

NCSU AFFIRMATIVE ACTION RECRUITMENT REPORT

(Fill out for each EPA position prior to final approval)

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

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

Full-time \_\_\_\_\_; Part-time \_\_\_\_\_; Date employment effective \_\_\_\_\_

Number of groups, institutions, etc., notified about vacancy:  
(List below specific efforts to located females and minorities)

Number of written applications received:

| Male | Female |       |
|------|--------|-------|
|      |        | Black |
|      |        | White |
|      |        | Other |

Number of candidates invited to campus or interviewed elsewhere:

| Male | Female |       |
|------|--------|-------|
|      |        | Black |
|      |        | White |
|      |        | Other |

Offer to be made to:

| Name  | Sex   | Race  | Present Employer |
|-------|-------|-------|------------------|
| _____ | _____ | _____ | _____            |
| _____ | _____ | _____ | _____            |

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

\_\_\_\_\_  
Dean Date

\_\_\_\_\_  
E.E.O. Officer Date

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 consideration 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 of kinship.

John T. Caldwell  
Chancellor

The University of North Carolina  
Office of the President

ADMINISTRATIVE MEMORANDUM

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 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 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 Chairman of a Department included within the School.

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 points, 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



Appendix C  
NORTH CAROLINA STATE UNIVERSITY

APPLICATION ROUTING AND EVALUATION SHEET FOR STAFF POSITIONS

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PLEASE REVIEW AND RETURN IMMEDIATELY TO THE PERSONNEL OFFICE

|                       |   |  |
|-----------------------|---|--|
| Candidate             | To Be Reviewed by:  | Department   |
| Position Applied for: | Date Routed:<br><input type="radio"/> AM <input type="radio"/> PM | Application (Form PD-107) transmitted via<br><input type="radio"/> Campus Mail <input type="radio"/> Other <input type="radio"/> Applicant |

Personnel Office/Interviewer Remarks \_\_\_\_\_

UNIVERSITY EQUAL EMPLOYMENT POLICY

North Carolina State University is committed to the provisions and principles of equal employment opportunity. It is the policy of the University 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, age or handicap will be considered except where specific age, sex, or physical requirements constitute a bona fide occupational qualification necessary to proper and efficient administration. North Carolina State University is subject to the requirements of Title IX of the Education Amendments of 1972, Prohibiting Sex Discrimination in Education, as interpreted and administered by the Department of Health, Education, and Welfare. The requirement not to discriminate in educational programs and activities extends to employment in and admission to the University.

- 1) No department is authorized to make a commitment on employment or salary level to any applicant for a staff (SPA) position without prior approval from the Division of Personnel Services.
- 2) All Application Routing and Evaluation Sheets (DPS-2) must be satisfactorily completed and returned to Personnel before an appointment will be approved. If the applicant recommended for employment was not referred by the Division of Personnel Services, a copy of his/her application must also be returned with a memo giving the reasons for his/her selection prior to making a commitment.

SECTION A

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

- 1) Applicant interviewed, but not offered employment. (Explain specific reasons for not selecting this applicant in Section B.)
- 2) Applicant interviewed - Recommend employment. Position title \_\_\_\_\_  
Position number \_\_\_\_\_ (Give reasons for selecting this applicant in Section B)  
Recommended salary step \_\_\_\_\_.
- 3) Applicant considered for position but not granted interview. (Explain reason for not granting interview in Section B)

- 4) Applicant declined offer of employment. (Give applicant's reason(s) in Section B)
- 5) Another applicant recommended for employment prior to receipt of application. Give proposed employee's name and source of referral in Section B)
- 6) Unable to contact applicant at telephone or address listed.

## SECTION B - Comments by Departmental Reviewer

Reasons for action taken in Section A must be descriptive. Statements such as "general impression," "work history," "skills," "experience," "salary requirements", "references", "education", and "qualifications", will not be acceptable without further explanation. Any qualification standards established as a condition of employment must prove to be directly related to the duties and responsibilities to be performed and must be a "business necessity." When reference checks (business, personal, or educational) or skills tests are factors in the elimination or selection of an applicant please attach copies.

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 Reviewer's Signature/Date
 

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 FOR PERSONNEL DEPARTMENT'S USE
 

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 Copy to School or Division EEO Officer

 Return to Reviewer for proper completion

 Copy to University EEO Officer

 File

## NORTH CAROLINA STATE UNIVERSITY | AT RALEIGH

## OFFICE OF BUSINESS AFFAIRS

DIVISION OF PERSONNEL SERVICES  
Box 5067 Zip 27607

TO: Deans, Directors, and Department Heads

FROM: William R. Calloway *WR*  
Director of Staff Personnel Services

SUBJECT: Revised Procedures for Listing Staff (SPA) Vacancies

The purpose of this memorandum is to announce a revised method for listing staff vacancies. Effective November 10, vacancies will be listed using the attached "Notice of Staff Vacancy" (DPS-008). This method will replace the present method of listing vacancies by phone and will aid the recruitment section of Personnel Services in improving its recruiting, selecting, and referral activities.

The department seeking to fill a staff vacancy and the Division of Personnel Services are jointly responsible for ensuring that each employment decision complies with University Affirmative Action and Equal Employment Opportunity policies and commitments. This joint effort places responsibility on the department to: 1) complete and transmit to Personnel Services form DPS-008 when a vacancy needs to be filled, 2) not make any employment commitment (e.g. salary, classification title, step in range) to any individual without advance approval from Personnel Services, and 3) complete and return Application Routing Sheets (DPS-2) for all applicants referred by Personnel Services prior to requesting an approval to make an employment commitment.

It should also be noted that departments are required to forward to Personnel Services an application form and a memorandum giving reasons for selection of a candidate not referred by Personnel Services before approval can be given.

Upon receipt of the properly completed DPS-008 form, Personnel Services will recruit, screen, select, and refer qualified candidates to the department for consideration and if all employment conditions are met will approve the department's proposed employment offer and salary level.

Sample forms DPS-008 are enclosed; if more forms are needed, please request from Personnel Services at extension 2135.

If you have questions concerning this matter, contact Mr. John Brooks, Personnel Services.

WRG/cb

Attachments

**NOTICE OF STAFF VACANCY  
DIVISION OF PERSONNEL SERVICES**

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(Please type or print)

(See reverse for instructions)

|  |  |                          |  |  |  |
|--|--|--------------------------|--|--|--|
| 1. CLASSIFICATION TITLE  |  | 2. WORKING TITLE         |  | 3. DEPT. and SCHOOL/DIVISION               |  |
| 4. POSITION #  |  | 5. SALARY GRADE          |  | 6. SEPARATING/SEPARATED<br>EMPLOYEE'S NAME |  |
| 7. MAXIMUM SALARY STEP<br>AVAILABLE IN BUDGET                                    |  | 8. AVAILABLE DATE        |  | 9. WORK LOCATION                           |  |
| 10. WORK HOURS   |  | 11. IMMEDIATE SUPERVISOR |  | 12. DEPT'L. INTERVIEWER(S)                 |  |
| 13. PHONE #  |  | 14. INTERVIEW LOCATION   |  | 15. MAILING ADDRESS                        |  |
| 16. DESCRIPTION OF PRIMARY DUTIES AND RESPONSIBILITIES, WORKING CONDITIONS, ETC. |  |                          |  |  |  |

|   |                                      |
|---|--------------------------------------|
| 17. MINIMUM ACCEPTABLE TRAINING, EXP., SKILLS | 18. PREFERRED TRAINING, EXP., SKILLS |
|---|--------------------------------------|

19. LIST AND JUSTIFY ANY AGE REQUIREMENTS:

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20. DESCRIBE ANY TESTS TO BE USED IN EVALUATING APPLICANTS:

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21. A) SPECIAL INSTRUCTIONS FOR REFERRALS, B) SUGGESTIONS RELATED TO RECRUITMENT, OR  
C) REQUEST AND JUSTIFICATION FOR WAIVING LISTING OF POSITION IN **PERSONNEL NOTES**

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SUBMITTED BY \_\_\_\_\_ DATE \_\_\_\_\_

## \*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.

**\* EMPLOYEE APPEALS & GRIEVANCES**

The State Personnel Commission, with approval of the Governor, adopted this policy to provide a means of communications between supervisors and employees and to establish principles of administration to insure prompt, orderly, and fair response to an employee's problem or grievance.

**POLICY**

In order to maintain a harmonious and cooperative relationship between the State and its employees, it is the policy of the State Personnel Commission to provide for the settlement of problems and differences through an orderly grievance procedure. Every permanent employee shall have the right to present his problem or grievance in accordance with the procedures prescribed within his agency free from interference, coercion, restraint, discrimination or reprisal.

The head of each agency shall establish a formal procedure for submission of problems or grievances by employees. The procedure shall be established in accordance with the policies established by the State Personnel Commission in compliance with the State Personnel Act. The procedure shall provide for prompt and orderly consideration and determination of employee problems or grievances by supervisors and the agency head.

An employee shall be allowed such time off from his regular duties as may be necessary and reasonable for the processing of a grievance under the procedures adopted within his agency without loss of pay, vacation, or other time credits. Necessary and reasonable time for pursuing a complaint outside the agency should be granted upon request to the employee's supervisor or personnel officer without loss of pay, vacation or other time credits.

It is the responsibility of supervisors at all levels, consistent with authority delegated to them, to consider and take appropriate action promptly and fairly on a problem or grievance of any employee or employees.

Each agency head shall take necessary steps to insure that all employees and supervisors under his jurisdiction may be fully informed of the grievance procedures adopted and of their rights and obligations under the policy.

The Office of State Personnel will review agency procedures and render any possible assistance prior to a review and approval by the Commission. The Office of State Personnel will work in cooperation with agencies in preparing materials, explaining the procedures to employees, and developing materials and instructions helpful to supervisors.

In establishing a departmental employee relations committee it is necessary to give attention to the due process of law. Therefore, committees must be entirely impartial. To better insure impartiality, the committee shall consist of three or more persons and shall not be made up entirely of supervisory or administrative personnel. Also, it shall not include an employee from the same operational unit as the employee appealing, and shall not include two employees from the same operational unit. Because of the personnel officer's role in Step 2 of the grievance procedure, he or she shall not serve in any capacity on an employee relations committee except as an advisor on personnel policy, nor shall he or she participate in the deliberations of the committee.

In adopting this policy, the Commission sets forth the following objectives to be attained in this program:

- Assure employees of a way in which they can get their problems or complaints considered rapidly, fairly, and without fear of reprisal.

\*Revised Effective February 1, 1976

- Encourage the employee to express himself about how the conditions of work affect him as an employee.
- Get better employee understanding of policies, practices, and procedures which affect them.
- Provide employees with assurance that actions are taken in accordance with policies.
- Provide a check on how policies are carried out by supervisors.
- Give supervisors a greater sense of responsibility in their dealings with employees.

## \* PROCEDURE IN DEALING WITH EMPLOYEE GRIEVANCES OR APPEALS

### PURPOSE

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

### POLICY

Any permanent State employee having a grievance arising out of or due to his employment and who does not allege discrimination because of his age, sex, race, color, national origin, religion, creed, physical disability, or political affiliation shall first discuss his problem or grievance with his supervisor and follow the grievance procedure established by his department or agency.

The employee has the right to present a problem or appeal free from interference, restraint, coercion, or reprisal. Such time off shall be provided from regular duties as may be necessary and reasonable for the presentation and processing of grievances or appeals without loss of pay, vacation, or other "time credits".

This policy shall be posted in a permanent and conspicuous manner in as many work areas as may be necessary and shall be covered fully during the orientation procedure for all new employees.

*The following procedure is representative of the minimum provisions that will be considered by the State Personnel Commission. Agencies may recommend additional provisions which they consider will provide greater safeguards to their employees. Departmental procedures shall be developed in such a way as to reflect organizational structure and needs of the agency.*

### PROCEDURE - NON-DISCRIMINATION

#### STEP 1 - DISCUSSIONS BETWEEN EMPLOYEE AND IMMEDIATE SUPERVISOR

If an employee has a problem or grievance, it should first be discussed with his immediate supervisor. The supervisor may call higher level supervisors into the discussion *if the employee agrees*. Or, the supervisor may consult with higher level supervisors to seek any needed advice or counsel from his administrative superiors before giving an answer.

The employee shall receive an answer within five working days, or be advised as to the conditions which prevent an answer within five working days and when an answer may be expected.

#### STEP 2 - DISCUSSIONS BETWEEN EMPLOYEE AND AGENCY PERSONNEL OFFICER

If the decision is not satisfactory to the employee in Step 1, or if he fails to receive an answer within the designated period provided in Step 1, he may request the



agency personnel officer to consider the matter. The request may be presented either in person or in writing but must be presented within five working days after receipt of the Step 1 decision. Depending on the nature of the appeal, the personnel officer will determine to what extent facts will be required in writing. The supervisor and employee shall provide all pertinent information to the personnel officer who will review the facts and hold whatever discussions he deems desirable or the employee or supervisor may request. The personnel officer shall provide a recommendation to the proper administrators or superiors within five working days after all necessary discussions are held; and, shall at the same time advise the employee of his recommended course of action. In the absence of objection or appeal, by either the supervisor or the employee, the agency head will expect the recommendation of the personnel officer to be carried out within a reasonable period of time.

### STEP 3 - APPEAL TO THE GRIEVANCE AND APPEAL COMMITTEE

If the decision reached in Step 2 is not satisfactory to the employee or the supervisor or is not promptly implemented, the matter may be referred by the employee, the supervisor, or the personnel officer to the grievance committee. Any request for review shall be submitted within five working days after the personnel officer has presented his recommendation. The party requesting the referral shall provide a written summary of the specific facts of the complaint, copies of which shall be provided at the same time to all other parties concerned. If the employee so desires, he may ask the personnel officer for help in preparing the request and the written summary of facts of the appeal. A request from the employee or the supervisor for a hearing shall be made to the personnel officer who shall transmit the request to the grievance committee. At the conclusion of hearings, it will be the responsibility of the chairman of the grievance committee to inform the agency head of the details of the problem, the reasons why it was not resolved at lower levels, and the recommendations of the committee. The agency head will make the decision for the agency within five working days, and his decision will be announced immediately by the agency head to all parties concerned. If the employee is not satisfied with the decision, he may appeal to the State Personnel Commission.

### STEP 4 - APPEAL TO STATE PERSONNEL COMMISSION

If the employee is not satisfied with the final decision of the agency head, or if he is unable, within a reasonable length of time, to obtain a final decision by the head of the department, he may appeal within 30 days of receipt of the agency's decision to the State Personnel Commission. The request should be filed through the agency personnel officer or the agency head. If the employee so desires, he may ask the agency for help in submitting his appeal.

The State Personnel Director or any other person or persons designated by the Commission shall investigate the disciplinary action or alleged discrimination which is appealed to the Commission. The State Personnel Commission may hear the case or direct the State Personnel Director or other person or persons designated by the Commission to conduct a hearing of the facts and issues. If following the investigation and hearing, a settlement is agreed to by both parties, the State Personnel Director or the designated agent shall certify the settlement to the Commission. If following the investigation and hearing, there are issues and facts on which agreement

cannot be reached, the Personnel Director or the designated agent shall report his findings to the Commission with his recommendations. The Commission at its next meeting, or as soon as possible thereafter, shall consider the report and modify, alter, set aside or affirm said report and certify its findings to the appointing authority which shall be binding. In reaching its decision the Commission is authorized to reinstate an employee to the position from which he has been removed, to order the employment, promotion, transfer, or salary adjustment of any individual to whom it has been wrongfully denied or to direct other suitable action to correct the abuse which may include requirement of payment for any loss of salary which has resulted from the improper discriminatory action of the appointing authority. The decisions of the State Personnel Commission shall be binding in appeals of local employees subject to the State Personnel Act if the Commission finds that the employee has been subjected to discrimination or in any case where a binding decision is required by applicable Federal standards. However, in all other local employee appeals, the decisions of the State Personnel Commission shall be advisory to the local appointing authority.

#### PROCEDURE - DISCRIMINATION

Any applicant for State employment or State employee or former State employee who has reason to believe that employment, promotion, training, or transfer was denied him or that demotion, lay-off or termination of employment was forced upon him because of his age, sex, race, color, national origin, religion, creed, political affiliation, or physical disability except where specific age, sex or physical requirements constitute a bona fide occupational qualification necessary to proper and efficient administration, shall have the right to appeal directly to the State Personnel Commission as provided in Step 4 above. A permanent State employee has the right to appeal using the grievance procedure established within his agency if he so desires. An employee or applicant must appeal an alleged act of discrimination to an agency head or State Personnel Commission within 30 days of the alleged discriminatory action.

## \* PROCEDURES ON HEARINGS BY THE STATE PERSONNEL COMMISSION

### DISCRIMINATION

Any applicant for State employment or State employee who feels that he or she has been discriminated against because of race, religion, color, creed, national origin, sex, physical disability, political affiliation, or age may request a hearing by the State Personnel Commission. A request for hearing by the Commission must be made within thirty (30) days of the alleged discriminatory action. A State employee who feels that he or she has been discriminated against may request a hearing by the Commission or may pursue the matter through his or her agency's grievance procedure. If an employee elects to utilize the grievance procedure, he or she shall follow the procedure of the agency and, if dissatisfied with agency head's decision, may appeal to the Commission within thirty (30) days after receipt of notice of the agency head's decision.

### NON-DISCRIMINATION

Any permanent employee who has pursued a grievance through his or her agency's grievance procedure and who is dissatisfied with the decision of the agency head may appeal that decision to the State Personnel Commission. Such appeal must be made within thirty (30) days after receipt of notice of the agency head's decision.

### THE THIRTY-DAY REQUIREMENT

If an agency does not specifically state that the time for requesting a hearing before the Commission had expired before the applicant or employee requested a hearing by the Commission, the requirement shall be deemed to have been waived by the agency, and the case shall be heard. The agency should notify the Commission of non-compliance with this or any other time requirement as soon as possible but no later than the date of the hearing.

### DE NOVO HEARING

All hearings before the Commission are de novo. This means that the decision of the Commission will be based on only the evidence presented at the hearing before the Commission or its hearing officer.

### REQUEST FOR HEARING BY OR APPEAL TO THE COMMISSION

In order to obtain a hearing before the Commission, the applicant or employee must request that his case be heard. He or she may do this by writing a letter to the Director of Employee Relations, Office of State Personnel, 116 West Jones Street, Raleigh, North Carolina 27603. An employee may ask a member of the personnel department in his agency to assist him or her in writing the letter. The request for a hearing must include the following:

1. The name, address, and telephone number of the person on whose behalf the request is being made.
2. The position held or applied for by the employee or applicant.
3. The name of the agency against whom the complaint is being brought.

\*Effective February 1, 1976

(over)

4. The nature of the complaint (e.g. racial discrimination in promotion, dismissal without justifiable cause, etc.).
5. A concise statement of the facts necessary to an understanding of the situation upon which the complaint is based.
6. A statement of the relief desired (e.g. reinstatement with back pay).

The applicant or employee should send a copy of this letter to the agency involved.

In a case involving disciplinary action, suspension or dismissal, after the employee has requested a hearing, the agency must submit a letter which includes the following:

1. The name of the employee against whom the action was taken.
2. The position last held by the employee.
3. The nature of the action taken (e.g. dismissal).
4. A specific reference to the statute or policy under which the action was taken.
5. A concise statement of the fact situation which led to the action.

The agency should send a copy of this letter to the employee.

After the above have been submitted, a hearing will be scheduled by the Commission or its designated hearing officer.

#### **RULES OF EVIDENCE**

The rules of evidence will not apply in hearings by the Commission unless the applicant or employee requests that they do. The request must be made in writing to the Commission before the hearing date.

#### **PRACTICE BEFORE THE COMMISSION**

A party may present its own case or employ an attorney to present its case. Employees may engage attorneys; agencies may seek the assistance of the Attorney General.

## VII.

## INTERNAL AUDIT AND REPORTING SYSTEMS

## A. MONITORING SYSTEMS

In order to monitor and assess the need for and progress in providing equal employment opportunity at N. C. State University, several reports are made at consistent intervals. 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 used. 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                                     | SPA                             | Quarterly                 |
| Recruitment summary   | EPA                             | Continuous                |
| Salary increase analysis                                    | EPA                             | April<br>(See Appendix A) |
| Promotion review  | EPA                             | April<br>(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. 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.

## NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

Office of the Provost and Vice Chancellor.....109 Holladay Hall

21 May 1976

## MEMORANDUM

TO: Deans and Department Heads

FROM: N. N. Winstead, Provost *N. N. Winstead*

SUBJECT: Summary and Detail Sheets

At this time, we do not have any information concerning the allocation of Merit Salary Funds for the next fiscal year; however, we are sending you the Summary and Detail sheets in order that you may begin the preliminary work.

1. Summary Sheets. We are attaching five copies of the print-outs of the Summary Sheets which have been prepared on the computer for each department. Please edit carefully the printed information, correct any errors and make any necessary additions and deletions. It will be necessary for you to fill in the information requested under the column "Last Two Increases." All full time E. P. A. personnel, regardless of source of funds, must be included on the "Summary Sheets."
2. Detail Sheets (Attached). Procedure will be the same as in the past. Portions of salaries from separate sources, including portions from Trust funds, are listed on the Detail Sheets. For Trust funds, include only those persons who receive a portion of their salary from a Trust fund. List them on the "Detail Sheet" regardless whether or not they are to receive an increase from that source. It will still be necessary to submit a PA-1 form for increases for persons who are paid 100% from Trust funds. Do not list those persons on the Detail Sheets. Be sure that the portion of employee's salary has been indicated, e.g., 1. equals full salary, etc. Please indicate present State appropriated or Trust fund support in column 6 and present foundation and receipt support in column 7. Present salary (column 8) on "Detail Sheets" should agree with your present salary budget. You must include all vacant and teaching fellows' positions. Reserves should be shown as Reserves.

As soon as possible, we will notify you of your allocation and the time schedule for submitting the recommendations.

NNW:MS:aj

cc: Acting Vice Chancellor George L. Worsley  
Chairman, Faculty Senate

Attachments





NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

Office of the Provost and Vice Chancellor . . . . . 109 Holladay Hall

January 30, 1976

## MEMORANDUM

TO: Deans, Directors, and Department Heads

FROM: N. N. Winstead, Provost *N. N. Winstead*

SUBJECT: Procedure for Submitting Requests for Promotions

It is time to review qualifications of faculty to determine those who merit promotion in academic rank effective July 1, 1976. University policy concerning qualifications for academic ranks is contained in a memorandum from the Chancellor's office dated Feb. 1, 1974 (attachment #1). You should normally consider for promotion those Assistant Professors who have been in that rank for four or more years and those Associate Professors who have been in that rank for five or more years. Only with exceptional justification will promotions be approved at shorter intervals.

Until further notice, tenure at North Carolina State University continues to be governed by the policies set forth in the Faculty Handbook, Chapter VI, pages 21-23. (Refer to Provost's memorandum regarding Instructors dated September 30, 1975.)

Recommendations for promotion should be made by the Department Head after a review of the qualifications of each eligible faculty member in consultation with all full professors in conformity with a procedure given in the Faculty Handbook, V, pg. 5-6. (Attachment #2) Department Heads should submit their recommendations to their Deans using PA-2 Forms.

The School Dean should submit the PA-2 Forms with two copies of the attached summary sheet to Mrs. Mary Strickland, 201 Holladay Hall by February 25, 1976.

Do not submit PA-1 Forms at this time. You will be notified of the promotions which are approved, and at that time please submit PA-1 Forms for the approved changes in rank. Also, a brief biographical sketch will be needed for each individual for submission to the Board of Trustees and/or the Board of Governors. An example of such a sketch is attached

For all faculty who are not already members of the Graduate Faculty and who, subsequent to their promotion, will be expected to teach courses that carry graduate credit or to participate as a member of advisory committees for graduate students, Department Heads should initiate requests for membership in the Graduate Faculty under the guidelines given in the Faculty Handbook, V, page 6, on forms provided by the Graduate Office.

cc: Chancellor Joab L. Thomas  
Acting Vice Chancellor George L. Worsley  
Chairman, Faculty Senate

Attachment #1

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

Office of the Chancellor

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February 1, 1974

## MEMORANDUM

To: Deans, Directors, and Department Heads

Subject: Qualifications for academic rank

The ad hoc Committee for NCSU Tenure Policy and Regulations proposed in its report the adoption of a revised statement of qualifications for academic rank. The Provost, the School Deans, and the Faculty Senate have recommended approval of the proposed qualifications. I am approving these qualifications as proposed with minor modification. Please inform all faculty of these qualifications.

The following are guidelines for use in consideration of an individual's qualifications for appointment, reappointment, or promotion. In all cases, the University should seek to appoint and retain as members of the faculty those individuals having the highest qualifications.

Instructor

- Ability or potential in teaching, research, extension, and/or another scholarly or germane creative activity
- A master's degree, an equivalent degree, or equivalent professional experience

Assistant Professor

- Ability or definite promise in teaching, research, extension, and/or another scholarly or germane creative activity
- Potential for directing teaching, research, graduate study, or extension activities
- Ability and willingness to participate in university affairs
- A doctor's degree, an equivalent degree, or equivalent professional experience

Deans, Directors, and Department Heads -2-

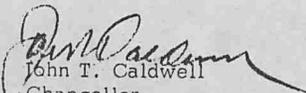
February 1, 1974

Associate Professor

- Recognized ability and potential for distinction in teaching, independent research, extension, and/or another scholarly or germane creative activity
- Ability to direct teaching, research, graduate study, or extension activities
- Ability and willingness to participate in university affairs
- A doctor's degree, an equivalent degree, or equivalent professional experience

Professor

- Distinguished achievement in teaching, independent research, extension, and/or another scholarly or germane creative activity
- Ability to direct teaching, research, graduate study, or extension activities
- Established reputation in the individual's profession or field of scholarly or germane creative activity
- Ability and willingness to participate in university affairs
- A doctor's degree, an equivalent degree, or equivalent professional experience



John T. Caldwell  
Chancellor

CC: Faculty Senate

Attachment #2

Department Heads shall consult with full professors in arriving at recommendations for tenure, promotions, and renewals of contract. The full professors in a Department should meet in a group with their Department Head to discuss promotions, tenure, and renewals of contract. A vote should be taken and the results of this vote should be transmitted to the Dean along with the recommendations of the Department Head. If the Dean intends to recommend tenure for, or promotion of, an individual in opposition to the majority opinion of the senior faculty, then it shall be the obligation of the Dean to meet with the senior faculty and discuss the Dean's intended recommendation.

(Faculty Handbook, V, 5-6)

FORMAT FOR BIOGRAPHICAL SKETCH

John William Doe from Assistant Professor to Associate Professor, Department of History, \* with permanent tenure (already has permanent tenure). Effective July 1, 1976.

Personal: Born February 3, 1932, Lexington, Kentucky  
Married, two children

Education: B.A., 1953, University of Kentucky;  
M.A., 1955; Ph.D., 1957, University of Chicago

Teaching and Professional Experience: Graduate assistant, 1954-55, Teaching assistant, 1955-57, University of Chicago; Assistant Professor of History, 1957-61, Southern Illinois University; Associate Professor, 1961-66, Professor, 1966---; Michigan State University (Include also experience from time of appointment to present at North Carolina State University).

Professional Memberships and Special Honors: American Historical Association, Organization of American Historians, Ohio Valley Historical Society, Society of French Historians (Executive Council, 1969-71).

Publications: Seven articles written individually in professional journals, and two books.

\* For promotions from Instructor to Assistant Professor use "for a term of three years."

## SUMMARY SHEET

1976-77

| NAME | PRESENT | PROPOSED | DATE          | TIME       | AGE | HIGHEST | GRADUATE                 | PRIMARY         | % OF FACULTY                                     | % OF FACULTY                         | RECOMMENDATION BASED ON:<br>TEACHING (T), RESEARCH (R),<br>BOTH (T,R), EXTENSION AC-<br>TIVITIES (E), OTHER (O) | OFFICE<br>USE<br>PROVOST |
|------|---------|----------|---------------|------------|-----|---------|--------------------------|-----------------|--|--------------------------------------|---|--------------------------|
|      | RANK    | RANK     | LAST<br>PROM. | IN<br>RANK |     | DEGREE  | FACULTY<br>STATUS<br>(1) | FUNCTION<br>(2) | IN DEPT.<br>PRESENTLY IN<br>PROPOSED<br>RANK (3) | IN DEPT.<br>WITH PERM.<br>TENURE (4) |   |                          |

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INSTRUCTIONS: Submit two copies of list; indicate name of department; double space between individual name.

1. Graduate Faculty Status indicate: Full, Associate, or submitted (Date) for Assoc. or Full.
2. Primary Function indicate: Teaching, Research, Extension, or Combination.
3. Total number of faculty in the department that are presently in the proposed rank divided by the total number of full-time salaried faculty (Instructors, Assistant Professors, Associate Professors, and Professors - including Department Heads).  
Number of permanent tenure faculty in department divided by the total number of full-time salaried faculty in department (Instructors, Assistant Professors, Associate Professors, and Professors - including Department Heads).

## Appendix C

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

Office of the Provost and Vice Chancellor ..... 109 Holladay Hall

January 30, 1976

## MEMORANDUM

TO: Deans, Directors, and Department Heads

FROM: N. N. Winstead, Provost *N. N. Winstead*

SUBJECT: Review of Appointments for Tenure

Until further notice, tenure at North Carolina State University continues to be governed by the policies set forth in the Faculty Handbook, Chapter VI, pages 21-23. (Refer to Provost's memorandum regarding Instructors dated September 30, 1975.) As established in these policies, all members of the faculty from the rank of Instructor through the rank of Associate Professor are to be reviewed at stated intervals. It is the responsibility of each department and school to keep records on appointment terms and to make recommendations on tenure at the proper time.

Except for strong and compelling reasons, recommendations of tenure for Assistant Professors should not be made prior to the second year of the second term of service, and for Associate Professors should not be made prior to the fourth year of a five-year term.

Attached are sample copies of tenure letters covering each faculty rank to be reviewed. (Sample letters covering Instructors were included with our memorandum Appointment, Nonreappointment, and Requirements of Notice and Review, dated September 30, 1975.) Please prepare a separate rough draft letter for each individual. If a faculty member's situation differs from the general one, please submit a rough draft letter covering the situation.

In order to evaluate more fully the recommendations submitted for reappointments with permanent tenure, it is requested that a PA-2 form be completed for each of these individuals and submitted along with the rough draft letter. These forms may be obtained from 201 Holladay Hall.

Please submit also, for presentation to the Board of Governors, a brief biographical sketch for each individual being recommended for reappointment with permanent tenure. Attached is an illustration of the format to be used.

The draft letters plus any additional supporting papers should be approved by the appropriate Dean and sent to Mrs. Mary Strickland, 201 Holladay Hall, not later than March 9, 1976.

cc: Chancellor Joab L. Thomas  
Acting Vice Chancellor George L. Worsley  
Chairman, Faculty Senate  
Mrs. Mary Strickland

ROUGH DRAFT

FOR ASSOCIATE PROFESSORS AT END OF FOURTH YEAR AS AN ASSOCIATE PROFESSOR  
AND WHOSE FIRST PROFESSORIAL RANK WAS ASSOCIATE PROFESSOR

(Dr., Mr., Mrs., or Miss) \_\_\_\_\_

(Department) \_\_\_\_\_

(Building) \_\_\_\_\_

Dear \_\_\_\_\_:

I am pleased to notify you that earlier today the Board of Governors approved our recommendation, endorsed by our Board of Trustees, that you be granted permanent tenure as (Extension) Associate Professor of \_\_\_\_\_ effective July 1, 1977 (with the beginning of the academic year 1977-78), subject to applicable University tenure policies. Your acceptance of the reappointment will constitute your acceptance of these policies.

We appreciate your contributions to the University and wish you continued success.

Sincerely yours,

Joab L. Thomas  
Chancellor

cc: Provost N. N. Winstead  
Dean of the School (insert name)  
Department Head (insert name)



ROUGH DRAFT

FOR ASSISTANT PROFESSORS AT END OF FIFTH YEAR AS AN ASSISTANT PROFESSOR

(Dr., Mr., Mrs., or Miss) \_\_\_\_\_

(Department) \_\_\_\_\_

(Building) \_\_\_\_\_

Dear \_\_\_\_\_:

I am pleased to notify you that the Board of Governors has approved our recommendation, endorsed by our Board of Trustees, that you be granted permanent tenure as (Extension) Assistant Professor of \_\_\_\_\_ effective July 1, 1977, (with the beginning of the academic year 1977-78) subject to applicable University tenure policies. Your acceptance of the reappointment will constitute your acceptance of these policies.

We appreciate your contributions to the University and wish you continued success.

Sincerely yours,

Joab L. Thomas  
Chancellorcc: Provost N. N. Winstead  
Dean of the School (insert name)  
Department Head (insert name)

ROUGH DRAFT

Appointed Assistant Professor \_\_\_\_\_  
(Date)FOR ASSISTANT PROFESSORS AT END OF SECOND YEAR OF FIRST THREE-YEAR  
APPOINTMENT AS ASSISTANT PROFESSOR

(Dr., Mr., Mrs., or Miss) \_\_\_\_\_

(Department) \_\_\_\_\_

(Building) \_\_\_\_\_

Dear \_\_\_\_\_:

Following the recommendations of your Department Head and Dean, I am pleased to notify you that you have been reappointed (Extension) Assistant Professor of \_\_\_\_\_ for a second term of three years beginning July 1, 1977 through June 30, 1980 (beginning with the 1977-78 academic year through the 1979-80 academic year), subject to applicable University tenure policies. Your acceptance of the reappointment will constitute your acceptance of these policies.

We appreciate your contributions to the University and wish you continued success.

Sincerely yours,

Joab L. Thomas  
Chancellorcc: Provost N. N. Winstead  
Dean of the School (insert name)  
Department Head (insert name)

ROUGH DRAFT

SUGGESTED TERMINATION LETTER FOR  
ASSISTANT PROFESSORS AND ASSOCIATE PROFESSORS

(Dr., Mr., Mrs., or Miss) \_\_\_\_\_

(Department) \_\_\_\_\_

(Building) \_\_\_\_\_

Dear \_\_\_\_\_:

Under the procedures specified in the University policy on academic tenure, recommendations for reappointment and tenure are formulated by the Department Head after consultation with the full professors of the Department; then the recommendations are transmitted to the Dean for his review.

You were considered this year, and your Department Head and Dean recommended that you not be reappointed at the end of your current term. I have accepted their recommendation after consultation with the Provost who in turn reviewed your situation. Your appointment at North Carolina State University expires \_\_\_\_\_.

Let me wish you success in your future endeavors.

Sincerely yours,

Joab L. Thomas  
Chancellor

cc: Provost N. N. Winstead  
Dean of the School (insert name)  
Department Head (insert name)

January 30, 1976

FORMAT FOR BIOGRAPHICAL SKETCH

John William Doe, reappointed Assistant Professor of Electrical Engineering with permanent tenure, effective July 1, 1977 (with the beginning of the 1977-78 academic year). Present salary, contract, source of funds. (For example: Present salary: \$15,700 , 9 months from Academic Affairs funds, etc.) (12 months)

Personal: Born February 3, 1932, Lexington, Kentucky  
Married, two children

Education: B.A., 1953, University of Kentucky;  
M.A., 1955; Ph.D., 1957, University of Chicago

Teaching and Professional Experience: Graduate Assistant, 1954-55, Teaching assistant, 1955-57, University of Chicago; Assistant Professor of Electrical Engineering, 1957-61, Southern Illinois University; Associate Professor, 1961-66, Professor, 1966---, Michigan State University (Include also experience from time of appointment to present at N. C. State University).

Professional Memberships and Special Honors: American Society for Engineering Education; Institute of Electrical and Electronics Engineers; Antennas and Propagation Society; Sigma Xi.

Publications: Seven articles written individually in professional journals, and two books.

## VIII.

SUMMARY AND ANALYSIS OF  
POTENTIAL PROBLEM AREAS

60 - 2.13

"Additional required ingredients of affirmative action programs."

60 - 2.13 (h)

"Compliance of personnel policies and practices with the Sex Discrimination Guidelines of 41 CFR Part 60-20."

It is felt that North Carolina State University's policies are consistent with the requirements on sex discrimination as stated in the Sex Discrimination Guidelines of 41 CFR Part 60-20.

"In hiring decisions, assignment to a particular title or rank may be discriminatory. For example, in many institutions women are more often assigned initially to lower academic ranks than are men."  
(Higher Education Guidelines, page 7)

Currently this University has a larger proportion of female faculty members at lower ranks than the proportion of men, but we do not practice the assignment of women to lower academic ranks than men. In all cases, rank is determined on the basis of educational background, other qualifications, and experience including quality of experience, prescribed minimum criteria governing assignment of rank, as well as availability of salary funds. Although the proposal of rank for any individual originates as a recommendation of the department head and School Dean, the Provost and Vice Chancellor, who is the

chief academic officer in the University, reviews each recommendation as to the qualifications of the individual to that particular rank.

A major reason for a large proportion of women faculty members at lower ranks is that more of these appointments have been made in recent years.

"Anti-nepotism policies." (Higher Education Guidelines, page 8)

Attached is The University of North Carolina Board of Governors' stated policy on nepotism as well as the State of North Carolina nepotism policy. (Appendix B)

Campus implementation of the anti-nepotism policy. 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. The Chancellor appointed the Associate Provost 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 (2) to insure that the decisions concerning employment are based on consideration of individual merit, and (3) to enable us to maintain data as required.

With respect to University employees who are Subject to the State Personnel Act (SPA), applicable restrictions concerning the concurrent service of related persons are those adopted by the State Personnel Board. (Appendix B)

The Chancellor reports 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.

"Rights and Benefits-Salary." (Higher Education Guidelines, page 11)

The analysis presented by the Division of Student Affairs on rights and benefits-salary adequately summarizes the other unit's appraisal of these points. The analysis states that for EPA and SPA positions, differentials between men and women doing the same work is the result of differentials in longevity and/or judged performance between individuals and is not determined on the basis of race or sex.

Several years ago it became evident that some female faculty members' salaries were lower than many males at the same faculty rank and experience within the same department. Additional funds were made available to the various Schools to remedy individual inequities where they existed. Each year department heads and Deans are reminded to check for any such situations and give such cases special attention. Where

such differentials exist, these administrators are required to justify them on the basis of performance.

60 - 2.23 (a) (1)

"Composition of the work force by minority group status and sex."

The affirmative action plans from each of the 13 campus units include data on the composition of the present EPA non-faculty, EPA faculty, and SPA work force. Some units do not have all three categories of employees. However, for those categories which are appropriate the unit plans set forth projected work force profiles for a three-year period expiring in 1978-79. These projections are based on expected new hires and attempts to correct apparent "underutilizations" which were revealed through the utilization and availability analysis done by individual departments.

The overall University work force profiles are presented in Appendix D. Tables 1a, 1b, and 1c present information on the racial composition; 1a on EPA non-faculty; 1b on EPA faculty, and 1c on SPA. Tables 2a, 2b, and 2c present the profiles for each of the three personnel classes by sexual composition. Each table contains information on the number of employees in each job classification or rank by either racial or sexual composition groups, and the percent of employees within this job classification or rank that are within the specific racial



or sexual group. These data are presented on the present (June, 1976) work force and the projected 1978-79 work force both on a full-time and a part-time employment status.

The projected changes indicate that the University plans to increase the hiring of females and minority groups.

In many of the Schools the availability of minorities and females qualified for EPA faculty is very limited as shown by the data. The nation-wide lack of minorities or females in graduate programs in many of the disciplines found at North Carolina State University indicates that it is unrealistic to expect the percentage of minority and/or female EPA faculty to approximate that of the population. The Schools which report limited numbers of minorities and/or females available include the School of Design, Engineering, Forest Resources, Physical and Mathematical Sciences, and Textiles. The School of Agriculture and Life Sciences reports more females than minorities available in the disciplines taught in that School. The School with the greatest overall availability of minorities and/or females is the School of Liberal Arts.

Since many of the EPA non-faculty are associated with academic disciplines and have backgrounds in the disciplines taught at North Carolina State University, these availability patterns parallel these disciplines. The qualifications for many of the EPA non-faculty positions are, of course, discipline-related as required by the educational enterprise.

The affirmative action plan from the Office of Business Affairs discusses the availabilities and broad hiring goals for SPA personnel. Individual reports from the 13 units indicate projected hiring plans of each unit in order to change the work force profile so that any underutilization of minorities or females can be identified and corrected.

60 - 2.23 (a) (2)

"Composition of applicant flow by minority group status and sex."

For personnel Exempt from the State Personnel Act (EPA), composition of applicant flow by minority group status and sex is reported by means of an affirmative action recruitment report filed with the University Equal Employment Opportunity Officer and the School Dean's office each time a position is filled. For personnel Subject to the State Personnel Act (SPA), the applicant flow is handled by the University Personnel Office and a report is filed with that office each time a position is filled. This manner of reporting on the number of applicants, race, and sex has been in effect since the 1972-73 academic year.

60 - 2.23 (a) (3)

"The total selection process including position descriptions, position titles, worker specifications, application forms, interview procedures, test administration, test validity, referral procedures, final selection process, and similar factors."

60 - 2.23 (a) (3) and (b) (3)

Does the selection process eliminate a significantly higher percentage of minorities or women than nonminorities or men?

A review of the North Carolina State University selection process does not indicate that it eliminates a significantly higher percentage of minorities or women than nonminorities or men. Comments on this topic by the various reporting units confirm the above statement.

The School of Engineering indicates that job descriptions do not reflect a bias of any type, and these descriptions are carefully reviewed to make certain that they include only those criteria necessary for the performance of the job.

In the School of Agriculture and Life Sciences the requirements and the exact duties of faculty positions are described in all materials used to solicit applications. Final selection of faculty candidate is made through a composite judgement of departmental faculty and administrative personnel (department heads, School Dean), all of whom are acutely aware of the responsibility of the University to give consideration to minorities and women.

60 - 2.23 (a) (3) and (b) (4)

Are application and related pre-employment forms in compliance with Federal legislation?

The application forms used by North Carolina State University for recruiting SPA employees are supplied by the

Central Office of State Personnel. These forms conform to Federal EEO legislation.

The University does not have application forms or pre-employment forms for faculty applicants. A prospective faculty member sends his or her résumé initially. University forms are not completed until the candidate has accepted the position.

60 - 2.23 (a) (3) and (b) (5)

Are position descriptions inaccurate in relation to actual functions and duties?

University position descriptions are made as accurate as possible in relation to the actual functions and duties performed. The criteria for the various academic ranks are described in the Faculty Handbook (See Appendix C).

The School of Agriculture and Life Sciences, as an example, indicated that their position descriptions are reviewed by the appropriate associate dean and Dean before forwarding to the Provost for approval to recruit. Therefore, position descriptions are screened initially as to their accuracy.

Qualifications for Subject to the Personnel Act (SPA) position classifications are specified by the Central Office of State Personnel.

60 - 2.23 (a) (3) and (b) (6)

Are tests and other selection techniques validated as required by the OFCC Order on Employee Testing and other Selection Procedures?

No pre-employment testing is utilized for Subject to Personnel Act (SPA) personnel in connection with selection and referral procedures used by the University Division of Personnel Services. In certain circumstances, applicants are requested to take the shorthand and typing skills tests administered by the local Employment Security Commission, as required by the OFCC Order on Employee Testing and other Selection Procedures.

In some of the University units simple performance job-related tests are used for SPA prospective employees. Such tests might consist of recording and typing a typical letter in the case of clerical personnel.

There are no tests per se for faculty although in some Schools and departments all applicants interviewed on campus may be asked to present a seminar to the selection committee and/or faculty members of the department.

60 - 2.23 (a) (3) and (b) (7)

"Test validation."

The Division of Personnel Services as a general rule does not test applicants for employment. At certain times typists and stenographers, as an example, who have been out of the work

force for a long period of time may be requested to take the clerical skills test administered by the local Employment Security Commission Office. According to ESC officials, these tests have been validated. Skills tests may be given to SPA employees at times by various departments on campus. However, to the best of our knowledge, these tests are directly related to the particular job to be performed.

60 - 2.23 (a) (3) and (b) (8)

Do referral ratio of minorities or women to the hiring supervisor or manager indicate a significantly higher percentage are being rejected as compared to non-minority and male applicants?

Records currently available do not indicate whether a significantly higher percentage of minorities and women referrals are being rejected by the hiring supervisor or manager. However, effective January 1, 1974, a procedure for maintaining cumulative data on SPA applicant traffic by race, sex, and EEO classification was implemented. Prior to January 1 this data had been recorded on the applicant register but had not been maintained on a cumulative basis.

60 - 2.23 (a) (4)

"Transfer and promotion practices."

60 - 2.23 (a) (5)

Are facilities, company sponsored recreation and social events, and special programs such as educational assistance open equally?

All University units report that facilities, departmental and/or School functions such as recreational and social events and special programs such as educational assistance are open to all employees without regard to race or sex.

The D. H. Hill Library indicates that the Library Staff Association is the agency through which nearly all social functions are planned. Women and minorities belong to this association, hold office, and serve on planning committees. Social events quite often include the families of employees, and they are well attended by both sexes and minorities.

The University has an off-campus scholarly assignment program for faculty. On the recommendation of a department head and with the approval of the School Dean, the Provost, the Chancellor, and the Board of Trustees, a faculty member may be granted an "off-campus scholarly assignment" for one semester at full salary or for one academic year at half salary.

All full-time employees with the supervisor's consent are allowed to take one course a semester at the University for a nominal fee of \$7.00.

Educational assistance in the form of adult basic education classes for employees with less than an eighth-grade education has been provided at no cost during normal working hours for all employees.

All University units report that there is no evidence of exclusion of minorities or females and no problem seems to exist.

60 - 2.23 (a) (5) and (b) (9)

Are minorities or women excluded from or are not participating in company sponsored activities or programs?

All University minorities and women are included in and do participate in departmental, School, and University-sponsored activities and programs. As an example, the School of Design reported that one female faculty member was given special funding last summer to attend a computer workshop at M.I.T.

60 - 2.23 (a) (5) and (b) (10)

Does de facto segregation still exist at some facilities?

There is no evidence that de facto segregation exists at any University facility.

60 - 2.23 (a) (6) and (b) (11)

"Seniority practices and seniority provisions of union contracts."

North Carolina State University does not have seniority practices and seniority provisions of "union contracts." There are no labor unions on this campus.

For SPA employees pay is awarded according to merit. The salary range, comprised of six salary steps with an approximate five percent salary differential between each step, is used to reward employees whose performance ratings remain satisfactory and above. The first three steps are automatic and are usually given at the end of one-year work intervals. An employee must have a satisfactory performance rating in order to receive these automatic increases. The last three salary steps are considered



strictly merit increases and are awarded to only two-thirds of the total number of employees eligible in a given year. Available records do not indicate evidence of discrimination based on race or sex in awarding salary adjustments within the assigned salary range.

All SPA employees are eligible for longevity pay after 15 years' service with an automatic increase every five-year period thereafter.

Initial appointments of faculty at the rank of instructor, assistant professor, and associate professor are provisional appointments of one, three, or five years respectively. Initial appointments include experience and evaluation of educational background, performance, and other qualifications in determining initial rank and salary.

60 - 2.23 (a) (7)

"Apprenticeship programs."

In order to provide employment opportunities for individuals not possessing the necessary formal training and experience to qualify for certain SPA positions at the University, the Office of State Personnel provides training periods for individuals who show potential for given positions. These traineeships allow individuals to be employed below the minimum of the salary range until such time as minimum qualification requirements are met. A copy of trainee classes currently established for state-wide use is attached for informational purposes. Even though many of these classes are not currently used at the University,

they are available for future use if the need arises.

In addition to trainee arrangements, several positions have been established in the Physical Plant Division and University Graphics to allow apprenticeship-type training for positions such as painters, bricklayers, carpenters, plumbers, and the printing trades.

Opportunities for training in these various occupational categories are open to individuals without regard to race or sex.

60 - 2.23 (a) (8)

"All training programs, formal and informal."

Review of training programs, both formal and informal, does not indicate that minorities or women are underrepresented.

- employees may take University courses (tuition free) to upgrade knowledge and skills
- a supervisory development training program is available to all supervisors
- a high school diploma program is available to eligible employees without regard to race or sex
- orientation training sessions are attended by all new employees

60 - 2.23 (a) (9) and (b) (12)

"Work force attitude."

University units have indicated that the work force attitude has generally been positive in the support of affirmative action and equal employment opportunities. All units have an affirmative action officer and/or affirmative action committee and the indi-

vidual departments within the units have their own affirmative action programs.

All personnel in the Division of Personnel Services involved in recruiting, screening, and referral of applicants to SPA positions in the various Schools and departments have been carefully selected and trained to insure that equal opportunity for employment is given to all applicants. This means that interviewers are carefully screened before employment as to their attitudes and personal opinions concerning employment of minority group members and females. After employment, interviewers are made fully aware of legislation, executive orders, and guidelines concerning equal employment opportunity. Awareness is accomplished through on-the-job training and workshops and seminars that are offered at various locations from time to time.

The academic Schools are working regularly on helping their work force attitude. For example, in the School of Agriculture and Life Sciences each department has appointed an individual to nurture and enhance the aims and purposes of our Affirmative Action Plan. From these individuals the School maintains an affirmative action committee that works with the Dean in the interest of equal employment opportunities. Similar programs are concerned with the organization of affirmative action programs in the other Schools.

The units also affirm that personnel involved in their recruiting, screening, selection, promotion, disciplinary, and related processes have been carefully selected and trained to help insure elimination of bias in all personnel actions.

Work force attitude toward affirmative action is based on a grass roots level from the smallest departments on up. It is intended that a positive attitude toward equal opportunities and employment will permeate the University.

60 - 2.23 (a) (10)

"Technical phases of compliance, such as poster and notification to labor unions, retention of applications, notification to sub-contractors, etc."

60 - 2.23 (a) (10) and (b) (14)

Are formal techniques established for evaluating effectiveness of EEO programs?

There are two basic levels of responsibility for implementing North Carolina State University's Affirmative Action Plan. At the broadest level, the responsibility rests on the central administration and has been delegated to the Equal Employment Opportunity Officer (EEO Officer). The designated responsibilities of the University EEO Officer may be found in Chapter IV, Sections A and B. The second level exists at the unit level. Each unit's method of implementation and delegation of authority and responsibility is described in each unit's plan.

The units' EEO Officers (total of 13) make up the University Affirmative Action Committee with the University EEO Officer serving as chairman. This committee has met periodically during the current school year and will continue to do so in the future. In turn, the unit EEO Officers meet with and disseminate information to their individual Deans and departmental affirmative action representatives.

Several formal instruments have been established for evaluating the effectiveness of EEO programs at this University. Among these instruments can be listed the following:

EPA

- unit employment profile
- recruitment reports from units of all prospective hires through the year
- salary increase analysis
- promotion review

SPA

- EEO-6 report
- Job Order Control Sheet (indicates job vacancies and how they are finally filled)
- Application Routing Sheet (sent with all referrals, completed and returned to Personnel Services indicating reasons why applicant was or was not hired)
- records maintained on transfers
- records on applicant responses to newspaper advertising and referral of weekly vacancy list to selected recruiting sources.

An annual affirmative action report from each unit will include the following:

- progress in meeting goals and assessment
- review of changes in employment profile
- review in analysis of availability
- plans for changes in procedure and goals for the next year.

## APPENDIX A

## EPA PERSONNEL

## LEAVE\*

## ANNUAL LEAVE

Faculty members on an academic-year (nine-month) appointment do not earn annual leave, but they are entitled to certain official holidays as established in the University Calendar for each academic year.

Faculty members on a calendar-year (twelve-month) appointment are eligible for annual leave under the following regulations:

- One calendar month is allowable for vacation annually.
- When vacation is taken in two or more installments, a total of twenty-three (23) working days is allowable.
- No "accumulated leave" on December 31 will be allowed for vacation in the succeeding years.
- Employees shall take their vacations at times approved by their department heads.
- No terminal leave pay is allowable. Under no circumstances, therefore, will any employee be retained on the payroll after his last day of work.

These provisions apply only to academic personnel not subject to the Personnel Act. They do not apply to non-academic personnel who are not subject to the Personnel Act. Deans will interpret applicability in accordance with current and previous treatment of each position.

## SICK LEAVE

All calendar-year (twelve-month) appointments, both EPA and SPA, are governed by State regulation on sick leave. Sick leave is to be used for personal illness. The one exception is that three days of sick leave may be used when a death occurs in the immediate family. Sick leave is provided at the rate of two weeks (ten working days) each year. There is no limit to the amount which may be accumulated. Records must be kept. When an employee retires, his accumulated sick leave days are converted into retirement credits. Twenty sick leave days will equal one month's service. However, when an employee leaves or dies, his sick leave credits are not paid. If an individual returns to State service within the year of resignation, he may reactivate his sick leave account.

Page 2

University policy does not provide a sick leave allowance for academic-year (nine-month) appointments. When a faculty member is absent due to illness, it is left to his Department Head to arrange schedules and make decisions delegating the work load of the absent member. It may become necessary to place the faculty member on an official leave of absence.

#### MATERNITY LEAVE

Faculty with academic-year (nine-month) appointments will use a leave of absence for maternity leave purposes. All calendar-year (twelve-month) appointments are governed by State regulation on maternity leave.

Disabilities caused by or related to pregnancy are considered to be temporary disabilities and are treated under existing policies the same as other temporary illnesses. Sick leave may be used for the period of actual disability as a result of childbearing or recovery therefrom; a physician's certification will be required to verify the actual period of disability.

No employment limitation before childbirth will be imposed on the faculty member (twelve- or nine-month appointment); determination as to how far into pregnancy a member may continue to work will be a joint decision of the department head and faculty member, based upon advice of the attending physician. For twelve-month appointees leave from work prior to and following the time of actual disability shall be covered through accumulated annual leave and leave of absence. Accumulated annual leave must be exhausted before going on leave of absence.

During the leave-of-absence period, the twelve-month appointee shall retain all accumulated unused sick leave and retirement status and will continue to earn sick and annual leave during the period of paid leave.

Maternity leave, normally, shall not exceed six months.

\* Source: Faculty Handbook

## Maternity Leave

### 1. Policy

In accordance with the State's policy on Equal Employment Opportunity, female employees shall not be penalized in their condition of employment because they require time away from work caused by or contributed to by pregnancy, miscarriage, abortion, childbirth, and recovery.

Disabilities caused or contributed to by pregnancy, miscarriage, abortion, childbirth and recovery therefrom are, for all job-related purposes, temporary disabilities and must be treated as such under any health or temporary disability insurance or sick leave plan available in connection with employment. Employment policies and practices involving matters such as the commencement and duration of leave, the availability of extensions, the accrual of seniority and other benefits and privileges, reinstatement, and payment under any health or temporary disability insurance or sick leave plan, formal or informal, shall be applied to disability due to pregnancy or childbirth on the same terms and conditions as they are applied to other temporary disabilities.

\*Sick leave can now be used for maternity purposes for the period of actual disability as a result of childbearing or recovery therefrom; a doctor's certification may be required verifying the employee's disability to the end that there will be no abuse of sick leave privileges.

Previously an employee's accumulated annual leave (not to exceed thirty days) was paid in a lump sum when an employee went on maternity leave; an employee going on leave without pay for another purpose, such as illness, is allowed to exhaust accumulated annual leave. To prevent discrimination, employees going on maternity leave will be permitted to exhaust accumulated annual leave and thus gain the benefits being accorded other types of leave without pay.

### 2. Agency Responsibility

Maternity leave, normally not to exceed six months, shall be granted permanent, probationary, or provisional employees. Limitation of employment before childbirth is prohibited; therefore, based on the type and nature of work performed, each agency shall be responsible for determining, in consultation with the employee and upon advice she has received from her physician, how far into pregnancy she may continue to work before going on leave. Her return to work should be within a reasonable length of time, depending \*upon the advice of her physician. Leave may be extended based on actual need. Reinstatement to the same position or one of like seniority, status, and pay must be made upon the employee's return to work.

### 3. Employee Responsibility

The employee shall apply in writing to her supervisor for leave. She is obligated to return to duty within or at the end of the time determined appropriate. If she finds she will not return to work, she should notify the agency immediately. Failure to report at the expiration of a leave of absence, unless an extension has been requested, may be considered a resignation.

### 4. Use of Leave

(a) *Leave Without Pay* - Normally a person desires to be on leave from work prior to the time of actual disability and also after the time of actual disability. Leave without pay is to be provided for the time before the employee is disabled and the period of time after the disability ends but before returning to work.

(b) *Sick Leave* - Accumulated sick leave is provided for the actual period of temporary disability caused by or contributed to by pregnancy or childbirth in the same manner as for other temporary disabilities. Since there is no certainty as to when disability actually begins and ends, it is necessary to determine the period of disability in order that the employee may realize the benefits of both leave without pay and leave with pay for the period of disability. Therefore, the attending physician is requested to furnish, on a prescribed form, the period of temporary disability.



- (c) *Annual Leave* Annual leave must be exhausted before going on leave without pay. If the period of annual leave overlaps with the period of temporary disability, annual leave should be exhausted up until sick leave begins and the balance should be exhausted after sick leave is exhausted.

5. *Retention of Benefits*

During the period of leave without pay, the employee shall retain all accumulated unused sick leave, retirement status, and time earned toward the next increment. The employee will continue to earn sick and annual leave during the period of paid leave.

6. *Increment Anniversary Date*

An employee's increment eligibility date will be delayed one month for each month she is on leave without pay for over half the work days in the month.

## 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 consideration 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 of kinship.

John T. Caldwell  
Chancellor

The University of North Carolina  
Office of the President

ADMINISTRATIVE MEMORANDUM

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 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 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 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 points, 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



## \*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.

## APPENDIX C

## APPOINTMENTS, PROMOTIONS, AND RETIREMENT

## EQUAL OPPORTUNITY EMPLOYER POLICY

North Carolina State University is an equal opportunity employer. As such the University offers equal opportunity to all applicants and employees without regard to race, color, creed, sex, age, or national origin, as required by Federal, State, and Local laws pertaining to fair employment practices. The University is further committed to the proposition that employees of this institution shall be identified initially and thereafter differentiated among on the basis of good-faith assessments of personal merit. The University adheres to the policy of equal opportunity not solely because of legal requirements but because such a policy is a basic element in human dignity. Any other policy would be morally indefensible and inconsistent with the pursuit of institutional excellence.

## QUALIFICATIONS FOR ACADEMIC RANK

The following are guidelines for use in consideration of an individual's qualifications for appointment, reappointment, or promotion. In all cases, the University shall seek to appoint and retain as members of the faculty those individuals having the highest qualifications. (For terms and procedures concerning initial appointments and reappointments see Tenure Provisions for Academic Ranks in Chapter VI.)

## INSTRUCTOR

- Ability or potential in teaching, research, extension, and/or another scholarly or germane creative activity.
- A Master's degree, an equivalent degree, or equivalent professional experience.

## ASSISTANT PROFESSOR

- Ability or definite promise in teaching, research, extension, and/or another scholarly or germane creative activity.
- Potential for directing teaching, research, graduate study, or extension activities.
- Ability and willingness to participate in university affairs.
- A doctor's degree, an equivalent degree, or equivalent professional experience.

## ASSOCIATE PROFESSOR

- Recognized ability and potential for distinction in teaching, independent research, extension, and/or scholarly or germane creative activity.
- Ability to direct teaching, research, graduate study, or extension activities.
- Ability and willingness to participate in university affairs.
- A doctor's degree, an equivalent degree, or equivalent professional experience.

## PROFESSOR

- Distinguished achievement in teaching, independent research, extension, and/or another scholarly or germane creative activity.
- Ability to direct teaching, research, graduate study, or extension activities.
- Established reputation in the individual's profession or field of scholarly or germane creative activity.
- Ability and willingness to participate in university affairs.
- A doctor's degree, an equivalent degree, or equivalent professional experience.

## NAMED PROFESSORSHIPS

Criteria: To insure that only persons of real stature are so recognized the distinction of the candidate must be measured against:

- All the members of the department to which he is to be assigned. He must clearly be the outstanding scholar and teacher in the department, or of distinction equal to that of other named professors in that department.
- The whole faculty of the institution. The quality of these persons must be such that they command the respect and admiration of the general faculty of the University.
- The community of scholars of the nation and the world. Named professors should be favorably known to scholars in their fields beyond the University and the State and Region. Active participation and recognition in the professional societies and organizations of the nation will normally be expected of persons of this distinction.

Procedures for Appointment: When the School Dean and Chancellor have certified a Named Professorship as being vacant, the procedure for making the appointment is as follows:

- The School Dean, in consultation with the Chancellor and with his approval, shall appoint a committee for the named professorship. This committee shall consist of no fewer than three nor more than five persons. The members of the committee shall be persons no one of whom would himself be under consideration for the position. The members shall be active or emeritus professors of North Carolina State University or of another faculty of the University, although the committee may include one or more members of some faculty outside the University. The members of the committee shall be persons who would have knowledge and judgement in the field of scholarship of the named professorship.
- Ample opportunity shall be provided for members of all departments concerned to nominate to the Dean's committee any person in the world of scholarship thought to be worthy of the position without regard to his known availability.
- The committee may consider persons nominated by members of the committee itself.
- The committee shall procure essential information on the teaching and research qualifications of the nominees.
- The committee's recommendation shall be presented by the Dean to an administrative committee composed of the Chancellor, the Provost and Vice-Chancellor, the Dean of the Graduate School, and the Administrative Dean for Research. [The School Dean should forward to the Chancellor four copies of the committee's recommendation for the purpose of this presentation.]
- When the Chancellor, in consultation with the above, makes his decision to approve or reject the recommendation, he shall take necessary steps to implement the appointment or obtain a second recommendation.

#### APPOINTMENTS TO NON-TENURED ACADEMIC POSITIONS\*

##### VISITING FACULTY

Appointment as Visiting Professor (Visiting Associate Professor, Visiting Assistant Professor, etc.) will not imply tenure normally associated with full-time faculty appointments in the professorial ranks, and is for one year. (These conditions should be made clear to the appointee by the Head of the Department.) Criteria are the same as for equivalent faculty rank. Any subsequently proposed change of an initial Visiting Professor appointment to a regular faculty appointment is subject to the regular University procedures for selection and appointment of individuals in the proposed faculty rank.

#### ADJUNCT APPOINTMENTS

Adjunct appointments as Professor, Associate Professor, Assistant Professor, or Instructor may be offered to persons whose regular and principal employment is with an organization outside the University of North Carolina and who are invited to participate in instructional or research programs of the University.

The rank of an adjunct appointee should be commensurate with his training, experience, and scholarly distinction. Admission to the Graduate Faculty through regular procedures will be required for adjunct appointees who teach graduate courses and direct the research of graduate students.

This type of appointment shall be limited to one year and may be subject to renewal. The Chancellor will write the initial letter of appointment. Appointment for each succeeding year will be by letter from the Chancellor to be written in the spring of the year. It will carry no tenure, retirement, or other benefits normally associated with full-time faculty appointments in the professional ranks.

#### SPECIAL OF PART-TIME LECTURER

Appointment as a special or part-time Lecturer will carry no tenure, retirement or other special faculty privileges normally associated with full-time faculty appointments in the professional ranks. Appointments are for one year or less and must be renewed or terminated each year. (These conditions should be made clear to the appointee by the Head of the Department). Any subsequently proposed change of the initial appointment to a regular faculty appointment would be subject to the regular University procedures for selection and appointment of individuals in the proposed faculty rank.

#### USDA AND SIMILAR APPOINTMENTS

Whenever academic personnel employed by the United States Department of Agriculture, the United States Forest Service, or other similar federal agencies are located on the Raleigh campus and work under the supervision of the University's academic administration they are granted academic rank. The criteria of appointment are identical to those described above for the various academic ranks. However, these appointments carry no tenure with the University, and these persons are not eligible for the economic fringe benefits available to faculty members who are employed by the state of North Carolina.

#### PROFESSIONAL APPOINTMENTS

Certain positions without academic rank, which are exempted from provisions of the State Personnel Act (EPA),

are regarded as professional appointments. They include many positions in the Division of Student Affairs, the Office of Information Services, the Library, the Agricultural Extension Service, etc. Professional appointments are from year to year and carry no tenure. The designation principally entitles the holder to participate in the following.

- Group Hospitalization
- Group Insurance
- State Retirement Program
- Athletic tickets at faculty rates
- Opportunity to take course work
- Possibility of voting membership in the General Faculty, subject to General Faculty Bylaws, Article II, Section 2.
- Possibility of membership in the Faculty Club, provided they "have the same basic qualifications and responsibilities that would make them eligible for faculty status or its equivalent within the University community."

#### RESEARCH ASSISTANT

A Research Assistant is a full-time employee, usually not working for a degree, with a higher level of competence and experience than the SPA research assistant. He shall hold a bachelor's or master's degree. Salary will depend on training and competence but normally will not exceed that of an Instructor. Appointment is on an annual basis contingent upon availability of funds and does not imply tenure with the University.

#### RESEARCH ASSOCIATE

A Research Associate is a full-time employee engaged in research of an original nature who requires guidance but not supervision and who usually is not working towards a degree. He should hold a Ph.D. degree or a master's degree with excellent qualifications and experience. Salary will depend on training and competence but normally will not exceed that of an Assistant Professor. Appointment is on an annual basis contingent upon availability of funds and does not imply tenure with the University.

#### SENIOR RESEARCH ASSOCIATE

A Senior Research Associate is an employee engaged in full-time original research of his own initiation and possessing a considerable record of achievement in research. This position should be filled primarily by persons possessing the Ph.D. Salary will depend on training and competence but normally will not exceed that of an Associate Professor. Appointment is on an annual basis contingent upon availability of funds and does not imply tenure with the University.

## EMERITUS STATUS

Emeritus status will be accorded automatically by the Provost to all faculty members on their retirement provided they hold the rank of Assistant Professor of higher and they have completed five years of service with the University. The following privileges are available to Emeritus Faculty:

- Invitation to all meetings of the General Faculty
- Inclusion in the catalog listings of the General Faculty
- Inclusion of local Emeritus Faculty in the annual Faculty-Staff Directory
- Assignment, when possible, of departmental desk space
- Physical education facilities
- Faculty parking privileges
- Laundry services
- Reduced membership fees in the Faculty Club
- Faculty library privileges
- Faculty rates for athletic tickets
- Voting membership in the General Faculty

\* The policies and regulations regarding appointments to non-tenured academic positions are currently being revised to conform with the NCSU Tenure Policy.

Table  
1 a

Summary on present and projected academic year 1978-1979 racial composition of North Carolina State University by job classifications (EPA nonfaculty) and by employment status.

| Race                | Employment Status | Time Period | Officials & Managers     | Professionals | Technicians | Other      | Total       |
|---------------------|-------------------|-------------|--------------------------|---------------|-------------|------------|-------------|
| White               | Full-time         | Present     | 127 (92.70) <sup>1</sup> | 123 (89.87)   | 5 (100.00)  | 53 (82.81) | 398 (89.84) |
|                     |                   | 1978-1979   | 129 (91.48)              | 208 (87.02)   | 4 (100.00)  | 49 (81.67) | 390 (87.84) |
|                     | Part-time         | Present     | 1 (100.00)               | 19 (95.00)    | 2 (100.00)  | 0 (0.00)   | 22 (95.65)  |
|                     |                   | 1978-1979   | 1 (100.00)               | 15 (88.24)    | 0 (0.00)    | 0 (0.00)   | 16 (88.88)  |
| Black               | Full-time         | Present     | 9 (6.57)                 | 21 (8.86)     | 0 (0.00)    | 1 (1.56)   | 31 (7.00)   |
|                     |                   | 1978-1979   | 11 (7.81)                | 27 (11.30)    | 0 (0.00)    | 3 (5.00)   | 41 (9.23)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| Hispanic            | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.56)   | 1 (0.22)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 1 (1.66)   | 1 (0.22)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Asian & Pacific Is. | Full-time         | Present     | 1 (0.73)                 | 3 (1.27)      | 0 (0.00)    | 9 (14.07)  | 13 (2.94)   |
|                     |                   | 1978-1979   | 1 (0.71)                 | 4 (1.68)      | 0 (0.00)    | 9 (11.67)  | 12 (2.71)   |
|                     | Part-time         | Present     | 0 (0.00)                 | 1 (5.00)      | 0 (0.00)    | 0 (0.00)   | 1 (4.35)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 1 (5.88)      | 0 (0.00)    | 0 (0.00)   | 1 (5.56)    |
| American Indian     | Full-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     | Part-time         | Present     | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
|                     |                   | 1978-1979   | 0 (0.00)                 | 0 (0.00)      | 0 (0.00)    | 0 (0.00)   | 0 (0.00)    |
| Total               | Full-time         | Present     | 137 (30.93) <sup>2</sup> | 237 (53.50)   | 5 (1.13)    | 64 (14.44) | 443         |
|                     |                   | 1978-1979   | 141 (31.75)              | 239 (53.82)   | 4 (0.92)    | 60 (13.51) | 444         |
|                     | Part-time         | Present     | 1 (4.35)                 | 20 (86.95)    | 2 (8.70)    | 0 (0.00)   | 23          |
|                     |                   | 1978-1979   | 1 (5.56)                 | 17 (94.44)    | 0 (0.00)    | 0 (0.00)   | 18          |

<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  
1bSummary on present and projected academic year 1978-1979 racial composition  
of North Carolina State University by rank (EPA faculty) and by employment status.

| Race             | Emplt. Status | Time Period | Department Head        | Professor                  | Associate Professor        | Assistant Professor      | Instructor               | Lecturer                 | Total                      |
|------------------|---------------|-------------|------------------------|----------------------------|----------------------------|--------------------------|--------------------------|--------------------------|----------------------------|
| White            | PFT           | Pres. 78-79 | 60(98.36)<br>59(98.33) | 374( 98.42)<br>430( 97.29) | 333( 95.97)<br>343( 94.75) | 233(95.10)<br>276(88.46) | 86( 92.47)<br>71( 87.66) | 3(100.00)<br>4(100.00)   | 1089(96.46)<br>1183(93.81) |
|                  |               | VFT         | N/A<br>N/A             | 2( 66.67)<br>1(100.00)     | 5( 83.33)<br>6(100.00)     | 23(85.18)<br>13(81.25)   | 35( 92.11)<br>16(100.00) | 2(100.00)<br>2(100.00)   | 67(88.16)<br>38(92.68)     |
|                  | PT            | Pres. 78-79 | N/A<br>N/A             | 17(100.00)<br>23(100.00)   | 10( 90.91)<br>11( 91.67)   | 12(85.72)<br>15(93.75)   | 74( 92.50)<br>68( 89.47) | 43(100.00)<br>39( 86.67) | 156(94.54)<br>156(90.70)   |
| Black            | PFT           | Pres. 78-79 | 0( 0.00)<br>0( 0.00)   | 0( 0.00)<br>2( 0.45)       | 6( 1.73)<br>11( 3.04)      | 8( 3.27)<br>26( 8.33)    | 4( 4.30)<br>8( 9.88)     | 0( 0.00)<br>0( 0.00)     | 18( 1.59)<br>47( 3.73)     |
|                  |               | VFT         | N/A<br>N/A             | 0( 0.00)<br>0( 0.00)       | 0( 0.00)<br>0( 0.00)       | 2( 7.41)<br>2(12.50)     | 1( 2.63)<br>0( 0.00)     | 0( 0.00)<br>0( 0.00)     | 3( 3.95)<br>2( 4.88)       |
|                  | PT            | Pres. 78-79 | N/A<br>N/A             | 0( 0.00)<br>0( 0.00)       | 1( 9.09)<br>1( 8.33)       | 1( 7.14)<br>1( 6.25)     | 5( 6.25)<br>7( 9.21)     | 0( 0.00)<br>6( 13.33)    | 7( 4.24)<br>15( 8.72)      |
| Hisp.            | PFT           | Pres. 78-79 | 1( 1.64)<br>1( 1.67)   | 1( 0.26)<br>2( 0.45)       | 3( 0.86)<br>2( 0.55)       | 0( 0.00)<br>2( 0.65)     | 1( 1.08)<br>1( 1.23)     | 0( 0.00)<br>0( 0.00)     | 6( 0.53)<br>8( 0.63)       |
|                  |               | VFT         | N/A<br>N/A             | 0( 0.00)<br>0( 0.00)       | 0( 0.00)<br>0( 0.00)       | 0( 0.00)<br>1( 6.25)     | 2( 5.26)<br>0( 0.00)     | 0( 0.00)<br>0( 0.00)     | 2( 2.63)<br>1( 2.44)       |
|                  | PT            | Pres. 78-79 | N/A<br>N/A             | 0( 0.00)<br>0( 0.00)       | 0( 0.00)<br>0( 0.00)       | 0( 0.00)<br>0( 0.00)     | 1( 1.25)<br>1( 1.32)     | 0( 0.00)<br>0( 0.00)     | 1( 0.61)<br>1( 0.58)       |
| Asian & Pac. Is. | PFT           | Pres. 78-79 | 0( 0.00)<br>0( 0.00)   | 5( 1.32)<br>8( 1.81)       | 5( 1.44)<br>6( 1.66)       | 4( 1.63)<br>8( 2.56)     | 2( 2.15)<br>1( 1.23)     | 0( 0.00)<br>0( 0.00)     | 16( 1.42)<br>23( 1.83)     |
|                  |               | VFT         | N/A<br>N/A             | 1( 33.33)<br>0( 0.00)      | 1( 16.67)<br>0( 0.00)      | 2( 7.41)<br>0( 0.00)     | 0( 0.00)<br>0( 0.00)     | 0( 0.00)<br>0( 0.00)     | 4( 5.26)<br>0( 0.00)       |
|                  | PT            | Pres. 78-79 | N/A<br>N/A             | 0( 0.00)<br>0( 0.00)       | 0( 0.00)<br>0( 0.00)       | 0( 0.00)<br>0( 0.00)     | 0( 0.00)<br>0( 0.00)     | 0( 0.00)<br>0( 0.00)     | 0( 0.00)<br>0( 0.00)       |
| Amer. Ind.       | PFT           | Pres. 78-79 | 0( 0.00)<br>0( 0.00)   | 0( 0.00)<br>0( 0.00)       | 0( 0.00)<br>0( 0.00)       | 0( 0.00)<br>0( 0.00)     | 0( 0.00)<br>0( 0.00)     | 0( 0.00)<br>0( 0.00)     | 0( 0.00)<br>0( 0.00)       |
|                  |               | VFT         | N/A<br>N/A             | 0( 0.00)<br>0( 0.00)       | 0( 0.00)<br>0( 0.00)       | 0( 0.00)<br>0( 0.00)     | 0( 0.00)<br>0( 0.00)     | 0( 0.00)<br>0( 0.00)     | 0( 0.00)<br>0( 0.00)       |
|                  | PT            | Pres. 78-79 | N/A<br>N/A             | 0( 0.00)<br>0( 0.00)       | 0( 0.00)<br>0( 0.00)       | 1( 7.14)<br>0( 0.00)     | 0( 0.00)<br>0( 0.00)     | 0( 0.00)<br>0( 0.00)     | 1( 0.61)<br>0( 0.00)       |
| Total            | PFT           | Pres. 78-79 | 61( 5.40)<br>60( 4.76) | 380( 33.66)<br>442( 35.05) | 347( 30.74)<br>362( 28.71) | 245(21.70)<br>312(24.74) | 93( 8.23)<br>81( 6.42)   | 3( 0.27)<br>4( 0.32)     | 1129<br>1261               |
|                  |               | VFT         | N/A<br>N/A             | 3( 3.95)<br>1( 2.44)       | 6( 7.89)<br>6( 14.64)      | 27(35.53)<br>16(39.02)   | 38( 50.00)<br>16( 39.02) | 2( 2.63)<br>2( 4.88)     | 76<br>41                   |
|                  | PT            | Pres. 78-79 | N/A<br>N/A             | 17( 10.30)<br>23( 13.37)   | 11( 6.67)<br>12( 6.98)     | 14( 8.48)<br>16( 9.30)   | 80( 48.48)<br>76( 44.19) | 43( 26.07)<br>45( 26.16) | 165<br>172                 |

<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

PFT = Permanent Full-time

VFT = Visiting Full-time

PT = Part-time

Table  
2 a

Summary on present and projected academic year 1978-1979 sexual composition of  
North Carolina State University by job classification (EPA nonfaculty)  
and by employment status.

| Sex    | Employment Status | Time Period | Officials & Managers     | Professionals | Technicians | Other      | Total       |
|--------|-------------------|-------------|--------------------------|---------------|-------------|------------|-------------|
| Female | Full-time         | Present     | 13 (9.48)                | 67 (28.27)    | 3 (60.00)   | 9 (14.06)  | 92 (20.76)  |
|        |                   | 1978-1979   | 14 (9.92)                | 69 (28.87)    | 2 (50.00)   | 19 (16.16) | 95 (21.44)  |
|        | Part-time         | Present     | 0 (0.00)                 | 5 (25.00)     | 2 (100.0)   | 0 (0.00)   | 7 (30.43)   |
|        |                   | 1978-1979   | "                        | 5 (29.41)     | 0 (0.00)    | "          | 5 (27.77)   |
| Male   | Full-time         | Present     | 124 (90.52)              | 170 (71.73)   | 2 (40.00)   | 55 (85.94) | 351 (79.24) |
|        |                   | 1978-1979   | 127 (90.08)              | 170 (71.13)   | 2 (50.00)   | 50 (83.34) | 349 (78.56) |
|        | Part-time         | Present     | 1 (100.0)                | 15 (75.00)    | 0 (0.00)    | 0 (0.00)   | 16 (69.57)  |
|        |                   | 1978-1979   | 1 (100.0)                | 12 (70.59)    | "           | "          | 13 (72.23)  |
| Total  | Full-time         | Present     | 137 (30.93) <sup>1</sup> | 237 (53.50)   | 5 (1.13)    | 64 (14.44) | 44          |
|        |                   | 1978-1979   | 141 (31.75)              | 239 (53.82)   | 4 (0.92)    | 60 (13.51) | 44          |
|        | Part-time         | Present     | 1 (4.35)                 | 20 (86.95)    | 2 (8.70)    | 0 (0.00)   | 2           |
|        |                   | 1978-1979   | 1 (5.56)                 | 17 (94.44)    | 0 (0.00)    | "          | 1           |

<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  
2b

Summary on present and projected academic year 1978-1979 sexual composition of  
North Carolina State University by job classification (EPA faculty)  
and by employment status.

| Sex       | Employment Status   | Time Period | Department Head | Professor   | Associate Professor | Assistant Professor | Instructor | Lecturer   | Total       |
|-----------|---------------------|-------------|-----------------|-------------|---------------------|---------------------|------------|------------|-------------|
| Female    | Permanent Full-time | Present     | 2( 3.28)        | 2( 0.53)    | 16( 4.61)           | 30(12.24)           | 26(27.96)  | 1( 33.33)  | 77( 6.82)   |
|           |                     | 1978-1979   | 2( 3.33)        | 8( 1.81)    | 26( 7.18)           | 65(20.83)           | 24(29.63)  | 1( 25.00)  | 126( 9.99)  |
|           | Visiting Full-time  | Present     | N/A             | 0( 0.00)    | 1(16.67)            | 5(18.52)            | 15(39.47)  | 0( 0.00)   | 21(27.63)   |
| 1978-1979 |                     | N/A         | 1(100.00)       | 1(16.67)    | 6(37.50)            | 6(37.50)            | 0( 0.00)   | 14(34.15)  |             |
| Male      | Permanent Full-time | Present     | 59(96.72)       | 378( 99.47) | 331(95.39)          | 215(87.76)          | 67(72.04)  | 2( 66.67)  | 1052(93.18) |
|           |                     | 1978-1979   | 58(96.67)       | 434( 98.19) | 336(92.82)          | 247(79.17)          | 57(70.37)  | 3( 75.00)  | 1135(90.01) |
|           | Visiting Full-time  | Present     | N/A             | 3(100.00)   | 5(83.33)            | 22(81.48)           | 23(60.53)  | 2(100.00)  | 55(72.37)   |
| 1978-1979 |                     | N/A         | 0( 0.00)        | 5(83.33)    | 10(62.50)           | 10(62.50)           | 2(100.00)  | 27(65.85)  |             |
| Total     | Permanent Full-time | Present     | 61( 5.40)       | 380( 33.66) | 347(30.74)          | 245(21.70)          | 93( 8.23)  | 3( 0.27)   | 1129        |
|           |                     | 1978-1979   | 60( 4.76)       | 442( 35.05) | 362(28.71)          | 312(24.74)          | 81( 6.42)  | 4( 0.32)   | 1261        |
|           | Visiting Full-time  | Present     | N/A             | 3( 3.95)    | 6( 7.89)            | 27(35.53)           | 38(50.00)  | 2( 2.63)   | 76          |
| 1978-1979 |                     | N/A         | 1( 2.44)        | 6(14.64)    | 16(39.02)           | 16(39.02)           | 2( 4.88)   | 41         |             |
| Part-time | Permanent Full-time | Present     | N/A             | 17( 10.30)  | 11( 6.67)           | 14( 8.48)           | 80(48.48)  | 43( 26.07) | 165         |
|           |                     | 1978-1979   | N/A             | 23( 13.37)  | 12( 6.98)           | 16( 9.30)           | 76(44.19)  | 45( 26.16) | 172         |

178

<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  
2c

Summary on present and projected academic year 1978-1979 sexual composition of North Carolina State University SPA personnel by job classification and by employment status.

| Sex    | Employment Status | Time Period | Exec., Admin., Mgr'l. | Professionals | Clerical Secretaries | Technicians & Paraprofessionals | Skilled Crafts | Service/Maintenance | Total      |
|--------|-------------------|-------------|-----------------------|---------------|----------------------|---------------------------------|----------------|---------------------|------------|
| Female | Full-time         | Present     | 11(52.38)             | 24( 22.02)    | 800( 93.02)          | 156( 29.89)                     | 14( 6.25)      | 153(31.68)          | 1158(52.1) |
|        |                   | 1978-1979   | 12(52.17)             | 33( 27.97)    | 847( 93.38)          | 180( 32.09)                     | 23( 8.49)      | 198(36.73)          | 1293(53.4) |
| Female | Part-time         | Present     | 0( 0.00)              | 2( 66.67)     | 73(100.00)           | 7( 77.78)                       | 0( 0.00)       | 6(54.55)            | 88(89.6)   |
|        |                   | 1978-1979   | 0( 0.00)              | 2(100.00)     | 70(100.00)           | 10(100.00)                      | 0( 0.00)       | 6(54.55)            | 88(92.6)   |
| Male   | Full-time         | Present     | 10(47.62)             | 85( 77.98)    | 60( 6.98)            | 366( 70.11)                     | 210( 73.75)    | 330(68.32)          | 1061(47.6) |
|        |                   | 1978-1979   | 11(47.83)             | 85( 72.03)    | 60( 6.62)            | 381( 67.91)                     | 248( 91.51)    | 341(63.27)          | 1126(46.5) |
| Male   | Part-time         | Present     | 0( 0.00)              | 1( 33.33)     | 0( 0.00)             | 2( 22.22)                       | 2(100.00)      | 5(45.45)            | 10(10.2)   |
|        |                   | 1978-1979   | 0( 0.00)              | 0( 0.00)      | 0( 0.00)             | 0( 0.00)                        | 2(100.00)      | 5(45.45)            | 7( 7.8)    |
| Total  | Full-time         | Present     | 21( 0.95)             | 109( 4.91)    | 860( 38.76)          | 522( 23.52)                     | 224( 10.09)    | 483(21.77)          | 2219       |
|        |                   | 1978-1979   | 23( 0.95)             | 118( 4.88)    | 907( 37.49)          | 561( 23.19)                     | 271( 11.20)    | 539(22.29)          | 2419       |
| Total  | Part-time         | Present     | 0( 0.00)              | 3( 3.06)      | 73( 74.49)           | 9( 9.18)                        | 2( 2.04)       | 11(11.23)           | 98         |
|        |                   | 1978-1979   | 0( 0.00)              | 2( 2.11)      | 70( 73.67)           | 10( 10.53)                      | 2( 2.11)       | 11(11.58)           | 95         |

<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