & Foreign Nationals	Full-time	present	N/A	2(100.0)	N/A	N/A	2(100.0)	N/A	N/A	4(100.0)
		1975-76	N/A	2(100.0)	N/A	N/A	2(100.0)	N/A	N/A	4(100.0)
	Part-time	present	N/A	N/A	N/A	1(100.0)	N/A	N/A	N/A	1(100.0)
		1975-76	N/A	N/A	N/A	1(100.0)	N/A	N/A	N/A	1(100.0)
Total	Full-time	present	N/A	2(50.0) <sup>2</sup>	N/A	N/A	2(50.0)	N/A	N/A	4
		1975-76	N/A	2(50.0)	N/A	N/A	2(50.0)	N/A	N/A	4
	Part-time	present	N/A	N/A	N/A	1(100.0)	N/A	N/A	N/A	1
		1975-76	N/A	N/A	N/A	1(100.0)	N/A	N/A	N/A	1

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See Table 1a. for explanation of superscripts.

Table 12a. Summary on present and projected academic year 1975-76 racial composition of Division of Business Affairs by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Race	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
American Negro	Full-time	present 1975-76	NOT APPLICABLE TO DIVISION OF BUSINESS AFFAIRS			
	Part-time	present 1975-76				
Other minority groups	Full-time	present 1975-76				
	Part-time	present 1975-76				
Caucasians and Foreign Nationals	Full-time	present 1975-76				
	Part-time	present 1975-76				
Total	Full-time	present 1975-76				
	Part-time	present 1975-76				

Table 12b. Summary on present and projected academic year 1975-76 racial composition of Division of Business Affairs by rank (EPA faculty) and by employment status.

(EPA Faculty)

Race	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
American Negro	Full-time	Present 1975-76								
	Part-time	Present 1975-76								
Other Minority Groups	Full-time	Present 1975-76								
	Part-time	Present 1975-76								
Caucasians & Foreign Nationals	Full-time	Present 1975-76								
	Part-time	Present 1975-76								
Total	Full-time	Present 1975-76								
	Part-time	Present 1975-76								

NOT APPLICABLE

TO

DIVISION OF

BUSINESS AFFAIRS

Table 13a. Summary on present and projected academic year 1975-76 racial composition of D. H. Hill Library by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY						
Race	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
American Negro	Full-time	present 1975-76	N/A	0 ( 0.0) <sup>1</sup> 2 ( 8.0)	N/A	0 ( 0.0) 2 ( 8.0)
	Part-time	present 1975-76	N/A	N/A	N/A	N/A
Other minority groups	Full-time	present 1975-76	N/A	0 ( 0.0) 1 ( 4.0)	N/A	0 ( 0.0) 1 ( 4.0)
	Part-time	present 1975-76	N/A	N/A	N/A	N/A
Caucasians and Foreign Nationals	Full-time	present 1975-76	N/A	22 (100.0) 22 ( 88.0)	N/A	22 (100.0) 22 ( 88.0)
	Part-time	present 1975-76	N/A	N/A	N/A	N/A
Total	Full-time	present 1975-76	N/A	22 (100.0) <sup>2</sup> 25 (100.0)	N/A	22 25
	Part-time	present 1975-76	N/A	N/A	N/A	N/A

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See Table 1a. for explanation of superscripts.

Table 13b. Summary on present and projected academic year 1975-76 racial composition of D. H. Hill Library by rank (EPA faculty) and by employment status.

(EPA Faculty)

Race	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
American Negro	Full-time	Present 1975-76								
	Part-time	Present 1975-76								
Other Minority Groups	Full-time	Present 1975-76								
	Part-time	Present 1975-76								
Caucasians & Foreign Nationals	Full-time	Present 1975-76								
	Part-time	Present 1975-76								
Total	Full-time	Present 1975-76								
	Part-time	Present 1975-76								

NOT APPLICABLE

TO

D. H. Hill Library

Table 14a. Summary on present and projected academic year 1975-76 racial composition of Division of Student Affairs by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Race	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
American Negro	Full-time	present	0 ( 0.0) <sup>1</sup>	3 ( 8.3)	N/A	3 ( 5.7)
		1975-76	0 ( 0.0)	6 ( 15.8)		6 ( 10.9)
	Part-time	present	N/A	1 ( 25.0)	N/A	1 ( 25.0)
		1975-76		0 ( 0.0)		0 ( 0.0)
Other minority groups	Full-time	present	0 ( 0.0)	0 ( 0.0)	N/A	0 ( 0.0)
		1975-76	0 ( 0.0)	0 ( 0.0)		0 ( 0.0)
	Part-time	present	N/A	0 ( 0.0)	N/A	0 ( 0.0)
		1975-76		0 ( 0.0)		0 ( 0.0)
Caucasians and Foreign Nationals	Full-time	present	17 (100.0)	33 ( 91.7)	N/A	50 ( 94.3)
		1975-76	17 (100.0)	32 ( 84.2)		49 ( 89.1)
	Part-time	present	N/A	3 (.75.0)	N/A	3 ( 75.0)
		1975-76		2 (100.0)		2 (100.0)
Total	Full-time	present	17 ( 32.1) <sup>2</sup>	36 ( 67.9)	N/A	53
		1975-76	17 ( 30.9)	38 ( 69.1)		55
	Part-time	present	N/A	4 (100.0)	N/A	4
		1975-76		2 (100.0)		2

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See Table 1a. for explanation of superscripts.



Table 15a. Summary on present and projected academic year 1975-76 racial composition of University Extension by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Race	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
American Negro	Full-time	present	2 ( 22.2) <sup>1</sup>	1 ( 4.0)	N/A	3 ( 8.8)
		1975-76	2 ( 22.2)	2 ( 11.1)		4 ( 14.8)
	Part-time	present	N/A	N/A	N/A	N/A
		1975-76				
Other minority groups	Full-time	present	0 ( 0.0)	0 ( 0.0)	N/A	0 ( 0.0)
		1975-76	0 ( 0.0)	0 ( 0.0)		0 ( 0.0)
	Part-time	present	N/A	N/A	N/A	N/A
		1975-76				
Caucasians and Foreign Nationals	Full-time	present	7 ( 77.8)	24 ( 96.0)	N/A	31 ( 91.2)
		1975-76	7 ( 77.8)	16 ( 88.9)		23 ( 85.2)
	Part-time	present	N/A	N/A	N/A	N/A
		1975-76				
Total	Full-time	present	9 ( 26.5) <sup>2</sup>	25 ( 73.5)	N/A	34
		1975-76	9 ( 33.3)	18 ( 66.7)		27
	Part-time	present	N/A	N/A	N/A	N/A
		1975-76				

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See Table 1a. for explanation of superscripts.





Table 16a. Summary on present and projected academic year 1975-76 sexual composition of School of Agriculture and Life Sciences by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY						
Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present	7 ( 29.2) <sup>1</sup>	37 ( 32.2)	N/A	44 ( 31.7)
		1975-76	7 ( 29.2)	38 ( 32.2)		45 ( 31.7)
	Part-time	present	N/A	N/A	N/A	N/A
		1975-76				
Male	Full-time	present	17 ( 70.8)	78 ( 67.8)	N/A	95 ( 68.3)
		1975-76	17 ( 70.8)	80 ( 67.8)		97 ( 68.3)
	Part-time	present	N/A	N/A	N/A	N/A
		1975-76				
Total	Full-time	present	24 ( 17.3) <sup>2</sup>	115 ( 82.7)	N/A	139
		1975-76	24 ( 16.9)	118 ( 83.1)		142
	Part-time	present	N/A	N/A	N/A	N/A
		1975-76				

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See Table 1a. for explanation of superscripts.

Table 16b. Summary on present and projected academic year 1975-76 sexual composition of School of Agriculture and Life Sciences by rank (EPA faculty) and by employment status.

EPA FACULTY

Sex	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
Female	Full-time	present	1(5.0) <sup>1</sup>	1(0.6)	2(1.7)	8(7.8)	2(9.1)	N/A	-	14(3.2)
		1975-76	1(4.8)	4(2.0)	8(5.7)	16(14.7)	3(25.0)	N/A	0(0.0)	32(6.6)
	Part-time	present	N/A	N/A	0(0.0)	N/A	1(50.0)	1(100.0)	0(0.0)	2(40.0)
		1975-76	N/A	N/A	0(0.0)	N/A	1(100.0)	1(100.0)	0(0.0)	2(50.0)
Male	Full-time	present	19(95.0)	171(99.4)	117(98.3)	94(92.2)	20(90.9)	N/A	-	421(96.8)
		1975-76	20(95.2)	199(98.0)	132(94.3)	93(85.3)	9(75.0)	N/A	1(100.0)	454(93.4)
	Part-time	present	N/A	N/A	1(100.0)	N/A	1(50.0)	0(0.0)	1(100.0)	3(60.0)
		1975-76	N/A	N/A	1(100.0)	N/A	0(0.0)	0(0.0)	1(100.0)	2(50.0)
Total	Full-time	present	20(4.5) <sup>2</sup>	172(39.6)	119(27.4)	102(23.4)	22(5.1)	N/A	-	435
		1975-76	21(4.3)	203(41.8)	140(28.8)	109(22.4)	12(2.5)	N/A	1(0.2)	486
	Part-time	present	N/A	N/A	1(20.0)	N/A	2(40.0)	1(20.0)	1(20.0)	5
		1975-76	N/A	N/A	1(25.0)	N/A	1(25.0)	1(25.0)	1(25.0)	4

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See Table 1a. for explanation of superscripts.

Table 17a. Summary on present and projected academic year 1975-76 sexual composition of School of Design by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present 1975-76				
	Part-time	present 1975-76	NOT APPLICABLE TO SCHOOL OF DESIGN			
Male	Full-time	present 1975-76				
	Part-time	present 1975-76				
Total	Full-time	present 1975-76				
	Part-time	present 1975-76				

Table 17b. Summary on present and projected academic year 1975-76 sexual composition of School of Design by rank (EPA faculty) and by employment status.

EPA FACULTY

Sex	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
Female	Full-time	present	0(0.0) <sup>1</sup>	0(0.0)	0(0.0)	0(0.0)	1(50.0)	N/A	1(33.3)	2(6.5)
		1975-76	0(0.0)	0(0.0)	0(0.0)	3(27.2)	0(0.0)	N/A	2(50.0)	5(15.6)
	Part-time	present	N/A	0(0.0)	N/A	N/A	N/A	0(0.0)	N/A	0
		1975-76	N/A	0(0.0)	N/A	N/A	N/A	0(0.0)	N/A	0
Male	Full-time	present	3(100.0)	3(100.0)	11(100.0)	9(100.0)	1(50.0)	N/A	2(66.7)	29(93.5)
		1975-76	3(100.0)	4(100.0)	9(100.0)	8(72.8)	1(100.0)	N/A	2(50.0)	27(83.4)
	Part-time	present	N/A	2(100.0)	N/A	N/A	N/A	2(100.0)	N/A	4(100.0)
		1975-76	N/A	1(100.0)	N/A	N/A	N/A	1(100.0)	N/A	2(100.0)
Total	Full-time	present	3(9.7) <sup>2</sup>	3(9.7)	11(35.5)	9(29.0)	2(6.4)	N/A	3(9.7)	31
		1975-76	3(9.4)	4(12.5)	9(28.1)	11(34.4)	1(3.1)	N/A	4(12.5)	32
	Part-time	present	N/A	2(50.0)	N/A	N/A	N/A	2(50.0)	N/A	4
		1975-76	N/A	1(50.0)	N/A	N/A	N/A	1(50.0)	N/A	2

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See Table 1a. for explanation of superscripts.

Table 18a. Summary on present and projected academic year 1975-76 sexual composition of School of Education by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present	1 ( 50.0) <sup>1</sup>	2 ( 28.6)	N/A	3 ( 33.3)
		1975-76	1 ( 50.0)	2 ( 28.6)		3 ( 33.3)
	Part-time	present	N/A	1 (100.0)	N/A	1 (100.0)
		1975-76		1 (100.0)		1 (100.0)
Male	Full-time	present	1 ( 50.0)	5 ( 71.4)	N/A	6 ( 66.7)
		1975-76	1 ( 50.0)	5 ( 71.4)		6 ( 66.7)
	Part-time	present	N/A	0 ( 0.0)	N/A	0 ( 0.0)
		1975-76		0 ( 0.0)		0 ( 0.0)
Total	Full-time	present	2 ( 22.2) <sup>2</sup>	7 ( 77.8)	N/A	9
		1975-76	2 ( 22.2)	7 ( 77.8)		9
	Part-time	present	N/A	1 (100.0)	N/A	1
		1975-76		1 (100.0)		1

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See Table 1a. for explanation of superscripts.

Table 18b. Summary on present and projected academic year 1975-76 sexual composition of School of Education by rank (EPA faculty) and by employment status.

EPA FACULTY

Sex	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
Female	Full-time	present	0(0.0) <sup>1</sup>	0(0.0)	0(0.0)	3(15.0)	3(42.9)	N/A	N/A	6(10.3)
		1975-76	0(0.0)	0(0.0)	4(16.7)	5(27.8)	1(33.3)	N/A	N/A	10(15.2)
	Part-time	present	N/A	N/A	N/A	0(0.0)	N/A	N/A	1(33.3)	1(25.0)
		1975-76	N/A	N/A	N/A	1(100.0)	N/A	N/A	1(50.0)	2(66.7)
Male	Full-time	present	6(100.0)	12(100.0)	13(100.0)	17(85.0)	4(57.1)	N/A	N/A	52(89.7)
		1975-76	6(100.0)	15(100.0)	20(83.3)	13(72.2)	2(66.7)	N/A	N/A	56(84.8)
	Part-time	present	N/A	N/A	N/A	1(100.0)	N/A	N/A	2(66.7)	3(75.0)
		1975-76	N/A	N/A	N/A	0(0.0)	N/A	N/A	1(50.0)	1(33.3)
Total	Full-time	present	6(10.3) <sup>2</sup>	12(20.7)	13(22.4)	20(34.5)	7(12.1)	N/A	N/A	58
		1975-76	6(9.1)	15(22.7)	24(36.4)	18(27.3)	3(4.5)	N/A	N/A	66
	Part-time	present	N/A	N/A	N/A	1(25.0)	N/A	N/A	3(75.0)	4
		1975-76	N/A	N/A	N/A	1(33.3)	N/A	N/A	2(66.7)	3

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See Table 1a. for explanation of superscripts.

Table 19a. Summary on present and projected academic year 1975-76 sexual composition of School of Engineering by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present	0 ( 0.0) <sup>1</sup>	1 ( 2.6)	N/A	1 ( 2.3)
		1975-76	0 ( 0.0)	1 ( 2.2)		1 ( 2.0)
	Part-time	present	N/A	1 ( 33.3)	N/A	1 ( 33.3)
		1975-76		1 ( 33.3)		1 ( 33.3)
Male	Full-time	present	5 (100.0)	37 ( 97.4)	N/A	42 ( 97.7)
		1975-76	5 (100.0)	45 ( 97.8)		50 ( 98.0)
	Part-time	present	N/A	2 ( 66.7)	N/A	2 ( 66.7)
		1975-76		2 ( 66.7)		2 ( 66.7)
Total	Full-time	present	5 ( 11.6) <sup>2</sup>	38 ( 88.4)	N/A	43
		1975-76	5 ( 9.8)	46 ( 90.2)		51
	Part-time	present	N/A	3 (100.0)	N/A	3
		1975-76		3 (100.0)		3

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See Table 1a. for explanation of superscripts.



Table 19b. Summary on present and projected academic year 1975-76 sexual composition of School of Engineering by rank (EPA faculty) and by employment status.

EPA FACULTY

Sex	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
Female	Full-time	present 1975-76	0(0.0) <sup>1</sup>	0(0.0)	1(2.3)	0(0.0)	0(0.0)	N/A	0(0.0)	1(0.7)
			0(0.0)	0(0.0)	1(2.2)	2(8.3)	0(0.0)	N/A	0(0.0)	3(2.0)
	Part-time	present 1975-76	N/A N/A	0(0.0) 0(0.0)	0(0.0) 0(0.0)	0(0.0) -	0(0.0) -	0(0.0) 0(0.0)	0(0.0) -	0(0.0) 0(0.0)
Male	Full-time	present 1975-76	9(100.0)	56(100.0)	43(97.7)	27(100.0)	11(100.0)	N/A	4(100.0)	150(99.3)
			9(100.0)	58(100.0)	45(97.8)	22(91.7)	9(100.0)	N/A	2(100.0)	145(98.0)
	Part-time	present 1975-76	N/A N/A	1(100.0) 1(100.0)	2(100.0) 3(100.0)	1(100.0) -	1(100.0) -	2(100.0) 1(100.0)	1(100.0) -	8(100.0) 5(100.0)
Total	Full-time	present 1975-76	9(6.0) <sup>2</sup>	56(37.1)	44(29.1)	27(17.9)	11(7.3)	N/A	4(2.6)	151
			9(6.1)	58(39.1)	46(31.1)	24(16.2)	9(6.1)	N/A	2(1.4)	148
	Part-time	present 1975-76	N/A N/A	1(12.5) 1(20.0)	2(25.0) 3(60.0)	1(12.5) -	1(12.5) -	2(25.0) 1(20.0)	1(12.5) -	8 5

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See Table 1a. for explanation of superscripts.

Table 20a. Summary on present and projected academic year 1975-76 sexual composition of School of Forest Resources by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present 1975-76	N/A	0 ( 0.0) <sup>1</sup>	N/A	0 ( 0.0)
				0 ( 0.0)		0 ( 0.0)
	Part-time	present 1975-76	N/A	N/A	N/A	N/A
Male	Full-time	present 1975-76	N/A	5 (100.0)	N/A	5 (100.0)
				5 (100.0)		5 (100.0)
	Part-time	present 1975-76	N/A	N/A	N/A	N/A
Total	Full-time	present 1975-76	N/A	5 (100.0) <sup>2</sup>	N/A	5
				5 (100.0)		5
	Part-time	present 1975-76	N/A	N/A	N/A	N/A

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See Table 1a. for explanation of superscripts.

Table 20b. Summary on present and projected academic year 1975-76 sexual composition of School of Forest Resources by rank (EPA faculty) and by employment status.

EPA FACULTY

Sex	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
Female	Full-time	present	0(0.0) <sup>1</sup>	0(0.0)	0(0.0)	0(0.0)	0(0.0)	N/A	N/A	0(0.0)
		1975-76	0(0.0)	0(0.0)	0(0.0)	1(6.7)	0(0.0)	N/A	N/A	1(1.9)
	Part-time	present	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Male	Full-time	present	3(100.0)	14(100.0)	16(100.0)	9(100.0)	8(100.0)	N/A	N/A	50(100.0)
		1975-76	3(100.0)	15(100.0)	15(100.0)	14(93.3)	4(100.0)	N/A	N/A	51(98.1)
	Part-time	present	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total	Full-time	present	3(6.0) <sup>2</sup>	14(28.0)	16(32.0)	9(18.0)	8(16.0)	N/A	N/A	50
		1975-76	3(5.8)	15(28.8)	15(28.8)	15(28.8)	4(7.8)	N/A	N/A	52
	Part-time	present	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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See Table 1a. for explanation of superscripts.

Table 21a. Summary on present and projected academic year 1975-76 sexual composition of School of Liberal Arts by job classification (EPA nonfaculty) and by employment status..

EPA NONFACULTY

Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present 1975-76	NOT APPLICABLE TO SCHOOL OF LIBERAL ARTS			
	Part-time	present 1975-76				
Male	Full-time	present 1975-76				
	Part-time	present 1975-76				
Total	Full-time	present 1975-76				
	Part-time	present 1975-76				

Table 21b. Summary on present and projected academic year 1975-76 sexual composition of School of Liberal Arts by rank (EPA faculty) and by employment status.

EPA FACULTY

Sex	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
Female	Full-time	present	0(0.0) <sup>1</sup>	1(3.7)	2(3.9)	16(20.3)	15(25.4)	N/A	N/A	34(15.2)
		1975-76	0(0.0)	3(7.3)	7(9.6)	21(25.9)	16(44.4)	N/A	N/A	47(19.7)
	Part-time	present	N/A	0(0.0)	0(0.0)	0(0.0)	5(31.2)	0(0.0)	N/A	5(22.7)
		1975-76	N/A	-	0(0.0)	1(50.0)	3(100.0)	-	N/A	4(50.0)
Male	Full-time	present	8(100.0)	26(96.3)	49(96.1)	63(79.3)	44(74.6)	N/A	N/A	190(84.8)
		1975-76	8(100.0)	38(92.7)	66(90.4)	60(74.1)	20(55.6)	N/A	N/A	192(80.3)
	Part-time	present	N/A	1(100.0)	2(100.0)	2(100.0)	11(68.8)	1(100.0)	N/A	17(77.3)
		1975-76	N/A	-	3(100.0)	1(50.0)	0(0.0)	-	N/A	4(50.0)
Total	Full-time	present	8(3.6) <sup>2</sup>	27(12.1)	51(22.8)	79(35.2)	59(26.3)	N/A	N/A	224
		1975-76	8(3.3)	41(17.2)	73(30.5)	81(33.9)	36(15.1)	N/A	N/A	239
	Part-time	present	N/A	1(4.5)	2(9.1)	2(9.1)	16(72.8)	1(4.5)	N/A	22
		1975-76	N/A	-	3(37.5)	2(25.0)	3(37.5)	-	N/A	8

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See Table 1a. for explanation of superscripts.

Table 22a. Summary on present and projected academic year 1975-76 sexual composition of School of Physical and Mathematical Sciences by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present 1975-76	N/A	0 ( 0.0) <sup>1</sup>	2 (100.0)	2 ( 18.2)
				0 ( 0.0)	2 (100.0)	2 ( 16.7)
	Part-time	present 1975-76	N/A	0 ( 0.0) 0 ( 0.0)	N/A	0 ( 0.0) 0 ( 0.0)
Male	Full-time	present 1975-76	N/A	9 (100.0)	0 ( 0.0)	9 ( 81.8)
				10 (100.0)	0 ( 0.0)	10 ( 83.3)
	Part-time	present 1975-76	N/A	3 (100.0) 1 (100.0)	N/A	3 (100.0) 1 (100.0)
Total	Full-time	present 1975-76	N/A	9 ( 81.8) <sup>2</sup>	2 ( 18.2)	11
				10 ( 83.3)	2 ( 16.7)	12
	Part-time	present 1975-76	N/A	3 (100.0) 1 (100.0)	N/A	3 1

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See Table 1a. for explanation of superscripts.

Table 22b. Summary on present and projected academic year 1975-76 sexual composition of School of Physical and Mathematical Sciences by rank (EPA faculty) and by employment status.

EPA FACULTY

Sex	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
Female	Full-time	present	0(0.0) <sup>1</sup>	0(0.0)	0(0.0)	3(5.4)	6(33.3)	N/A	N/A	9(5.1)
		1975-76	0(0.0)	1(1.4)	1(2.0)	7(15.6)	4(30.8)	N/A	N/A	13(7.1)
	Part-time	present	N/A	0(0.0)	N/A	N/A	0(0.0)	N/A	N/A	0(0.0)
		1975-76	N/A	0(0.0)	N/A	N/A	0(0.0)	N/A	N/A	0(0.0)
Male	Full-time	present	6(100.0)	58(100.0)	38(100.0)	53(94.6)	12(66.7)	N/A	N/A	167(94.9)
		1975-76	6(100.0)	68(98.6)	49(98.0)	38(84.4)	9(69.2)	N/A	N/A	170(92.9)
	Part-time	present	N/A	2(100.0)	N/A	N/A	1(100.0)	N/A	N/A	3(100.0)
		1975-76	N/A	1(100.0)	N/A	N/A	1(100.0)	N/A	N/A	2(100.0)
Total	Full-time	present	6(3.4) <sup>2</sup>	58(33.0)	38(21.6)	56(31.8)	18(10.2)	N/A	N/A	176
		1975-76	6(3.3)	69(37.7)	50(27.3)	45(24.6)	13(7.1)	N/A	N/A	183
	Part-time	present	N/A	2(66.7)	N/A	N/A	1(33.3)	N/A	N/A	3
		1975-76	N/A	1(50.0)	N/A	N/A	1(50.0)	N/A	N/A	2

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See Table 1a. for explanation of superscripts.

Table 23a. Summary on present and projected academic year 1975-76 sexual composition of School of Textiles by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present	0 ( 0.0) <sup>1</sup>	1 ( 16.7)	0 ( 0.0)	1 ( 9.1)
		1975-76	0 ( 0.0)	1 ( 16.7)	0 ( 0.0)	1 ( 9.1)
	Part-time	present	N/A	1 (100.0)	N/A	1 (100.0)
		1975-76		1 (100.0)		1 (100.0)
Male	Full-time	present	4 (100.0)	5 ( 83.3)	1 (100.0)	10 ( 90.9)
		1975-76	4 (100.0)	5 ( 83.3)	1 (100.0)	10 ( 90.9)
	Part-time	present	N/A	0 ( 0.0)	N/A	0 ( 0.0)
		1975-76		0 ( 0.0)		0 ( 0.0)
Total	Full-time	present	4 ( 36.4) <sup>2</sup>	6 ( 54.5)	1 ( 9.1)	11
		1975-76	4 ( 36.4)	6 ( 54.5)	1 ( 9.1)	11
	Part-time	present	N/A	1 (100.0)	N/A	1
		1975-76		1 (100.0)		1

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See Table 1a. for explanation of superscripts.



Table 23b. Summary on present and projected academic year 1975-76 sexual composition of School of Textiles by rank (EPA faculty) and by employment status.

EPA FACULTY

Sex	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
Female	Full-time	present	0(0.0) <sup>1</sup>	0(0.0)	0(0.0)	1(10.0)	0(0.0)	0(0.0)	N/A	1(2.6)
		1975-76	0(0.0)	0(0.0)	1(5.9)	2(25.0)	0(0.0)	0(0.0)	N/A	3(7.9)
	Part-time	present	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Male	Full-time	present	2(100.0)	7(100.0)	17(100.0)	9(90.0)	1(100.0)	1(100.0)	N/A	37(97.4)
		1975-76	2(100.0)	9(100.0)	16(94.1)	6(75.0)	1(100.0)	1(100.0)	N/A	35(92.1)
	Part-time	present	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total	Full-time	present	2(5.3) <sup>2</sup>	7(18.4)	17(44.8)	10(26.3)	1(2.6)	1(2.6)	N/A	38
		1975-76	2(5.3)	9(23.7)	17(44.8)	8(21.0)	1(2.6)	1(2.6)	N/A	38
	Part-time	present	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		1975-76	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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See Table 1a. for explanation of superscripts.

Table 24a. Summary on present and projected academic year 1975-76 sexual composition of Administrative and Special Units by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY						
Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present	2 ( 4.0) <sup>1</sup>	0 ( 0.0)	N/A	2 ( 2.7)
		1975-76	2 ( 4.0)	0 ( 0.0)		2 ( 2.7)
	Part-time	present	N/A	N/A	N/A	N/A
		1975-76				
Male	Full-time	present	48 ( 96.0)	25 (100.0)	N/A	73 ( 97.3)
		1975-76	48 ( 96.0)	25 (100.0)		73 ( 97.3)
	Part-time	present	N/A	N/A	N/A	N/A
		1975-76				
Total	Full-time	present	50 ( 66.7) <sup>2</sup>	25 ( 33.3)	N/A	75
		1975-76	50 ( 66.7)	25 ( 33.3)		75
	Part-time	present	N/A	N/A	N/A	N/A
		1975-76				

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See Table 1a. for explanation of superscripts.

Table 24b. Summary on present and projected academic year 1975-76 sexual composition of Administrative and Special Units by rank (EPA faculty) and by employment status.

EPA FACULTY

Sex	Employment Status	Time Period	Department Head	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Other	Total
Female	Full-time	present 1975-76	N/A	0(0.0) <sup>1</sup>	N/A	N/A	0(0.0)	N/A	N/A	0(0.0)
			N/A	0(0.0)	N/A	N/A	0(0.0)	N/A	N/A	0(0.0)
	Part-time	present 1975-76	N/A	N/A	N/A	0(0.0)	N/A	N/A	N/A	0(0.0)
			N/A	N/A	N/A	0(0.0)	N/A	N/A	N/A	0(0.0)
Male	Full-time	present 1975-76	N/A	2(100.0)	N/A	N/A	2(100.0)	N/A	N/A	4(100.0)
			N/A	2(100.0)	N/A	N/A	2(100.0)	N/A	N/A	4(100.0)
	Part-time	present 1975-76	N/A	N/A	N/A	1	N/A	N/A	N/A	1(100.0)
			N/A	N/A	N/A	1	N/A	N/A	N/A	1(100.0)
Total	Full-time	present 1975-76	N/A	2(50.0) <sup>2</sup>	N/A	N/A	2(50.0)	N/A	N/A	4
			N/A	2(50.0)	N/A	N/A	2(50.0)	N/A	N/A	4
	Part-time	present 1975-76	N/A	N/A	N/A	1(100.0)	N/A	N/A	N/A	1
			N/A	N/A	N/A	1(100.0)	N/A	N/A	N/A	1

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See Table 1a. for explanation of superscripts.

Table 25a. Summary on present and projected academic year 1975-76 sexual composition of Division of Business Affairs by job classification (EPA nonfaculty) and by employment status.

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EPA NONFACULTY

Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present 1975-76	NOT APPLICABLE TO DIVISION OF BUSINESS AFFAIRS			
	Part-time	present 1975-76				
Male	Full-time	present 1975-76				
	Part-time	present 1975-76				
Total	Full-time	present 1975-76				
	Part-time	present 1975-76				

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Table 26a. Summary on present and projected academic year 1975-76 sexual composition of D. H. Hill Library by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present 1975-76	N/A	14 ( 63.6) <sup>1</sup>	N/A	14 ( 63.6)
				17 ( 68.0)		17 ( 68.0)
	Part-time	present 1975-76	N/A	N/A	N/A	N/A
Male	Full-time	present 1975-76	N/A	8 ( 36.4)	N/A	8 ( 36.4)
				8 ( 32.0)		8 ( 32.0)
	Part-time	present 1975-76	N/A	N/A	N/A	N/A
Total	Full-time	present 1975-76	N/A	22 (100.0) <sup>2</sup>	N/A	22
				25 (100.0)		25
	Part-time	present 1975-76	N/A	N/A	N/A	N/A

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See Table 1a. for explanation of superscripts.



Table 27a. Summary on present and projected academic year 1975-76 sexual composition of Division of Student Affairs by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present	1 ( 5.9) <sup>1</sup>	10 ( 27.8)	N/A	11 ( 20.8)
		1975-76	2 ( 11.8)	14 ( 36.8)		16 ( 29.1)
	Part-time	present	N/A	3 ( 75.0)	N/A	3 ( 75.0)
		1975-76		1 ( 50.0)		1 ( 50.0)
Male	Full-time	present	16 ( 94.1)	26 ( 72.2)	N/A	42 ( 79.2)
		1975-76	15 ( 88.2)	24 ( 63.2)		39 ( 70.9)
	Part-time	present	N/A	1 ( 25.0)	N/A	1 ( 25.0)
		1975-76		1 ( 50.0)		1 ( 50.0)
Total	Full-time	present	17 ( 32.1) <sup>2</sup>	36 ( 67.9)	N/A	53
		1975-76	17 ( 30.9)	38 ( 69.1)		55
	Part-time	present	N/A	4 (100.0)	N/A	4
		1975-76		2 (100.0)		2

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See Table 1a. for explanation of superscripts.



Table 27b. Summary on present and projected academic year 1975-76 sexual composition of Division of Student Affairs by rank (EPA faculty) and by employment status.

Sex	Employment Status	Time Period	Department Head	Professor	EPA Faculty					Total
					Associate Professor	Assistant Professor	Instructor	Lecturer	Other	
Female	Full-time	Present 1975-76								
	Part-time	Present 1975-76								
Male	Full-time	Present 1975-76								
	Part-time	Present 1975-76								
Total	Full-time	Present 1975-76								
	Part-time	Present 1975-76								

NOT APPLICABLE

TO

DIVISION OF

STUDENT AFFAIRS

Table 28a. Summary on present and projected academic year 1975-76 sexual composition of Division of University Extension by job classification (EPA nonfaculty) and by employment status.

EPA NONFACULTY

Sex	Employment Status	Time Period	Officials and Managers	Professionals	Technicians	Total
Female	Full-time	present 1975-76	0 ( 0.0) <sup>1</sup> 0 ( 0.0)	6 ( 24.0) 2 ( 11.1)	N/A	6 ( 17.6) 2 ( 7.4)
		present 1975-76	N/A	N/A		N/A
Male	Full-time	present 1975-76	9 (100.0) 9 (100.0)	19 ( 76.0) 16 ( 88.9)	N/A	28 ( 82.4) 25 ( 92.6)
		present 1975-76	N/A	N/A		N/A
Total	Full-time	present 1975-76	9 ( 26.5) <sup>2</sup> 9 ( 33.3)	25 ( 73.5) 18 ( 66.7)	N/A	34 27
		present 1975-76	N/A	N/A		N/A

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See Table 1a. for explanation of superscripts.



Table 29. Comparison of years of service prior to promotion for female and male employees within the same academic department or the same schools.

Year of promotion	Ranks		Academic Units	Sex	Number	Average Years of Service
	Promoted to	Promoted from				
<u>1968</u>	Professor	Associate	Department	Female	1	6
				Male	1	5
	Assistant Professor	Instructor	Department	Female	1	4
				Male	2	4
<u>1969</u>	Assistant Professor	Instructor	Department	Female	1	1
				Male	1	3
<u>1970</u>	Assistant Professor	Instructor	Department	Female	1	3
				Male	2	3
	Assistant Professor	Instructor	School <sup>1</sup>	Female	2	3.5
				Male	2	3
<u>1971</u>	No possible comparison					
<u>1972</u>	No possible comparison					
<u>1973</u>	Associate Professor	Assistant Professor	Schools	Female	2	5.5
				Male	3	4
	Assistant Professor	Instructor	Department	Female	2	8.5
				Male	1	6

<sup>1</sup>Includes individuals in 1969 department comparison.

Table 30. Comparison of salaries from departments which have both minority and caucasian full-time faculty employees who have similar graduate degrees and years of employment.

Number of Departments	Race	Highest Degree	Faculty Level	Number	Average Salaries
2	American Negro	Masters	Instructor	2	\$ 9,500
	Caucasian	Masters	Instructor	5	\$ 9,500
2	American Negro	Doctorate	Assistant Professor	2	\$14,950
	Caucasian	Doctorate	Assistant Professor	2	\$15,000

Table 31. Comparison of salaries from departments which have both female and male full-time faculty employees who have similar graduate degrees and years of employment.

Number of Departments	Sex	Highest Degree	Faculty Level	Number	Average Salaries
3	Female	Masters	Instructor	5	\$ 9,340
	Male	Masters	Instructor	7	\$ 9,907
3	Female	Doctorate	Assistant Professor	3	\$12,667
	Male	Doctorate	Assistant Professor	4	\$13,300

## Appendix A

### OCCUPATIONS OF WAKE COUNTY LABOR FORCE\* BY SEX AND ETHNIC-CLASSIFICATIONS, 1972†

	WHITE				BLACK				OTHER MINORITIES				TOTAL
	MALE		FEMALE		MALE		FEMALE		MALE		FEMALE		
	N	%	N	%	N	%	N	%	N	%	N	%	
Officials & Managers	10,188	81.3	1,748	14.0	407	3.2	133	1.1	31	0.2	18	0.1	12,525
Professionals	5,947	44.9	5,749	43.4	453	3.4	1,016	7.7	56	0.4	33	0.2	13,254
Technicians	9,186	76.3	2,201	18.3	301	2.5	246	2.0	87	0.7	12	0.1	12,033
Sales	6,922	66.0	3,126	29.8	168	1.6	273	2.6	6	0.1	0		10,495
Clerical	5,541	20.3	19,379	71.1	887	3.3	1,357	5.0	27	0.1	48	0.2	27,239
Craftsman	10,396	78.0	663	5.0	2,087	15.6	178	1.3	12	0.1	0		13,336
Operations (semi-skilled)	6,397	43.7	3,493	23.9	2,775	19.0	1,883	12.9	64	0.4	10	0.1	14,622
Laborers	1,954	43.2	260	5.7	2,067	45.7	183	4.0	60	1.3	0		4,524
Service workers	5,489	27.2	4,722	23.4	3,548	17.6	6,357	31.5	57	0.3	23	0.1	20,196
TOTAL	62,020	48.4	41,341	32.2	12,693	9.9	11,626	9.1	400	0.3	144	0.1	128,224

\*Figures include persons employed in 1972 and persons with experience but unemployed.

†Numbers are based on 1972 figures, percentages are based on 1970 census data.

## VI.

### DEVELOPMENT AND EXECUTION OF CORRECTIVE AND REMEDIAL PROGRAMS

#### A. EPA PERSONNEL

Availability. The cornerstone of affirmative action planning is knowledge of availability upon which goals can be based. Special attention has been given to developing sound, valid data by each of the planning units and this effort is reflected in unit plans. A summary for the entire University provides an overview of the problem of availability that is reflected herein in great detail.

Since faculty recruitment at North Carolina State University is conducted on a national basis and since the doctorate or its equivalent remains a basic requirement for faculty appointment, the data in Table 1 on doctoral degrees awarded in fields emphasized at NCSU provides an approach to assessing the availability of faculty.

There are no comparable data on minorities. All discussion about availability must be based on estimates which suggest that although about one to two percent of doctorates are held by minorities, great variation appears among disciplines, as Table 2 shows. Clearly there is a very limited supply of both minorities and females in many of the fields in which this University recruits faculty.

Table 3 provides a more detailed review of females awarded doctorates nationally in terms of the specific disciplines offered at NCSU. The lack of availability of females in certain of these specific fields can reasonably be expected to be true also for minorities although systematic detailed data are not available.

Another method of determining availability is to use census data. Table 4 summarizes pertinent information for North Carolina and reveals that the problem that exists on a national level exists also at the State level.



Closely related to availability of faculty is the question of availability of graduate students. Table 5 shows the number of females and minorities who received bachelor's degrees in North Carolina over a four-year period in selected disciplines closely related to the academic programs at North Carolina State University. 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 minority 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 minorities are available as potential graduate students, it is difficult to 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.

By way of summary of the availability data related to faculty, comments from various Schools offer confirmation and insight about the problem.

The relative scarcity of both minorities and women in Architecture, Landscape Architecture, and Product Design, the three departments that make up the School of Design, seriously affects the potential pool for recruiting faculty. An example is that of the 33,000 registered architects in this country, it is estimated about four percent are women and no percent minority. The total membership of the American Institute of Architects (AIA) is around 24,000. Women constitute about 1.2 percent of these and minorities about 1 percent.

The School of Forest Resources reports that females, blacks, and other minorities are less than one percent in the professional disciplines of the School.

Data on availability in the School of Liberal Arts varies from some thirty percent in languages to less than four percent in religion. Minorities are even more scarce. No department has identified a potential minority male employee pool larger than four percent (Physical Education) and some departmental estimates approach zero. Minority females in the professional labor force are even more rare with only one department (Physical Education) estimating a pool larger than one percent of the total labor force.

The D. H. Hill Library's availability search indicates approximately 5.5 percent minority female and one percent minority male librarians.

In addition to physical or quantitative availability, other factors must be considered in determining whether NCSU can reasonably expect that it can attract such potential faculty. First, in disciplines where few female or minority faculty are available, factors such as academic reputation of the institution and salary emerge more importantly in considerations to the potential employee. As AAUP figures show, NCSU is unfortunately not among national leaders in salary or compensation. Further, the ACE Rating of Graduate Education in standard disciplines does not give NCSU highest academic prestige. Thus, it is not at all certain that this campus can attract its pro rata share of scarce, high quality females or minorities as a matter of course.

Another factor taken into account in determining goals was the uncertainty about the availability of positions for adding faculty or other new personnel. General economic uncertainty in the nation is reflected in several aspects of university life and no campus can be sure of even a standstill budget.

Availability Compared with Present Utilization. Table 6 provides a comparison between availability and utilization of minorities and female faculty in the eight Schools of NCSU. This data was developed by combining the availability for the various disciplines comprising a School and stating this as a single percentage. By this method it is possible to discuss present utilization in terms of our actual planning units. When viewed from this perspective, two facts become evident. First, because of the mix of disciplines on this campus, it is invalid to speak of a University-wide utilization rate for female

faculty on the national average of around twelve percent. At best it appears that the NCSU composite rate of utilization based on availability should be about half the national average. Although utilization of females for some planning units will be higher, the campus as a whole will for an indefinite period appear to be predominantly male. Table 6 emphasizes that this appearance reflects availability more than discrimination.

Of course, NCSU recognizes that one of the primary objections of affirmative action planning on a national basis is an increase in the number of females who pursue what have been in the past "male" careers. Our efforts are pointed in this same direction and we look forward to the day when our recruitment efforts find more qualified women engineers, foresters, and textile scientists.

Summary of Goals. Our goals are more than numbers, but numbers provide a useful means of summarizing the potential impact of this plan on the racial and sexual composition of University EPA personnel. Table 7 summarizes present utilization and goals for 1976 for each planning unit by race and sex. The table is self-explanatory. Overall, the University projects a 2.5 percent increase in the number of minority faculty and a 3.4 percent increase in the number of female faculty. More detailed descriptions of these goals are available in each unit's plan.

In establishing these goals the planning units were not asked to supply "pie in the sky" goals which would be impossible to accomplish. Instead units were requested to examine availability, assess their particular needs, and to develop goals that they believe they can attain with special efforts. These goals, then, represent the results of a realistic assessment at NCSU. It is this kind of process to which we refer in stating that we have made a "good faith" effort, and it is what we understand the expression means to HEW as well. This kind of good faith effort has been the base of our planning.

Specific Components of the Plan. In addition to numerical goals for employment of EPA personnel, other elements have been given special attention as indicated in the following paragraphs.

Recruitment Procedures. 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.

- use Equal Employment Opportunity slogan on all descriptions of vacancies
- advertise the vacancies in ways that would reasonably lead to application\* by minorities and females
- review files of previous applications to determine if qualified minorities or females are in these files
- through official communication notify potential candidates on campus who may wish to be considered for vacant positions
- explain why the final candidate was chosen by means of an explicit comparison with other individuals considered
- maintain complete records of the search process including correspondence with those candidates who decline, withdraw, or are not offered the position
- 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 is assisted by the Equal Employment Opportunity Officer who must stipulate the EEO procedure has been followed before an appointment can be made.

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 A contains a reporting form which will be used.

Increasing the Supply of Potential EPA Personnel. N. C. State University recognizes that one solution to this problem of lack of available female and

\* Throughout this plan the term "application" in the context of EPA personnel refers to some form of written request to be considered for a position.

minority faculty is the development of potential faculty through training. For this reason several unit 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. Simultaneously it will improve the national picture.

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 B.

Placement, Promotions, and Salary. In order to insure that affirmative action 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 by the EEO Officer in order to prevent differences arising that may be related to sex discrimination.

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

Unit Plans. The core and heart of this Affirmative Action Plan are the individual unit plans which reveal a variety of methods for attaining goals. Each plan is adapted to the unit's situation. As a result each unit must serve the most rigorous taskmaster of all - its own conscience - and successful attainment by means of good faith efforts is likely to occur.

#### B. SPA PERSONNEL

SPA Work Force Estimates and Availability. Although our nonacademic personnel recruitment area is generally considered to be local, it is informative to look at the data in Table 8 which show production of trained manpower on a state-wide basis for 1971-72 by the State's technical institutes and community colleges. The data on occupational programs which show that except for the office technologies and trade and industry vocations neither minorities nor females appear to be available in significant numbers. If these data are typical, then NCSU should expect to encounter difficulty in locating minorities and females qualified for many of its SPA classifications in agriculture, the sciences, and engineering. Tables 9 and 10 provide a framework for assessing availability of potential SPA personnel locally.

Although minorities are estimated to comprise about 19 percent of the work force in Wake County, the information in Tables 9 and 10 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.

Summary of Goals and Present Utilization. Table 11 summarizes present utilization and goals for utilization of SPA employees in each planning unit by race and sex. The table reveals that for the University as a whole our goals, if attained, would result in an increase of 4 percent of minority and 0.2 percent of female SPA employees over the next three years. Further details concerning the goals are contained in each unit's plan.

Specific Plans. 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 affirmative action efforts 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.	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

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
Publication and notification to all staff employees of training programs (both formal and O-J-T) available to upgrade skills.	Training Officer	On an as needed basis
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	Continuing
Campus policy on nepotism will be carried out according to approved policy passed by State Personnel Board.	Vice Chancellor for Finance and Business	Continuing
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 and continuing
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



<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
<p>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:</p> <ul style="list-style-type: none"><li>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.</li><li>b. Increase advertisements in media with predominantly minority circulation or audiences.</li><li>c. Control all advertisements for staff centrally by Division of Personnel Services.</li></ul>	<p>Director, Division of Personnel Services</p>	<p>Effective immediately</p>
<p>Interview, select, and refer in accordance with equal employment concept, including continuous review of 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).</p>	<p>Director, Division of Personnel Services and EEO Officer</p>	<p>Continuing</p>
<p>Monitor departmental selection, promotion, demotion, transfer, disciplinary and layoff practices through internal audit and reporting system.</p>	<p>Director, Division of Personnel Services</p>	<p>Continuing</p>

<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
Campus visitation program in which the Personnel Director visits all School Deans for the purposes of discussing present equal employment policies and procedures ( <i>i.e.</i> , 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	Within 30 days after approval by HEW
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	Training Officer	Continuing

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 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
Total	1,096	

Table 3. Data on the number of doctorates awarded nationally to females in disciplines offered at North Carolina State University<sup>1</sup> (1970-71).

Discipline	Total	Male	Female	% Female Doctorates
<u>Agriculture</u>				
Soils Science	89	84	5	5.6
Animal Science	145	140	5	3.4
Poultry Science	27	27	-	-
Horticultural Sciences	78	75	3	3.8
Food Science & Technology	119	110	9	7.6
Forestry	92	92	-	-
<u>Architecture &amp; Environmental Design</u>				
Architecture	6	6	-	-
Landscape Architecture	1	1	-	-
<u>Biological Sciences</u>				
Botany	223	195	28	12.6
Plant Pathology	105	100	5	4.8
Zoology	418	346	72	17.2
Microbiology	323	264	59	18.3
Genetics	128	109	19	14.8
<u>Education</u>				
Adult & Continuing Education	45	35	10	22.2
Mathematics Education	49	34	15	30.6
Science Education	91	76	15	16.5
Agricultural Education	43	42	1	2.3
<u>Engineering</u>				
Aerospace, Aeronautical, Astronautical Engineering	219	216	3	1.4
Agricultural Engineering	55	55	-	-
Chemical Engineering	406	404	2	0.5
Civil, Construction, & Transportation Engineering	446	443	3	0.7
Nuclear Engineering	120	120	-	-
<u>Physical Sciences</u>				
Physics, General	1449	1407	42	2.9
Chemistry, General	1953	1799	154	7.9
<u>Social Sciences</u>				
Economics	721	668	53	7.4
History	991	871	120	12.1
Political Science and Government	700	615	85	12.1

<sup>1</sup>Source: DHEW Publication No. (OE) 73-11412

Table 4. Census data (1970) on blacks and females with postgraduate education and in some of the disciplines offered at North Carolina State University.

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Discipline	% Blacks	% Females
Architects	1.3	3.2
Aeronautical Engineer	0.8	1.3
Chemical Engineer	0.4	1.2
Civil Engineer	0.8	1.1
Electrical Engineer	1.4	1.3
Forestry & Conservation	0.3	1.2
Mathematicians	6.7	13.0
Agricultural Scientists	0.7	2.1
Chemists	3.5	10.9
Veterinarians	0.3	3.8
Political Scientists	0.0	33.3

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TABLE 5.

Number of Bachelor's Degrees Awarded in Selected Disciplines in North Carolina by Race\* and Sex, 1968-69, 1969-70, 1970-71, and 1971-72.

	1968-69	1969-70	1970-71	1971-72
Agriculture Total	106	101	212	222
Black	17	13	6	11
Female	1	6	11	13
Biological Sciences Total	788	863	850	848
Black	129	133	144	114
Female	274	318	295	231
Engineering Total	709	754	965	990
Black	33	28	40	25
Female	3	4	6	5
Mathematics Total	818	774	699	695
Black	68	88	63	65
Female	370	345	315	294
Physical Sciences Total	555	555	540	530
Black	38	30	36	35
Female	87	71	77	53
Social Sciences Total	3968	4246	4352	4462
Black	525	567	737	846
Female	1391	1500	1578	1165

\* Estimate based on graduates from predominantly black institutions.

Source: Statistical Abstract of Higher Education in North Carolina, 1969-70, 1970-71, 1971-72, 1972-73.

Affirmative Action

Responsibility

Target Date

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.

Recruitment Procedures. Several steps have been taken toward centralized control of personnel actions by the Division of Personnel Services in order to more effectively provide equal opportunity. 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. Units having deficiencies in their SPA employment profiles will be supplied with a higher percentage of minority and female referrals when possible. In cases where units appear to be reluctant to hire qualified minority and female applicants to improve employment profiles, these units will be brought to the attention of the University Equal Employment Opportunity Officer for administrative attention. In addition, through a memorandum, the Chancellor has required all vacancies to be listed with the Division of Personnel Services 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 females and minorities already on campus, it has been for several years NCSU's policy that all staff vacancies 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 stimulate other qualified individuals to apply at NCSU when vacancies arise.

In order to set an example for equal employment opportunity and to meet its legal and moral obligations, the Division of Personnel Services has recently made several staff changes which reflect adherence to affirmative action concepts:

- (1) promotion of a female staff member to Assistant Director for Classification and Pay
- (2) hiring of a female to fill additional professional position of personnel analyst for Classification and Pay section
- (3) hiring of another female to fill additional interviewer position in Recruiting and Placement section
- (4) promotion of a staff member to a newly created Employee Relations/ Training Officer for SPA employees. Duties include (a) designing and implementing training programs which will aid upward mobility of minority group members and females who have traditionally been "locked" into low level jobs; (b) function as the Equal Employment Opportunity Officer for SPA personnel, working closely with and assisting the University Equal Employment Opportunity Officer.

External actions are also planned 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 advertisements to include tagline "An Equal Opportunity Employer."	Director, Division of Personnel Services	Continuing
Maintain close working relationships with officers of various community manpower programs including W.I.N. (Work Incentive Program), Wake	Director, Division of Personnel Services	Continuing



<u>Affirmative Action</u>	<u>Responsibility</u>	<u>Target Date</u>
Opportunities, New Careers, and N. C. Manpower Development Program. Also furnish these offices lists of current job openings ("Personnel Notes").		
On a continuing basis, maintain close working relationships with local predominantly black institutions resulting in the exchanging of vacancies and subsequent employment of minorities at North Carolina State University.	Director, Division of Personnel Services	Continuing
Annually conduct on-campus recruitment at various predominantly black colleges and universities in North Carolina.	Director, Division of Personnel Services	Continuing
Periodically mail "status" letters inviting inactive minority applicants to reapply with the University.	Director, Division of Personnel Services	Continuing
Further advertise staff vacancies through Wake Opportunities Manpower Pilot Program throughout the local minority 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

These plans should attract more female and minority candidates for staff positions at NCSU thereby creating a pool of talent from which campus units may recruit to reach stated goals. In addition, the upward mobility of females and

minority members already on campus should be stimulated by these processes.

Nepotism Policy. 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 E.

Grievance Procedure. Staff employees have a grievance procedure available to them which is described in Appendix F.

Table 6. Comparison between availability and utilization of females and American Negro in academic Schools.

School	Females		American Negro	
	Availability %	Utilization %	Availability %	Utilization %
Agriculture and Life Sciences	11.6	7.9	3.2	2.4
Design	8.5	5.7	3.0	2.9
Education	15.2	11.0	0.7	0.0
Engineering	0.7	0.7	0.5	0.0
Forest Resources	1.4	0.0	0.9	0.0
Liberal Arts	19.8	15.2	2.3	2.2
Physical and Mathematical Sciences	4.7	5.1	0.6	0.6
Textiles	4.3	2.6	2.2	0.0

Table 7. Summary by race (American Negro) and females on present utilization and 1975-76 goals by planning units (EPA faculty).

Planning Unit	American Negro		Female	
	Present Utilization, %	1975-76 Goal, %	Present Utilization, %	1975-76 Goal, %
School of Agriculture and Life Sciences	1.1	3.7	3.2	6.6
School of Design	3.2	6.2	6.5	15.6
School of Education	0.0	7.6	10.3	15.2
School of Engineering	0.0	2.0	0.7	2.0
School of Forest Resources	0.0	0.0	0.0	1.9
School of Liberal Arts	2.2	5.4	15.2	19.7
School of Physical and Mathematical Sciences	0.6	1.1	5.1	7.1
School of Textiles	0.0	2.6	2.6	7.9
Special Units	0.0	0.0	0.0	0.0

TABLE 8

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
Agricultural 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

TABLE 9.

## 1971 Civilian Work Force Estimate for Wake County

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	Total	Females Number	%	Minorities Number	%
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

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Table 10. Availability on females and American Negro by SPA job classification.  
(1970 census data)

Job Classification	%	
	American Negro	Female
Officials and Managers	4.3	15.2
Professionals	11.1	51.3
Technicians	4.5	20.4
Sales	4.2	32.4
Clerical	8.3	76.3
Craftsman	16.9	6.3
Operations (semi-skilled)	31.9	36.9
Laborers	49.7	9.7
Service Workers	49.1	55.0

Table 11. Summary by planning units on present and 1975-76 goals for utilization of SPA employees.

Planning Unit	American Negro		Female	
	Present Utilization, %	1975-76 Goals, %	Present Utilization, %	1975-76 Goals, %
School of Agriculture and Life Sciences	12.2	15.5	55.0	54.5
School of Design	0.0	0.0	77.8	77.8
School of Education	21.4	21.4	100.0	100.0
School of Engineering	3.2	8.4	58.9	58.9
School of Forest Resources	15.2	20.6	81.8	82.4
School of Liberal Arts	25.0	24.2	84.4	84.8
School of Physical and Mathematical Sciences	4.1	8.1	75.7	75.7
School of Textiles	10.7	21.4	60.7	60.7
Office of Business Affairs	49.6	52.5	32.6	34.5
Library	21.2	22.1	92.4	91.2
Division of Student Affairs	29.2	32.8	76.6	76.6
University Extension	23.8	25.0	64.3	68.2
Special Units	10.9	14.9	65.3	64.4



APPENDIX A

NCSU AFFIRMATIVE ACTION RECRUITMENT REPORT  
(Fill out for each EPA position filled)

Department of: \_\_\_\_\_

EPA position filled: \_\_\_\_\_  
(rank and area of specialization if appropriate)

Fulltime \_\_\_\_\_; Part time \_\_\_\_\_; Date employment effective \_\_\_\_\_

Number of groups, institutions, etc. notified about vacancy: \_\_\_\_\_  
(list on back specific efforts to locate females and minorities)

Number of applications received:

Male	Female	
		Black
		White
		Other

Number of candidates invited to campus:

Male	Female	
		Black
		White
		Other

Offers made to (list in order):

	Name	Sex	Race	Present Employer	Accepted	Rejected
1.	_____	_____	_____	_____	_____	_____
2.	_____	_____	_____	_____	_____	_____
3.	_____	_____	_____	_____	_____	_____
4.	_____	_____	_____	_____	_____	_____

Do you have files documenting your efforts to take affirmative action to locate female and minority candidates for this position?

Yes \_\_\_\_\_ No \_\_\_\_\_

Can you provide an explanation for the offers made by explicitly comparing the qualifications of those offered the position with those not offered the position?

Yes \_\_\_\_\_ No \_\_\_\_\_

Signed \_\_\_\_\_  
Department Head

\_\_\_\_\_ Date

APPENDIX B

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

Office of the Chancellor

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May 16, 1973

MEMORANDUM

To: Deans, Directors, and Department Heads

Subject: University Policy Concerning the Concurrent Employment of Relatives

On April 13, 1973, the Board of Governors approved a resolution and a new policy on the concurrent employment of relatives in EPA positions. This new statement supersedes my previous memorandum of April 18, 1968 and the nepotism policy as it appears on Page V-7 of the Faculty Handbook. Please note: This revision does not apply to SPA employees. The SPA policies, however, are entirely consistent with this policy.

RESOLUTION

WHEREAS, decisions concerning the employment, evaluation, promotion and compensation of academic personnel should be based in every instance on considerations of individual merit, and

WHEREAS, favoritism based on family relationships between employees derogates from the merit principle of employment, and

WHEREAS, the risk of occurrence of such favoritism can be avoided most effectively by the advance establishment of general restrictions against the creation of situations where such favoritism could be operative; and

WHEREAS, a common policy concerning the employment of relatives, applicable to personnel practices at all constituent institutions of The University of North Carolina, is desirable,

NOW THEREFORE, the Board of Governors herewith adopts the following UNIVERSITY POLICY CONCERNING THE CONCURRENT EMPLOYMENT OF RELATIVES

## A. Basic Principles

Consistent with the principle that University employees and prospective employees shall be evaluated on the basis of individual merit, without reference to considerations of race, sex, religion or national origin, or any other factors not involving personal professional qualifications and performance, the following restrictions, designed to avoid the possibility of favoritism based on family relationship, shall be observed with respect to institutional personnel who are not subject to the State Personnel Act:

1. Related persons shall not serve concurrently within the institution in any case where one such relative would occupy a position having responsibility for the direct supervision of the other relative.

2. With respect to proposed employment decisions which would result in the concurrent service of related persons within the same academic department (or other comparable institutional subdivision of employment), a relative may not be employed if the professional qualifications of other candidates for the available position are demonstrably superior to those of the relative.

3. With respect to the concurrent service of related persons within the same academic department (or other comparable institutional subdivision of employment), neither relative shall be permitted, either individually or as a member of a faculty or as a member of a committee of a faculty, to participate in the evaluation of the other relative.

## B. Definition of "Related Persons"

The following relationships are sufficiently immediate to invoke the prohibitions against concurrent service of related persons:

1. Parent and child
2. Brothers and sisters
3. Grandparent and grandchild
4. Aunt and/or uncle and niece and/or nephew
5. First cousins
6. Step-parent and step-child
7. Step-brothers and step-sisters
8. Husband and wife
9. Parents-in-law and children-in-law
10. Brothers-in-law and sisters-in-law
11. Guardian and ward

C. Effective Date

The provisions of this policy shall be applicable prospectively only, with reference to appointment made after the adoption date of the policy.

D. Employees subject to the State Personnel Act

With respect to University employees who are subject to the State Personnel Act, applicable restrictions concerning the concurrent service of related persons shall be those adopted by the State Personnel Board.

E. Each Chancellor shall report annually to the Board of Trustees, at the regular meeting falling closest to the date of commencement, concerning all specific cases during the preceding year in which the terms of this policy were applied.

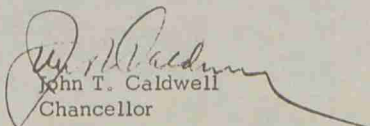
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CAMPUS IMPLEMENTATION

The inherent responsibility rests with the deans, directors, and department heads to exercise common sense and prudence in avoiding complications which may arise from employing relatives in situations where their relationship could produce favoritism, discrimination or other disrupting phenomena. I am asking Assistant Provost Nash N. Winstead to review for the University Administration the Dean's (or other unit head's) justification in each case of the prospective EPA appointment of a relative in advance of the appointment (1) to insure that we avoid the possibility of favoritism based on family relationship and to insure that the decisions concerning employment are based on consideration of individual merit, and (2) to enable us to maintain data as required under Paragraph E.

Administrative Memorandum, Number 14, dated April 27, 1973 from the President is attached. It expands on interpretation and implementation of the new policy. Please study it carefully.

Paragraph 3 calls for "appropriate personnel-action forms" to aid the policy implementation. The Administration will have to provide you with forms and/or instructions covering promotions. Initial appointment forms already require information on kinship.

  
John T. Caldwell  
Chancellor

COPY

The University of North Carolina  
Office of the President

A D M I N I S T R A T I V E M E M O R A N D U M

SUBJECT: University Policy Concerning Employment  
of Related Persons (Anti-Nepotism)

NUMBER 14  
DATE April 27, 1973

Directions Concerning Implementation

Consistent with the report of the Personnel Committee of the Board of Governors, which recommended adoption of this policy, the following directions concerning implementation of the policy statement are furnished to each campus administration:

1. Copies of the policy statement, with appropriate explanatory material, are to be distributed to all University employees who have responsibility and authority with respect to personnel recommendations or decisions.
2. The policy is to be publicized generally throughout the University community, to insure that all employees are aware of its requirements.
3. Appropriate personnel-action forms, designed to insure effective administrative supervision of the implementation of the policy, shall be used in screening applicants or candidates for appointment, for example:
  - a. With reference to candidates for initial employment, the pertinent personnel-action form shall include an inquiry about whether the applicant or candidate is related, within the degrees specified in the policy statement, to any incumbent employee within the institution or to any other candidate for concurrent employment at the institution;
  - b. With reference to candidates for promotion to a position having responsibility for supervision of other employees, the pertinent personnel-action form shall include an inquiry about whether the candidate is related, within the degrees specified in the policy statement, to any incumbent employee within the institution or to any other candidate for concurrent employment at the institution.
4. In any situation where two or more related persons are to be employed concurrently within the same academic department (or other comparable subdivision of institutional employment), the supervisory or administrative official who has authority to give final administrative approval to the employment shall obtain from the supervisory or administrative official recommending employment a certification to the effect that no other candidate for the position in question possesses qualifications superior to those of the relative candidate.

5. Consistent with the requirements of Paragraph E of the Board policy, each Chancellor's written report to the Board of Trustees shall treat all cases in which the nepotism question arose during the preceding year:

a. In all cases where an individual making written application for employment was denied employment because of the requirements of the anti-nepotism policy, the circumstances shall be set forth; for example, (1) the employment would have resulted in one relative supervising another, or (2) an unrelated candidate had demonstrably superior qualifications;

b. In all cases where concurrent employment of related persons was allowed, the justifying circumstances shall be set forth; for example, (1) the supervisory relationship was not "direct", or (2) there were no other candidates for the available position whose professional qualifications were demonstrably superior to those of the relative.

Interpretations of Substantive Policy

Note should be taken particularly of the following points in connection with administration of the Board policy.

1. This policy applies only to EPA personnel; however, the policy of the State Personnel Board for SPA personnel, which was recently revised, is essentially identical in substance to the policy of the Board of Governors.

2. The policy of the Board of Governors is to be applied prospectively. This means that no incumbent employee's current job security will be jeopardized by the enactment of this policy; in short, if there are current instances of concurrent employment of relatives, in which one relative has responsibility for direct supervision of the other, neither person need be nor shall be prejudiced by this fact (neither to be transferred or asked to resign or discharged, so as to eliminate the type of conflict of interest now proscribed by the Board policy). However, prospective application of the new Board policy does require the following:

a. With reference to incumbent related employees, neither may hereafter be promoted to a position in which he or she would have responsibility for direct supervision of his or her relative; or, conversely, the promotion of one to such a supervisory position would require the transfer or resignation of the other, so as to eliminate the conflict of interest;

b. With reference to incumbent related employees, neither may hereafter participate in the evaluation of the other; this means:

(1) One relative who is a supervisor of the other must disqualify himself or herself from and not participate in the evaluation of the other, if such disqualification is practicable; it is acknowledged that during this transition period, in which relationships otherwise precluded by the new

policy are permitted to persist with reference to incumbents, it may not be possible in every instance for the supervisor to readily effect a removal of himself or herself from the evaluation process; however, where this is possible, it must be done;

(2) One relative may not sit as a member of a faculty or a member of a committee of a faculty which is exercising authority to evaluate the other relative; as appears most appropriate, this objective can be accomplished either by selective absence of an affected faculty member from the functioning of such a faculty or faculty committee at pertinent times or by declining appointment to any faculty committee which could be charged with responsibility for evaluation of a relative.

3. Section A 1 of the policy of the Board of Governors predicates its restriction on the concept of "responsibility for direct supervision." This phrase was adopted in the belief that, within the limits of basic guidelines, the policy ought to be so stated as to permit variety of treatment responsive to varying conditions at the campuses.

The question of "directness" or "indirectness" must be interpreted reasonably to accomplish the intent and spirit of the anti-nepotism policy. As a general rule of interpretation, no supervisory relationship between related persons should be permitted to exist where the supervisor effectively controls the terms and conditions of the relative's employment, including promotion opportunities, rates of compensation, work assignments and evaluation of performance. The terms "direct" and "immediate" may be essentially interchangeable, for purposes of evaluating certain types of relationships; however, in certain situations, because the term "immediate" may connote only "first line" supervision, it may be too restrictive a concept to serve as a reasonable guide.

Existence of the following types of relationships would appear, invariably, to violate the restriction against "direct supervision":

- a. Department Chairman and a member of the instructional staff of the same department.
- b. Member of instructional or research faculty and his or her teaching or research assistant.
- c. Dean of a School and a Chairman of a Department included within the School.
- d. Chancellor and a Vice Chancellor.

With respect to other types of relationships, an exercise of discretion may be necessary, with the possibility of varying conclusions depending on the operative circumstances. In general, if the relationship between an employee and an official

in the line of supervision is sufficiently remote to give rise to no substantial supervisory relationship, it may be appropriate to disregard the fact of family relationship.

In applying all aspects of the Board policy, the essential point, as articulated in the Basic Principles, is that no person shall at any time receive preferred treatment because of his or her relationship to another employee of the institution. The guidelines established in Paragraph A 1 of the Board policy are designed to preclude situations in which there is a high risk of such subjective favoritism. Accordingly, any interpretation of the "direct supervision" restriction should be consistent with this underlying policy objective.

Of critical importance is the principle that administrative guidelines and practices shall operate consistently. For example, if the policy is invoked in one case to preclude employment of a faculty member because his or her relative is Chairman of the department, the same result should obtain with respect to all identical cases; conversely, if employment is allowed under certain factual circumstances, there should be consistent results achieved in all identical cases. In short, an ad hoc, case-by-case approach, without the benefit of consistently applied guidelines, is likely to produce variations in result which could prompt charges of discrimination.

William Friday



## Application Routing and Evaluation Data Sheet for Staff (SPA) Positions

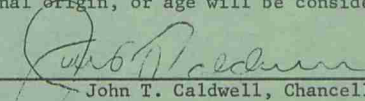
PLEASE REVIEW AND RETURN IMMEDIATELY TO THE PERSONNEL OFFICE

Candidate	To Be Reviewed By	Department
Position Applied For	Date Routed <input type="checkbox"/> A.M. <input type="checkbox"/> P.M.	Application (Form PD-107) transmitted via <input type="checkbox"/> Campus Mail <input type="checkbox"/> Applicant

Personnel Office/Interviewer Remarks

UNIVERSITY EQUAL EMPLOYMENT POLICY

North Carolina State University is committed to the provisions and principles of the Civil Rights Act of 1964, Executive Order 11246, and 11375, the Age Discrimination Act of 1967, the U.S. Department of Labor's "Revised Order No. 4," and related legislation pertaining to equal employment opportunity. It is the policy of the University including all its schools, departments, divisions, branches, and activities that firm and positive efforts will be made by all management and supervisory personnel to prevent discriminatory employment practices. Affirmative action will be taken to insure that employment, training, upgrading, promotion, demotion, transfers, and termination of individuals is pursued on a fair, impartial basis and that no factor of race, color, religion, sex, national origin, or age will be considered.

  
John T. Caldwell, Chancellor

Appointment Policy - Appointment Forms (Form PD-105A) will not be processed by the Division of Personnel Services until all Application Routing Sheets have been completed and returned.

Department Reviewers - Complete Sections A and B

Section A

1. If interviewed, was the applicant required to take a written or skills test?  Yes  No

If yes, please indicate type and name of test given \_\_\_\_\_

2. If considered for a vacant position, check one of the following:

Applicant interviewed, but not offered employment. (Explain specific reasons for not selecting this applicant in Section B.)

Applicant interviewed - Recommend employment. Position title \_\_\_\_\_  
Position number \_\_\_\_\_ (Give reason for selecting this applicant in Section B.)

(OVER)



APPENDIX D

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH  
Office of the Chancellor

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March 7, 1973

MEMORANDUM

To: Deans, Directors, and Department Heads

Subject: Listing Staff Vacancies  
Advertising for Recruitment Purposes

To improve personnel management at the staff level, I am re-emphasizing existing policy concerning listing of staff vacancies and initiating a new policy concerning advertising for recruitment purposes.

Some campus departments are failing to list SPA vacancies with the Division of Personnel Services as required by my memorandum of April 15, 1969. To reacquaint you with this policy, it is restated here with minor editing:

LISTING STAFF VACANCIES

All position vacancies which are to be filled by management shall be reported to the Personnel Office. The Personnel Office shall publish a list of positions for which departments are recruiting, excepting a position to be filled by promotion of a qualified person within the Department. The lists will be numbered consecutively and published at least once each week. Hiring departments at the time the vacancy is reported will be informed of the bulletin number and of the approximate date of publication. All departments shall post the bulletins in conspicuous places accessible to its employees. The hiring department shall not make a commitment to employ individuals outside the University until five work days after the date its vacancy is published. There may be cases where this procedure is impractical (e.g., critical need to employ an individual in a research project). In such cases, please request deviation from the Personnel Officer.

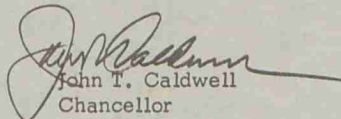
Several times in the past few months advertisements have appeared in the want ad section of local newspapers requesting qualified applicants to apply for campus positions. These ads have been placed by various Departments on campus as well as the campus Personnel Office. All such advertisements shall henceforth be placed through the campus Personnel Office. This arrangement will allow for the following:

1. Applicants responding to an advertisement can be considered for vacancies campuswide as well as for the specific vacancy appearing in the advertisement.
2. Questions from individuals about campus vacancies advertised through the news media can be answered more thoroughly.
3. Advertisements need to contain sufficient information to attract qualified individuals, including an "equal opportunity employer" statement, the type of duties to be performed, a salary range, minimum acceptable qualifications standards, "fringe" benefits, and other related information.

Departments who specifically request newspaper advertising through the Personnel Office should be prepared to pay for such advertising from their departmental funds.

A new form is also being issued for processing referred applicants for vacant positions in the Departments. This new form is expressly designed to elicit a more thorough and equitable consideration of applicants and to prevent discriminatory and capricious departmental selection.

I have instructed Vice Chancellor Wright and the Director of Personnel Services to enforce strictly these policies.

  
John T. Caldwell  
Chancellor

## APPENDIX E

### \*EMPLOYMENT OF RELATIVES

It is the policy of State government that persons considered for employment or promotion will be selected on the basis of training and experience and other characteristics which best suit the individual to the job to be performed.

If conditions are such that it is necessary for relatives to be considered, the following will apply:

Two members of an immediate family shall not be employed within the same agency if such employment will result in one supervising a member of his immediate family, or where one member occupies a position which has influence over the other's employment, promotion, salary administration and other related management or personnel considerations.

The term *immediate family* shall be understood to refer to that degree of closeness of relationship which would suggest that problems might be created within the work unit, or that the public's philosophy of fair play in providing equal opportunity for employment to all qualified individuals would be violated. In general, this would include wife, husband, mother, father, brother, sister, son, daughter, mother-in-law, father-in-law, son-in-law, daughter-in-law, grandmother, grandfather, grandson, granddaughter, stepmother, and stepfather. It might also include others living within the same household or otherwise so closely identified with each other as to suggest difficulty.

### AGE LIMITATIONS

*No Maximum Age.* No individual shall be barred from State employment because of age if such individual, veteran or non-veteran, is otherwise qualified. (Reference concerning veterans is G.S. 128-15.)

*Minimum Age for Law Enforcement Officers.* Law enforcement officers must be at least twenty-one years of age. The State Constitution requires that they be eligible voters. (Reference Article 6, Section 7, of the State Constitution.)

*Minimum Age for General Employment.* The minimum at which minors may be employed is eighteen years of age. Exceptions are provided under the law if the employing agency procures an *Employment Certificate* from the County Social Services Department. (Reference G.S. 110.)

### COMMITMENTS

A commitment should not be made to an employee or an applicant without the approval of the Office of State Personnel. Questions about an employee's or applicant's meeting minimum education and experience requirements or about salary or position classification should be directed to the Office of State Personnel. Questions about funds or other fiscal matters should be directed to the Budget Division.

## NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

OFFICE OF THE CHANCELLOR  
BOX 5067 ZIP 27607  
TELEPHONE: 919, 755-2191

November 30, 1970

Grievance and Appeal Procedures for Non-academic Employees

PURPOSE

To provide a means and establish principles of administration to insure prompt, orderly, and fair response to an employee grievance or appeal.

POLICY

In the continuing effort to provide and maintain the best possible conditions of work for all its employees and to preserve and improve cooperative and harmonious relationships among all its staff, the University encourages the prompt, fair settlement of problems and differences through an orderly Grievance and Appeal Procedure. Every employee shall have the right to present his problem or grievance in accordance with these procedures, with or without a representative of his own choosing, free from interference, coercion, restraint, discrimination, penalty, or reprisal. Every employee will be allowed such time off from his regular duties as may be necessary and reasonable for the processing of a grievance under these procedures without loss of pay, of vacation, or of other time credits.

A grievance is defined as being any employee complaint about personal disadvantage in pay, benefits, or working conditions resulting from the failure of supervisors or administrators to properly interpret and/or apply established personnel policies. Examples of actions which may constitute grounds for a grievance are:

- 1) Failure to pay salary appropriate to job classification.
- 2) Failure to pay employee correct amount due for work performed.
- 3) Withholding from pay amounts not required by law or State regulations or authorized by employee.
- 4) Failure to grant employee benefits to which entitled by State law or regulations as contained in State Personnel Employee Handbook.
- 5) Failure to follow published policies of the University concerning benefits such as petty leave, 15-minute work breaks, uninterrupted lunch period, time off for voting, if required, and at least one week annual leave during summer months, if desired.
- 6) Failure to follow published University policies concerning announcing position vacancies and hiring or promoting from within qualified employees without regard to race or creed.
- 7) Failure to provide necessary tools, equipment, or supplies required for work performance.
- 8) Failure to apportion work or work assignments on a fair and equitable basis within job classification.
- 9) Failure to follow published University disciplinary procedures.
- 10) Failure to comply with Fair Labor Standards Act of 1966 as amended.
- 11) Failure to follow any other published policies or procedures.
- 12) Failure to provide reasonably safe working conditions.

OBJECTIVES

The objectives of these procedures include the following:

- 1) To assure employees of a means to get their grievances or appeals considered rapidly, fairly, and without fear of reprisal.
- 2) To provide better understanding of policies, practices, and procedures which affect employees.

- 3) To provide supervisors with greater opportunity both to exercise proper responsibilities in dealing with employees and to improve their effectiveness in carrying out established policies.
- 4) To improve opportunities for all staff members to perform their duties with effectiveness and satisfaction.

PROCEDURE

Step 1 - Discussions Between Employee and Immediate Supervisor

An employee who has a problem or grievance will discuss it first with his immediate supervisor within a reasonable time after the employee has acquired knowledge of the problem or grievance. If the discussion does not provide an answer satisfactory to the employee, he may request the supervisor to call higher level supervisors into the discussion or request the supervisor to make an appointment for the employee to discuss the matter with the director or dean as appropriate.

Before providing an answer to the employee, the immediate supervisor may wish to consult with his administrative superiors and, in this event, the employee should be so informed. The employee will be provided an answer within five working days, or be advised of reasons why the answer cannot be provided within the stated time, and informed as to when an answer may be expected.

Step 1 is designed to keep decision making and communication at the basic employee-supervisor level where it belongs. The problem or grievance is left in the supervisor's hands until he has had an opportunity to consider an appropriate response or to reconsider a previous action and, in turn, seek the advice and counsel of his administrative superiors. Several levels of administration may be involved in this step, thereby reducing the number of times an employee might be required to state his grievance should an appeal prove necessary.



### Step 2 - University Division of Personnel Services

If the decision in Step 1 is not satisfactory to the employee or an answer is not provided within five working days, the employee may appeal to the Director of Division of Personnel Services. The employee will inform his supervisor of his desire to appeal and request an appointment be made with the Personnel Director. The appeal may be in person or in writing but must be presented within five working days after receipt of Step 1 decision. Depending on the nature of the appeal, the Personnel Director will determine to what extent facts will be required in writing. Immediate supervisors, or higher level supervisors if necessary, will when requested assist employees in processing appeals.

After being notified by an employee of appeal from Step 1 decision, the Personnel Director will be responsible for obtaining all possible information pertinent to the grievance. The Personnel Director will, if necessary, consult with all levels of supervisors over the employee and will hold such discussions with the employee as may be deemed necessary. The Personnel Director will then review the facts and within five working days after all necessary discussions are held furnish his recommendation to the employee and the appropriate administrators.

In the absence of written objection by the appropriate administrator or supervisor or appeal by the employee, the Administration will expect the recommendation of the Personnel Director to be carried out within a reasonable period of time.

### Step 3 - University Administrator for Finance and Business

If a recommendation of the Personnel Director under Step 2 is not satisfactory to the employee or appropriate administrator, either may initiate action within five working days following the Step 2 recommendation to request a decision by the University Administrator for Finance and Business. The initiator of

the request will develop any additional facts and circumstances concerning the grievance and will provide a copy of this information to the other party who may, in turn, make counter comments and add any additional facts deemed appropriate. At the same time, the Personnel Director will prepare a summary of all facts he has on the matter. Material from all three parties will be provided the Administrator for Finance and Business. The Administrator for Finance and Business shall conduct an in-depth review of all materials submitted and will hold discussions with parties concerned as he deems necessary to develop further possible facts having a bearing on the case. The Administrator for Finance and Business may consult the Chancellor.

Within five working days after all necessary discussions are held, the Administrator for Finance and Business will furnish his decision in writing to all parties concerned and will inform the Chancellor.

In the absence of appeal by the employee, the Chancellor will expect the decision of the Administrator for Finance and Business to be final.

Step 4 - State Personnel Board

If the employee is not satisfied with the decision in Step 3, he may request, within five working days after receipt of the decision, a public hearing by the State Personnel Board. His request should be filed through the office of the Administrator for Finance and Business. If the employee so desires, he may ask the University for assistance in submitting his appeal in writing. The date and time for the employee's meeting with the Board will be determined by the State Personnel Director. The date will be set as early as possible after the request is received from the employee. The State Personnel Director will determine the parties deemed necessary for the hearing and request their presence.

The State Personnel Board, within five working days after the hearing, shall make its recommendation to the Chancellor. After considering the Board's

recommendation, the Chancellor shall make his decision and notify the employee in writing of his decision.

VII.

INTERNAL AUDIT AND REPORTING SYSTEMS

A. MONITORING SYSTEMS

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>
Basic individual employee data file	EPA & SPA	Continuous
Unit employment profile	EPA & SPA	May
Recruitment summary	EPA	Continuous
Salary increase analysis	EPA	April (see Appendix A)
Promotion review	EPA	April (see Appendix B)
Application routing sheet	SPA	Continuous
Job order control sheet	SPA	Continuous
Applicant register	SPA	Continuous
Exit interviews	SPA	Continuous
Analysis of placements by recruitment source (race and sex)	SPA	Continuous
Applicant intake by recruitment sources (race and sex)	SPA	Continuous

B. FORMAL REPORTS FROM UNIVERSITY UNITS

Affirmative Action Progress Reports. This report will be submitted each June from each of the 13 University units on both EPA and SPA personnel and will include the following information:

- progress in meeting goals and assess

- review of changes in employment profile
- review of changes in analysis of availability
- plans for changes in procedures and goals for the next year.

C. REVIEW REPORTS WITH ALL LEVELS OF MANAGEMENT

Annually, the University EEO Officer will review the unit affirmative action plan with each of the University unit representatives. In turn, the unit representatives will review with the departmental EEO officers. This review is also to insure that each unit is in compliance in areas such as, but not limited to, the following:

- posters are properly displayed
- all facilities are in fact desegregated
- minorities and females are participating in University-sponsored educational, training, recreational, and social activities.

D. ADVISEMENT AND RECOMMENDATION

The EEO Officer is to meet with the Chancellor and his Administrative Council (this includes the Vice Chancellors and Deans of all University units) to advise them of the affirmative action program's effectiveness and submit recommendations to help achieve goals.