

AFFIRMATIVE ACTION PLAN
PHYSICAL PLANT DIVISION
Office of Business Affairs
For
Inclusive Dates
July 1, 1976 - June 30, 1979

The affirmative action plan for the Physical Plant Division is being prepared as a supplement to the Office of Business Affairs plan. The type of positions found in Physical Plant as compared to positions in Business Affairs proper and the size and nature of Physical Plant's responsibilities support this arrangement.

General statements made in the body of the Affirmative Action Plan for the Office of Business Affairs apply to the Physical Plant; however, specific quantitative and qualitative goals will be discussed below which pertain to that operation.

IDENTIFICATION OF PROBLEM AREAS: RACE AND SEX PROFILE
QUANTITATIVE AND QUALITATIVE
GOALS ESTABLISHED

The current racial breakdown of employees in Physical Plant (as shown on the attached worksheet) is 212 White employees (39%) and 331 Black employees (61%). The current sex breakdown indicates 131 female employees (24%) and 412 male employees (76%).

The present complement shows representation in all categories. One employee, a White male, is located in the Executive, Administrative, Managerial category. The Professional category shows 14 White males (100%). The Clerical and Secretarial category reflects 8 males (33%) and 16 females

(67%) and 19 Whites (79%) and 5 Blacks (21%). The Technical and Paraprofessional category shows 7 males (87.5%) and one female (12.5%) and 7 Whites (87.5%) and one Black 12.5%. The Skilled Crafts category shows 149 males (99%) and one female (1%) and 137 Whites (92%) and 13 Blacks (8%). The Service/Maintenance category shows 233 males (67%) and 113 females (33%) and 34 Whites (10%) and 312 Blacks (90%).

In analyzing numbers and percentages of the employee profile, it appears that the White-Black ratio of total employees is adequate; however, a closer look reveals that the bulk of employees are clustered in the traditional "male" and "female", "Black" - "White" positions. For example, 100% of the employees in the Executive, Administrative, Managerial category and the Professional category are White male. The majority of employees in the Clerical and Secretarial category (67%) is female. The Technical and Paraprofessional and Skilled Crafts categories are 75% and 91% White male, respectively. The Service/Maintenance category is 90% Black male and female.

Quantitative goals set for the next three years are designed to improve the sex-race ratio of these various categories to more closely reflect the availability of minorities and women in the work force that comprises our recruiting area.

New positions and turnover in the Physical Plant over the next three years are expected to generate some opportunities for adjustments. If quantitative goals as noted in attached Table II are met, the categorical profiles (percentagewise) will improve as follows:

CATEGORY	PRESENT COMPLEMENT (%)				PROJECTED COMPLEMENT (%)				PRESENT AVAILABILITY (%)			
	WHITE		BLACK		WHITE		BLACK		WHITE		BLACK	
	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>
Exec., Adm., Mgr.	100%				100%				78%	22%	22%	
Professional	100%				73%	20%	7%		75%	25%	10%	
Clerical & Sec.	21%	58%	13%	8%	8%	63%	4%	25%	9%	91%	25%	
Tech. & Parapro.	75%	12.5%	12.5%		75%	12.5%	12.5%		69%	31%	28%	
Skilled Crafts	91%	1%	8%		72%	37%	24%	1%	97%	3%	24%	
Serv./ Maint.	9%	1%	58%	32%	*9%	3%	54%	33%	80%	20%	58%	

* Less than 1% of projected complement for Service/Maintenance will be American Indian.

	<u>TOTALS:</u>		<u>WHITE</u>		<u>BLACK</u>		<u>TOTAL</u>		
	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	
Current Profile	36%	3%	(39%)	40%	21%	(61%)	76%	24%	(100%)
Projected Profile	31%	6%	(37%)	41%	22%	(63%)	72%	28%	(100%)
Present Availability	Total White (62%)		Total Black (37%)						

The attainment of projected goals in the Professional category will closely approximate current availability of females and Blacks. The projected complement for Clerks and Secretaries will closely reflect the availability of males and Blacks. Technical and Paraprofessional is expected to remain as present profile indicates. Goals for the Skilled Craft category reflect an increase in White females above current availability while goals for Blacks will approximate current availability. Projected goals in some categories do not indicate marked improvement over existing profile with reference to current availability. For example, the Executive, Administrative, Managerial category shows 100% White male; however, only one position is assigned to this category, and no turnover is expected in the next three years. In the Technical and Paraprofessional category no goals are set for Blacks. Likewise, no major efforts are underway to decrease the percentage of minority group members in the

Service/Maintenance category; however, every effort is being made to give minority group members in this category an equal opportunity to progress in the organization as opportunities become available (note qualitative goals).

Qualitative goals or actions to be taken over the next three years by Physical Plant are designed to enhance the meeting of quantitative goals. Particular qualitative goals are enumerated below:

1. Training to familiarize and strengthen employees and supervisors to understand Affirmative Action practices (e.g. film training, group meetings, and new employees' orientation).
2. Distribute weekly list of campuswide vacancies to all employees to give opportunity for advancement, also include job opportunities available in Physical Plant.
3. Upward Mobility concept will be strengthened through (a) apprenticeship training, (b) supervisor counseling, (c) elementary education during working hours to aid employees in preparing themselves for future advancement.
4. To allow all hiring supervisors to establish own goals for Affirmative Action in order to assure more dedication to meeting those goals.

SCHOOL/DEPARTMENT: PHYSICAL PLANT

AFFIRMATIVE ACTION PLAN

COMPLETED BY: _____

SPA PERSONNEL

DATE: MAY, 1976

TABLE I
PRESENT SPA COMPLEMENT

TABLE II
PROJECTED SPA COMPLEMENT FOR FISCAL YEARS 1978 - 1979
(Reflecting Anticipated Promotions & Your Projected Hiring Goals)

PERMANENT FULL-TIME	NON-HISPANIC				HISPANIC		AMERICAN INDIAN		ASIAN PAC. ISLE		TOTAL	X	NON-HISPANIC				HISPANIC		AMERICAN INDIAN		ASIAN PAC. ISLE		TOTAL	
	WHITE		BLACK		M	F	M	F	M	F			WHITE		BLACK		M	F	M	F	M	F		M
	M	F	M	F									M	F	M	F								
Exec., Admin., Mgr'l.	100%										100%		100%										100%	
Professional	100%										100%		73%	20%	7%								80%	20%
Clerical & Secretarial	21%	58%	13%	8%							33%	67%	8%	63%	4%	25%							13%	87%
Tech. & Paraprofessional	75%	12.5%	12.5%								87.5%	12.5%	75%	12.5%	12.5%								88%	12%
Skilled Crafts	91%	1%	8%								99%	1%	72%	3%	24%	1%							96%	4%
Service/Maintenance	9%	1%	58%	32%							67%	33%	9%	3%	54%	33%					1%		63%	37%
SUB-TOTAL	36%	3%	40%	21%							76%	24%	31.2%	5.5%	41.1%	21.7%					.002%	.003%	72%	28%
		39%		61%																				
PERMANENT *PART-TIME																								
Exec., Admin., Mgr'l.																								
Professional																								
Clerical & Secretarial																								
Tech. & Paraprofessional																								
Skilled Crafts																								
Service/Maintenance																								
SUB-TOTAL																								
TOTAL																								

* SPA individuals working at least 1/2-time in a permanently established position

SCHOOL/DEPARTMENT: PHYSICAL PLANT

AFFIRMATIVE ACTION PLAN

COMPLETED BY: _____

SPA PERSONNEL

DATE: _____

TABLE I
PRESENT SPA COMPLEMENTTABLE II
PROJECTED SPA COMPLEMENT FOR FISCAL YEARS 1975 - 1976
(Reflecting Anticipated Promotions & Your Projected Retirements)

PERMANENT FULL-TIME	NON-HISPANIC				HISPANIC		AMERICAN INDIAN		ASIAN PAC. ISLE		TOTAL		X	NON-HISPANIC				HISPANIC		AMERICAN INDIAN		ASIAN PAC. ISLE		TOTAL			
	WHITE		BLACK		M	F	M	F	M	F	M	F		WHITE		BLACK		M	F	M	F	M	F	M	F	M	F
	M	F	M	F										M	F	M	F										
Exec., Admin., Mer'l.	1										1			1											1		
Professional	14										14			11	3	1									12	3	
Clerical & Secretarial	5	14	3	2							8	16		2	15	1	6								3	21	
Tech. & Paraprofessional	6	1	1								7	1		6	1	1									7	1	
Skilled Crafts	136	1	13								149	1		142	5	7	3								189	8	
Service/Maintenance	31	3	202	110							233	113		33	10	207	127			1	2				241	139	
SUB-TOTAL	193	19	219	112							412	131		195	34	257	136			1	2				453	172	
PERMANENT *PART-TIME																											
Exec., Admin., Mer'l.																											
Professional																											
Clerical & Secretarial																											
Tech. & Paraprofessional																											
Skilled Crafts																											
Service/Maintenance																											
SUB-TOTAL																											
TOTAL																											

* SPA individuals working at least 1/2-time in a permanently established position

THE OFFICE OF BUSINESS AFFAIRS

AFFIRMATIVE ACTION PLAN

For Period

July 1, 1976 - June 30, 1979

I

PREAMBLE

Equal opportunity for all its citizens is an American ideal. It has become clear that only through programs of definite, affirmative action can we begin to approach this ideal. Applicants and employees must be evaluated on the basis of their individual abilities, and not on the basis of extraneous factors such as race, religion, sex, or handicaps. An affirmative action plan should actually reinforce good personnel management principles which are guided by merit concepts by assuring that all segments of our society, not just some, have an opportunity to enter the public service on the basis of open competition and advance according to their relative ability. The scope of the plan covers all elements of personnel policy and practices.

The Office of Business Affairs' Affirmative Action Plan to be covered in the following paragraphs hopefully meets the criteria for reinforcement of good personnel management principles and is sufficiently comprehensive in scope.

II

REAFFIRMATION OF EQUAL EMPLOYMENT OPPORTUNITY POLICY

The Office of Business Affairs reaffirms its pledge to provide equal employment opportunity to its employees and applicants for employment without regard to race, color, creed, sex, age, handicap, political affiliation,

or national origin unless specific age, sex or physical requirements constitute a bona fide occupational qualification necessary to proper and efficient administration.

This policy is followed in recruitment, hiring, promotions, compensation, benefits, training, education, layoffs, returns from layoff, demotions, terminations, and similar personnel employment practices.

III

DISSEMINATION OF EQUAL EMPLOYMENT OPPORTUNITY POLICY

A. Internal Dissemination

1. The policy and practice is made known through the display of EEO posters, discussion at staff meetings, orientation with new employees, and through EEO materials that are circulated throughout the office.

B. External Dissemination

1. All recruiting sources are advised of our adherence to equal employment opportunity concepts through written notices, telephone conversations, and EEO clause imprinted upon mail-out matter.

IV

RESPONSIBILITY FOR SUCCESS OF EEO

Each employee of the Office of Business Affairs contributes to the success of equal employment opportunity; however, the supervisors and managers assume the responsibility for assuring success through such efforts as:

- A. Identifying problem areas
- B. Designing programs, projects, and methods to solve identified problems
- C. Periodic auditing of hiring and promotion patterns to insure that goals and objectives are being met

In order to constantly monitor the affirmative actions set forth in this policy, an Equal Employment Opportunity Committee comprised of employees representing a cross-section (i.e. male, female, Blacks, Whites) of Business Affairs has been formed. The Director of Personnel serves as Chairman of this committee and as Affirmative Action Officer for Business Affairs.

V

IDENTIFICATION OF PROBLEM AREAS

The following areas within the Office of Business Affairs have been examined to determine if problems exist and if so, to establish goals and objectives that will alleviate these problems:

A. Race and Sex Mix

The current racial breakdown of employees in the Office of Business Affairs (as shown on the attached worksheet) is 236 White employees (86%) and 39 Black employees (14%). The current sex breakdown shows 145 female employees (53%) and 130 male employees (47%). According to category definition, distribution of employees results in representation in all six categories. Six employees are assigned to the Executive, Administrative, Managerial category, all White males (100%). In the Professional category, there are 34 employees, 30 males (88%) and 4 females (12%), all White (100%). The Clerical and Secretarial category indicates 25 males (18%) and 116 females (82%); the racial breakdown shows 15 Blacks (10%) and 126 Whites (90%). The Technical and Paraprofessional category shows 28 males (88%) and 4 females (12%); the racial breakdown indicates 31 Whites (97%) and one (1) Black (3%).

Thirty-one (31) males (78%) and 9 females (22%) are assigned to the Skilled Crafts category; the racial breakdown is 34 Whites (85%) and 6 Blacks (15%). In the Service and Maintenance category 10 males (45%) and 12 females (55%) are assigned. The racial breakdown indicates 5 Whites (23%) and 17 Blacks (77%).

In analyzing numbers and percentages of the employee profile, it appears that the White-Black ratio of total employees may be improved by increasing the number of minority group members. The female representation (56%) appears adequate; however, on closer examination female employees are found mainly in the traditional categories of clerks, secretaries, and typists. Reviewing the Executive, Administrative, Managerial category a definite need for more females and Blacks can be noted. Likewise, more females and Blacks need to be considered for the Professional category. In the Clerical/Secretarial category, an apparent imbalance exists in comparison to availability statistics. More Blacks could be added, and even though females are well represented, a closer look may reveal that the high percentage of females in this category is the result of traditional employment roles, i.e. secretarial/clerical positions are designed to be filled by females.

The Technical/Paraprofessional category indicates a preponderance of males. Closer scrutiny should prove that an effort to place more Blacks and females in this category should be made. In the Skilled Crafts category, a better representation of Blacks is found; however, continued effort should be made to place more Blacks here. Also, female representation could be improved upon. In the Service/Maintenance category female representation is adequate; however, a closer look should be made to determine if the high percentage (77%) of minority group members found in this category can be attributed to the fact that traditionally Blacks have filled the Service/Maintenance type positions.

B. Racial Mix of Applicant Flow

Having available a large number of resources from which to choose applicants, using the facilities of the Division of Personnel Services, no problem exists as to available mix of minority and female applicants. As vacancies occur or new positions are added, our established numerical goals rank heavily as determining factors in the selection of new employees.

C. Total Selection Process

All employees of the Office of Business Affairs who participate in the selection process have been given instruction in correct interviewing techniques, in the philosophy and requirements of equal employment opportunity, and are committed to the goals that have been established to assure equal opportunity. Position descriptions and job specifications have been reviewed and appear to be objective (including standard required qualifications for each position) and non-discriminatory application forms used to fill office positions are the standard State application form and do have items which if used improperly could tend to discriminate (the form is presently being modified to eliminate potentially discriminatory items). Interview procedures (including questions asked) follow prescribed guidelines set by the various State and federal agencies responsible for enforcing the various legislation. No written tests are given; this is to avoid the possibility of invalid and unreliable data being used to select employees.

D. Promotion Practices

Whenever vacancies or new positions become available which will be promotional opportunities for Business Affairs staff members, they are given first consideration. At intervals employees are given a chance to express their ideas concerning career goals. If career goals include advancing in the particular field in which employees are working (e.g. Accounting, Budgeting, Personnel, Purchasing, etc.) they are urged to pursue that goal and a plan is established to help them work toward that goal as opportunities become available. Plans include cross-training (OJT), seminar and workshop attendance, and personal study (refresher courses, if needed).

E. Social Events, Special Programs, Attitude of Co-Workers

All social events sponsored by the Office of Business Affairs are well attended by the employees. All employees without regard to race or sex are encouraged to use special programs available to

them (free tuition, education leave, etc.) to improve their chances for success in the work environment. From all indications, the attitude of employees within the Office of Business Affairs is one of acceptance without regard to race or sex. This is evidenced by the compatibility of individuals working together on projects, the concern for one another in time of need, the groupings at lunch and breaktimes, and informal attitudinal surveys conducted from time to time. In summary, the climate appears to be excellent for the acceptance of minority and female group members.

F. Classification, Pay and Fringe Benefits

Pay and fringe benefits are established by State standards. Classes of work are determined by assigned duties and responsibilities. All positions are reviewed on an as needed basis to assure proper classification. Pay differentials between individuals indicate that time in grade, performance, and other objective criteria are used rather than criteria that tends to discriminate because of race or sex.

Fringe benefits accrue to all employees based upon standards which are neither race or sex determined.

VI

QUANTITATIVE (NUMERICAL) GOALS AND TIMETABLES

It has been decided that affirmative action planning will cover a three year period, July 1, 1976 - June 30, 1979. The quantitative goals felt to be most realistic are noted below; a special attempt will be made to meet these goals.

It is anticipated that resignations and newly created positions will total 72 positions (permanent) during the three year span (note attached worksheets) with a sex and race breakdown of 22 males (31%) and 50 females (69%), and 43 Whites (60%) and 29 Blacks (40%). From these anticipated vacancies, an attempt will be made to add 1 White female, 1 Black male, 3 Black females to the Professional category giving a sex profile of 32 males (80%) and 8 females (20%) and a race profile of 36 Whites (90%) and

4 Blacks (10%). In the Clerical/Secretarial category, additions are anticipated as follows: 7 males (15%), 39 females (85%) and 27 Whites (75%), 19 Blacks (25%).

In the Technical/Paraprofessional category an attempt will be made to employ 5 males (50%) and 4 females (44%) or 5 Whites (50%) and 4 Blacks (44%). The Skilled Crafts category would reflect 2 males (50%) and 2 females (50%) or 2 Whites (50%) and 2 Blacks (50%). In the Service/Maintenance category an addition of two employees will break down to 1 male (50%) and 1 female (50%), all White.

These percentage arrangements would compare to the availability of individuals (as shown on the attached sheet, applicants available for work in Johnston, Wake, and Franklin Counties) as follows:

<u>Exec., Admin., Mgr. Category</u>	<u>MALES</u>	<u>FEMALES</u>	<u>MINORITY MEMBERS MALE & FEMALE</u>
Availability	78%	22%	22%
Current Goal	100%	0%	0%
<u>Professional Non-faculty Category</u>			
Availability	75%	25%	10%
Current Goal	80%	20%	10%
<u>Clerical/Secretarial Category</u>			
Availability	9%	91%	25%
Current Goal	18%	82%	19%
<u>Technical/Paraprofessional</u>			
Availability	69%	31%	28%
Current Goal	76%	24%	15%
<u>Skilled Crafts</u>			
Availability	97%	3%	24%
Current Goal	73%	27%	22%
<u>Service/Maintenance</u>			
Availability	80%	20%	58%
Current Goal	46%	54%	77%

Total percentage arrangements for the Office of Business Affairs, taking into account present profile and projected profile in comparison with current availability of workers in Wake, Johnston, and Franklin counties is as follows:

	<u>WHITE</u>			<u>BLACK</u>			<u>TOTAL</u>	
	<u>M</u>	<u>F</u>		<u>M</u>	<u>F</u>		<u>M</u>	<u>F</u>
Current Profile	40%	45%	(85%)	7%	8%	(15%)	47%	53%
Projected Profile	35%	43%	(78%)	9%	13%	(22%)	44%	56%
Present Availability	Total White (62%)			Total Black (37%)			53%	47%

In analyzing present sex and race profile with projected profile and current availability of applicants, goals would be met or exceeded (percent-wise) in the following categories:

Skilled Crafts - females

Service/Maintenance - females and Blacks

Professional Non-faculty - Blacks

Even though the percentage of females and Blacks in the Service/Maintenance category exceeds the availability of individuals in the recruiting area, closer study must be given to the employment of these individuals in this category to determine if these figures reflect the traditional placement of females and Blacks in these normally low-paying, low-status positions.

Projected goals are not sufficient in the following categories to match the availability of individuals in the workforce in the established recruiting area:

Executive, Administrative, Managerial - females and Blacks

Professional Non/faculty - females

Clerical/Secretarial - females and Blacks

Technical/Paraprofessional - females and Blacks

Skilled Crafts - Blacks

Several qualifying statements need to be made at this point. The total staff complement consists of 85% Whites and 15% Blacks; 47% male, 53% female. The projected goal, if met would result in 78% Whites and 22% Blacks, with 44% male and 56% female. Present availability indicates 62% Whites and 37% Blacks. If these figures hold true one could see a decrease (over the 3 year time period) in percentage of White employees (85% to 78%); an increase in percentage of Blacks (15% to 44%) and an increase in female employees (53% to 56%). This would be an improvement in both the affected classes of minority group members and females. Both the current profile and projected profile indicate the percentage of female employment higher than the availability of candidates; however, this is a misleading percentage since most of the females may be found in the traditional female categories of Clerical/ Secretarial and Service/Maintenance. Therefore, one must be aware of and base numerical goals on categorical analyses. Likewise, even though the percentage of Blacks available to work in all categories is 37%, the majority will be found in the traditional category of Service/Maintenance. Another interesting observation is that availability figures indicate that those available for work follow the traditional categorization of male-female, Black-White, i.e. traditional male-female, Black-White positions continue to be predominate. (Note the 91% availability for female clerk/secretaries, the 58% for minority service/maintenance workers).

Perhaps the category that most needs attention at this time is Executive, Administrative, Managerial. The availability data indicates 22% females and 22% minority group members are available in the work force.

VII

QUALITATIVE GOALS (DESIGNED TO ELIMINATE PROBLEMS AND MEET GOALS AND OBJECTIVES)

A. General Office Goals

1. Assure that our minority and female employees are given equal opportunity for promotion by considering all employees who meet minimum standards for a particular vacancy and initiating

necessary remedial, job training, and work-study programs for those who need it to become qualified for promotional opportunities.

2. To hold formal and informal performance appraisal sessions with these employees at specified intervals to let them know how they are progressing and to find out their career interests and needed training.
3. Continue career counseling with employees to include attitude development, job rotation, etc.
4. Regular discussions between supervisors and employees to be certain equal opportunity policies and affirmative action plans are carried out.
5. Audit job descriptions and class specifications on an annual basis to assure that positions are properly classified and that class specs properly reflect fair and reasonable standards that are required to adequately perform a given job in the class.
6. Compare pay on an annual basis to assure equitable pay and that differences can be attributed to factors other than race or sex.
7. Maintain an adequate grievance and appeal mechanism for use by staff employees; assure that members understand it and feel free to use it whenever needed.
8. Make available to all Business Affairs employees a copy of the current affirmative action plan.

B. Recruiting and Placement

1. All staff members involved in the recruiting, screening, selection, promotion, disciplinary and related personnel processes shall be carefully selected and trained to eliminate bias in all personnel management decisions.

2. Since no formal written tests are required for hiring, promotion, training, etc., selection techniques other than tests will be carefully monitored to prevent arbitrary and capricious discrimination. Such techniques include un-scored interviews, un-scored application forms, arrest records, credit checks, and records of educational and work history.

C. Position Management

1. Certain positions in Business Affairs (e.g. Accounting, Budgeting, Personnel, Purchasing) require formal training and experience in the respective field. Because tradition has made certain jobs "female jobs" or "Black jobs" or "male jobs" or "White jobs", the requirements (formal training and experience) may be barriers to minority group members and females being considered. As opportunity becomes available through turnover or additional positions, thought will be given to establishing a trainee arrangement where a minority or female employee could train on the job.

VIII

INTERNAL AUDIT AND REPORTING SYSTEM

The following monitoring and auditing procedures will continue to be followed to assure that goals and objectives are met:

1. A quarterly report will be prepared indicating:
 - a. employee complement (race, sex profile)
 - b. reasons for achievement or non-achievement of stated goals,
 - c. amount and success of cross-training efforts,
 - d. number and type of grievances or appeals,
 - e. attitudinal feelings of staff members toward EEO effort, and
 - f. plans for correcting any noted barriers which are preventing goals and objectives from being met.
2. Review report results with supervisors and other office employees to keep them aware of success and failures and to solicit their support in obtaining stated goals.

SCHOOL/DEPARTMENT: BUSINESS AFFAIRS (DOES NOT INCLUDE THE AFFIRMATIVE ACTION PLAN
PHYSICAL PLANT DIVISION) SPA PERSONNEL
 COMPLETED BY: _____

DATE: _____

TABLE I
 PRESENT SPA COMPLEMENT

TABLE II
 PROJECTED SPA COMPLEMENT FOR FISCAL YEARS 1978 - 1979
 (Reflecting Anticipated Promotions & Your Projected Hiring Goals)

PERMANENT FULL-TIME	NON-HISPANIC				HISPANIC		AMERICAN INDIAN		ASIAN PAC. ISLE		TOTAL M F	X	NON-HISPANIC				HISPANIC		AMERICAN INDIAN		ASIAN PAC. ISLE		TOTAL M F			
	WHITE		BLACK		M	F	M	F	M	F			WHITE		BLACK		M	F	M	F	M	F		M	F	
	M	F	M	F									M	F	M	F										M
Exec., Admin., Mgr'l.	6										6	0		7									7	0		
Professional	30	4									30	4		30	6	2	2							32	8	
Clerical & Secretarial	22	104	3	12							25	116		22	101	5	25							27	126	
Tech. & Paraprofessionals	27	4	1								28	4		22	7	4	1								26	8
Skilled Crafts	26	8	5	1							31	9		23	8	6	3								29	11
Service/Maintenance	1	4	9	8							10	12		1	4	9	8								10	12
SUB-TOTAL	112	124	18	21							150	145		105	126	26	39								131	165
PERMANENT *PART-TIME																										
Exec., Admin., Mgr'l.																										
Professional																										
Clerical & Secretarial		1									1				1											1
Tech. & Paraprofessionals																										
Skilled Crafts																										
Service/Maintenance																										
SUB-TOTAL																										
TOTAL		1									1				1											1

* SPA individuals working at least 1/2-time in a permanently established position

SCHOOL BUSINESS AFFAIRS
 COMPLETED BY _____

AFFIRMATIVE ACTION PLAN
 SPA PERSONNEL

DATE _____

WORK SHEET FOR TABLE II

FULL-TIME	ESTIMATED NUMBER OF POSITIONS EXPECTED TO BECOME VACANT (During 3 yr. period.)	ESTIMATED NUMBER OF NEWLY CREATED POSITIONS (During 3 yr. period)	TOTAL POSITIONS TO BE FILLED (During 3 yr. period)	PROJECTED HIRING GOALS (based on the total positions to be filled)										
				NON-HISPANIC		HISPANIC		AMERICAN INDIAN		ASIAN PAC. ISLE		TOTAL		
				WHITE	BLACK	M	F	M	F	M	F	M	F	
Exec., Adm., Mgr '1.	1	1	2	2									2	0
Professional	3	6	9	4	1	1	3						5	4
Clerical & Secretarial	29	17**	46	5	22	2	17						7	39
Tech. & Paraprofessional	7	2	9	2	3	3	1						5	4
Skilled Crafts	4	0	4	2			2						2	2
Service/Maintenance	2	0	2	1	1								1	1
SUB-TOTAL	46	26	72	16	27	6	23						22	50
TOTAL														
* PERMANENT PART-TIME														
Exec., Adm., Mgr '1.														
Professional														
Clerical & Secretarial	1		1	1										1
Tech. & Paraprofessional														
Skilled Crafts														
Service/Maintenance														
SUB-TOTAL	1		1	1										1
TOTAL														

NOTE: A + B = C
 C = D

* SPA individuals working at least 1/2-time in a permanently established position.

** 17 new positions are being planned overall, but Student Supply Stores dropped 5 in this category giving an overall gain of 12 new positions.

AFFIRMATIVE ACTION PLAN
(1976 - 1979)
DIVISION OF STUDENT AFFAIRS

April, 1976

AFFIRMATIVE ACTION PLAN
 DIVISION OF STUDENT AFFAIRS
 NORTH CAROLINA STATE UNIVERSITY

I. Preamble. The Division of Student Affairs at North Carolina State University is committed to the concept of equal employment opportunity and affirmative action. The following plan has been designed to eliminate any existing discriminatory condition, whether purposeful or inadvertent, and to require units within the Division to make additional efforts to recruit, employ, and promote qualified members of groups formerly excluded - even if that exclusion cannot be traced to particular discriminatory actions on the part of the Division. During the first three years the Student Affairs Affirmative Action Plan was in effect, the Division made significant progress in the hiring of blacks and women. The tables below and Figure 1 demonstrate the accomplishments in both EPA and SPA categories.

	<u>EPA</u>					
	<u>June 1973 Profile</u>		<u>June 1976 Goal</u>		<u>Current Profile</u>	
	N	%	N	%	N	%
Female	14	24.6	18	30.0	23	32.4
Black	4	7.0	6	10.6	6	8.5

	<u>SPA</u>					
	<u>Oct. 1973 Profile</u>		<u>June 1976 Goal</u>		<u>Current Profile</u>	
	N	%	N	%	N	%
Black clerical	6	10.0	15	20.0	14	19.2
Black Prof.	1	10.0	3	30.0	2	16.7
Total female	105	76.0	105	76.6	115	81.6
Total black	40	29.0	45	32.8	49	34.8

- II. Reaffirmation of Equal Employment Opportunity Principles. The Division commitment to non-discriminatory policies and practices and to increasing employment opportunity is outlined in I above and in the introduction to the University plan.
- III. Publicizing the Equal Employment Opportunity Policy. The Division Affirmative Action Plan and annual summaries of progress will be disseminated among employees of the Division. In addition the equal employment policy will be reviewed with those individuals primarily responsible for hiring whenever new positions are available.

IV. Responsibility for Implementation of the Plan. Overall responsibility for implementation of the Division Plan is assumed by the Dean of Student Affairs. Associate deans and department heads are responsible for implementation of the plan within their departments and the Department of Student Affairs Research is responsible for monitoring of progress and preparing annual summaries of progress.

V. Identification of Problems.

A. Utilization and Availability Analysis and Goals and Time Tables

1. Analysis of Workforce Profile by Race and Sex. The Division of Student Affairs is composed of employees in two categories, EPA Non-Faculty and SPA. The July, 1976 profile of EPA Non-Faculty and the April, 1976 profile of SPA employees is presented below.

a. EPA Non-Faculty. Appendix A includes an analysis of EPA Non-Faculty by Department. Below is a summary of the current profile.

	<u>EPA</u>				<u>Total N</u>
	<u>Female</u>		<u>Current Profile</u>		
	<u>N</u>	<u>%</u>	<u>Black</u>	<u>N</u>	
Officials & Managers	3	20.0	0	0	15
Professionals	20	35.7	6	10.7	56
Total	23	32.4	6	8.5	71

b. SPA. Appendix B includes an analysis of SPA employees by occupational category. This analysis indicates the following proportions of females and blacks within each occupational category.

	<u>SPA</u>				<u>Total N</u>
	<u>Female</u>		<u>Current Profile</u>		
	<u>N</u>	<u>%</u>	<u>Black</u>	<u>N</u>	
Professional	2	50.0	0	0	4
Clerical & Secretarial	69	94.5	14	19.2	73
Technical & Paraprofessional	15	88.2	2	11.8	17
Skilled Crafts	1	20.0	1	20.0	5
Service/Maintenance	28	66.7	32	76.2	42
Total	115	81.6	49	34.8	141

2. Utilization and Availability Analysis.

- a. EPA Non-Faculty. Availability analysis for EPA Non-Faculty was conducted for the Division of Student Affairs. Results of the analysis and a description of methods used are shown in Appendix C. The analysis indicated that females were being under-utilized in some areas and blacks in some areas. Goals to correct under-utilization are discussed in the following section.
 - b. SPA. Availability analysis for SPA employees was conducted by compiling manpower data by occupational category for Wake, Johnston, and Franklin Counties, North Carolina, the primary recruiting area for SPA employees. This analysis is shown in Appendix D.
3. Establishment of Goals and Timetables.
- a. EPA Non-Faculty. Analyses of availability and utilization and estimated turnover and new positions were used to establish goals. Projected goals for the 1978-79 academic year are shown in Appendix A and are summarized below.

EPA

	Current Profile					Projected Profile 1979				
	Female		Black		Total N	Female		Black		Total N
	N	%	N	%		N	%	N	%	
Officials & Managers	3	20.0	0	0	15	3	20.0	0	0	15
Professionals	20	35.7	6	10.7	56	20	35.7	9	15.3	59
Total	23	32.4	6	8.5	71	23	32.4	9	12.2	74

- b. SPA. Analyses of availability and utilization and estimated turnover of new positions were used to establish goals. Projected goals for each academic year through 1978-79 are shown in Appendix B and are summarized below:

SPA

	Current Profile				Projected Profile 1979			
	Female		Black		Female		Black	
	N	%	N	%	N	%	N	%
Professional	2	50.0	0	0	2	50.0	0	0
Clerical & Secret.	69	94.5	14	19.2	69	94.5	14	19.2
Tech. & Paraprof.	15	88.2	2	11.8	15	88.2	3	17.7
Skilled Crafts	1	20.0	1	20.0	1	20.0	1	20.0
Service/Maintenance	28	66.7	32	76.2	28	66.7	32	76.2
Total	115	81.6	49	34.8	115	81.6	50	35.5

B. Composition of Applicant flow by minority, group status and sex.

1. EPA Non-Faculty. Recruitment of applicants for vacant or newly created EPA Non-Faculty positions is the responsibility of department heads in which the vacancy occurs. An analysis of recruitment techniques indicates that, although procedures vary, department heads and associate deans generally seek qualified persons initially from within the Division. Positions are next advertised through professional publications and/or channels of communications. The analysis indicated that applications from qualified blacks generally under-represented their availability unless extra efforts are made to seek them out. In addition, records of applicant flow by minority group and sex have been maintained within the Division and the analysis of these records indicate that the Division has provided equal employment opportunities.
2. SPA. As with EPA positions, department heads and associate deans are responsible for recruiting applications for unfilled SPA positions. Applications for SPA positions throughout the university are coordinated by the University Division of Personnel Services. When a SPA position becomes vacant or is newly created, the department head normally reviews the qualifications of persons already employed within the Division, then reviews applications on file at Personnel Services and then if necessary recruits applicants through other channels. Analysis of applicant flow within this category indicates that minority groups applications approximate the number of minority persons within the primary recruiting area for the University.

C. Analysis of total selection process.

1. EPA. The selection process for EPA positions involves the following: The position is described and the title identified; requirements including degrees and experience are specified. The position is advertised in appropriate professional communications or at professional organizational meetings. Applications are reviewed and two or three persons are selected for interviews. After completion of interviews, the Department Head makes the final selection with approval by the Associate Dean and Dean of Student Affairs. This selection process does not eliminate a significantly higher percentage of minorities or women than non-minorities or men. In addition, position descriptions accurately describe functions and duties.

2. SPA. The selection process for SPA positions is similar to that for EPA positions except that all applications are coordinated by the Division of Personnel Services. All SPA positions are classified by the State Personnel Department, but position descriptions are written by the Department Head in which the position is located. Analysis of the selection process for SPA positions does not indicate elimination of a significantly higher percentage of minorities or women than non-minorities or men nor position descriptions which inaccurately describe functions and duties.

D. Analysis of Transfer and Promotion Practices.

1. EPA - Promotion and transfer are based on evaluation of performance by department heads, associate deans, and the Vice Chancellor for Student Affairs. This analysis indicates the lateral and/or vertical movement of minority or female employees occurs at a lesser rate than that of non-minority or male employees. Longevity rather than discrimination explains this problem, and as stated in Section VI, the Division will attempt to address this problem during the next three year phase.
2. SPA - Analysis of promotion and transfer of SPA employees provided results similar to those for EPA employees.

E. Workforce Attitude. All personnel involved in recruiting, screening, selection, promotion, disciplinary, and related processes have been notified about bias in personnel actions. Their personnel actions will be continuously reviewed to insure the absence of bias.

F. Analysis of technical phases of compliance. "Equal Opportunity Employer" posters have been provided by the University and have been placed in conspicuous places throughout the Division.

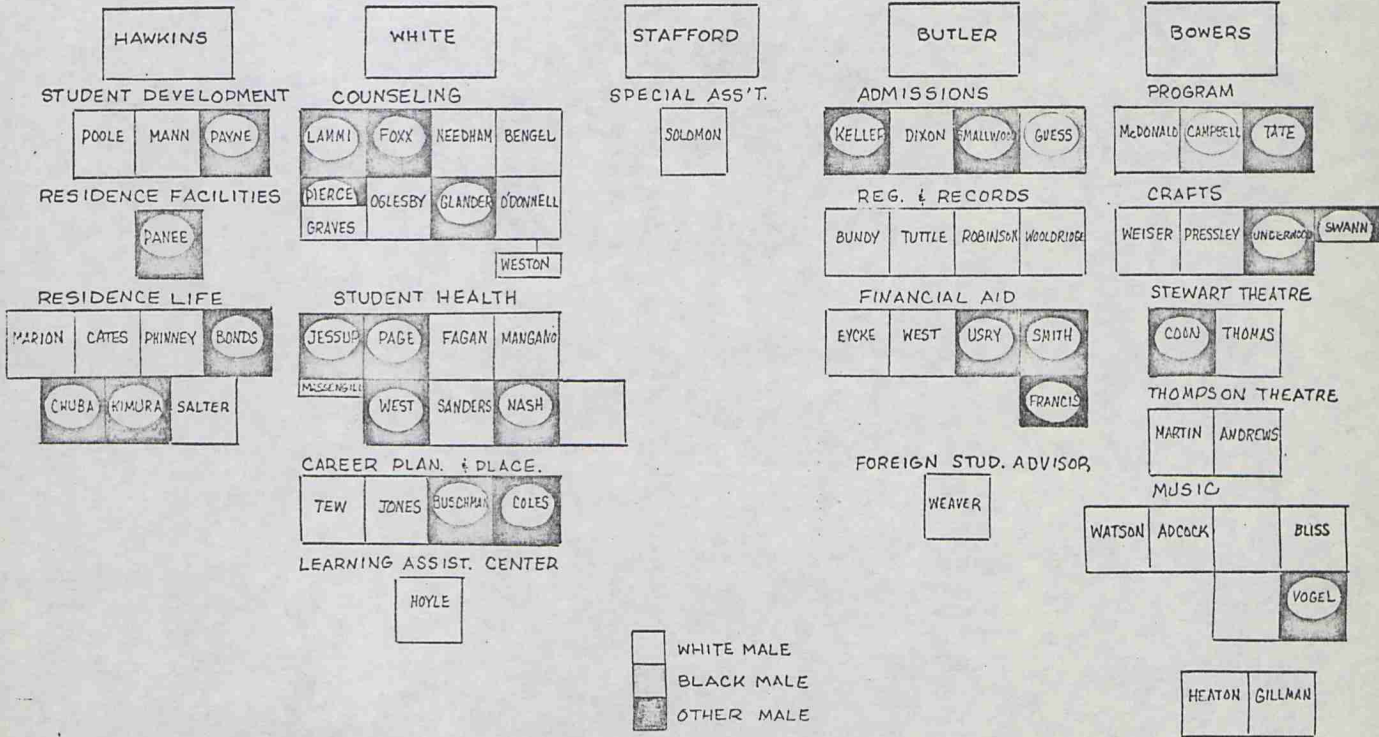
G. Rights and Benefits - Salary. For both EPA and SPA positions, analysis of compensation patterns indicates that differentials between men and women doing the same work is the result of differentials in longevity and/or judged performance between individuals and not discrimination on the basis of sex and race.

VI. Development and Execution of Corrective and Remedial Programs. In the preceding section, analyses of employment patterns, policies, and procedures have identified several problem areas in which corrective action is needed. Under-utilization






of females and blacks in some areas has resulted in establishment of goals and time tables to correct these problems. Goals and time tables have been covered in Section V,3. Responsibility for implementation of these goals will be assumed by department heads, associate deans, and the Vice-Chancellor of Student Affairs. Goals will be accomplished by adding female and black members to the Division as existing positions become vacant through normal turnover or as new positions are established. Recruitment efforts in areas of under-utilization will give special emphasis to attracting female and/or black applications. Final selection of personnel for positions will not be approved until satisfactory evidence is submitted to indicate that additional efforts have been made to recruit under-utilized groups. Recruitment efforts will include channels of communication which will maximize the number of female and black candidates who might be attracted to the position. During the second three year period, in addition to making an effort to accomplish the objectives stated earlier, the Division of Student Affairs is committed to having blacks and women move to higher administrative positions. During the last three years, three women were appointed to department head positions. An intensive effort will be made during the three years to move blacks and women into positions of department heads and associate deans. This objective is not part of the formal goal of the Division because it is impossible to determine the availability of these positions but considerable effort will be made in this area if the opportunity occurs.

STUDENT AFFAIRS - EPA

BANKS C. TALLEY, JR.



NOTE: FIRST BLOCK UNDER EACH DEPARTMENT REPRESENTS THE DEPARTMENT HEAD

 WHITE MALE
 BLACK MALE
 OTHER MALE
 WHITE FEMALE
 BLACK FEMALE

APPENDIX A

SCHOOL/DEPARTMENT Division of Student Affairs
 COMPLETED BY Dr. Thomas W. Stafford, Jr.

AFFIRMATIVE ACTION PLAN
 EPA NON-FACULTY

DATE April 14, 1976

TABLE V

PRESENT NON-FACULTY COMPLEMENT
 ACCORDING TO JUNE 1975 TABULATION

TABLE VI

PROJECTED NON-FACULTY COMPLEMENT FOR ACADEMIC YEAR
 1978-1979 (Reflecting Anticipated Promotions And
 Your Projected Hiring Goals)

FULL-TIME	Non-Hispanic				Hispanic		American Indian		Asian Pac. Is.		Total		Non-Hispanic				Hispanic		American Indian		Asian Pac. Is.		Total	
	White		Black		M	F	M	F	M	F	M	F	White		Black		M	F	M	F	M	F	M	F
	M	F	M	F									M	F	M	F								
Officials & Managers	11	3							1		12	3	11	3							1		12	3
Professionals	30	14	2	4					1		33	18	29	15	5	3					1		35	18
Technicians																								
Sub Total	41	17	2	4					2		45	21	40	18	5	3					2		47	21
PART-TIME																								
Officials & Managers																								
Professionals	3	2									3	2	3	2		1							3	3
Technicians																								
Sub Total	3	2									3	2	3	2		1							3	3
Total	44	19	2	4					2		48	23	43	20	5	4					2		50	24

SCHOOL/DEPARTMENT Residence Life
 COMPLETED BY Dr. Thomas H. Stafford, Jr.

AFFIRMATIVE ACTION PLAN
 EPA NON-FACULTY

DATE April 14, 1976

TABLE V

PRESENT NON-FACULTY COMPLEMENT
 ACCORDING TO JUNE 1975 TABULATION

TABLE VI

PROJECTED NON-FACULTY COMPLEMENT FOR ACADEMIC YEAR
 1978-1979 (Reflecting Anticipated Promotions And
 Your Projected Hiring Goals)

FULL-TIME	Non-Hispanic				Hispanic		American Indian		Asian Pac. Is.		Total		Non-Hispanic				Hispanic		American Indian		Asian Pac. Is.		Total		
	White		Black		M	F	M	F	M	F	M	F	White		Black		M	F	M	F	M	F	M	F	
	M	F	M	F									M	F	M	F									M
Officials & Managers	1										1		1										1		
Professionals	3	1		1					1		4	2	3	1		1						1		4	2
Technicians																									
Sub Total	4	1		1					1		5	2	4	1		1						1		5	2
PART-TIME																									
Officials & Managers																									
Professionals																									
Technicians																									
Sub Total																									
Total	4	1		1					1		5	2	4	1		1						1		5	2

APPENDIX B

SCHOOL DEPARTMENT: Division of Student Affairs (Total)

AFFIRMATIVE ACTION PLAN

COMPLETED BY: Dr. Thomas H. Stafford, Jr.

SPA PERSONNEL

DATE: April 14, 1976TABLE I
PRESENT SPA COMPLEMENTTABLE II
PROJECTED SPA COMPLEMENT FOR FISCAL YEARS 1974 - 1977
(Reflecting Anticipated Promotions & Our Projected Hiring Plan)

PERMANENT FULL-TIME	NON-HISPANIC WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN PAC. ISLE		TOTAL			NON-HISPANIC WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN PAC. ISLE		TOTAL			
	M	F	M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F	M	F	M	F		
Exec., Adm. Serv. Professional	2	2									2	2		2	2									2	2		
Clerical & Secretarial	4	49		13		1					4	63		4	49		13		1					4	63		
Tech. & Paraprofessional	2	12		2							2	14		2	11		3							2	14		
Skilled Crafts	3	1	1								4	1		3	1	1									4	1	
Service/Maintenance	2	6	11	17							13	23		2	6	11	17								13	23	
SUB-TOTAL	13	70	12	32		1					25	103		13	69	12	33		1						25	103	
PERMANENT *PART-TIME																											
Exec., Adm. Serv. Professional																									1	6	
Clerical & Secretarial		5		1												1										1	
Tech. & Paraprofessional		1																									
Skilled Crafts																										1	5
Service/Maintenance		1	1	4							1	5		1	1		4									1	5
SUB-TOTAL		1	7	5							1	12		1	7		5									1	12
TOTAL	14	77	12	37		1					26	115		14	76	12	38		1						26	115	

* SPA individuals working at least 1/2-time in a permanently established position

School/Department: Admissions

Form No. 2, Page One

Individual Completing Form: Thomas H. Stafford, Jr.

PART II - AVAILABLE POOL OF PROSPECTIVE EPA NON-FACULTY PERSONNEL

1. Outline below the basic educational and experiential requirements for appointment to your EPA non-faculty positions by functional category.

Masters degree in education

Experience in college admissions, student personnel work

2. How many people in the United States meet the basic educational and experiential requirements outlined in #1 above by functional category?
(Complete charts below)

	OFFICIALS & MANAGERS		PROFESSIONALS		TECHNICIANS	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
White Male		44.6		44.6		
White Female		51.9		51.9		
Black Male		2.1		2.1		
Black Female		0.8		0.8		
Hispanic Male		0.4*		0.4*		
Hispanic Female		0.2**		0.2**		
Am. Indian Male						
Am. Indian Female						
Asian Male						
Asian Female						
TOTAL		100%		100%		100%

*Includes all other minority males

**Includes all other minority females

School/Department: Admissions

Individual Completing Form: Thomas H. Stafford, Jr.

Form No. 2, page two

3. Explain how you arrived at the figures in the charts on page one.

a. List sources of data:

Digest of Educational Statistics, Degrees Conferred 1969-70

Survey of Black American Doctorates, Ford Foundation

b. Describe the method(s) used for arriving at the figures recorded in the charts on page one. If you based your figures on a representative sample, please explain below:

1969-70 Masters and Doctorates Conferred in Education were used as a sample to determine proportions

Assumed that one per cent of doctorates conferred to blacks

Assumed that three percent of masters conferred to blacks.

c. Evaluate the accuracy and/or completeness of the data you have used:

Moderately accurate

d. Indicate particular problems encountered in trying to ascertain availability information:

Degrees conferred data not available for blacks and other minorities.

APPENDIX D

Applicants Available for Work as of January 31, 1976
in Johnston, Wake and Franklin Counties

Statistics Provided by the Employment Security Commission

- I. Statistics on Applicants available for work in position classifications found at North Carolina State University. Applicants are listed by EEO occupational classifications.

Executive, Administrative, Managerial

<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
53 (78%)	15 (22%)	68 (100%)	15 (22%)

Professional - Non-Faculty

<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
251 (75%)	82 (25%)	333 (100%)	34 (10%)

Secretarial/Clerical

	<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
Secretarial General Office	102 (9%)	1071 (91%)	1173 (100%)	289 (25%)
Equipment Operators	24 (30%)	57 (70%)	81 (100%)	20 (25%)
Office Warehouse Managers	29 (94%)	2 (6%)	31 (100%)	3 (10%)
Mail, Stock Shipping, Rec. Clks.	189 (81%)	43 (19%)	232 (100%)	115 (50%)
Sales Clerks	34 (33%)	70 (67%)	104 (100%)	17 (16%)

Technical/Paraprofessional

	<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
Non-Medical	134 (69%)	59 (31%)	193 (100%)	55 (28%)
Medical	5 (10%)	46 (90%)	51 (100%)	10 (20%)

Skilled Crafts

<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
719 (97%)	23 (3%)	742 (100%)	171 (24%)

Service/Maintenance

<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
890 (80%)	218 (20%)	1108 (100%)	642 (58%)

II. Statistics on total applicants available for work January 31, 1976, in Johnston, Wake and Franklin counties.

Male - 53%

Female - 47%

White Applicants - 62.5%

Black Applicants - 37.0%

American Indian - .1%

Other Minority Groups - .4%

SUPPLEMENT
AFFIRMATIVE ACTION PLAN
FOR
THE D. H. HILL LIBRARY
NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

April 15, 1976

I. PREAMBLE

The Affirmative Action Plan for the D. H. Hill Library that was submitted January 14, 1974 continues to be a valid statement of the historical record and the commitment and goals of the Library. Two updates, one dated June 12, 1974 and the other June 16, 1975, have been submitted to reflect changes in the staff and to report progress in meeting the goals established in the original plan. The statistical tables submitted in June of 1974 showed that the Library had, in fact, met its goal in both the EPA and SPA categories. Again in 1975, the annual update indicated that the Library continued to meet the goals established and continued to have representation from minority groups equal to or in excess of the number that availability figures indicated it should have.

The information contained in the following pages reflects the current situation:

II. REAFFIRMATION OF EQUAL EMPLOYMENT OPPORTUNITY PRINCIPLES

As an Equal Employment Opportunity/Affirmative Action employer, the D. H. Hill Library attempts to provide an equal opportunity to all employees and prospective employees without regard for race, sex, religion, age, national origin, physical disability, political affiliation or other non-merit factors. The basic plan that was adopted and that has been in use since January of 1974 has served and continues to serve as the guide for meeting this commitment. However, no document alone can serve to accomplish a desired end. There must be present an eagerness to conform to the spirit of the law as well as the letter of the law and this is what the administration of the Library has attempted to foster in the day to day personnel activities of promoting, recruiting, and hiring of staff at all levels.

III. PUBLICIZING THE EQUAL EMPLOYMENT OPPORTUNITY POLICY

The best publicity for a policy is to demonstrate that the policy is in

effect and that it has worked. The historical record shows that the Library has actively publicized its Affirmative Action policy. In all notices of position openings, the fact that the Library is an Equal Opportunity/Affirmative Action employer has been emphasized, and special efforts have been made to place such notices in newspapers, newsletters, placement bureaus, etc. that might be more frequently read by minority groups.

IV. RESPONSIBILITY FOR IMPLEMENTATION OF THE PLAN

The ultimate responsibility for implementing this Affirmative Action Plan lies with the Director of Libraries. Of necessity, the Director must delegate certain duties to Assistant Directors and Department Heads, one such duty being the recruiting and hiring of professional and paraprofessional staff. By accepting this responsibility, Assistant Directors, Department Heads and all others who interview, hire, and supervise personnel for the Library must in turn accept the responsibility for implementing this policy as they accept the responsibility for implementing other policies of the Library and the University.

To help the Library administration meet its commitment in this area, an Affirmative Action Committee has been appointed. This committee composed of EPA and SPA, male and female, black and white, staff will serve in an advisory capacity to the Director to assure his awareness of the Library's progress in fulfilling its Affirmative Action Plan. The chairman of this committee will also serve as the Equal Opportunity Officer for the Library.

V. IDENTIFICATION OF PROBLEMS

A. Utilization and Availability Analysis and Goals and Time Tables

- (1) Analysis of work force profile by race and sex
 - (a) EPA Faculty - not applicable
 - (b) EPA Non-faculty

See Form No. 2, Pages 1 and 2 for availability data.

See Table VII for analysis of work force as related to availability figures.

(c) SPA

Availability figures for SPA staff were supplied by the University Personnel office and are attached to and made a part of this report. The two applicable categories and the Library's position in these categories are:

Secretarial/Clerical - Available

<u>Male</u>	<u>Female</u>	<u>Minority Male and Female</u>
9%	91%	25% (General clerical)
32%	68%	18% (Applicants for clerical Library positions)

Secretarial/Clerical - Library's present staff

<u>Male</u>	<u>Female</u>	<u>Minority Male and Female</u>
7.6%	92.4%	17.6%

Technical/Paraprofessional - Available

<u>Male</u>	<u>Female</u>	<u>Minority Male and Female</u>
69%	31%	28%

Technical/Paraprofessional - Library's present staff

<u>Male</u>	<u>Female</u>	<u>Minority Male and Female</u>
50%	50%	0%

The availability figures used this year show a sizeable increase in the number of minority applicants available for Secretarial/Clerical positions and Technical/Paraprofessional positions over the numbers

that were available in 1974. This is very encouraging in that there now appears to be a much larger pool to select from. However, records that the Library has kept of applicants interviewed do not indicate that anywhere near 25% of the applicants referred to the Library by the University Personnel office or from the Employment Security Commission have been from minority groups. To the contrary, in 1975, only 11.5% of all SPA applicants interviewed were black. Department Heads have made a special effort to interview all minority applicants and the Library administration has consistently sought out minority applicants through normal channels and through the employee grapevine. With this special effort, only 36 out of 313 of those interviewed in 1975 were from minority groups.

(2) Utilization and Availability Analysis

(a) EPA Faculty - not applicable

(b) EPA Non-faculty

See Table VII for a complete breakdown.

The total percentage of blacks available for professional librarians is 6%. The Library has 2 black professional staff members out of a total of 24 or 8.3%. It must be recognized that in dealing with such a small number of people, one resignation by a black can destroy what now is a fairly good balance. The staff of 24 is 62.5% female and 37.5% male.

(c) SPA

See Table I.

Of the 91 SPA employees 7 (7.6%) are male and 84 (92.4%) are female. Using the availability figures supplied by the University Personnel office, this indicates a slight under utilization of males and a slight over utilization of females in the Secretarial/Clerical category.

Sixteen or 17.6% of the 91 employees are from minority groups. However, if permanent part-time people are converted to full-time staff members, the percentage of minorities on the staff is increased to 22.9%. This results from the fact that of the 21 permanent part-time staff members 19 are white and only 2 are black. For some reason, there seem to be fewer black applicants for permanent part-time positions than there are for full-time permanent positions.

(3) Establishment of Goals and Time Tables

- (a) EPA Faculty
- (b) EPA Non-faculty

See Table VIII.

The professional staff of the Library is presently 8.3% black as compared with a 6% national availability figure. This means that there are two black professional librarians on a staff of 24. Obviously, the relatively good position that the Library has could be wiped out by a sudden resignation. In order to avoid this, every effort will be made to increase the black presence on the professional staff.

- (c) SPA

See Table VI.

The Library met the goals set in the original Affirmative Action report. In fact, at that time, there was an 8.7% over-utilization of blacks based on the availability figures supplied by the University Personnel office. New availability figures indicate a larger pool of blacks available for SPA positions and in Table II new goals have been set to reflect this increase. The goal is to increase the minority representation to approximately 20% of the total SPA staff.

B. Composition of Applicant Flow by Minority Group, Status and Sex

- (1) EPA Faculty - not applicable
- (2) EPA Non-faculty

See attached "EPA Affirmative Action Recruitment Report."

For the two position vacancies in 1975 and the one in 1976, there were no black applicants. The attached chart, "EPA Non-Faculty Recruitment Report" details recruitment efforts.

- (3) SPA

See attached "SPA Affirmative Action Recruitment Report."

C. Analysis of Total Selection Process

The Library has been successful in meeting established goals. As more members of minority groups become available, it is obvious that the percentage staff from minority groups should increase. Goals set for the next three years reflect this.

D. Analysis of Transfer and/or Promotion Practices

- (1) EPA Faculty - not applicable
- (2) EPA Non-faculty

Opportunities have been provided for professional librarians to upgrade themselves. When vacancies occur, all staff members are notified; and if any person expresses an interest in the vacancy, he or she is interviewed and considered along with other applicants. Also, staff members have been provided with opportunities to upgrade themselves professionally by taking for-credit courses and by attending professional conferences and work shops.

- (3) SPA

Notices of SPA position vacancies are circulated in the Library before any recruiting is started. There has been constant movement from lower level positions to higher level positions. Women and

minorities occupy some of the LTA positions which are the highest level positions in the Library, and they have moved into them from lower classifications. The problem with this is that the Library is frequently able to hire people at the lower levels who are over qualified with the expectation that they will be promoted to positions that more nearly utilize their qualifications. This tends to be a subtle kind of discrimination since minorities are not as apt to be willing to start at a position for which they are over qualified.

E. Work Force Attitude

Work force attitude is generally positive toward Affirmative Action Plan.

F. Analysis of Technical Phases of Compliance

It is believed that the Library has complied with all technical phases.

G. Rights and Benefits - Salary

SPA salaries are established by the State Personnel office and there is no distinction between the sexes or races.

EPA non-faculty salaries in the Library are listed by position, responsibility and sex on the attached "EPA Non-faculty Salaries." In looking at these figures, it should be noted that the designation Department Head is not very specific. One department may be quite large with complex responsibilities whereas another may be small and involve fewer complexities. For this reason, there may be a considerable difference between the salaries paid the heads of different departments.

IV. DEVELOPMENT AND EXECUTION OF CORRECTIVE AND REMEDIAL PROGRAMS

The Affirmative Action Committee of the Library has cooperated with the the Title IX Task Force for the Library to develop a series of programs for the entire staff that are designed to provide information about Affirmative Action and to develop an awareness in each individual of the kinds of discrimination that are present in our society. The programs include panel discussions, a series of films followed by discussions and role playing sessions. It is thought that such programs will force each person to reexamine his or her attitudes as they relate to Affirmative Action in the D. H. Hill Library.

The Library administration requires each Department Head or Supervisor to submit a n Affirmative Action Recruitment Report stating who was interviewed by sex and race and why the person hired was hired. Minority applicants are always interviewed if they are available.

For further discussion on this, see the original Affirmative Action Plan submitted by the Library.

Table 2. RACE AND SPANISH ORIGIN OF THE EXPERIENCED CIVILIAN LABOR FORCE BY DETAILED OCCUPATION AND SEX: 1970

(Data based on 5-percent sample, see text.)

	Ethnic Groups							Persons of Spanish Origin ²
	Total ¹	White	Black	American Indian	Japanese	Chinese	Filipino	
Male Librarians -----	22 819	21 052	1 298	51	88	215	45	524
Female Librarians -----	100 325	92 102	6 670	147	527	561	183	1 430
Male Library Attendants and assistants -----	27 081	23 948	2 586	-	178	252	22	910
Female Library Attendants and assistants -----	100 926	91 717	7 563	266	624	529	70	1 835

¹Total includes other races not shown separately.²Persons of Spanish origin may be of any race.

Thus, all persons included here are also included in the race categories.

Census of Population: 1970,
Occupational Characteristics, Subject
Reports, Final Report PC (2)-7A
(Bureau of the Census, 1973), p.12 & p.17.

Applicants Available for Work as of January 31, 1976
in Johnston, Wake and Franklin Counties

Statistics Provided by the Employment Security Commission

- I. Statistics on Applicants available for work in position classifications found at North Carolina State University. Applicants are listed by EEO occupational classifications.

Executive, Administrative, Managerial

	<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
	53 (78%)	15 (22%)	68 (100%)	15 (22%)

Professional - Non-Faculty

	<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
	251 (75%)	82 (25%)	333 (100%)	34 (10%)

Secretarial/Clerical

	<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
Secretarial General Office	102 (9%)	1071 (91%)	1173 (100%)	289 (25%)
Equipment Operators	24 (30%)	57 (70%)	81 (100%)	20 (25%)
Office Warehouse Managers	29 (94%)	2 (6%)	31 (100%)	3 (10%)
Mail, Stock Shipping, Rec. Clks.	189 (81%)	43 (19%)	232 (100%)	115 (50%)
Sales Clerks	34 (33%)	70 (67%)	104 (100%)	17 (16%)

Technical/Paraprofessional

	<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
Non-Medical	134 (69%)	59 (31%)	193 (100%)	55 (28%)
Medical	5 (10%)	46 (90%)	51 (100%)	10 (20%)

Skilled Crafts

<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
719 (97%)	23 (3%)	742 (100%)	171 (24%)

Service/Maintenance

<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
890 (80%)	218 (20%)	1108 (100%)	642 (58%)

II. Statistics on total applicants available for work January 31, 1976, in Johnston, Wake and Franklin counties.

Male - 53%

Female - 47%

White Applicants - 62.5%

Black Applicants - 37.0%

American Indian - .1%

Other Minority Groups - .4%

III. Experienced people seeking SPA positions in the Library

<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
9 (32%)	19 (68%)	28 (100%)	5 (18%)

EPA NON-FACULTY
AFFIRMATIVE ACTION RECRUITMENT
REPORT

1973	Total number of positions available		4
	Number of women interviewed	10 (47.6%)	
	Number of men interviewed	5 (23.8%)	
	Number of Blacks interviewed	5 (23.8%)	
	Number of others interviewed		
	Spanish-American	1 (5.7%)	
	Number of women hired	1 (25%)	
	Number of men hired	0 (0%)	
	Number of Blacks hired	2 (50%)	
	Number of others hired	<u>1 (25%)</u>	<u>4</u>

1974	Total number of positions available		2
	Number of women interviewed	6 (66.7%)	
	Number of men interviewed	3 (33.3%)	
	Number of Blacks interviewed	0 (0 %)	
	Number of others interviewed	0 (0 %)	
	Number of women hired	2 (100%)	
	Number of men hired	0 (0%)	
	Number of Blacks hired	0 (0%)	
	Number of others hired	<u>0 (0%)</u>	<u>2</u>

EPA NON-FACULTY
AFFIRMATIVE ACTION RECRUITMENT
REPORT
(Cont'd)

1975	Total number of positions available		1
	Number of women interviewed	5 (71.4%)	
	Number of men interviewed	2 (28.6%)	
	Number of Blacks interviewed	0 (0 %)	
	Number of others interviewed	0 (0 %)	
	Number of women hired	0 (0%)	
	Number of men hired	1 (100%)	
	Number of Blacks hired	0 (0%)	
	Number of others hired	<u>0 (0%)</u>	<u>1</u>
1976	Total number of positions available		1
	Number of women interviewed	3 (60%)	
	Number of men interviewed	1 (20%)	
	Number of Blacks interviewed	0 (0%)	
	Number of others interviewed Chinese	2 (40%)	
	Number of women hired	0 (0%)	
	Number of men hired	0 (0%)	
	Number of Blacks hired	0 (0%)	
	Number of others hired	<u>1 (100%)</u>	<u>1</u>

SPA
AFFIRMATIVE ACTION RECRUITMENT
REPORTS

1973	Total positions available		9
	Total women interviewed	78 (71.6%)	
	Total men interviewed	6 (5.5%)	
	Total Blacks interviewed	19 (17.4%)	
	Total others interviewed		
	5 (?)		
	1 Persian	6 (5.5%)	
	Total women hired	8 (89%)	
	Total men hired	1 (11%)	
	Total Blacks hired	0 (0%)	
	Total others hired	0 (0%)	
		<u> </u>	<u> 9 </u>

1974	Total positions available		23
	Total women interviewed	123 (82.6%)	
	Total men interviewed	11 (7.4%)	
	Total Blacks interviewed	14 (9.4%)	
	Total others interviewed		
	Mexican-American	1 (.6%)	
	Total women hired	22 (95.6%)	
	Total men hired	0 (0%)	
	Total Blacks hired	1 (4.4%)	
	Total others hired	0 (0%)	
		<u> </u>	<u> 23 </u>

SPA
 AFFIRMATIVE ACTION RECRUITMENT
 REPORT
 (Cont'd)

1975	Total number of positions available		31
	Total women interviewed	234 (74.8%)	
	Total men interviewed	41 (13.0%)	
	Total Blacks interviewed	36 (11.6%)	
	Total others interviewed		
	Arabians	2	
	Total women hired	24 (77.4%)	
	Total men hired	3 (9.7%)	
	Total Blacks hired	4 (12.9%)	
	Total others hired	<u>0</u>	<u>31</u>

1976	Total number of positions available		1
	Total women interviewed	5 (50%)	
	Total men interviewed	5 (50%)	
	Total Blacks interviewed	0 (0%)	
	Total others interviewed	0 (0%)	
	Total women hired	1 (100%)	
	Total men hired	0 (0%)	
	Total Blacks hired	0 (0%)	
	Total others hired	<u>0 (0%)</u>	<u>1</u>

Individual Completing Form: C. B. King

PART II - AVAILABLE POOL OF PROSPECTIVE EPA NON-FACULTY PERSONNEL

1. Outline below the basic educational and experiential requirements for appointment to your EPA non-faculty positions by functional category.

Educational requirements for a beginning position are an AB or BS degree from an accredited college or university and an MLS from an accredited library school. Department heads and in some instances assistant catalog librarians, assistant Reference librarians and assistant acquisitions librarians must have had several years experience in the particular area of specialization that the position requires. Assistant Directors and Department Heads should possess managerial skills and a strong background in one or more subject areas as well as training and experience in library science.

2. How many people in the United States meet the basic educational and experiential requirements outlined in #1 above by functional category?
(Complete charts below)

	OFFICIALS & MANAGERS		PROFESSIONALS		TECHNICIANS	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
White Male			21,052	17.0		
White Female			92,102	74.0		
Black Male			1,298	1.0		
Black Female			6,670	5.0		
Hispanic Male			524	.5		
Hispanic Female			1,430	1.0		
Am. Indian Male			51	.1		
Am. Indian Female			147	.1		
Asian Male			348	.3		
Asian Female			1,271	1.0		
TOTAL		100%	123,144	100%		100%

School/Department: Chancellor/Library

Individual Completing Form: C. B. King

Form No. 2, page two

3. Explain how you arrived at the figures in the charts on page one.

a. List sources of data:

See attached chart supplied by the American Library Association.

b. Describe the method(s) used for arriving at the figures recorded in the charts on page one. If you based your figures on a representative sample, please explain below:

See attached chart supplied by the American Library Association.

c. Evaluate the accuracy and/or completeness of the data you have used:

d. Indicate particular problems encountered in trying to ascertain availability information:

4. If you ordinarily draw your EPA non-faculty personnel from a smaller pool of candidates than the whole United States population noted under #2.

a. Describe the pool by functional category:

Professional librarians are recruited from the entire United States.

b. How many people constitute that special pool by category?

N/A

	OFFICIALS & MANAGERS		PROFESSIONALS		TEHCNICIANS	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
White Male						
White Female						
Black Male						
Black Female						
Hispanic Male						
Hispanic Female						
Am. Indian Male						
Am. Indian Female						
Asian Male						
Asian Female						
TOTAL		100%		100%		100%

School/Department: Chancellor/Library

Individual Completing Form: C. B. King

Form No. 2, page four

5. Explain how you arrived at the figures in the charts on page three.

a. List sources of data:

N/A

b. Describe the method(s) used for arriving at the figures recorded in the charts on page three. If you based your figures on a representative sample, indicate how you justify this:

N/A

c. Evaluate the accuracy and/or completeness of the data you have used:

N/A

d. Indicate particular problems encountered in trying to ascertain availability information:

N/A

SCHOOL/DEPARTMENT: Chancellor/Library

AFFIRMATIVE ACTION PLAN

COMPLETED BY: C. B. King

SPA PERSONNEL

DATE: April 15, 1976TABLE I
PRESENT SPA COMPLEMENTTABLE II
PROJECTED SPA COMPLEMENT FOR FISCAL YEARS 1973 - 1979
(Reflecting Anticipated Promotions & Your Projected Hiring Goal)

PERMANENT FULL-TIME	NON-HISPANIC WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN PAC. ISLE		TOTAL			NON-HISPANIC WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN PAC. ISLE		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F	M	F	M	F
Exec., Admin., Mgr'l.																									
Professional																									
Clerical & Secretarial	4	50	2	11	0	1	0	0	0	0	6	62		5	48	2	13	0	0	0	0	0	7	61	
Tech. & Paraprofessional	1	1	0	0	0	0	0	0	0	0	1	1		1	1	0	0	0	0	0	0	0	1	1	
Skilled Crafts																									
Service/Maintenance																									
SUB-TOTAL	5	51	2	11	0	1	0	0	0	0	7	63		6	49	2	13	0	0	0	0	0	8	62	
PERMANENT *PART-TIME																									
Exec., Admin., Mgr'l.																									
Professional																									
Clerical & Secretarial	0	19	0	2	0	0	0	0	0	0	0	21		1	17	0	3	0	0	0	0	0	1	20	
Tech. & Paraprofessional																									
Skilled Crafts																									
Service/Maintenance																									
SUB-TOTAL	0	19	0	2	0	0	0	0	0	0	0	21		1	17	0	3	0	0	0	0	0	1	20	
TOTAL	5	70	2	13	0	1	0	0	0	0	7	84		7	66	2	16	0	0	0	0	0	9	82	

* SPA individuals working at least ½-time in a permanently established position

AFFIRMATIVE ACTION PLAN

SCHOOL/DEPARTMENT: Chancellor/Library

EPA NON-FACULTY

DATE: April 15, 1976COMPLETED BY: C. B. King

TABLE VII

TOTAL NON-FACULTY COMPLEMENT
(According to June 1976 Tabulation)
See Table V

TABLE VIII

PROJECTED NON-FACULTY COMPLEMENT
(For Academic Year 1978-1979)
See Table VI

AVAILABILITY PERCENTAGES	FULL-TIME		PART-TIME		TOTAL			FULL-TIME		PART-TIME		TOTAL	
	NO	%	NO	%	NO	%		NO	%	NO	%	NO	%
WHITE MALE	17.0%	9	37.5	0	9	37.5		9	37.5			9	37.5
WHITE FEMALE	74.0%	12	50.0	0	12	50.0		12	50.0			12	50.0
BLACK MALE	1.0%	0	0	0	0	0		0	0			0	0
BLACK FEMALE	5.0%	2	8.3	0	2	8.3		2	8.3			2	8.3
HISPANIC MALE	.5%	0	0	0	0	0		0	0			0	0
HISPANIC FEMALE	1.0%	0	0	0	0	0		0	0			0	0
AMERICAN INDIAN MALE	.1%	0	0	0	0	0		0	0			0	0
AMERICAN INDIAN FEMALE	.1%	0	0	0	0	0		0	0			0	0
ASIAN MALE	.3%	0	0	0	0	0		0	0			0	0
ASIAN FEMALE	1.0%	1	4.2	0	1	4.2		1	4.2			1	4.2
TOTAL	100%	24	100%	0	24	100%		24	100%		100%	24	100%

AFFIRMATIVE ACTION PLAN ADDEDUM
UNIVERSITY EXTENSION
April 15, 1976

Current Situation

Employment and promotion of personnel in the Division of Continuing Education, the Center for Urban Affairs and Community Services, and Educational Television are the responsibility of the Vice Chancellor for Extension and Public Service. It is our policy that employment by and promotion in these units should be on the basis of merit, and there shall be no discrimination on the basis of race, color, creed, religion, sex or national origin. The University's policies of nondiscrimination will be actively supported. Each unit of University Extension will take active measures to insure that policies of nondiscrimination are effectively implemented.

Currently there is a total of sixty-six positions in these units. Time spent by employees in performing their supervisory or administrative responsibilities vary; however, no individual employee devotes full time to administration or supervision. Each has additional programming or work responsibilities.

Recruitment and Employment Practices

As SPA vacancies occur they are reported to the University Division of Personnel Services which publicizes the job opening in its weekly bulletin campuswide. The public is then made aware that a vacancy exists through the Division, word of mouth, and personal contacts. A special effort is made to notify individuals in predominately black educational institutions and to reach other blacks through black owned news media. Additional efforts are made by University Extension administration to publicize vacancies among minority individuals through on-campus employees who are representatives of these groups.

A prospective employees file for EPA and SPA positions is maintained in the offices of the Vice Chancellor, the Director of Continuing Education, and the Director of Urban Affairs. As vacancies occur, individuals who have made application are contacted to determine current interest. Records are relatively specific as to how many of these applicants represent minority groups.

Greater emphasis will be placed upon recruiting practices which will involve informing educational institutions and professional agencies with a high percentage of minority students and employees. Greater emphasis will also be placed in informing the public of employment opportunities through media with predominantly black management and clientele.

Emphasis during the period 1978-79 will be placed on the employment of a representative of a minority group in an EPA position with administrative ability. Past history suggests a three to four year period will be needed to achieve the goal through attrition. In addition, the goal is to employ at least two minority group representatives in SPA positions during this same period.

Transfer and Promotion Practices

In each of the units University Extension position functions are related to position requirements in the specific unit. Employees in University Extension generally agree that the overriding criteria for employment should be relevant educational background, work experience, and the general aptitude for the position to be filled. In general, race, sex, or religion are not a factor in making employment decisions. Managers in each unit and top management of University Extension are aware of position descriptions and requirement functions. Recruiting, selection and promotion are cooperative processes.

Position descriptions have recently been evaluated and their accuracy in reflecting position functions seem to be valid. Currently, there are no specific tests required for employment within University Extension. University and State Government policies will be followed. Personnel involved in selection, screening and promotion in employment of personnel are made aware of rules and regulations pertaining to selection procedures and are urged to follow such procedures. Informal selection techniques that tend to indicate bias will be revised.

University Extension has routinely followed practices to try to insure that minority employees are given opportunity for promotions. When a position becomes vacant an inventory of current employees' academic and skill experience level is made to determine employees who may be qualified to fill the position. Qualified employees are given an opportunity to make application for the position. If qualified minority employees are passed over for upgrading, supervisory personnel will be required to submit justification to top management.

Minority employees have the same opportunity for lateral and vertical movement within the organization as the white male employee. Recently two black male employees were made Assistant Directors in the Center for Urban Affairs. In addition there are several recent instances of vertical and/or lateral movement of minority employees in SPA positions within the organization.

Annually employees are evaluated by their immediate supervisor. This is necessary for SPA personnel to determine if merit salary increases may be justified.

Employees are encouraged to obtain additional training by taking courses at the University at reduced rates to faculty and staff.

Work Force Attitude

Techniques have been and will continue to be improved in recruitment procedures in an effort to increase the number of minority applicants. University Extension will adhere to the University's policies on complying with Personnel with respect to discrimination. Personnel involved in recruiting, screening and promotion will be made aware of Affirmative Action procedures, goals and objectives. University Extension has no academic ranking system. Employment practices are based on specific job requirements of training and experience.

Rights and Benefits - Salary

Minorities occupying equivalent positions to white male employees enjoy the same rights and privileges and their pay is equal or superior to the white male when training and experience is taken into consideration. The University and State Government policies will be followed in decisions concerning promotions, benefits and salaries for each job classification.

Corrective and Remedial Programs

If a problem develops not adhering to rules and regulations established by HEW and/or the University, corrective measures will be taken to assure compliance.

PART II - AVAILABLE POOL OF PROSPECTIVE EPA NON-FACULTY PERSONNEL

1. Outline below the basic educational and experiential requirements for appointment to your EPA non-faculty positions by functional category.

In recent years the basic education requirements for applicants for officials and managers positions has been the minimum of a masters degree and a doctorate for some top positions, preferably in the social sciences, and with 8 or more years experience in program development, program management or administration, or related areas. Recently 2 black males with masters degrees were appointed Assistant Directors. Professionals who made application should have a minimum of a Liberal Arts Masters degree, preferably in adult or vocational education, public administration, or agriculture or extension education and have had at least 3 years previous experience in a related field. No positions are classified Technicians.

2. How many people in the United States meet the basic educational and experiential requirements outlined in #1 above by functional category?
(Complete charts below)

	OFFICIALS & MANAGERS		PROFESSIONALS		TECHNICIANS	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
White Male	11230 (1)	89.0	79190(3)	75.0	0	0
White Female	1160 (1)	9.0	23870(3)	22.0	0	0
Black Male	225 (2)	1.7	1584(4)	2.0	0	0
Black Female	23 (2)	0.3	477(4)	1.0	0	0
Hispanic Male	N/Available					
Hispanic Female	N/Available					
Am. Indian Male	N/Available					
Am. Indian Female	N/Available					
Asian Male	N/Available					
Asian Female	N/Available					
TOTAL	12638	100%	105121	100%	0	100%

(Over)

FOOTNOTES:

- (1) Estimated number receiving Doctorate degree during 10 year period 1962-72 based on HEW "Earned Degrees Conferred" data in specified disciplines; i.e., adult education; agricultural education; home economics education; trade, industrial, and vocational education; public administration; education administration; and economics.
- (2) Two percent of total males and females is estimated number of minorities receiving Doctorate degrees during same period according to Dr. William Griffith, Adult Education Center, University of Chicago.
- (3) Estimated number receiving Masters degree during 10 year period 1962-72 based on HEW "Earned Degrees Conferred" data in specified disciplines, i.e., adult education; agricultural education; home economics education; trade, industrial, and vocational education; public administration; education administration; and economics.
- (4) Two percent of total males and females is estimated number of minorities receiving Masters degrees during same period according to Dr. William Griffith, Adult Education Center, University of Chicago.
- (5) Professional associations and agencies contacted for hard data with no results included: Adult Education Association of the USA, National University Extension Association, American Vocational Association, American Association of Community and Junior Colleges, and Howard University. Data on the availability of males and females with no breakdown on race and sex was received from HEW.

School/Department: University Extension

Individual Completing Form: R. A. Mabry

Form No. 2, page two

3. Explain how you arrived at the figures in the charts on page one.

a. List sources of data:

See Footnotes on Form No. 2, page one.

b. Describe the method(s) used for arriving at the figures recorded in the charts on page one. If you based your figures on a representative sample, please explain below:

See Footnotes on Form No. 2, page one.

c. Evaluate the accuracy and/or completeness of the data you have used:

These data are based on the average for 6 years (1962-68) of HEW's "Earned Degrees Conferred" data for all males and females in the United States having earned graduate degrees in specified disciplines. This should be a fairly accurate estimate of the totals; however, no hard data were available on the number of these who were minorities. The 2 percent of the total used as the estimate of minorities was arrived at through correspondence with Dr. William Griffith at the Center for Adult Education, University of Chicago. Dr. Griffith felt the 2 percent was a very generous estimate for minorities.

d. Indicate particular problems encountered in trying to ascertain availability information:

Even though 5 national professional associations and Howard University as well as HEW were contacted (see Footnote 5, Form No. 2, page one) no data was found to indicate the number of minorities with graduate degrees in relevant disciplines. It appears that a source for such data is not available. Therefore, at this time, we must resort to estimates.

Individual Completing Form: R. A. Mabry

4. If you ordinarily draw your EPA non-faculty personnel from a smaller pool of candidates than the whole United States population noted under #2.

a. Describe the pool by functional category:

Applicants for EPA non-faculty positions are accepted from anywhere in the United States with preference for those who have graduate degrees in adult education; agricultural education; home economics education; trade, industrial, and vocational education; public administration; education administration; and economics.

b. How many people constitute that special pool by category?

	OFFICIALS & MANAGERS		PROFESSIONALS		TEHCNICIANS	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
White Male						
White Female						
Black Male						
Black Female						
Hispanic Male						
Hispanic Female						
Am. Indian Male						
Am. Indian Female						
Asian Male						
Asian Female						
TOTAL		100%		100%		100%

School/Department: University Extension

Individual Completing Form: R. A. Mabry

Form No. 2, page four

5. Explain how you arrived at the figures in the charts on page three.

a. List sources of data:

Availability based on HEW's "Degrees Earned" data (see Footnotes for Charts on Form No. 2, page one.

b. Describe the method(s) used for arriving at the figures recorded in the charts on page three. If you based your figures on a representative sample, indicate how you justify this:

See Footnotes on Form No. 2, page one.

c. Evaluate the accuracy and/or completeness of the data you have used:

See Form No. 2, page two.

d. Indicate particular problems encountered in trying to ascertain availability information:

See Form No. 2, page two.

SCHOOL/DEPARTMENT: University Extension

AFFIRMATIVE ACTION PLAN

COMPLETED BY: R. A. Mabry

SPA PERSONNEL

DATE: April 1976TABLE I
PRESENT SPA COMPLEMENTTABLE II
PROJECTED SPA COMPLEMENT FOR FISCAL YEARS 1975 - 1979
(Reflecting Anticipated Promotions & Your Projected Hiring Goal)

PERMANENT FULL-TIME	NON-HISPANIC WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN PAC. ISLE		TOTAL			NON-HISPANIC WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN PAC. ISLE		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F	M	F	M	F
Exec., Adm., Mgr'l.																									
Professional	2										2														
Clerical & Secretarial		20		2								22					1								1
Tech. & Paraprofessional	8	1	2								10	1					1								1
Skilled Crafts			2								2														
Service/Maintenance																									
SUB-TOTAL	10	21	4	2							14	23					2								2
PERMANENT *PART-TIME																									
Exec., Adm., Mgr'l.																									
Professional		1										1													
Clerical & Secretarial		1										1													
Tech. & Paraprofessional																									
Skilled Crafts			1								1														
Service/Maintenance																									
SUB-TOTAL		2	1								1	2													
TOTAL	10	23	5	2							15	25					2								2

* SPA individuals working at least 1/2-time in a permanently established position

AFFIRMATIVE ACTION PLAN

SCHOOL/DEPARTMENT: University Extension

EPA NON-FACULTY

DATE: April 1976

COMPLETED BY: R. A. Mabry

TABLE VII

TOTAL NON-FACULTY COMPLEMENT
(According to June 1976 Tabulation)
See Table V

TABLE VIII

PROJECTED NON-FACULTY COMPLEMENT
(For Academic Year 1978-1979)
See Table VI

	AVAILABILITY PERCENTAGES		FULL-TIME		PART-TIME		TOTAL			FULL-TIME		PART-TIME		TOTAL	
	NO	%	NO	%	NO	%	NO	%		NO	%	NO	%	NO	%
WHITE MALE	90420	77	18	78	2	67	20	77		3	75	0	0	3	75
WHITE FEMALE	25030	21	3	13	1	33	4	15		1	25	0	0	1	25
BLACK MALE	1809	2	2	9	0	0	2	8		0	0	0	0	0	0
BLACK FEMALE	500	0	0	0	0	0	0	0		0	0	0	0	0	0
HISPANIC MALE															
HISPANIC FEMALE															
AMERICAN INDIAN MALE															
AMERICAN INDIAN FEMALE															
ASIAN MALE															
ASIAN FEMALE															
TOTAL	117759	100%	23	100%	3	100%	26	100%		4	100%	0	100%	4	100%

School Dept. University Extension

Affirmative Action Plan

Date April 1976Completed by R. A. Mabry

EPA Employee Profile

Employee's Name	Sex	Race	Rank or Classification	Status	Citizenship Classification	Tenure Status
				F.T., V.F.T., P.T.	U.S., F.N., Alien	T, NTOT, NNTOT
Simon Baker	M	W	Vtg. Assoc. Prof. & Proj. Coord.- Sea Grant Program	Full-time	All U. S. Citizens	Tenure
Ned Broyles	M	W	Con. Ed. Spec.- Con. Educ.			
Spurgeon Cameron	M	B	Asst. Dir.-Urban Affairs	"	"	NTNOT
Kelly Crump	M	W	Con. Ed. Spec. In Charge-Con. Ed.	"	"	NTNOT
John Cudd	M	W	Con. Ed. Spec.- Con. Educ.	"	"	"
James Davies	M	W	Proj. Coord.-Urban Affairs	"	"	"
Frank Emory	M	B	Asst. Dir.-Urban Affairs	"	"	"
Harry Ethridge	M	W	Asst. to the Dir.- Con. Educ.	"	"	"
John Gordon	M	W	Con. Ed. Spec.- Con. Educ.	"	"	"
Leigh Hammond	M	W	Asst. Vice Chancellor and Dir.-Urban Affs.	"	"	"
Walter Heath	M	W	Proj. Mgr.-Urban Affairs	"	"	Tenure
Kitty Herrin	F	W	Prog. Coord.	"	"	NTNOT
Mary Frances Hester	F	W	Asst. to the Vice Chancellor - U. E.	"	"	"
Denis Jackson	M	W	Con. Ed. Spec.- Con. Educ.	"	"	"
Charles F. Kolb	M	W	Director-Summer Sessions	"	"	Tenure

Full-time (F.T.) Visiting Full-time (V.F.T.) Part-time (P.T.) Foreign National (F.N.)
 Tenure (T) Non-Tenure ON Track (NTOT) Non-Tenure NOT ON Track (NNTOT)

School Dept. University Extension

Affirmative Action Plan

Date April 1976Completed by R. A. Mabry

EPA Employee Profile

Employee's Name	Sex	Race	Rank or Classification	Status	Citizenship Classification	Tenure Status
				F.T., V.F.T., P.T.	U.S., F.N., Alien	T, NTOT, NTNOT
Al Lanier	M	W	Con. Ed. Spec.- Con. Ed.	Full-time	All U. S. Citizens	NTNOT
R. A. Mabry	M	W	Director-Con. Ed.	"	"	"
David Norris	M	W	Asst. Dir.-Sys. Dev. Servs.-Urban Affairs	"	"	"
Jack Porter	M	W	Director-Educ. T.V.	"	"	"
David Stansel	M	W	Director-Con. Ed. Center-Assoc. Dir. Con. Ed.	"	"	"
Les Thornburg	M	W	Research Asst.- Urban Affairs	Part-time	"	"
William L. Turner	M	W	Vice Chancellor- Ext. & Public Serv.	Full-time	"	Tenure
Henry Walker	M	W	Con. Ed. Spec.- Con. Ed.	"	"	NTNOT
Victoria Webb	F	W	Proj. Asst.-Urban Affairs	Part-time	"	"
Robert Wilson	M	W	Proj. Coord.-Urban Affairs	"	"	"
Sara Lynn Wood	F	W	Proj. Coord.- Urban Affairs	Full-time	"	"

Full-time (F.T.) Visiting Full-time (V.F.T.) Part-time (P.T.) Foreign National (F.N.)
 Tenure (T) Non-Tenure ON Track (NTOT) Non-Tenure NOT ON Track (NTNOT)

AFFIRMATIVE ACTION PLAN
FOR THE
SPECIAL UNITS

1. University Administration
2. Special Units for Auxiliary
and Academic Administration
3. Division of University Studies
4. Department of Athletics
5. Integrated Goals for the Special Units

This section deals with a number of "special units" within N. C. State University. For purposes of affirmative action planning, these units are divided into four groups: (1) University Administration, (2) Special Units for Auxiliary and Academic Administration, (3) Division of University Studies, and (4) Department of Athletics. Because of the diverse characteristics of these groups, a brief discussion of each is provided, with emphasis on patterns of EPA employment. This discussion is followed by an integrated expression of affirmative action goals covering all four groups.

1. UNIVERSITY ADMINISTRATION

For purposes of affirmative action planning, the University Administration is considered as a unit. The 46 administrative positions comprising this unit are listed in Table 1.

As of June 15, 1976, the University Administration was comprised of 43 white males and one black male. Two of the 46 positions were vacant.

Assessment of the availability of potential candidates for administrative positions is a difficult matter. The 1970 United States census data indicate a total of 39,100 "college administrators," distributed as follows: 72.8% white males, 21.6% white females, 2.8% black males, 2.0% black females, 0.6% other males, and 0.1% other females. One explanation for the predominately white male administrative situation at NCSU lies in the kinds of programs which have been and are offered here. Since there are few minority or female faculty available in such fields as engineering, forestry, or textiles, it follows that there would be even fewer female or minority administrators who have come up through the ranks. Another explanation lies in the fact that until the middle sixties, NCSU was basically a male institution. As such it would be expected that most administrators would be male. For instance, until 1963 N. C. State did not even offer a degree in liberal arts. The growth of the School of Liberal Arts over the past decade has been phenomenal, and it has greatly increased the number of female students and faculty.

Administrative Positions Comprising the
"University Administration" Unit

Chancellor

Provost and Vice Chancellor

Assistant Provosts (2)

Assistant Provost for University Computing
Head, Division of University Studies

Vice Provost and Dean, Graduate School

Associate Dean

Vice Provost and Dean for Research

Assistant Administrative Dean

Vice Chancellor for Extension and Public Service

Assistant Vice Chancellor

Vice Chancellor for Student Affairs

Associate Deans (5)

Dean, International Programs

Vice Chancellor for Finance and Business

Assistant Vice Chancellor

Director, Foundations and Development

Dean, School of Agriculture and Life Sciences

Associate Deans (3)

Dean, School of Design

Assistant Dean

Dean, School of Education

Associate Dean

Dean, School of Engineering

Associate Deans (3)

Dean, School of Forest Resources

Associate Dean

Dean, School of Liberal Arts

Associate Dean

Dean, School of Physical and Mathematical Sciences

Associate Dean

Dean, School of Textiles

Assistant Dean

Director, Alumni Affairs

Director, Athletics

Director, Information Services

Director, Library

Since the development of administrators takes time, one would expect a lag on this campus in the emergence of female administrators.

The following mechanism will be used to ensure that minorities and females are given equal opportunity in the filling of administrative posts. In cases where search committees function, the committees will be urged to seek minority and female candidates. In cases where no such candidates exist or can be located, the committee will be asked to document its search at the time it presents the list of top candidates to the Chancellor.

In cases of administrative staff positions which are not filled by a selection committee, the Chancellor will require a documentation of search efforts including a list of candidates interviewed. If no minority or females are among those interviewed, the Chancellor may require additional searching unless the evidence clearly demonstrates that further searching would be futile.

2. SPECIAL UNITS FOR AUXILIARY AND ACADEMIC ADMINISTRATION

This section describes the employment programs of eleven of the smaller administrative units within the University. Included are the offices of: Alumni Affairs, the Chancellor, the Computing Center, Foundations and Development, the Graduate School, Information Services, International Programs, the Provost, the Radiation Protection Officer, Dean for Research, and the Water Resources Research Institute. *Day*

The types of functions performed by these units are extraordinarily diverse; ranging from the primarily administrative functions of the Office of the Chancellor, to the primarily coordinative function of the Water Resources Research Institute, to the primarily service function of the Computing Center. The reason why these diverse small units are being considered as a group (viz., "special administrative units") is to facilitate the statement of meaningful and realistic affirmative action goals.

Within the eleven administrative units there are a total of 21 EPA non-faculty positions (excluding positions considered as part of the University Administration). Of these 21 positions, 20 are occupied by white males and one is occupied by a white female.

It is expected that there will not be any significant increase within the next three years in the number of EPA positions in the eleven special units comprising this group. Any increases

in the proportions of women and minority race representatives would have to be achieved through replacements. Because the turnover rate over the past five years has been virtually zero, and because no retirements or new positions are expected, the setting of any specific affirmative action goal would appear to be questionable at best.

The small number of EPA positions in each of the units coupled with the wide diversity of personnel qualifications among the units, render impractical the implementation of a unified program for recruiting women and representatives of minority races. Each unit will recruit personnel for EPA positions by means of channels appropriate to the particular position. These means shall include notification of other institutions and advertisement in publications of professional groups.

All offers of appointment are subject to the approval of the Provost. It will be required that all requests for appointment action be accompanied by the following information on each candidate considered seriously for the position: name, sex, minority group affiliation, manner of recruitment (or other means by which contact with candidate was made), qualifications, comparison of qualifications with those of the selected candidate, and expressions of interest (positive or negative) expressed by the candidate.

It will be the responsibility of the Equal Employment Opportunities Officer to coordinate recruitment efforts for women and minority race candidates for EPA positions and to prepare annually a report to the Provost summarizing and evaluating the affirmative action activities of the special units for auxiliary and academic administration.

3. DIVISION OF UNIVERSITY STUDIES

The Division of University Studies is a small special academic unit responsible for interdisciplinary programs dealing with contemporary issues and problems. The Head of the Division reports directly to the Provost.

The major activity of the Division is the offering of interdisciplinary courses open without prerequisites to students in all curricula. In dealing with contemporary issues, courses frequently change, and, therefore, specific needs for faculty change. However, the Division is committed to the Equal Employment Opportunity Principles and Policy. To this end, two courses have been instituted for Fall 1976 which will deliberately involve women and blacks, either as faculty or special lecturers. Selections of our faculty participants depend upon the disciplines required to service the topical courses currently in demand as elective courses. Therefore, the pool of available faculty is constantly changing to include, conceivably, all disciplines from athletics to zoology. Likewise, EPA non-faculty personnel appointments fluctuate with available resources and current tasks. Moreover, since most EPA faculty and EPA non-faculty are usually part time positions, the Division relies heavily on the availability of local on-campus personnel for staffing its course offerings.

By design, about one-half of the Division's twelve EPA faculty positions are normally filled with full time faculty. The funds associated with vacant positions are used to reimburse the academic departments from which faculty members throughout the University are drawn to participate in particular courses.

The full time faculty in the Division for this year is comprised of three professors, one associate professor, one assistant professor, one visiting assistant professor, and two instructors (one visiting); all are white males.

Of the 10 regular faculty members participating last semester on a released time basis in the Division's courses, all were white males. Two white females, not on the faculty, were employed to work on a part time basis in specific courses. Of the special lecturers, twenty-two were white males, and eight were white females.

Concerning current staffing, considerable effort is being expended in arranging the employment of a white female in a visiting assistant professorship. Of five assistantships, two are females. One black female has recently been hired as a clerk-typist in a newly approved position.

For the future, it is clear that the Division should move as expeditiously as possible to obtain the services of additional qualified blacks and women at the faculty level. Because the permanent staff is small, this will be difficult to achieve, unless vacancies in a given discipline area coincide with the availability of such a qualified person. Therefore, achieving the goal of adequate black and female representation at the full time faculty level will be slow. The major emphasis will be placed on the incorporation of courses involving blacks and women as part time instructors, consistent with course demands from students.

When openings do occur in the permanent, full time faculty, recruitment will be publicized nationwide through appropriate

educational and scientific newspapers and journals. In addition, letters will be sent to institutions having programs of the disciplines being sought. Every effort will be made to recruit women and non-whites of qualified stature. The members of the current faculty are in agreement with the above policy, and are quite willing for representatives of minority groups on the faculty to enjoy rights, benefits, and salary consistent with their qualifications. Nevertheless, with only four tenured positions and two other "permanent" positions, there will not be a wide scope for great numerical changes in any event.

Our next goal is to hire a qualified, non-white, full time, visiting faculty member. Our recruitment policy will be addressed specifically to that goal.

In summary, the Division has recently:

1. Hired a black female in a newly created position of clerk-typist.
2. Has instituted two courses which will specifically involve black and female faculty members in the 1976 Fall semester.
3. Committed itself to the hiring of a female Ph.D. as its next visiting assistant professor.
4. Undertaken the commitment to find a non-white visiting assistant professor as soon as our program will permit.

4. DEPARTMENT OF ATHLETICS

The Department of Athletics has 27 EPA non-faculty positions: seven officials and managers and 20 professionals (i.e. coaches). At present, these positions are filled by 24 white males, two black males, and one white female.

It is expected that there will be an increase of five EPA positions in the next three years. The turnover rate in the Department of Athletics is highly erratic and in recent years has been very small. For purposes of affirmative action planning, it is estimated that these five positions will be filled as follows: one officials and managers position and four professional positions. It is the goal of the Department of Athletics over the next three years to fill at least three of these positions with two non-white males and one non-white female.

5. INTEGRATED GOALS FOR THE SPECIAL UNITS

While each of the "special units" considered in this affirmative action plan is relatively small, in combination they represent a sizable number of employees: six EPA faculty, 91 EPA non-faculty, and 134 SPA.

