

THE UNIVERSITY OF NORTH CAROLINA

General Administration

CHAPEL HILL 27514

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RAYMOND H. DAWSON
Vice President — Academic Affairs

October 4, 1979

MEMORANDUM

TO: The Chancellors
FROM: Raymond H. Dawson *RHD*
SUBJECT: Affirmative Action Plans: Annual Reports and Revisions

Pursuant to my memorandum of June 12, 1979, relating to the timing of annual reports and any necessary revisions in institutional affirmative action plans, I enclose a detailed memorandum prepared by Mr. Orleans describing the schedule, procedures, and format for review of and reporting on progress under those plans. Please call Mr. Orleans if you have any questions.

Attachment

cc: President William Friday
Mr. Jeffrey Orleans
Mr. Richard Robinson
The Chief Academic Officers
The Affirmative Action Officers

October 4, 1979

MEMORANDUM

TO: The Chancellors
Chief Academic Officers
Affirmative Action Officers

SUBJECT: 1979-80 Revisions of Affirmative Action Plans and Reports
on Affirmative Action as submitted in August, 1978

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I. Affirmative Action Commitments and Schedule for Annual Reports

A. Change in reporting schedule

The revised institutional affirmative action plans that took effect in August of last year provide for annual institutional reviews and reports of progress under those plans, with such reports due to be submitted on July 1 to the Vice President for Academic Affairs. That schedule of reporting is neither convenient nor practical, because under such a schedule it is not possible to analyze and take account of fully comprehensive current data of the type generated annually by the OCR statistical reports on employment. Accordingly, the date for submission of such affirmative action reports is being changed from July 1 (the date now contemplated in the plans adopted last August) to an alternate date early in 1980. As a result of this change in the reporting schedule, your next report will be based on a review of complete and timely employment data, of the type generated by the OCR 5000 series reports (fall 1979 data). The availability of such data early in the 1979-1980 recruitment year will permit both a timely assessment of possible problem areas as well as implementation of new or different efforts during that recruitment year to address any problems identified. Having established this new reporting schedule for the current academic year, in subsequent years the annual reports will be due annually on or about April 1. With respect to revision of employment goals, the current plans call for any necessary revisions by July 1, 1980, and biennially thereafter; any such goal revisions as may be necessary are described in Section II-D of this memorandum, and no further goal revisions will be required before 1982.

In light of these changes, the schedule for affirmative action reports and revisions between now and July 1, 1980, will be as follows:

--October 15, 1979: Preliminary submission of data for OCR 5000 series to General Administration. Begin development of narrative review, statistical analyses, and revisions of goals called for in this Memorandum, using these preliminary data.

--November 30, 1979: Submission of preliminary reports about and revisions of affirmative action plans to General Administration.

--December 31, 1979: General Administration to provide 1977-78 HEGIS/NCES "degrees awarded" data if available.

--February 3, 1980: General Administration to respond to preliminary submissions.

--March 2, 1980: General Administration to provide final 5000 series data.

--March 29, 1980: Submission of final reports based on 5000 data.

This memorandum provides instructions for preparing the annual reports and revisions of goals as well as general guidance in the event you intend any extensive changes in your basic affirmative action plans. This should be an opportunity to consolidate progress under your plans through review and evaluation; general revisions of the plans are not required. At the same time, of course, if your internal reviews do disclose problems in meeting your commitments, you should implement changes that will help you succeed.

The basic aspects of acceptable affirmative action plans are restated below; Section I-D outlines the internal evaluations that should form the basis of your annual report to the Vice President for Academic Affairs; and Section II gives instructions for revising goals. The memorandum is based on the May 18, 1978 memorandum to you outlining standards and procedures for developing the initial plans; it also incorporates material from the subsequent supplemental memoranda and deletes material that primarily provided background for those initial plans.

B. Affirmative action standards generally

Affirmative action and nondiscrimination plans should continue to address employment not only with regard to race but also with regard to sex, national origin, religion, handicap, and veteran status pursuant to all relevant State and Code provisions, Executive Order 11246, Title VII of the Civil Rights Act, the Equal Pay Act, Sections 503 and 504 of the Rehabilitation Act, and the Vietnam Veterans Readjustment Assistance Acts as amended.

C. Specific considerations

1. Particular considerations for faculty hiring are derived from pages 267-269 of The Revised North Carolina State Plan for the Further Elimination of Racial Duality, Phase II (hereinafter "Revised State Plan, Phase II"). These need apply only to hiring black persons in full-time faculty positions with tenure or in the tenure track--i.e., to positions reported in categories 2 and 3 of the full-time portion of the OCR Series 1Aa and 1Ab reports (lines number 2 and 9 for the 1Aa and lines number 66 and 73 for the 1Ab). Goals for all other faculty positions and for other racial groups, and for women faculty, may be set according to whatever formulae you otherwise have been using to comply with the Executive Order.

Clearly, however, plans will be both simplest and easiest to administer and to review if the fewest possible differences exist in the treatment of different groups. Accordingly, time periods, groupings of disciplines, availability data, formulae for goals, and other aspects of overall formats should be the same for all racial groups and for women unless there are specific and compelling

reasons for differentiation (except that the formulae that consider "nonterminal" degrees need apply only to black faculty). Page 14 of the "Gerry Memorandum," referred to at Paragraph 5.e below, addresses grouping of non-black minorities. Also, note that goals need not be set for graduate assistants, other students who act as instructors, and student employment generally.

2. Particular considerations for "executive/administrative/managerial" positions are derived from page 268 of Revised State Plan, Phase II. They need apply only to hiring black administrators in positions requiring faculty rank or wherein the incumbent now has permanent faculty rank--i.e., full time positions reported in category 12 (line 94) of the OCR Series A reports--but it is suggested that these positions also be considered separately in setting goals for women. These positions will be referred to here as "faculty-rank administrative."

3. Accordingly, excluding the positions identified in Paragraphs 1 and 2 above, all other positions should be categorized according to regular EEO-6 categories and formats as the institution uses them to comply with Executive Order 11246.

4. Each plan should continue to state that it is intended to comply with Executive Order 11246 and to be consistent with affirmative action commitments adopted in Revised State Plan, Phase II.

5. The following materials, provided you in May 1978, should be used as references for assuring that affirmative action plans remain consistent with commitments reflected in the August plan and with appropriate formats for setting employment goals and other requirements generally:

- a. Revised State Plan, Phase II, pages 128-137 and 267-269.
- b. Executive Order 11246.
- c. Regulations of the Department of Labor for developing affirmative action plans: 41 CFR 60-1, 60-2 ("Revised Order No. 4") and 60-60 ("Revised Order No. 14"), all as revised and reissued October 20, 1978.
- d. HEW "Affirmative Action Guidelines for Colleges and Universities" issued October 4, 1972 (the "Blue Book").
- e. HEW "Memorandum to College and University Presidents" issued January 13, 1975 (the "Gerry Memorandum").

D. Reporting

The annual review of affirmative action efforts for the preceding academic year should include in each EEO-6 position category a comparison of percentages of minority and women incumbents at the beginning and end of the year, an analysis of hiring of minorities and women in relation to their availability, and an analysis of promotions of minorities and women in view of their representation in the institution's workforce.

For the tenure-track faculty and faculty-rank administrative positions addressed specifically in this Memorandum, this year's report also should review progress in achieving the plan's goals, and make any necessary revisions of the goals, as specifically called for in Paragraph II-D-5 below. For those two groups the report should include analyses of the comparative presence of minorities and women in applicant groups, persons offered interviews, persons offered employment, persons accepting employment, promotions, reappointments, and conferrals of tenure, compared in each case to availability of appropriately-credentialed persons in the relevant labor market or to representation among incumbent faculty, as appropriate. It is especially important to review instances when minority and women candidates received faculty offers but chose not to accept them.

All of these reports should cover not simply the period of the "5000" series--October 1978 to October 1979--but also the period between your plan's current baseline, sometimes in summer 1978, and October 1978. This should be the last time we will have this kind of gap, caused by being out of phase with the statistical reports.

Finally, the affirmative action officer should submit to the chief academic officer a written evaluation of faculty recruitment and selection procedures from his or her perspective based on the reporting about individual positions described in Section III herein. This evaluation should indicate what activities appear particularly successful, as well as any revisions that may appear productive.

II. Goals for Tenured/Tenure-Track Faculty and Faculty Rank Administrative Positions

A. Objectives and sources of comparisons

The objective adopted in the plans in setting goals for employment of full-time black tenured/tenure-track faculty and faculty-rank administrators is that by the end of 1982-83 "the proportion of incumbents who are black" in each relevant group of disciplines or positions at each institution "will at least equal the proportion of persons having the appropriate credentials in the relevant labor market who are black." In the more familiar terms of the Executive Order, this objective posits a workforce that will reflect "availability" within groups of disciplines by 1982-83.

The plans also envision annual hiring of black faculty in proportions no less than their "availability," independently of the ultimate goal posited. That is, from the perspective of hiring during the life of the plans, as opposed to employment profiles at the end of such hiring, the plans contemplate "that within each discipline grouping the proportion of persons newly employed each year in the faculty and [faculty-rank] administrative positions defined above who are black will at least equal the proportion of persons having the credentials required for such positions in the relevant labor market who are black." Note that specific year-by-year goals are not required; thus you need not attempt to break down the five-year hiring goals into smaller increments. Rather, the objective is to assure that hiring of black faculty during the 5 years of the plan will not fall below "availability" (in each discipline grouping you define) in any single year, and to monitor hiring cycles for that purpose. Additionally, the Gerry Memorandum permits evaluations in cycles of up to 3 years where few positions are involved; thus the annual evaluation may assess the prior three academic years rather than just the 1978-79 cycle.

B. Relationship of "appropriate terminal degrees" to setting goals--summary

The formula for setting goals presumes that each institution hires persons possessing the doctorate or other appropriate terminal degree whenever possible, and that hiring persons with lesser credentials will be the exception rather than the rule. Additionally, in 1978 HEW sought to incorporate into the formula an arguably relevant credential and geographic market having as high a proportion of black participation as possible, noting that representation of black persons among "terminal degree" holders in most if not all disciplines is less than representation of black persons among holders of other degrees. Accordingly, the plans embody the following basis for calculating goals for tenured/tenure-track full-time faculty and faculty rank administrative positions for each institution.

It is the general expectation of the Board of Governors that persons hired for positions in the category composed of the EEO-6 Series "A" full-time "faculty/tenured" and "faculty/non-tenured, on-track" groups will possess the appropriate terminal degree. For such positions each affirmative action plan will include the goal that within each discipline grouping [as defined pursuant to the August, 1975 OCR "Memorandum to College and University Presidents" at pages 6 and 7] the proportion of incumbents who are black will at least equal the proportion of persons having the appropriate credentials in the relevant labor market who are black. For each institution the proportion of persons having the appropriate credentials will be the sum of:

- (1) the ratio of positions filled in 1976-77 and 1977-78 by persons having the terminal degrees, times the proportion of persons having the terminal degree in the relevant labor market who are black; and
- (2) the ratio of positions filled

in 1976-77 and 1977-78 by persons not having the terminal degree, times the proportion of persons having such non-terminal degree qualifications in the relevant labor market who are black.

This sum forms the percentage of black representation among persons "having the appropriate credentials" for the jobs in question, to be applied against the projected number of positions in order to obtain the number of persons the goal represents.

Further, as you know, we have begun to use a common source of data as to potential availability of persons "having the appropriate credentials," and have incorporated into that source representation of black persons among recipients of masters degrees from University institutions, as follows:

For purposes of the above calculations, within each discipline grouping the proportion of persons having the terminal degree in the relevant labor market who are black will be the proportion of all recipients nationally of that degree in 1976-77 who were black, as taken from the national HEGIS survey of degrees conferred between July 1, 1976 and June 30, 1977 (in the format of HEGIS/NCES Form 2300-2.1). Within each discipline grouping the proportion of persons not having the terminal degree . . . in the relevant labor market who are black will be the larger of: (i) the proportion of all recipients nationally of such lesser degrees who were black, as taken from the 1976-77 HEGIS survey; or (ii) the proportion of recipients of such lesser degrees from constituent institutions of The University in 1976-77 who were black, not to exceed 10%.

In sum, the formula initially posed unitary goals for all tenure-track positions based on the actual proportions of institutional hiring in 1976-77 and 1977-78 with and without the appropriate terminal degree. The formula then recognized that black representation is generally higher among non-terminally credentialed groups than among terminal degree holders by applying black representation among those two groups to the proportion of institution-wide hiring from among those two groups.¹

¹For example (based on data for last summer's plans), consider an institution's hiring full-time/tenure-track faculty in Biological Sciences (HEGIS 0400), positing the "appropriate terminal degree" as the Ph.D. Between July 1, 1976 and June 30, 1977, 1.6% of doctoral recipients in this discipline division from the U. S. institutions were black; 3.4% of recipients of 0400 masters degrees were black. In the same period, 10.5% of recipients of 0400 masters

C. Revised data for "appropriate terminal degree" experience in institutional hiring

The basis for determining the past proportion of institutional hiring with the appropriate terminal degree should be revised and based on the corrected data for the OCR 4000 and 5000 (1977-78 and 1978-79 Alb report ("New Employees in Institutions of Higher Education," full-time positions), categories 2 and 3 (lines 66 and 73) for "tenured/tenure-track faculty" and category 12 (line 94) for "faculty-rank administrative." In contrast to the prospective goals discussed below, which are to be set by disciplinary groupings, this proportion should be a single, institution-wide percentage. Each position reported in the Alb report should be reviewed, and a determination made as to whether the person employed possessed the appropriate terminal degree no later than the time he or she actually began employment; you may count persons who were certified as having completed all degree requirements before beginning employment, but had not formally been awarded the degree.) Whether or not the degree possessed at such time was the "appropriate terminal" one should be determined in light of institutional standards at the time the offer was made, even if institutional criteria are now more rigorous.

The review just described should be made from a clean corrected printout of the positions reported on these forms; a copy of the printout for your institution will be provided when available this autumn. A record should be kept on the printout of which positions are considered to have been filled by persons with the appropriate terminal degree; the printout itself should be retained by the institutional affirmative action officer to assist in documenting the constituent institution's performance of its employment commitments.

Note that positions may be "upgraded" with regard to future hiring; prospective change in appropriate terminal degrees should be clearly established and recorded.

degrees from constituent institutions of The University of North Carolina were black. The formula would thus use 1.6% as the proportion of persons in the relevant labor market having the terminal degree who are black, and 10.0% as the proportion of persons not having the terminal degree who are black. If we then assume that of all persons hired by the institution in all discipline divisions in 1976-77 and 1977-78, 80% had the appropriate terminal degree and 20% did not, black representation in the pool of "appropriately credentialed" persons would then be derived from the following formula: $(.8 \times .016) + (.2 \times .10) = .033$. The institutional goal thus would be that 3.3% of persons hired in Biological Sciences through 1982-83 would be black; if the institution expected to hire 50 persons therein in that interval, its goal would be $3.3\% \times 50$, or at least 2 persons (rounded from 1.6).

D. Revisions in goals and formats

As noted last year, consult the Gerry Memorandum; of special interest therein are Section B(1)(a) regarding disciplinary groupings (pages 7-8), Section B(2)(a) regarding faculty availability (pages 9-12), Section C regarding establishment of goals (pages 13-15), and the formats attached at the end of the paper. The Gerry Memorandum presents "model" formats, not mandatory ones, and these should be adapted to institutional requirements provided the Memorandum's informational needs are met. (Note that the EEO-6, to which the Memorandum refers, focuses on institution-wide data and salary ranges, rather than on discipline divisions and goal settings.)

Read together, the 1975 Memorandum and the relevant aspects of Phase II suggest the following approach to setting goals for tenured/tenure-track and faculty-rank administrative positions:

1. Disciplinary groupings

"Departments having similar disciplines should generally be combined" according to the standards of the "Memorandum" at page 7. The method of grouping disciplines should provide numbers of positions sufficiently large for meaningful goals, as should be familiar from ongoing affirmative action efforts.

The HEGIS data will suggest one possible form for aggregating departments at the institutional level (see footnote 2, below), in that they are available on the basis of race only for the 24 HEGIS discipline areas and not for the discipline specialties subsumed therein [e.g., for the discipline area of Social Sciences (2200) but not for the "specialties" of Political Science or History]. More precise divisions are available to us in the data for women, and these data are presented for the master's, doctorate, and first professional degrees. A useful supplement to these data for "fine field" breakdowns of doctorates awarded 1973 to 1976, for both women and minorities, is Women and Minority Ph.D.'s in the 1970's: A Data Book, published by the National Research Council (National Academy of Sciences, 1977) and compiled by Dorothy M. Gilford and Joan Snyder.

2. Summary format

Each plan should have a brief table or summary of employment in all tenured/tenure-track faculty positions for the institution as a whole. That item should identify the total number of persons employed now, the total who would be employed at the end of the plan if the institution achieves its goals, and the total who will be employed during the plan if the institution achieves its goals, each item should give a total figure, a figure for black faculty, a figure for other minority faculty, and a figure for women.

3. Review of hiring opportunities

Anticipated hiring opportunities in each grouping should again be estimated as closely as possible in view of past patterns, current authorized positions, estimated growth due to enrollment, and potential retirements and nonreappointments.

4. Availability data

Availability data should be updated from the 1975-76 data using the 1976-77 annual national HEGIS survey of degrees conferred, and the 1977-78 data if available. Copies of these data for July 1, 1976 to June 30, 1977 are appended to the chief academic officers' copies of this Memorandum, in the format of the HEGIS/NCES Form 2300-2.1, and should be used for developing your plans. (If the 1977-78 data are available from the Office of Education by December 31, we will provide them to you.) The same data should be used to define availability of other minorities and of women unless compelling reasons are shown for doing otherwise.

In order to assure that changes in goals are both realistic and actually needed, these revised availability data need be used, and goals changed accordingly, only in discipline divisions or groupings wherein representation among terminal degree recipients increases by at least 2.0 percentage points over the 1975-76 data for blacks and 3.0 percentage points for women.²

²Additionally, note the following regarding the 2300-2.1 data. Both sex and race/ethnic breakouts are possible at the level of major HEGIS discipline (e.g., Education), but only sex distinctions are available at the level of HEGIS discipline "specialty" (e.g., Political Science). Additionally, for the data cells classified by race and sex, the total obtained is sometimes less than the "total" line presented, because the NCES apparently accepts forms from some institutions and/or states with these factors listed as "unknown." To facilitate use of these data, we have again also compiled them into a matrix which shows for each HEGIS discipline by degree level the "N" and percent of sex distributions within each race/ethnic category; and within each HEGIS discipline area. (as noted on the matrices, we have rounded all percentages to two decimal places; rounding up from $\geq .005$. Hence, all percentage calculations are accurate within the useable range, but may not total 100.00 percent in a given discipline.) Except where you choose to supplement these data, your plan need not reproduce them, but instead simply can cite them as your source. If you do supplement the HEGIS data, your plan should include clear citation to the other sources; if they are not published sources, you should reproduce them.

5. Goals and Dates

The plans' current objectives are that by October 15, 1983, there will be employment of black faculty within each discipline grouping, in numbers no less than those derived by multiplying the percentage of black representation in the "appropriately credentialed" pool, times estimated total 1983 employment in those tenured/tenure-track and faculty-rank administrative categories. That goal should be reached by seeking to employ black persons between now and then in proportions at least as great as their representation among "appropriately credentialed" groups, and in such greater proportions as may be necessary to achieve the goal. Thus, for each discipline grouping goals should be set both for "ending" representation (i.e., as of October 15, 1983)³ and for "hiring" representation (i.e., among those persons to be hired during the plan (between July 1, 1978 and October 15, 1983)). Goals should be set both as percentages (rounded to the nearest .1%, rounding up at .05% or more) and as whole numbers of persons (rounding up at .5 individuals or more). In discipline groupings where the "end" standard is already met for blacks, other minorities, or women, an "ending" goal is unnecessary; however, a goal at least equal to "availability" should be set for hiring during the life of the plan.

Many institutions ordinarily extend their "end" goals to a new 5-year date when updating their plans, which would change current ending dates to 1985. In order to provide a clear measure of success within the schedule of Phase II, however, an institution which wishes to pose new "ending" and "hiring" goals for the period 1980-85 should also revise its goals in a format that continues to use the October 1983 end date.

6. Nonterminal degree data

For black faculty only, the plans posit calculation of "the proportion of persons having other [than appropriate terminal] degree qualifications in the relevant labor market who are black" in each discipline grouping [as] the larger of: (i) the proportion of all recipients nationally of such lesser degrees who were black, as taken from the HEGIS survey; or (ii) the proportion of recipients of such lesser degrees from constituent institutions of The University who were black, but not to exceed 10%. We have agreed to increase the maximum figure of 10% for recipients of University nonterminal degrees in those discipline groupings where: (a) per cent of black representation among annual recipients was greater than 10% in 1976-77, and (b) that percent increased in a subsequent year. The changes are to equal the amount of any such increase (e.g., in a field where black representation among UNC masters recipients was 12% in 1976-77 and grew to 14% during 1978-79, the percentage of black representation used in calculating availability was 10% and now will be 12%). Consult

³October 15 is the "as of" date for the OCR statistical reporting year.

the 1978-79 Series "5000" HEGIS/NCES 2300-2.1, to be submitted fall 1979, for the UNC degree data.

7. Faculty-rank administrators

In setting goals for hiring in "faculty-rank administrative" positions, all positions should be considered together without discipline groupings, the appropriate terminal degree should be considered the doctorate or first professional, and "availability" should be calculated from percentages of black representation among all U.S. doctorate and first professional degree recipients, all U.S. masters degree recipients, and all University masters degree recipients. If there are too few total "faculty rank administrative positions" to plausibly set goals for that category, the plan should simply state that fact. Whether or not goals are set, it is important to describe the process used for assuring application by and consideration of minority and women candidates for such positions.

Finally, when calculating the institutional percentage of past hiring with and without the appropriate terminal degree for "faculty-rank administrative" positions, you should not use the institutional percentage derived for tenure-track faculty, but rather, the actual percentage for the faculty-rank administrative positions filled in 1977-78 and 1978-79. Thus you need consider "nonterminal" degree data in setting "faculty-rank administrative" goals only if hiring into such positions in the last 2 years actually included persons without the appropriate terminal degree. If, as is likely, there was no hiring into faculty-rank administrative positions without the terminal degree, you need consider only availability of persons who do have the terminal degree.

III. Affirmative Action in the Faculty Hiring Process

[This Section is reprinted verbatim from the May 18, 1978 instructions.]

Affirmative action in faculty hiring has two primary benefits. It obviously presents opportunities to increase current numbers of minority and women faculty, and federal standards tend to focus on this result. But at least as important over the long-term, and often underemphasized, is the fact that the "pools" of persons eligible for promotion and tenure in years to come are substantially defined by today's hiring decisions. Particularly in entry-level tenure-track positions, therefore, current affirmative action efforts in hiring faculty can make the difference between the presence and the absence of minorities and women among those eligible for advancement in the future. This effect becomes even more important when hiring opportunities are limited, as is true today; it is of especial concern because recent amendments to the Age Discrimination Act, by permitting tenured faculty members to serve for more years, may further reduce hiring opportunities.

Accordingly, the timing and nature of affirmative action in the initial hiring of tenure-track faculty is crucial to the success of affirmative action in faculty employment generally. Affirmative action efforts should of course help to assure that recruiting and advertising efforts, both formal and informal, reach the widest possible number of potentially qualified and interested minority and women candidates. And they should assure the most neutral and comprehensive review possible of candidates' qualifications and potentials for contributing to an institution. These types of efforts in our initial affirmative action plans have increased opportunities for minorities and women throughout The University.

But perhaps the most important opportunities to be conscious of affirmative action occur in the sequence of narrowing the initial pool of applicants to the smaller group of those reviewed intensively, then to those interviewed, and finally to the individual selected. Those involved in the selection should be conscious of affirmative action at each of these steps. The affirmative action process should be structured so that the affirmative action officer can comment on the selection before key decisions are made, so that his or her advice may be considered in a timely fashion.

All institutional affirmative action plans currently provide for the affirmative action officer's involvement in faculty hiring processes, and for reports of the nature and success of affirmative action efforts in those procedures. These plans vary greatly in the nature and timing of the involvement they posit and, equally importantly, in how effectively they provide for portraying institutional efforts. It is imperative not only that affirmative action efforts be timely and effective, but also that we be able to demonstrate their efficacy clearly to anyone who may review them.

Accordingly, the following paragraphs outline a method for the affirmative action officer's involvement in faculty hiring which is meant to provide clear minimum standards for consultation with that officer and for reporting to or by that officer. These standards are meant to outline as clear-cut a procedure and as concise a manner of documenting it as we believe consistent both with having effective affirmative action and with being able to demonstrate that we do to persons outside The University. The procedure adopted should be set forth in the institution's affirmative action plan.

With regard to tenured or tenure-track faculty positions, affirmative action plans should provide for consultation between the faculty members involved in the selection process and the affirmative action officer (or his or her college, school, or departmental representative) prior to any step in a particular selection process that will otherwise exclude from further consideration a substantial portion of the candidates who are minorities,

women, or handicapped. Because this consultation will occur at the appropriate "pressure points" of a variety of different selection processes, its timing will vary in hiring for different positions-- e.g., for one position, at the initial reduction of the list of applicants to those who will be reviewed extensively; for another, at the determination of who will be interviewed; for a third, at the determination of who will receive an offer of employment.

The consultation is designed to provide the affirmative action officer's perspective early enough in each hiring sequence so that suggested changes may be considered in a timely manner. Thus it is meant to come at whatever stage it may be needed, as determined by institutional experience, and need not necessarily occur at one set or uniform point. The timing of this consultation should be designed specifically to avoid the situation wherein a negative view by the affirmative action officer leaves open only the choice of going forward over his or her objection or redoing the process late in the hiring cycle when many attractive candidates are already committed or attracted to other institutions.

The consultation should permit the affirmative action officer (or his or her representative) to provide any advice believed relevant about candidates who are minorities, women, or handicapped and otherwise may not be considered further after the step in question. That advice should be designed to provide an outside perspective for the academic decision-maker(s) for possible further review of such candidates before making the decision in question; the advice need not and should not substitute the affirmative action officer's academic judgment for that of the faculty member(s) in question. The consultation at any step of the process should focus on essentially the same questions: Have recruitment and solicitation efforts provided minority, women, and handicapped candidates who remain potentially qualified at this stage in the process? If not, have the academic officers in question assured themselves that the minority, women, and handicapped candidates they have decided not to consider further are less qualified than those whom they will continue to review?

Finally, the affirmative action plan should provide that in cases where the affirmative action officer or his or her college or departmental representative perceives serious deficiencies, that officer may request review by the relevant dean (or otherwise next-ranking academic officer) before the selection process continues. This right-of-review is obviously crucial; all institutional plans currently provide for it at some point in the sequence. The key to this framework is to provide it wherever it will do the most good in each hiring process.

This affirmative action procedure for tenure-track hiring should be documented by two types of reports. At times of consultation by the affirmative action officer (or representative), he or she should receive a report from the faculty members conducting the hiring process that (at a minimum) describes the nature of their recruiting and advertising efforts, defines the initial group of applicants by race or minority group and sex (and handicap status if present), states the reason for preferring the persons who have been chosen for further consideration at the step in question, and gives the most salient advantages they demonstrate over any minority or women candidates who are not to be considered further. The affirmative action officer should provide whatever written response he or she deems appropriate, and the two reports become a "package" that accompanies the recommendations forward in the hiring process.

Note again that the timing of these reports depends on the step at which the individual hiring process occasions the affirmative action officer's involvement. Reports are designed to inform and enhance the affirmative action officer's timely involvement in the process, just as that involvement itself is designed to give the academic officer who is making the interview or hiring decision an opinion early enough in the process to be effective. For example, if significant portions of minority or women applicants are to be excluded in the choice of who is to be interviewed, the involvement of the affirmative action officer or his or her representative should precede, and be a condition for, the making of that choice. Therefore, the reports to and by that officer would be necessary at that time. But if the pool of potential interviewees has substantial representation of minorities and women relative to the initial applicant pool, neither the affirmative action officer's involvement nor the reports in question are necessary until the next step, i.e., ranking the candidates in order to extend actual offers of employment. The documentation process thus should be determined as much as possible by the actual affirmative action efforts associated with a particular hiring process.

Mary

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RAYMOND H. DAWSON
Vice President - Academic Affairs

June 12, 1979

MEMORANDUM

TO: The Chancellors
FROM: Raymond H. Dawson *RHD*
SUBJECT: Revised schedule for annual reviews of progress under affirmative action plans

This is to notify you of a change in our proposed schedule for reviewing progress under institutional affirmative action plans and reporting thereon to the Office for Civil Rights. The Revised North Carolina State Plan for the Further Elimination of Racial Duality, Phase II provides for an annual report on such progress which will furnish us significant information about the effectiveness of various institutional and Board initiatives. At the time of last summer's revisions of the affirmative action plans, that report was scheduled for this summer in accordance with the HEW Criteria; accordingly, your instructions for reviewing progress under the affirmative action plans called for extensive reports to be submitted to you from responsible institutional officials, and by you to me, by July 1, 1979. These reports were outlined in the memorandum on revision of affirmative action plans sent to your chief academic officers by Mr. Orleans on May 18, 1978.

Our annual reviews will be far more effective if the annual reporting cycle is in series with compilation of the autumn OCR enrollment and employment statistical reports. We now intend that the next annual report be developed during the 1979-80 academic year, in conjunction with development of the fall 1979 statistical reports. Therefore, you need not report on your affirmative action efforts by July 1; a new date will be established within the general framework for providing the institutional information that will be part of the overall annual report. We hope to share that framework with you this summer.

Of course, these changes proceed on the assumption that we will not become subject to rulings in the litigation initiated by the Board, or in the administrative proceedings initiated by HEW, or by other circumstances, that may require earlier reports. In any such event,

Memorandum to the Chancellors

Page Two

June 12, 1979

we will need to respond to whatever schedule that may be required,
and we will give you as much advance notice as possible.

cc: President William Friday
Vice President Roy Carroll
Vice President Cleon Thompson
Mr. Richard H. Robinson
Mr. Jeffrey Orleans
Chief Academic Officers
Affirmative Action Officers

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

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

OFFICE OF THE PROVOST AND VICE-CHANCELLOR

June 7, 1978

MEMORANDUM

TO: Affirmative Action Officers

FROM: Lawrence M. Clark *LMC*
Assistant Provost

SUBJECT: Affirmative Action Plan -- Phase II

Attached is a package of materials for Phase II containing tables and charts for the new Affirmative Action Plan. We are requesting that each unit forward to me, no later than June 15, 1978:

1. Eight copies of the appropriate set of worksheets 1-6, Phase I including composite sets by Affirmative Action Discipline Grouping;
2. Three copies of the list of EPA employees both full-time and part-time;
3. Ten copies of the set of materials under Phase II.

Please reduce all legal size ($8\frac{1}{2}$ x 14) sheets to letter size ($8\frac{1}{2}$ x 11). In addition, please highlight efforts made in the employment of blacks and females beginning with January 1974, the date on which NCSU submitted its first Affirmative Action Plan to HEW.

This narrative should include: (1) the number of offers made to blacks and females, the number of offers turned down, and reasons given by persons for not accepting the offers; and (2) the number of blacks and females hired during January 1974 through June 30, 1978 and the number who resigned. Please highlight, if possible, their reasons for their resignations. These narratives from the various units will be summarized in our final report.

The narrative below explains what information is asked for on each chart or table found in the attachment. If you have any questions, please contact me.

Page 1 and 2 -- Present EPA Complement -- For each Affirmative Action Group determine the present full-time faculty complement for the positions listed. Do not include administrators with faculty rank, (Vice Chancellors, Assistant Vice Chancellors, Deans, Associate Deans, and Department Heads). For each Affirmative Action Group, determine your present part-time faculty complement and provide the academic rank of these employees.

Page 5 -- Number of Hires With and Without the Appropriate Terminal Degree -- The percentage of new hires with and without the appropriate terminal degrees are to be given as a composite of the total university. The Provost's Office will provide the data for the chart with the bold vertical line found on Page 5. Note that this differs from earlier instructions in determining and using the percent of new hires with and without appropriate terminal degree.

Page 6 and 7 -- The instructions for determining goals for tenure/tenured track faculty are found on Pages 6 and 7. Note that: (1) percentage of new hires 1973-1978 with appropriate terminal degree (y); and (2) percentage of new hires 1973-1978 without appropriate terminal degree, are the total university percentages from Page 5.

Page 9 -- Present EPA Non-Faculty Complement -- Determine for each school/division the present full-time and part-time faculty complements.

Page 10 and 11 -- Availability Data-EPA Non-Faculty -- If the HEGIS data is used to determine the availability of blacks, females, and other minorities, explain the HEGIS groups utilized. (The HEGIS National Summary and UNC Summary) If you do not use the HEGIS data to obtain your availability percentages, explain and document the source of information.

Page 13 and 14 -- Goals-EPA Non-Faculty -- Instructions for calculations of goals in this category are given on Page 13.

Page 15 and 16 -- Present SPA Complement -- Determined by school/division and by each position title the present number of full-time and part-time SPA employees. Availability data for blacks, females, and other minorities is being prepared by NCSU Division of Personnel Services. This data will be forwarded to each school/division on or before Thursday, June 8.

Page 17 and 18 -- Goals-SPA Employees -- Instructions for calculations of SPA goals is given on Page 17. Further instructions will be given on the labeling of tables.

CW
Encs.

cc: Deans, Vice Chancellor, Directors

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

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

OFFICE OF THE PROVOST AND VICE-CHANCELLOR

May 30, 1978

MEMORANDUM

TO: Deans and Affirmative Action Officers

FROM: Lawrence M. Clark *L.M. Clark*
Assistant Provost

SUBJECT: Affirmative Action Worksheets: Phase I

Attached is a package of materials for Phase I containing worksheets I - VI, for gathering data from the units/departments for the new Affirmative Action Plan. The narrative below explains what information is asked for on each chart. If you have any questions, please contact me.

Worksneet I

A. List the program(s) offered by your department and the appropriate terminal degree required for a tenure track position.

B. From your employment records, determine for each year, 1973-1978, the number of new hires and the proportions of those with and without the appropriate terminal degree, as of the date hired. (A list of new hires 1976-1977 is attached.)

C. Estimate the number of positions expected to become vacant 1978-1979 through 1982-1983. Leave blank the column headed "Estimated New Positions."

Worksneet II, IIA

Determine your present faculty complement for the positions listed. Do not include Administrators with faculty rank (Vice Chancellors, Assistant Vice Chancellors, Deans, Associate Deans, Department Heads), a separate chart will be supplied for these persons. A list of persons in this category is being prepared by the Provost's Office.

Worksheet III

Estimate the number of EPA Non-Faculty positions expected to become vacant 1978-1983. Do not complete the column headed "Estimated New Positions".

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May 30, 1978
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Worksheet IV

Determine the composition of your EPA Non-Faculty workforce. Positions to be listed here are those without academic rank including Research Associates, Research Associates Post Docts., Research Assistants, and Teaching Technicians.

Worksheet V

Estimate the number of SPA positions expected to become vacant 1978-1983. Leave blank the column headed "Estimated New Positions".

Worksheet VI

Determine the composition of your SPA workforce.

The data from the above charts will be the basis of Phase II, Setting of Goals. Directions and materials for Phase II are in process and will be distributed to you shortly.

CW

THE UNIVERSITY OF NORTH CAROLINA

General Administration

P. O. BOX 2688
CHAPEL HILL 27514

May 18, 1978

TELEPHONE: (919) 933-6981

MEMORANDUM

TO: Chief Academic Officers
Affirmative Action Officers

FROM: Jeffrey H. Orleans JHO

SUBJECT: Revisions of Affirmative Action Plans Pursuant to
The Revised North Carolina State Plan for the Further
Elimination of Racial Duality, Phase II

I. Affirmative Action Commitments and Practices Generally

The Board's commitments in Phase II relate primarily to the manner of setting institutional goals with regard to increased employment of black persons in faculty and administrative positions. Additionally, Vice President Dawson is asking you to adopt certain procedural steps to enhance affirmative action with regard to all faculty employment and to improve our ability to demonstrate that affirmative conduct. The changes occasioned by Phase II relate to your affirmative action efforts generally as follows.

A. Affirmative action and nondiscrimination plans should continue to address employment not only with regard to race but also with regard to sex, national origin, religion, handicap, and veteran status pursuant to all relevant State and Code provisions, Executive Order 11246, Title VII of the Civil Rights Act, Title IX of the Education Amendments, the Equal Pay Act, Sections 503 and 504 of the Rehabilitation Act, the Age Discrimination Act of 1976, and the Vietnam Veterans Readjustment Assistance Acts as amended.

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I encourage you to use this opportunity for any revisions that will improve the efficacy of your equal employment efforts (e.g., by consolidating plans and procedures that may have developed as separate responses to the many federal provisions promulgated at different times since your original plans were submitted.

B. Additionally, and independently of the standards adopted by the Board in Phase II, each institutional affirmative action plan should comply fully with the requirements of Executive Order 11246 and its implementing regulations. Please note that in most instances the plans submitted in 1974-75 have not received substantive reviewed by the Office for Civil Rights; none have been reviewed since the Department of Labor's Office of Federal Contract Compliance Programs began monitoring university plans for compliance with the Executive Order. Accordingly, institutional plans should reflect careful comparison to current Executive Order standards, particularly with regard to the extent and format of employment analyses.

C. The particular considerations for faculty hiring set out at pages 21-23 of the Second Supplement and explained in Section II herein need apply only to hiring black faculty in full-time positions with tenure or in the tenure track--i.e., to positions reported in categories 2 and 3 of the full-time portion of the OCR Series Ala and Alb reports (lines number 2 and 9 for the Ala and lines number 66 and 73 for the Alb). Goals for all other faculty positions and for other racial groups and for women faculty may be set according to whatever formulae you otherwise use to comply with the Executive Order.

Clearly, however, plans will be both simplest and easiest to administer and report on if the fewest possible differences exist in the treatment of different groups. Accordingly, time periods, groupings of disciplines, availability data, formulae for goals, and other aspects of overall formats should be the same for all racial groups and for women unless there are specific and compelling reasons for differentiation. In that sense this Memorandum applies to tenure-track faculty affirmative action in toto, except that the formulae that consider "non-terminal" degrees need apply only to black faculty. (See page 14 of the "Gerry Memorandum," referred to at Paragraph I.G.6 below, as to grouping of non-black minorities. Also, note that goals need not be set for graduate assistants, other students who act as instructors, and student employment generally.)

D. The particular considerations for "executive/administrative/managerial" positions identified at page 22 of the Second Supplement need apply only to hiring black administrators in positions requiring faculty rank or wherein the incumbent now has permanent faculty rank--i.e., full-time positions reported in category 12 (line 94) of the OCR Series A reports--but it is suggested that these positions also be considered separately in setting goals for women. (These positions will be referred to here as "faculty-rank administrative.")

E. Accordingly, excluding the positions identified in paragraphs C and D above, all other positions should be categorized

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according to regular BEO-6 categories and formats as the institution uses them to comply with Executive Order 11246. The objective adopted by the Board in the Second Supplement for employment of black persons in such positions is not intended to differ from that called for by the Executive Order; i.e., "that the proportion of incumbents in each such category who are black will at least equal the proportion of persons having the credentials required in the relevant labor market who are black" (page 21). Procedures, numerical evaluations, and goals now in effect for positions subject to the State Personnel Act will generally not be affected by the Board's commitments under Phase II; this is also true for non-faculty positions exempt from the State Personnel Act that affirmative action plans treat similarly to SPA positions. As the affirmative action officers know, technical assistance for procedures involving SPA positions is now available from the University Coordinator of the Office of State Personnel.

F. In order that each plan's relationship to State Plan, Phase II be clearly understood, each plan should state that it is being submitted to satisfy both Executive Order 11246 and State Plan, Phase II, as supplemented by the Board on May 12, and that it addresses employment of black faculty and administrators in the manner set out at pages 21-23 of the Second Supplement.

G. The following materials provide the necessary standards for revising affirmative action plans consistently with Phase II specifically (1,2) and with appropriate formats for setting employment goals and other requirements generally (3,4,5,6):

1. State Plan, Phase II, pages 121-130 (provided on May 4).
2. Board of Governors Second Supplement to Phase II dated May 12, 1978 (excerpt appended hereto).
3. Executive Order 11246.
4. Regulations of the Department of Labor for developing affirmative action plans: 41 CFR 60-1 (as of February 17, 1977), 60-2 ("Revised Order No. 4" as of February 1, 1971), and 60-60 ("Revised Order No. 14" as of July 12, 1974).
5. HEW "Affirmative Action Guidelines for Colleges and Universities" issued October 4, 1972 (sometimes referred to as the "Blue Book").
6. HEW "Memorandum to College and University Presidents" issued January 13, 1975 (provided on May 4).

H. Reporting

1. All institutions have engaged in some form of reporting under their past and current plans. In order to provide comparable information as a basis for reviewing all plans at this time, each plan should include a report of affirmative action efforts from 1973 to date. The report should briefly describe institutional activities, evaluate successes and problems, and note changes developed out of this institutional experience. It should not repeat descriptions of current or new procedures contained elsewhere in the plan, but rather where relevant should relate the reasons for the choice of those procedures to institutional experience.

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Using the institutional OCR reports for all 1975, 1976, and 1977 and any earlier data that may be available, the institution should summarize the following information separately for each EEO-6 job category as well as full-time tenured or "on-track" faculty, any other faculty categories, and "faculty-rank administrative" positions:

--1975 (or earlier) composition of job category by number of positions and number and percentage of white, black, and other incumbents--by male, female, and total.

--1977 composition of job category, by similar information.

--total persons newly hired from outside the institution from 1974-75 (or earlier starting date) through 1976-77, by similar information.

2. By July 1 of each year each Chancellor or his designee should submit to the Vice President for Academic Affairs a report of affirmative action efforts in the academic year just concluded, including in each EEO-6 position category a comparison of percentages of minority and women incumbents at the beginning and end of the year, an analysis of hiring of minorities and women in relation to their availability, and an analysis of promotions of minorities and women in view of their representation in the institution's workforce.

For the tenure-track faculty and faculty-rank administrative positions addressed specifically in this Memorandum, the report should include the review of the plan's goals and progress toward

them called for in Paragraph II-E herein, as well as the numerical analyses for the year just concluded as described above. Specifically, for those two groups the report should include analyses of the comparative presence of minorities and women in applicant groups, persons offered interviews, persons offered employment, persons accepting employment, promotions, reappointments, and conferrals of tenure, compared in each case to availability of appropriately-credentialed persons in the relevant labor market or to representation among incumbent faculty, as appropriate.

Finally, in each institution the affirmative action officer should annually submit to the chief academic officer a written evaluation of faculty recruitment and selection procedures from his or her perspective, using the reporting about individual positions described in Section III herein. This evaluation should indicate what activities appear particularly successful, as well as any revisions that may appear productive. This review should then be provided to the Vice President for Academic Affairs as part of the annual institutional report.

II. Goals for Tenured/Tenure-Track Faculty and Faculty-Rank Administrative Positions

A. Objectives and sources of comparisons

The objective adopted by the Board in setting goals for employment of full-time black tenured/tenure-track faculty and faculty-rank administrators is that by the end of 1982-83 "the

Mr. Studdland

THE UNIVERSITY OF NORTH CAROLINA

General Administration

P. O. BOX 2688
CHAPEL HILL 27514

JEFFREY H. ORLEANS
Special Assistant to the President

TELEPHONE (919) 933-6981

October 4, 1979

MEMORANDUM

TO: The Chancellors
Chief Academic Officers
Affirmative Action Officers

FROM: Jeffrey H. Orleans

JHO

This memorandum accompanies Vice President Dawson's memorandum of October 4, 1979, concerning review and revision of affirmative action plans. I want to clarify here certain references to the use of the OCR data forms and to the dates on which those data will be available.

First, in the schedule outlined on page 3, the date for preliminary submission of the OCR 5000 employment data is the period November 1 through November 12, and not October 15 as stated.

Second, the 1976-77 annual survey of degrees conferred, which is discussed as a basis for determining faculty "availability" at page 11, will be provided you under separate cover during the week of October 15. Along with those data will be your particular institution's 1977-78 faculty "new hire" report referenced at page 9.

I don't believe either of these changes will impede your beginning now to undertake necessary review of your plans and I am of course available to respond to any questions.

cc: Vice President Dawson
Vice President Carroll
Mr. Richard Robinson

Affirmative Action Representatives Meeting
Tuesday, December 11
3:00 p.m.

Members present: Bogdan, Calloway, Carnesale, Carson, Clark, Dolce, King, Memory, Saylor, Simpson, Stafford (for Talley), Nordan (for Hassler), Gehle

Members absent: Mabry

The meeting began at 3:00 p.m.

Mr. Simpson asked if the representatives present had had a chance to read the material sent to them. Discussion then followed.

Charts regarding faculty complement were distributed to the members. To complete these charts, each School should be broken down by department, including the department head. Also each chart should be compiled as of June 15, 1973. HEW informed the University that these charts must be updated because a report will be required every three years about the University's EPA complement. A yearly report will be required concerning SPA personnel.

Questions were raised as to why the General Administration could not furnish availability date for each of the 16 campuses. One suggestion was perhaps an existence base could be furnished and then each School could supply its own factor of availability.

Mr. Simpson said that each School's affirmative action report would need to be examined to see what areas will need to be expanded, what areas are sufficient as they are, and what parts will need to be redone. He said that each School should examine HEW's guidelines to see what changes may possibly be needed.

Dr. Carnesale asked if small departments could state their goals by saying that "one in _____ people hired would be a minority or a woman." Mr. Simpson said, however, that this was not acceptable with HEW. HEW wants the goals to be stated more specifically than this.

Mr. Simpson said that each School should be very careful to supply the exact information that HEW requests. He said the University's Affirmative Action Report would never be officially accepted because it will always have to be updated.

Discussion followed concerning P.18-31 of the first section of the packet of material sent to each representative. Decisions were made as to whether each section should be answered by the individual units or by the central administration.

The classifications of "white," "other minorities," and "black" were explained. All foreign nationals should be classified as "white." Spanish surnamed Americans and American Indians go under the classification of "other minorities."

A deadline of January 14 was set for each representative to return his unit's information to Mr. Simpson's office.

The meeting adjourned at 5:20 p.m.

UNIT AFFIRMATIVE ACTION OFFICERS

1978 - 1979

1. Lawrence M. Clark, Chairman
2. Aldos C. Barefoot, University Studies
3. Edward D. Clark, HASS
4. Robert O. Tilman, HASS
5. Virginia C. Cowgell, Education
6. Carl J. Dolce, Education
7. John F. Ely, Engineering
8. Francis J. Hassler, Agriculture and Life Sciences
9. Mary F. Hester, Extension and Public Service
10. R. A. Mabry, Extension and Public Service
11. Nat L. Hines, Business Affairs
12. E. Ann Peters, Business Affairs
13. Cyrus B. King, Library
14. Nellie L. Waltner, Library
15. Jasper D. Memory, PAMS
16. Sandra O. Paur, PAMS
17. R. James Peeler, Graduate School
18. LeRoy C. Saylor, Forest Resources
19. Donald H. Solomon, Student Affairs
20. Banks C. Talley, Jr., Student Affairs
21. John Tector, Design
22. Bhupender Gupta, Textiles

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proportion of incumbents who are black" in each relevant group of disciplines or positions at each institution "will at least equal the proportion of persons having the appropriate credentials in the relevant labor market who are black" (page 21). In the more familiar terms of the Executive Order, this objective posits a workforce that will reflect "availability" within groups of disciplines by 1982-83.

The Board has also committed to annual hiring of black faculty in proportions no less than their "availability," independently of the ultimate goal posited. That is, from the perspective of hiring during the life of Phase II, as opposed to employment profiles at the end of such hiring, the Board has committed "that within each discipline grouping the proportion of persons newly employed each year in the faculty and [faculty-rank] administrative positions defined above who are black will at least equal the proportion of persons having the credentials required for such positions in the relevant labor market who are black" (page 23). Where numbers of positions to be filled annually are too small for this goal to be realistic, that circumstance should be explained and this goal adopted for the shortest realistic interval (in no event greater than 3 years).

B. Relationship of "appropriate terminal degrees" to setting goals--summary

The Board's formula for setting goals presumes that each

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institution hires persons possessing the doctorate or other appropriate terminal degree whenever possible, and that hiring persons with lesser credentials will be the exception rather than the rule.

The Board recognizes that institutional practices regarding the terminal degree have varied over the years, and that sufficient reasons for hiring persons without the appropriate terminal degree may occur in particular cases in the future. The HEW "Criteria" approached this circumstance by separating faculty positions into "masters" and "doctorate" positions and requiring separate goals for each. This dichotomy is incorrect for essentially two reasons. First, the proper differentiation is between appropriate "terminal" and "non-terminal" degrees; different masters degrees fall into both categories for different positions. Second, within this differentiation the constituent institutions do not classify positions in advance of hiring as "terminal" or "non-terminal." Rather, all positions are considered to require the appropriate terminal degree, while it is acknowledged that the most desirable available applicant for some positions may not have that degree.

Additionally, HEW sought to base goals for hiring in "masters degree" positions on "the proportion of black students graduating with masters degrees from institutions within the [University]" where that figure is higher than black representation among persons with the appropriate credentials in the relevant labor

market. Although this basis does not reflect the breadth of sources for University faculty employment, the Board acknowledges HEW's apparent objective in suggesting it; i.e., to incorporate into the formula for setting goals a relevant credential and geographic market having as high a proportion of black participation as possible. Representation of black persons among "terminal degree" holders in most if not all disciplines is less than representation of black persons among holders of other degrees; e.g., black representation among holders of Ph.D.'s in most fields is lower than black representation among holders of masters degrees.

Balancing all these considerations, the Board proposed, and HEW accepted, the following basis for calculating goals for tenured/tenure-track full-time faculty and faculty-rank administrative positions for each institution:

It is the general expectation of the Board of Governors that persons hired for positions in the category composed of the EEO-6 Series "A" full-time "faculty/tenured" and "faculty/non-tenured, on-track" groups will possess the appropriate terminal degree. For such positions each affirmative action plan will include the goal that within each discipline grouping [as defined pursuant to the August, 1975 OCR "Memorandum to College and University Presidents" at pages 6 and 7] the proportion of incumbents who are black will at least equal the proportion of persons having the appropriate credentials in the relevant labor market who are black. For each institution the proportion of persons having the appropriate credentials will be the sum of: (1) the ratio of positions filled in 1976-77 and 1977-78 by persons having the terminal degree, times the proportion of persons having the terminal degree in the relevant labor market who are black; and (2) the ratio of positions filled in 1976-77 and 1977-78 by persons not having the terminal degree, times the proportion of persons having such non-terminal degree qualifications in the relevant labor market who are black. [Second Supplement, pages 21-2.]

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This sum forms the percentage of black representation among persons "having the appropriate credentials" for the jobs in question, to be applied against the projected number of positions in order to obtain the number of persons the goal represents. (An example follows.)

Further, ~~as explained more fully in Paragraph II.D.4 herein,~~ the Board of Governors has agreed to use a common source of data as to potential availability of persons "having the appropriate credentials," and to incorporate into that source representation of black persons among recipients of masters degrees from University institutions, as follows:

For purposes of the above calculations, within each discipline grouping the proportion of persons having the terminal degree in the relevant labor market who are black will be the proportion of all recipients nationally of that degree in 1976-77 who were black, as taken from the national HEGIS survey of degrees conferred between July 1, 1976 and June 30, 1977 (in the format of HEGIS/NCES Form 2300-2.1). Within each discipline grouping the proportion of persons not having the terminal degree . . . in the relevant labor market who are black will be the larger of: (i) the proportion of all recipients nationally of such lesser degrees who were black, as taken from the 1976-77 HEGIS survey; or (ii) the proportion of recipients of such lesser degrees from constituent institutions of The University in 1976-77 who were black, not to exceed 10%. [Second Supplement, page 22.]

In sum, the Board's formula poses unitary goals for all tenure-track positions based on the actual proportions of institutional hiring in 1976-77 and 1977-78 with and without the appropriate terminal degree. The formula then recognizes that black representation is generally higher among non-terminally credentialed groups

than among terminal degree holders by applying black representation among those two groups to the proportion of institutional hiring from among those two groups.

For example, consider a hypothetical institution's hiring of full-time, tenure-track faculty in the discipline division of Biological Sciences (HEGIS 0400), for which the posited "appropriate terminal degree" is the Ph.D. Between July 1, 1976 and June 30, 1977, 1.6% of the recipients of doctorates in this discipline division from United States institutions were black, and 3.4% of recipients of masters degrees in this discipline division were black. In the same period, 10.6% of recipients of masters degrees in this discipline division from constituent institutions of The University of North Carolina were black. The formula would thus use 1.6% as the proportion of persons in the relevant labor market having the terminal degree who are black, and 10.0% as the proportion of persons not having the terminal degree who are black.

Then assume that the constituent institution hired a total of 25 persons in this discipline division in 1976-77 and 1977-78, collectively, 20 or 80% of whom had the appropriate terminal degree and 5 or 20% of whom did not.

Black representation in the pool of "appropriately credentialed" persons would then be derived from the following formula:

$$(.8 \times .016) + (.2 \times .10) = .033.$$

The institutional goal thus would be that 3.3% of persons hired

in this discipline division through 1982-83 would be black. If the institution estimated that it would hire 50 persons in such positions during that time, its goal would be $3.3\% \times 50$, or at least 2 persons (rounded from 1.6).

The remainder of this Section II defines the terms and factors used in the Board's formula and explains its applications; e.g., how calculations are done separately within appropriate disciplinary groups, and how projected vacancies may be estimated.

C. Data for "appropriate terminal degree" experience in institutional hiring

The basis for determining the past proportion of institutional hiring with the appropriate terminal degree is the corrected data for the OCR 2000 (1976-77) and 3000 (1977-78) Alb reports ("New Employees in Institutions of Higher Education," full-time positions), categories 2 and 3 (lines 66 and 73) for "tenured/tenure-track faculty" and category 12 (line 94) for "faculty-rank administrative." In contrast to the prospective goals discussed below, which are to be set by disciplinary groupings, this proportion should be a single, institution-wide percentage. Each position reported in the Alb reports should be reviewed, and a determination made as to whether the person employed possessed the appropriate terminal degree no later than the time he or she actually began employment. (You may count persons who were certified as having completed all degree requirements before

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beginning employment, but had not formally been awarded the degree.) Whether or not the degree possessed at such time was the "appropriate terminal" one should be determined in light of institutional standards at the time the offer was made, even if institutional criteria are now more rigorous. (N.B. This differs from my suggestion on May 4. Positions may still be prospectively "upgraded" in determining availability, however; see Paragraph D-3, below.)

The review just described should be made from a clean corrected printout of the positions reported on these forms; a copy of the printout for your institution accompanies the Chief Academic Officer's copy of this memorandum. A record should be kept on the printout of which positions are considered to have been filled by persons with the appropriate terminal degree; the printout itself should be retained by the institutional affirmative action officer to assist in documenting the constituent institution's performance of the employment commitments of Phase II.

D. Formats: Disciplinary groupings, hiring opportunities, credential pools and percentages

The 1975 HEW "Memorandum to College and University Presidents" (listed at Paragraph I.G.6 herein) gives important information for developing utilization and availability analyses and for setting goals generally, and should be consulted with regard to the affirmative action plan generally and with regard to Phase II's concerns particularly. Of special interest in that document are Section B(1)(a) regarding disciplinary groupings (pages 7-8), Section B(2)(a) regarding faculty availability (pages 9-12),

Section C regarding establishment of goals (pages 13-15), and the formats attached at the end of the paper.

Note that the Gerry Memorandum presents "model" formats, not mandatory ones; you may and should adapt these to your own requirements provided the Memorandum's informational needs are met. And note that the EEO-6, to which the Memorandum refers, focuses on institution-wide data and salary ranges rather than on discipline divisions and goal settings; it depicts a reporting layout for compliance reports to the federal agencies rather than a format for affirmative action plans.

Read together, the 1975 Memorandum and the Board's commitments in Phase II suggest the following approach to setting goals for tenured/tenure-track and faculty-rank administrative positions:

1. "Departments having similar disciplines should generally be combined" according to the standards of the "Memorandum" at page 7. The method of grouping disciplines should provide numbers of positions sufficiently large for meaningful goals, as should be familiar from ongoing affirmative action efforts. Each institution may determine its own groupings, subject to these standards.
2. Anticipated hiring opportunities in each grouping should be estimated as closely as possible in view of past patterns, current authorized positions, estimated growth due to enrollment, and potential retirements and nonreappointments.

3. Appropriate terminal degrees for each anticipated future position should be established and recorded. These need not be made part of the plan submitted to HEW, but should be submitted here with your preliminary plan. These degrees may be higher than those applied in past years where appropriate. These standards will define the "terminal" and "non-terminal" degree pools whose black representation will yield the single "appropriately credentialed" percentage described in Paragraph II.B. herein.

4. The Board desires that H.E.W. clearly understand the basis and affirmative nature of institutional goals, and that the premises of these goals be open to as little needless debate as possible. The Board therefore has established that in calculating representation among potentially available persons within each discipline grouping, "the proportion of persons having the terminal degree in the relevant labor market who are black" will be the proportion of all recipients nationally of that degree who are black, as taken from the annual national HEGIS survey of degrees conferred (see Paragraph II.B. herein). Copies of these data for July 1, 1975 to June 30, 1976 are appended to the chief academic officers' copies of this Memorandum, in the format of the HEGIS/NCES Form 2300-2.1, and should be used for developing your plans. The 1976-77 data will be available from the Office of Education this summer and we will ask you to update your plans when we can provide those figures to you.

The same data should be used to define availability of other minorities and of women unless compelling reasons are shown for doing otherwise.

Additionally, for black faculty, "the proportion of persons having other [than appropriate terminal] degree qualifications in the relevant labor market who are black" in each discipline grouping will be the larger of: (i) the proportion of all recipients nationally of such lesser degrees who were black, as taken from the HEGIS survey; or (ii) the proportion of recipients of such lesser degrees from constituent institutions of The University in 1976-77 who were black, but not to exceed 10%. ^X (The North Carolina data may be obtained from the HEGIS/NCES 2300-2.1 for North Carolina, contained in the annual statistical reports submitted to OCR on February 28, 1978.)

The HEGIS data will suggest one possible form for aggregating departments at the institutional level (see item 1 above), in that they are available on the basis of race only for the 24 HEGIS discipline areas and not for the discipline specialties subsumed therein [e.g., for the discipline area of Social Sciences (2200) but not for the "specialties" of Political Science or History]. More precise divisions are available to us in the data for women, and these data are presented for the master's, doctorate, and first professional degrees. A useful supplement to these data for "fine field" breakdowns of doctorates awarded 1973 to 1976, for both women and minorities, is Women and Minority Ph.D.'s in the 1970's: A Data Book, published by the National Research Council (National Academy of Sciences, 1977) and compiled by Dorothy M. Gilford and Joan Snyder.

Finally, in setting goals for hiring in "faculty-rank administrative" positions, all positions should be considered together without discipline groupings, the appropriate terminal degree should be considered the doctorate or first professional, and "availability" should be calculated from percentages of black representation among all U. S. doctorate and first professional degree recipients, all U. S. masters degree recipients, and all University masters degree recipients.

E. Setting goals, intervals and periodicity of revisions

Within each discipline grouping, the institutional goal should be employment by July 1, 1983, of black faculty in numbers no less than those derived by multiplying the percentage of black representation in the "appropriately credentialed" pool, times estimated total 1983 employment in those tenured/tenure-track and faculty-rank administrative categories. That goal should be reached by seeking to employ black persons between now and 1983 in proportions at least as great as their representation among "appropriately credentialed" groups, and in such greater proportions as may be necessary to achieve the goal. Thus, for each discipline grouping goals should be set both for "ending" representation (i.e., as of July 1, 1983) and for "hiring" representation (i.e., among those persons to be hired during the plan (between July 1, 1978 and July 1, 1983). Goals should be set both as percentages (rounded to the nearest .1%, rounding up at .05% or more) and as whole numbers of persons (rounding up at .5 individuals or more).

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Where anticipations are that too few positions will be available to make annual goals realistic, hiring may be grouped in interim intervals of no longer than three years. In discipline groupings where the standard is already met for blacks, other minorities, or women, an "ending" goal is unnecessary; however, a goal should be set for hiring during the life of the plan.

Availability and anticipated hiring analyses should be reviewed biannually, as should changes in total employment in each discipline grouping against which ending goals are posited, and both ending and annual or interim goals adjusted accordingly.

(We will provide updated HEGIS "degrees awarded" data as early as possible annually.) Additionally, by July 1, 1980, each institution should review its 1978-79 and 1979-80 experience in hiring persons having and not having the "appropriate terminal degree"; changes in the relative proportions of such hiring will produce a different figure for calculating black representation in the single "appropriately credentialed" pool, as described in Paragraph II.B. herein and as applied just above; increasing the proportion of persons hired with the appropriate terminal degree will reduce the figure used in this calculation.

The Board has agreed that changes will include an increase in the maximum figure of 10% for recipients of University non-terminal degrees in those discipline groupings where per cent of black representation among annual recipients was greater than 10% in 1976-77. These changes will equal any increases which may

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occur in the per cent of black representation among annual recipients in such discipline groupings (e.g., in a field where black representation among U.N.C. masters recipients was 12% in 1976-77 and grew to 14% by July 1980, the percentage of black representation used in calculating availability would be 10% now and 12% in the 1980 revisions).

III. Affirmative Action in the Faculty Hiring Process

Affirmative action in faculty hiring has two primary benefits. It obviously presents opportunities to increase current numbers of minority and women faculty, and federal standards tend to focus on this result. But at least as important over the long-term, and often underemphasized, is the fact that the "pools" of persons eligible for promotion and tenure in years to come are substantially defined by today's hiring decisions. Particularly in entry-level, tenure-track positions, therefore, current affirmative action efforts in hiring faculty can make the difference between the presence and the absence of minorities and women among those eligible for advancement in the future. This effect becomes even more important when hiring opportunities are limited, as is true today; it is of especial concern because recent amendments to the Age Discrimination Act, by permitting tenured faculty members to serve for more years, may further reduce hiring opportunities.

Accordingly, the timing and nature of affirmative action in the initial hiring of tenure-track faculty is crucial to the success of affirmative action in faculty employment generally. Affirmative

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action efforts should of course help to assure that recruiting and advertising efforts, both formal and informal, reach the widest possible number of potentially qualified and interested minority and women candidates. And they should assure the most neutral and comprehensive review possible of candidates' qualifications and potentials for contributing to an institution. These types of efforts in our initial affirmative action plans have increased opportunities for minorities and women throughout The University.

But perhaps the most important opportunities to be conscious of affirmative action occur in the sequence of narrowing the initial pool of applicants to the smaller group of those reviewed intensively, then to those interviewed, and finally to the individual selected. Those involved in the selection should be conscious of affirmative action at each of these steps. The affirmative action process should be structured so that the affirmative action officer can comment on the selection before key decisions are made, so that his or her advice may be considered in a timely fashion.

All institutional affirmative action plans currently provide for the affirmative action officer's involvement in faculty hiring processes, and for reports of the nature and success of affirmative action efforts in those procedures. These plans vary greatly in the nature and timing of the involvement they posit and, equally importantly, in how effectively they provide for portraying institutional efforts. It is imperative not only that affirmative action efforts be timely and effective, but also that we be able to demonstrate their efficacy clearly to anyone who may review them.

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Accordingly, the following paragraphs outline a method for the affirmative action officer's involvement in faculty hiring which is meant to provide clear minimum standards for consultation with that officer and for reporting to or by that officer. These standards are meant to outline as clear-cut a procedure and as concise a manner of documenting it as we believe consistent both with having effective affirmative action and with being able to demonstrate that we do to persons outside The University. The procedure adopted should be set forth in the institution's affirmative action plan.

With regard to tenured or tenure-track faculty positions, affirmative action plans should provide for consultation between the faculty members involved in the selection process and the affirmative action officer (or his or her college, school, or departmental representative) prior to any step in a particular selection process that will otherwise exclude from further consideration a substantial portion of the candidates who are minorities, women, or handicapped. Because this consultation will occur at the appropriate "pressure points" of a variety of different selection processes, its timing will vary in hiring for different positions--e.g., for one position, at the initial reduction of the list of applicants to those who will be reviewed extensively; for another, at the determination of who will be interviewed; for a third, at the determination of who will receive an offer of employment.

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The consultation is designed to provide the affirmative action officer's perspective early enough in each hiring sequence so that suggested changes may be considered in a timely manner. Thus it is meant to come at whatever stage it may be needed, as determined by institutional experience, and need not necessarily occur at one set or uniform point. The timing of this consultation should be designed specifically to avoid the situation wherein a negative view by the affirmative action officer leaves open only the choice of going forward over his or her objection or redoing the process late in the hiring cycle when many attractive candidates are already committed or attracted to other institutions.

The consultation should permit the affirmative action officer (or his or her representative) to provide any advice believed relevant about candidates who are minorities, women, or handicapped and who otherwise may not be considered further after the step in question. That advice should be designed to provide an outside perspective for the academic decision-maker(s) for possible further review of such candidates before making the decision in question; the advice need not and should not substitute the affirmative action officer's academic judgment for that of the faculty member(s) in question. The consultation at any step of the process should focus on essentially the same questions: Have recruitment and solicitation efforts provided minority, women, and handicapped candidates who remain potentially qualified at this stage in the process? If not, have the academic officers in question assured

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themselves that the minority, women, and handicapped candidates they have decided not to consider further are less qualified than those whom they will continue to review?

Finally, the affirmative action plan should provide that in cases where the affirmative action officer or his or her college or departmental representative perceives serious deficiencies, that officer may request review by the relevant dean (or otherwise next-ranking academic officer) before the selection process continues. This right-of-review is obviously crucial; all institutional plans currently provide for it at some point in the sequence. The key to this framework is to provide it wherever it will do the most good in each hiring process.

This affirmative action procedure for tenure-track hiring should be documented by two types of reports. At times of consultation by the affirmative action officer (or representative), he or she should receive a report from the faculty members conducting the hiring process that (at a minimum) describes the nature of their recruiting and advertising efforts, defines the initial group of applicants by race or minority group and sex (and handicap status if present), states the reason for preferring the persons who have been chosen for further consideration at the step in question, and gives the most salient advantages they demonstrate over any minority or women candidates who are not to be considered further. The affirmative action officer should provide whatever written response he or she deems appropriate, and the two reports become

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a "package" that accompanies the recommendations forward in the hiring process.

Note again that the timing of these reports depends on the step at which the individual hiring process occasions the affirmative action officer's involvement. Reports are designed to inform and enhance the affirmative action officer's timely involvement in the process, just as that involvement itself is designed to give the academic officer who is making the interview or hiring decision an opinion early enough in the process to be effective. For example, if significant portions of minority or women applicants are to be excluded in the choice of who is to be interviewed, the involvement of the affirmative action officer or his or her representative should precede, and be a condition for, the making of that choice. Therefore, the reports to and by that officer would be necessary at that time. But if the pool of potential interviewees has substantial representation of minorities and women relative to the initial applicant pool, neither the affirmative action officer's involvement nor the reports in question are necessary until the next step, i.e., ranking the candidates in order to extend actual offers of employment. The documentation process thus should be determined as much as possible by the actual affirmative action efforts associated with a particular hiring process.

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

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

OFFICE OF THE PROVOST AND VICE-CHANCELLOR

January 9, 1974

To: Affirmative Action Representatives

This is just a reminder that SPA as well as EPA goals should be based on a three-year period. SPA goals must be stated on an annual basis; that is, the total three-year goal for improving the sex and race profile of the affected part of the work force must be broken down into three discreet goal periods.

EPA faculty and EPA non-faculty goals may be stated on the total three-year time period adopted.

William H. Simpson

Dr. Gehle

THE UNIVERSITY OF NORTH CAROLINA

General Administration

CHAPEL HILL 27514

WILLIAM FRIDAY
President

November 27, 1973

MEMORANDUM

TO: The Chancellors
FROM: William Friday *W. Friday*
RE: Equal Employment Opportunity Affirmative Action Plans

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

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Copies: Dr Kelly, Mr Simpson

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

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

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

Attachment

AFFIRMATIVE ACTION PLAN

EPA Non-Faculty Profile

School Dept. _____

Date _____

Completed by _____

Employee's Name	Sex	Race	Rank or Classification	Citizenship Classification U.S., F.N., Alien

Applicants Available for Work as of April 30, 1978
in Johnston, Wake and Franklin Counties

(Statistics Provided by the Employment Security Commission)

I. Statistics on applicants available for work only 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>
129 (82%)	28 (18%)	157 (100%)	34 (22%)

Professional/Non-Faculty

<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
301 (73%)	110 (27%)	411 (100%)	61 (15%)

Secretarial/Clerical

	<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
Secretarial General Office	129 (09%)	1256 (91%)	1385 (100%)	405 (29%)
Equipment Operators	27 (20%)	107 (80%)	134 (100%)	48 (36%)
Library Clerks	9 (20%)	35 (80%)	44 (100%)	16 (36%)
Office Managers and Warehouse	111 (52%)	102 (48%)	213 (100%)	37 (17%)
Mail, Stock Shipping & Rec. Clks.	251 (84%)	49 (16%)	300 (100%)	162 (54%)
Sales Clerks	29 (24%)	92 (76%)	121 (100%)	39 (32%)

Technician/Paraprofessional

	<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
Non-Medical	108 (76%)	34 (24%)	142 (100%)	27 (19%)
Medical	9 (16%)	47 (84%)	56 (100%)	15 (27%)

Skilled Crafts

	<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
	592 (95%)	31 (05%)	623 (100%)	166 (27%)

Service/Maintenance

	<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Minority Applicants Male and Female</u>
	865 (69%)	382 (31%)	1247 (100%)	849 (68%)

II. Statistics on total applicants available for work April 30, 1978 in Wake, Johnston and Franklin counties:

By sex:	<u>Male</u>	<u>Female</u>	<u>Total</u>
	2560 (53%)	2273 (47%)	4833 (100%)
By race:	<u>White</u>	<u>Minority</u>	<u>Total</u>
	2974 (62%)	1859 (38%)	4833 (100%)

EPA NON-FACULTY

Present Complement and Projections

Schools/Units	Time Period	RACE/ETHNIC GROUPS				SEX		
		White	Black	Other	Total	Males	Females	Total
Agriculture and Life Sciences	Oct 1, '83	171	10	20	201	138	63	201
	Present	133	7	15	155	110	45	155
Design	Oct 1, '83	2	0	0	2	2	0	2
	Present	2	0	0	2	2	0	2
Education	Oct 1, '83	4	1	0	5	2	3	5
	Present	4	1	0	5	2	3	5
Engineering	Oct 1, '83	37	0	3	40	39	1	40
	Present	37	0	3	40	39	1	40
Forest Resources	Oct 1, '83	22	0	1	23	20	3	23
	Present	20	0	1	21	19	2	21
Humanities and Social Sciences	Oct 1, '83	2	0	0	2	2	0	2
	Present	2	0	0	2	2	0	2
Physical and Math. Sciences	Oct 1, '83	20	0	0	20	13	7	20
	Present	18	0	2	20	13	7	20
Textiles	Oct 1, '83	12	1	0	13	13	0	13
	Present	8	0	1	9	8	1	9
Library	Oct 1, '83	23	3	1	27	9	18	27
	Present	23	3	1	27	9	18	27
Student Affairs	Oct 1, '83	58	11	1	70	39	31	70
	Present	58	11	1	70	43	27	70
University Extension	Oct 1, '83	29	4	0	33	25	8	33
	Present	28	3	0	31	23	8	31
Special Units	Oct 1, '83	43	3	0	46	39	7	46
	Present	43	3	0	46	40	6	46
TOTAL	Oct 1, '83	423	33	26	482	341	141	482
	Present	376	28	24	428	310	118	428

AFFIRMATIVE ACTION PLAN
Tenured and on Tenure Track Positions

Department: _____

Work Sheet I

Date: _____

A. Appropriate Terminal Degree for Tenured and on Tenure Track Positions

Program			
Degree			

B. Number of New Hires With & Without Appropriate Terminal Degree

1973-1974			1974-1975			1975-1976			1976-1977			1977-1978			Total		
New Hires	With App. Deg.	W/O App. Deg.	New Hires	With App. Deg.	W/O App. Deg.	New Hires	With App. Deg.	W/O App. Deg.	New Hires	With App. Deg.	W/O App. Deg.	New Hires	With App. Deg.	W/O App. Deg.	New Hires	With App. Deg.	W/O App. Deg.

C. Projection of Position Vacancies: 5 Years

Estimated Number of Positions Expected to Become Vacant					Subtotal	Estimated New Positions	Total Position Openings
1978-1979	1979-1980	1980-1981	1981-1982	1982-1983	1978-1983	1978-1983	1978-1983

AFFIRMATIVE ACTION PLAN

EPA NON-FACULTY

SCHOOL/DEPARTMENT _____

Completed by: _____

WORK SHEET III

Position Titles	Estimated Number of Positions Expected to Become Vacant					Sub- Total	Estimated No. of New Pos.	Total Positions to be Filled
	1978-79	1979-80	1980-81	1981-82	1982-83			
Exec., Admin., Mgr'l.								
Professional								
Technical								
TOTAL	A	B	C	D	E	F	G	H

NOTE: A + B + C + D + E = F

F + G = H

AFFIRMATIVE ACTION PLAN
SPA PERSONNEL

SCHOOL/DEPARTMENT _____

Completed by: _____

WORK SHEET V

Position Titles	Estimated Number of Positions Expected to Become Vacant					Sub- Total	Estimated No. of New Pos.	Total Positions to be Filled
	1978-79	1979-80	1980-81	1981-82	1982-83			
Exec., Admin., Mgr'l.								
Professional								
Clerical & Secretarial								
Tech. & Paraprofessional								
Skilled Crafts								
Service/Maintenance								
TOTAL	A	B	C	D	E	F	G	H

NOTE: $A + B + C + D + E = F$

$F + G = H$

Department: _____

AFFIRMATIVE ACTION PLAN
Present SPA Complement
Work Sheet VI

Date: _____

Position Titles (Full-Time)	Total	Total	Total	Total Other	Non-Hispanic				Hispanic		Asian		Am. Indian	
	Employees	Black	Female	Minorities	Black		White							
					M	F	M	F	M	F	M	F	M	F
Exec., Admin., Mgr'l.														
Professional														
Clerical & Secretarial Tech. & Paraprofessional														
Skilled Crafts														
Service/Maintenance														
Subtotal														
Permanent *Part-Time														
Exec., Admin., Mgr'l.														
Professional														
Clerical & Secretarial Tech. & Paraprofessional														
Skilled Crafts														
Service/Maintenance														
Subtotal														
TOTAL														

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

TABLE 3A
Composition and New Hires of NCSU
FULL-TIME EPA PROFESSIONAL NON-FACULTY
By Race and Sex

Special Units

EEO-6 Category:	OCR Line No.	Grand Total	Race/Ethnic Group						Sex			
			White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1982-1983 Profile (June 30, 1983) Data as of 10/1/82	24	58	56	96.6	2	3.4	0	0	46	79.3	12	20.7
B) Hiring Goals 1983-84 - 1986-87 Expiration: 12/31/86		16	13	81.3	2	12.5	1	6.3	11	68.8	5	31.3
C) Goal Profile 1983-84 - 1986-87 (December 31, 1986)		61	57	93.4	3	4.9	1	1.6	47	77.0	14	23.0
D) Profile Fall 1983 (October 1, 1983)	24	74	67	90.5	6	8.1	1	1.4	57	77.0	17	23.0
E) New Hires 1983-84		22	20	90.1	1	4.3	1	4.3	16	72.7	6	26.1
F) Profile 1983-84 (October 1, 1984)												
G) New Hires 1984-85												
H) Hires 1983-84 - 1984-85 (Sum of E and G)												
I) Profile 1984-85 (October 1, 1985)												
J) New Hires 1985-86												
K) Hires 1983-84 - 1985-86 (Sum of H and J)												
L) Profile 1985-86 (December 31, 1986) Data as of 10/1/86												

AVAILABILITY DATA:

Blacks: 5.5%Females: 37.6%Other Minorities: 5.9%

TABLE 5A

COMPOSITION AND NEW HIRES OF NCSU
 FULL-TIME ADMINISTRATORS WITH
 FACULTY RANK BY RACE AND SEX

EEO-6 Category: Exec., Admin., Mgr'l., with Faculty Rank			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (1 (May 1978)	1,30	108	105	97.2	1	0.9	2	1.9	105	97.2	3	2.8
B) Hiring Goals 1978-79 - 1982-83	65,94	19	16	84.2	2	10.5	1	5.3	17	89.5	2	10.5
C) Goal Profile 1978-79 1982-83 (10-1-83)	1,30	108	102	94.4	3	2.8	3	2.8	103	95.4	5	4.6
PROJECTED												
D) New Hires 1978-79	65,94	3	3	100	0	0	0	0	3	100	0	100
E) Profile 1978-79 (10-1-79)	1,30	119**	113	95.0	3	2.5	3	2.5	114	96.0	5	4.0
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)		130	123	94.6	4	3.0	3	2.3	125	96.1	5	3.8
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	1,30	120**	116	96.7	1	0.8	3	2.5	116	95.0	4	5.0

Availability Data:

Blacks 3.6% Females 12% Other Minorities 3.2%

* Excludes Assistant Dept. Heads

** Includes Assistant Dept. Heads

TABLE 5B

COMPOSITION AND NEW HIRES OF NCSU
FULL-TIME EPA ADMINISTRATORS WITHOUT
FACULTY RANK BY RACE AND SEX

EEO-6 Category: Exec., Admin., Mgr'l., Without Faculty Rank			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	1	23	23	0.0	0	0.0	0	0.0	21	91.3	2	8.7
B) Hiring Goals 1978-79 - 1982-83	65	0	-----N/A-----									
C) Goal Profile 1978-79 1982-83 (10-1-83)	1	23	23	0.0	0	0.0	0	0.0	21	91.3	2	8.7
<u>PROJECTED</u>												
D) New Hires 1978-79	65	2	2	0	0	0	0	0	1	50	1	50
E) Profile 1978-79 (10-1-79)	1	37	34	91.9	2	5.4	1	2.7	34	91.9	3	8.1
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)	1	36	34	94.4	1	2.7	1	2.7	33	91.6	3	8.3
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	1	29	26	89.7	2	6.9	1	3.4	27	93.1	2	6.9

Availability Data:

Blacks _____

Females _____

Other Minorities _____

TABLE 5C

COMPOSITION AND NEW HIRES OF NCSU
 FULL-TIME SPA ADMINISTRATORS
 WITHOUT FACULTY RANK

EEO-6 Category: Exec., Admin., Mgr'l., Without Faculty Rank			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	1	12	12	100	0	0.0	0	0.0	12	100	0	0.0
B) Hiring Goals 1978-79 - 1982-83	65	3	2	66.7	1	33.3	0	0.0	3	100.0	0	0.0
C) Goal Profile 1978-79 1982-83 (10-1-83)	1	12	11	91.7	1	8.3	0	0.0	12	100	0	0.0
<u>PROJECTED</u>												
D) New Hires 1978-79	65	0	0	0	0	0	0	0	0	0	0	0
E) Profile 1978-79 (10-1-79)	1	16	15	93.7	1	6.3	0	0	15	93.7	1	6.3
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)												
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	1	14	13	92.9	1	7.1	0	0	14	100	0	0.0

Availability Data:

Blacks 5.4%Females 15.9%Other Minorities 0.3%

TABLE 6A

 Composition and New Hires of NCSU
 Full-Time Tenured/Tenure Track
 Faculty by Race and Sex

EEO-6 Category: Faculty, Tenured/ Tenure-Track			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	2, 9	1116	1056	94.6	21	1.9	39	3.5	1028	92.1	88	7.9
B) Hiring Goals 1978-79 - 1982-83	66, 73	283	258	91.2	15	5.3	10	3.5	239	84.5	44	15.5
C) Goal Profile 1978-79 1982-83 (10-1-83)	2, 9	1180	1095	92.8	36	3.0	49	4.2	1048	88.8	132	11.2
PROJECTED												
D) New Hires 1978-79	66, 73	57	53	93.0	2	3.5	2	3.5	46	80.7	11	19.3
E) Profile 1978-79 (10-1-79)	2, 9	1097*	1039	94.7	23	2.1	35	3.2	981	89.4	116	11.6
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)	2, 9	1092	1027	94.0	25	2.1	39	3.5	978	89.5	114	10.4
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	2, 9	1066**	1013	95.0	22	2.1	31	2.9	968	90.0	98	10.0

* Includes 25 persons on leave

** Excludes persons on leave

COMPOSITION AND NEW HIRES OF NCSU
FULL-TIME TENURED/TENURE TRACK
FACULTY BY RACE AND SEX

Discipline Grouping

EEO-6 Category: Faculty, Tenured/ Tenure-Track			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	2,9	277	271	97.8	3	1.1	3	1.1	272	98.2	5	1.8
B) Hiring Goals 1978-79 - 1982-83	66,73	60	55	91.7	2	3.3	3	5.0	56	93.4	4	6.6
C) Goal Profile 1978-79 1982-83 (10-1-82)	2,9	285	274	96.1	5	1.8	6	2.1	276	96.8	9	3.2
PROJECTED												
D) New Hires 1978-79	66,73	15	15	100	0	0	0	0	14	93.3	1	6.7
E) Profile 1978-79 (10-1-79)	2,9	283*	275	97.2	4	1.4	4	1.4	275	97.2	8	2.8
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80									11		1	
H) Profile 1979-80 (10-1-80)	2,9	279	269		6		4		267		12	
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	2,9	288**	281	97.6	4	1.4	3	1.0	272	94.4	16	5.6

Availability Data:

Blacks 3.4%

Females 7.3%

Other Minorities 5.6%

*Excludes Ext. Home Economics

**Includes Ext. Home Economics

COMPOSITION AND NEW HIRES OF NCSU
FULL-TIME TENURED/TENURE TRACK
FACULTY BY RACE AND SEX

EEO-6 Category: Faculty, Tenured/ Tenure-Track			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	2,9	127	120	94.5	4	3.1	3	2.4	120	94.5	7	5.5
B) Hiring Goals 1978-79 - 1982-83	66,73	28	25	89.3	2	7.1	1	3.6	22	78.6	6	21.4
C) Goal Profile 1978-79 1982-83 (10-1-83)	2,9	134	124	92.5	6	4.5	4	3.0	121	90.3	13	9.7
PROJECTED												
D) New Hires 1978-79	66,73	10	9	90.0	1	10.0	0	0	7	70.0	3	30.0
E) Profile 1978-79 (10-1-79)	2,9	131	124	94.6	4	3.1	3	2.3	121	92.4	10	7.6
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)	2,9	129	120	93.0	4	3.1	5	3.8	119	92.2	10	7.7
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	2,9	125	118	94.4	4	3.2	3	2.0	118	94.4	7	5.6

Availability Data:

Blacks 3.1%

Females 22.8%

Other Minorities 3.9%

TABLE 6A-3

Design
Discipline Grouping

COMPOSITION AND NEW HIRES OF NCSU
FULL-TIME TENURED/TENURE TRACK
FACULTY BY RACE AND SEX

EEO-6 Category: Faculty, Tenured/ Tenure-Track			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	2,9	27	25	92.6	1	3.7	1	3.7	25	92.6	2	7.4
B) Hiring Goals 1978-79 - 1982-83	66,73	15	13	86.8	1	6.6	1	6.6	12	81.1	3	18.9
C) Goal Profile 1978-79 1982-83 (10-1-83)	2,9	29	25	86.0	2	7.0	2	7.0	24	83.0	5	17.0
PROJECTED												
D) New Hires 1978-79	66,73	1	1	100	0	0	0	0	1	100.0	0	0.0
E) Profile 1978-79 (10-1-79)	2,9	27	27	0	0	0	0	0	24	88.9	3	11.1
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)	2,9	27	26	96.3			1	3.7	24	88.9	3	11.1
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	2,9	26	25	96.2	1	3.8	0	0	24	92.3	2	7.7

Availability Data:

Blacks 6.1%Females 18.9%Other Minorities 4.8%

TABLE 6A-4

COMPOSITION AND NEW HIRES OF NCSU
FULL-TIME TENURED/TENURE TRACK
FACULTY BY RACE AND SEXEducation
Discipline Grouping

EEO-6 Category: Faculty, Tenured/ Tenure-Track			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	2,9	35	33	94.3	2	5.7	0	0	32	91.4	3	8.6
B) Hiring Goals 1978-79 - 1982-83	66,73	15	13	86.7	2	13.3	0	0.0	11	73.3	4	26.7
C) Goal Profile 1978-79 1982-83 (10-1-83)	2,9	39	35	89.7	4	10.3	0	0.0	32	82.1	7	17.9
PROJECTED												
D) New Hires 1978-79	66,73	5	5	100	0	0	0	0	4	80	1	20
E) Profile 1978-79 (10-1-79)	2,9	38	37	97.4	1	2.6	0	0	32	84.2	6	15.8
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)	2,9	36	36	100					29	80.5	7	19.4
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	2,9	37	36	97.3	1	2.7	0	0	30	81.1	7	18.9

Availability Data:

Blacks 9.2%Females 28.0%Other Minorities 3.0%

TABLE 6A-5

Psychology
Discipline Grouping

COMPOSITION AND NEW HIRES OF NCSU
FULL-TIME TENURED/TENURE TRACK
FACULTY BY RACE AND SEX

EEO-6 Category: Faculty, Tenured/ Tenure-Track			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	2,9	19	18	94.7	1	5.3	0	0	13	68.4	6	31.6
B) Hiring Goals 1978-79 - 1982-83	66,73	6	6	100	0	0	0	0	4	66.7	2	33.3
C) Goal Profile 1978-79 1982-83 (10-1-83)	2,9	21	20	95.2	1	4.8	0	0	13	61.9	8	38.1
PROJECTED												
D) New Hires 1978-79	66,73	0	0	0	0	0	0	0	0	0	0	0
E) Profile 1978-79 (10-1-79)	2,9	20	18	90.0	2	10.0	0	0	14	70.0	6	30.0
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)	2,9	17	15	88.2	2	11.7			13	76.4	4	23.5
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	2,9	19	17	89.5	2	10.5	0	0	13	68.4	6	31.6

Availability Data:

Blacks 3.3%Females 35.8%Other Minorities 3.2%

TABLE 6A-6

Engineering
Discipline Grouping

COMPOSITION AND NEW HIRES OF NCSU
FULL-TIME TENURED/TENURE TRACK
FACULTY BY RACE AND SEX

EEO-6 Category: Faculty, Tenured/ Tenure-Track			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	2.9	132	125	94.7	0	0.0	7	5.3	130	98.5	2	1.5
B) Hiring Goals 1978-79 - 1982-83	66.73	38	36	94.8	1	2.6	1	2.6	36	94.8	2	5.2
C) Goal Profile 1978-79 1982-83 (10-1-83)	2.9	141	132	93.6	1	.7	8	5.7	137	97.2	4	2.8
PROJECTED												
D) New Hires 1978-79	66.73	5	5	100	0	0	0	0	4	80.0	1	20.0
E) Profile 1978-79 (10-1-79)	2.9	110	105	95.4	0	0	5	4.6	106	96.4	4	3.6
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)	2.9	111	103	92.7			8	7.2	107	96.3	4	3.6
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	2.9	121	117	96.7	0	0.0	4	3.3	117	96.7	4	3.3

Availability Data:

Blacks 0.9%Females 2.5%Other Minorities 5.5%

TABLE 6A-7

COMPOSITION AND NEW HIRES OF NCSU
FULL-TIME TENURED/TENURE TRACK
FACULTY BY RACE AND SEXForest Resources
Discipline Grouping

EEO-6 Category: Faculty, Tenured/ Tenure-Track			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (Mar 1978)	2,9	46	44	96.0	0	0.0	2	4.0	44	96.0	2	4.0
B) Hiring Goals 1978-79 - 1982-83	66,73	9	8	88.9	1	11.1	0	0.0	8	88.9	1	11.1
C) Goal Profile 1978-79 1982-83 (10-1-83)	2,9	49	46	93.9	1	2.0	2	4.1	46	93.9	3	6.1
PROJECTED												
D) New Hires 1978-79	66,73	2	2	100.0	0	0	0	0	2	100	0	0
E) Profile 1978-79 (10-1-79)	2,9	42	41	97.6	0	0	1	2.4	39	92.9	3	7.1
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)	2,9	44	43	97.7			1	2.2	41	93.1	3	6.8
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	2,9	39	38	97.4	0	0.0	1	2.6	37	94.9	2	5.1

Availability Data:

Blacks 3.2%Females 9.0%Other Minorities 3.8%

TABLE GA-8

Humanities & Social Sciences
Discipline Grouping

COMPOSITION AND NEW HIRES OF NCSU
FULL-TIME TENURED/TENURE TRACK
FACULTY BY RACE AND SEX

EEO-6 Category: Faculty, Tenured/ Tenure-Track			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	2,9	237	225	94.9	8	3.4	4	1.7	185	78.1	52	21.9
B) Hiring Goals 1978-79 - 1982-83	66,73	56	51	91.1	3	5.3	2	3.6	39	69.6	17	30.4
C) Goal Profile 1978-79 1982-83 (10-1-83)	2,9	246	229	93.1	11	4.5	6	2.4	177	72.0	69	28.0
PROJECTED												
D) New Hires 1978-79	66,73	7	5	71.4	1	14.3	1	14.3	3	42.9	4	57.1
E) Profile 1978-79 (10-1-79)	2,9	214*	201	93.9	8	3.7	5	2.4	167	75.7	47	21.9
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)	2,9	211	197	93.3	8	3.7	6	2.8	164	72.7	47	22.2
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	2,9	202*	191	94.5	7	3.5	4	2.0	161	79.7	41	20.3

R)
Availability Data:

Blacks 4.2%

Females 31.7%

Other Minorities 6.9%

* Includes University Studies

TABLE 6A-9

Physical & Mathematical Sciences
Discipline GroupingCOMPOSITION AND NEW HIRES OF NCSU
FULL-TIME TENURED/TENURE TRACK
FACULTY BY RACE AND SEX

EEO-6 Category: Faculty, Tenured/ Tenure-Track			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	2,9	181	163	90.1	1	0.6	17	9.4	174	96.1	7	3.9
B) Hiring Goals 1978-79 - 1982-83	66,73	48	44	91.6	2	4.2	2	4.2	43	89.6	5	10.4
C) Goal Profile 1978-79 1982-83 (10-1-83)	2,9	200	178	89.0	3	1.5	19	9.5	188	94.0	12	6.0
PROJECTED												
D) New Hires 1978-79	66,73	10	9	90.0	0	0	1	10.0	10	100	0	0
E) Profile 1978-79 (10-1-79)	2,9	179	162	90.5	1	0.6	16	8.9	169	94.4	10	5.6
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)	2,9	177	158	89.2	2	1.1	17	9.6	168	94.9	9	5.0
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	2,9	174	158	90.8	1	.6	15	8.6	163	93.7	11	6.3

Availability Data:

Blacks 2.3%Females 11.2%Other Minorities 3.8%

TABLE 6A-10

COMPOSITION AND NEW HIRES OF NCSU
FULL-TIME TENURED/TENURE TRACK
FACULTY BY RACE AND SEX

Textiles

Discipline Grouping

EEO-6 Category: Faculty, Tenured/ Tenure-Track			Race/Ethnic Group						Sex			
	CCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	2, 9	35	32	91.4	1	2.9	2	5.7	33	94.3	2	5.7
B) Hiring Goals 1978-79 - 1982-83	66, 73	8	7	87.5	1	12.5	0	0	8	100	0	0
C) Goal Profile 1978-79 1982-83 (10-1-83)	2, 9	36	32	88.8	2	5.6	2	5.6	34	94.4	2	5.6
PROJECTED												
D) New Hires 1978-79	66, 73	1	1	100.0	0	0	0	0	1	100	0	0
E) Profile 1978-79 (10-1-79)	2, 9	35	33	94.2	1	2.9	1	2.9	33	94.2	2	5.8
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)	2, 9	35	33	94.2	1	2.8	1	2.8	32	91.4	3	8.5
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	2, 9	34	32	94.1	1	3.0	1	3.0	32	94.1	2	5.9

Availability Data:

Blacks 0.20%Females 2.0%Other Minorities 5.0%

TABLE 6A-11

Composition and New Hires of MCSU
Full-Time Tenured/Tenure Track
Faculty by Race and SexExt. Home Economics
Discipline Grouping

EEO-6 Category: Faculty, Tenured/ Tenure-Track	OCR		Race/Ethnic Group						Sex			
	Line #	Grand Total	White		Black		Other		Sex			
			#	%	#	%	#	%	#	%		
A) 1977-1978 Profile (May 1978)	2, 9											
B) Hiring Goals 1978-79 - 1982-83	66, 73	6	5	83.3	1	16.7						
C) Goal Profile 1978-79 1982-83 (10-1-82)	2, 9	18	15	83.3	3	16.7		1	16.7	5	83.3	
PROJECTED								2	11.1	16	88.9	
D) New Hires 1978-79	66,73	1	1	100.0	0	0	0	0	0	1	100	
E) Profile 1978-79 (10-1-79) ←	2,9	18	16	88.8	2	11.2	0	0	1	5.6	17	94.4
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80	2,9	13	13	100.								
H) Profile 1979-80 (10-1-80)								1	7.6	12	92.3	
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 ← (10-1-78)		*										

Availability data:

Blacks 4.64Females 67.50Other Minorities 6.44

*Included in Agriculture Sciences

TABLE 6B

COMPOSITION AND NEW HIRES OF NCSU
FULL-TIME NON-TENURE TRACK
FACULTY BY RACE AND SEX

EEO-6 Category: Faculty, Non- Tenure-Track			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	16	36	34		2		0		27		9	
B) Hiring Goals 1978-79 - 1982-83	80		-----NA-----									
C) Goal Profile 1978-79 1982-83 (10-1-83)	16	36	34		2		0		27		9	
PROJECTED	80	16	15	93.8	1	6.2	0	0	11	68.8	5	31.2
D) New Hires 1978-79												
E) Profile 1978-79 (10-1-79)	16	71	66	93.0	5	7.0	0	0	45	63.4	26	33.6
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)	16	91	85	93.4	6	6.5			53	58.2	38	41.7
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	16	60	57	95.0	3	5.0	0	0	38	63.0	22	37.0

Availability Data:

Blacks: _____

Females: _____

Other Races/Ethnicities: _____

20 more between than 79

TABLE 7A

COMPOSITION AND NEW HIRES OF NCSU
 FULL-TIME EPA PROFESSIONAL NON-FACULTY
 BY RACE AND SEX

EEO-6 Category: Professional Non- Faculty			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	24	428	376	87.9	28	6.5	24	5.6	310	72.4	118	27.6
B) Hiring Goals 1978-79 - 1982-83	88	218	191	87.6	16	7.3	11	5.1	153	70.2	65	29.8
C) Goal Profile 1979-79 1982-83 (10-1-83)	24	482	423	87.6	33	6.8	26	5.4	344	71.4	138	28.6
<u>PROJECTED</u>												
D) New Hires 1978-79	88	63	58	92.1	5	7.9	0	0	47	74.6	16	25.4
E) Profile 1978-79 (10-1-79)	24	347	314	90.5	23	6.6	10	2.9	257	74.1	90	25.9
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)	24	364	325	89.3	29	7.9	10	2.7	262	71.9	102	28.0
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	24	367	321	87.5	32	8.7	14	3.8	270	73.6	97	26.2

Availability Data:

Blacks 5.2%Females 26.6%Other Minorities 5.3%

TABLE 7B

COMPOSITION AND NEW HIRES OF NCSU
 FULL-TIME SPA PROFESSIONALS
 NON-FACULTY BY RACE AND SEX

EO-6 Category: Professional Non-Faculty			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	24	150	145	96.6	4	2.7	1	0.7	104	69.3	46	30.7
B) Hiring Goals 1978-79 - 1982-83	88	40	33	82.5	6	15.0	1	2.5	16	40.0	24	60.0
C) Goal Profile 1978-79 1982-83 (10-1-83)	24	158	147	93.0	9	5.7	2	1.3	95	60.1	63	39.9
PROJECTED												
D) New Hires 1978-79	88	31	24	77.4	2	6.4	5	16.1	17	54.8	14	45.2
E) Profile 1978-79 (10-1-79)	24	169	158	93.5	8	4.7	3	1.8	113	66.9	56	33.1
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)												
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	24	150	143	95.3	7	4.7	0	0	104	69.3	46	30.7

Availability Data:

Blacks 10.2%Females 40.5%Other Minorities 0.7%

TABLE 8

COMPOSITION AND NEW HIRES OF NCSU
FULL-TIME SECRETARIAL/CLERICAL
EMPLOYEES BY RACE AND SEX

EEO-6 Category: Secretarial/ Clerical			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	25	984	858	87.2	121	12.3	5	0.5	64	6.5	920	93.5
B) Hiring Goals 1978-79 - 1982-83	89	579	506	87.4	70	12.1	3	0.5	38	6.6	541	93.4
C) Goal Profile 1978-79 1982-83 (10-1-83)	25	1014	862	85.0	147	14.5	5	0.5	67	6.6	947	93.4
PROJECTED												
D) New Hires 1978-79	89	194	149	76.8	33	17.0	12	6.2	18	9.3	176	90.7
E) Profile 1978-79 (10-1-79)	25	996	839	84.2	139	14.0	18	1.8	70	7.0	926	93.0
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)												
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	25	989	841	85.1	130	13.1	18	1.8	77	7.8	912	92.2

Availability Data:

Blacks 11.4%Females 76.2%Other Minorities 0.4%

TABLE 9

COMPOSITION AND NEW HIRES OF NCSU
 FULL-TIME TECHNICAL/PARAPROFESSIONAL
 EMPLOYEES BY RACE AND SEX

EEO-6 Category: Technical/Para- professional			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	26	578	512	88.6	52	9.0	14	2.4	392	67.8	186	32.2
B) Hiring Goals 1978-79 - 1982-83	90	234	195	83.3	32	13.7	7	3.0	117	50.0	117	50.0
C) Goal Profile 1978-79 1982-83 (10-1-83)	26	593	513	86.5	64	10.8	16	2.7	364	61.4	229	38.6
<u>PROJECTED</u>												
D) New Hires 1978-79	90	130	119	91.5	3	2.3	8	6.2	56	43.0	74	57.0
E) Profile 1978-79 (10-1-79)	26	618	552	89.3	51	8.3	15	2.4	409	66.1	209	33.9
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)												
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	26	601	539	89.7	54	9.0	8	1.3	417	69.4	184	30.6

Availability Data:

Blacks 10.2%Females 40.5%Other Minorities 0.7%

TABLE 10

COMPOSITION AND NEW HIRES OF NCSU
 FULL-TIME SKILLED CRAFTS
 EMPLOYEES BY RACE AND SEX

EEO-6 Category: Skilled Crafts			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	27	214	182	85.0	32	15.0	0	0.0	202	94.4	12	5.6
B) Hiring Goals 1978-79 - 1982-83	91	114	91	79.8	23	20.2	0	0.0	103	90.4	11	9.6
C) Goal Profile 1978-79 1982-83 (10-1-83)	27	228	186	81.5	42	18.4	0	0.0	212	93.0	16	7.0
PROJECTED												
D) New Hires 1978-79	91	21	17	81.0	3	14.3	1	4.7	19	90.5	2	9.5
E) Profile 1978-79 (10-1-79)	27	225	185	82.2	39	17.3	1	0.5	207	92	18	8.0
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)												
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	27	220	182	82.7	37	16.8	1	0.5	205	93.2	15	6.8

Availability Data:

Blacks 16.9%Females 6.6%Other Minorities 0.2%

TABLE 11

COMPOSITION AND NEW HIRES OF NCSU
FULL-TIME SERVICE MAINTENANCE EMPLOYEES
BY RACE AND SEX

EEO-6 Category: Service Maintenance			Race/Ethnic Group						Sex			
	OCR Line #	Grand Total	White		Black		Other		Male		Female	
			#	%	#	%	#	%	#	%	#	%
A) 1977-1978 Profile (May 1978)	28	513	90	17.5	423	82.5	0	0.0	340	66.3	173	33.7
B) Hiring Goals 1978-79 - 1982-83	92	397	70	17.6	327	82.4	0	0.0	197	49.6	200	50.4
C) Goal Profile 1978-79 1982-83 (10-1-83)	28	559	88	15.7	471	84.3	0	0.0	319	57.1	240	42.9
<u>PROJECTED</u>												
D) New Hires 1978-79	92	96	35	36.5	61	63.5	0	0	69	71.9	27	28.1
E) Profile 1978-79 (10-1-79)	28	504	87	17.3	417	82.7	0	0	318	63.0	186	37.0
F) New Hires 1979-80												
G) Hires 1978-79 - 1979-80												
H) Profile 1979-80 (10-1-80)												
I) New Hires 1980-81												
J) Hires 1978-79 - 1980-81												
K) Profile 1980-81 (10-1-81)												
L) New Hires 1981-82												
M) Hires 1978-79 - 1981-82												
N) Profile 1981-82 (10-1-82)												
O) New Hires 1982-83												
P) Hires 1978-79 - 1982-83												
Q) Profile 1982-83 (10-1-83)												
R) Profile Fall 1978 (10-1-78)	28	500	84	16.8	416	83.2	0	0	323	64.6	177	35.4

Availability Data:

Blacks 41.9%Females: 44.4%Other Minorities .4%

School/
Division _____AFFIRMATIVE ACTION PLAN
Present SPA Complement

Table _____

Date _____

Position Titles (Full-Time)	Total	Total	Total	Total Other	Non-Hispanic				Hispanic		Asian		Am. Indian	
	Employees	Black	Female	Minorities	Black		White		M	F	M	F	M	F
					M	F	M	F						
Exec., Admin., Mgr'l.														
Professional														
Clerical & Secretarial Tecn. & Paraprofessional														
Skilled Crafts														
Service/Maintenance														
Subtotal														
Permanent *Part-Time														
Exec., Admin., Mgr'l.														
Professional														
Clerical & Secretarial Tecn. & Paraprofessional														
Skilled Crafts														
Service/Maintenance														
Subtotal														
TOTAL														

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

AFFIRMATIVE ACTION PLAN
SPA PERSONNEL

School/Division _____

Table _____

Estimated Number of Positions

Position Titles	Estimated Number of Positions Expected to Become Vacant					Sub- Total	Estimated No. of New Pos.	Total Positions to be Filled
	1978-79	1979-80	1980-81	1981-82	1982-83			
Exec., Admin., Mgr'l.								
Professional								
Clerical & Secretarial								
Tech. & Paraprofessional								
Skilled Crafts								
Service/Maintenance								
TOTAL	A	B	C	D	E	F	G	H

NOTE: $A + B + C + D + E = F$ $F + G = H$

CALCULATION OF GOALSSPA Personnel

I. Determination of Availability (%)

The percent of Blacks, Females, and Other Minorities for the various position titles in the SPA workforce (Table III, Lines 1-6, Cells 15 and 22, 17 and 24, 19 and 26) respectively, can be obtained from the data provided by the North Carolina State University Division of Personnel Services.

II. Calculation of Final Goals

A. Number of Blacks to goal for each SPA position title in your unit (Lines 1-6, Cell 16) can be computed as follows:

Multiply the percent Black (Cell 15) by the total employment as of October 1, 1983 (present complement and new positions) then subtract the number of Blacks currently employed in that position title (Cell 2).

B. Number of Females to goal for each SPA position title (Lines 1-6, Cell 18) can be computed as follows:

% Females (Cell 17) x (Present Complement + New Positions) -- present number Females (Cell 3).

C. Number of Other Minorities to goal for each SPA position title (Lines 1-6, Cell 20) can be computed as follows:

% Other Minorities (Cell 19) x (Present Complement + New Positions) -- present number of Other Minorities (Cell 4).

III. Calculation of Annual Goals

A. Number of Blacks for Annual Goal (Lines 1-6, Cell 21) can be computed as follows:

% Blacks (Cell 15) x (Number of Projected Vacancies 1978-1979).

B. Number of Females for Annual Goal (Lines 1-6, Cell 23) is computed as follows:

% Females (Cell 17) x (Number of Projected Vacancies 1978-1979).

C. Number of Other Minorities for Annual Goal (Lines 1-6, Cell 25) is computed as follows:

% Other Minorities (Cell 19) x (Number of Projected Vacancies 1978-1979).

AFFIRMATIVE ACTION PLAN
 AVAILABILITY EPA NON-FACULTY

1. Outline below the basic education and work experience required for an appointment to your EPA non-faculty positions by position titles. If additional space is needed, please attach another sheet.
2. Using the HEGIS data provided, determine the availability (%) of Blacks, Females, and Other Minorities in the labor force, possessing the required education.

POSITION TITLES	AVAILABILITY (%)		
	BLACKS	FEMALES	OTHER MINORITIES
Officials/Mngr's			
Professionals			
A. Res. Assoc.			
B. Res. Asst.			
C. Other			
Technicians			
A. Teach. Tech.			
B. Other			

3. Explain the HEGIS groupings that you used to determine the availability of Blacks, Females, and Other Minorities.

4. If you did not use the HEGIS data to obtain your availability percentages, please explain and document your source of information.

AFFIRMATIVE ACTION PLAN

EPA NON-FACULTY

School _____

Table _____

Estimated Number of Vacancies

Position Titles	Estimated Number of Positions Expected to Become Vacant					Sub- Total	Estimated No. of New Pos.	Total Positions to be Filled
	1978-79	1979-80	1980-81	1981-82	1982-83			
Exec., Admin., Mgr'l.								
Professional								
Technical								
TOTAL	A	B	C	D	E	F	G	H

NOTE: $A + B + C + D + E = F$ $F + G = H$

CALCULATION OF GOALSEPA Non-Faculty

I. Determination of Availability (%).

The percent of Blacks, Females and Other Minorities for each position title in your group, Table II (Lines 1-3, Cells 15 and 22, 17 and 24, 19 and 26) respectively, can be taken from the chart on Page 1, Item 2, Availability of Blacks, Females, and Other Minorities in the Labor Force.

II. Calculation of Final Goals

A. Number of Blacks to goal, for each position title in your unit, Table II (Lines 1-3, Cell 16) can be computed as follows:

Multiply the percent Black (Cell 15) by the total number of employees in that position title as of October 1, 1983 (present complement plus estimated new positions) then subtract the present number of Blacks in that position title (Cell 2).

i.e.: percent Blacks (Cell 15) x (Present Complement + Estimated New Positions) -- present number of Blacks (Cell 2).

B. Number of Females to goal for each position title in your unit Table II (Lines 1-3, Cell 18) is computed as follows:

% Females (Cell 17) x (Present Complement + Estimated New Positions) -- present number of Females (Cell 3).

C. Number of Other Minorities to goal for each position title in your unit Table II (Lines 1-3, Cell 20) is computed as in A.

% Other Minorities (Cell 19) x (Present Complement + Estimated New Positions) -- present number of Other Minorities (Cell 4).

III. Calculation of Annual Goals

A. Number of Blacks to Annual Goal for each position title in your unit Table II (Lines 1-3, Cell 21) can be computed as follows:

Multiply the % Black by the number of projected vacancies for the year, 1978-1979.

B. Number of Females to Annual Goal for each position title in your unit Table II (Lines 1-3, Cell 23) is computed as follows:

Multiply % Females by the number of projected vacancies for the year, 1978-1979.

C. Number of Other Minorities to Annual Goal for each position title in your unit Table II (Lines 1-3, Cell 25) is computed as follows:

Multiply the % Other Minorities by the number of projected vacancies for the year, 1978-1979.

AFFIRMATIVE ACTION PLAN

Tenured/Tenure Track Positions
(Ladder Rank)

School _____

Affirmative Action Groups

AVAILABILITY DATA

Group _____

Category	Black %	Females %	Other Minorities %
With Appropriate Terminal Degree			
Without Appropriate Terminal Degree			

Explain source of data:

CALCULATION OF GOALSGoals for Tenured/Tenure Track Faculty

The percent of 'Blacks' for your Affirmative Action Group found on Line (1) Cells (11) and (17) of Table I is given by:

% New Hires (1973-1978) With Appropriate Terminal Degree y	% Blacks With Appropriate Terminal Degree r
% New Hires (1973-1978) Without Appropriate Terminal Degree z	% Blacks Without Appropriate Terminal Degree v

% of Blacks = $yr + zv$ NOTE: y and z are University Total Percentages.

The percent of 'Females' for your Affirmative Action Group found on Line (1) Cells (13) and (19) of Table I is given by:

% New Hires (1973-1978) With Appropriate Terminal Degree y	% Females With Appropriate Terminal Degree s
% New Hires (1973-1978) Without Appropriate Terminal Degree z	% Females Without Appropriate Terminal Degree w

% Females = $ys + wz$

The percent of 'Other Minorities' for your Affirmative Action Group found on Line (1) Cells (15) and (21) of Table I is given by:

% New Hires (1973-1978) With Appropriate Terminal Degree y	% Other Minorities With Appropriate Terminal Degree q
% New Hires (1973-1978) Without Appropriate Terminal Degree z	% Other Minorities Without Appropriate Terminal Degree e

% Other Minorities = $qy + ez$

Availability (Final Goal)

Number of Blacks to goal for an Affirmative Action Group found on Line (1) Cell (12) of Table I is given by:

Multiplying the % Blacks (Cell 12) by total number of employees as of October 1, 1983 (present complement plus estimated new positions) minus the present number of Blacks i.e.

$\% \text{ Blacks} \times (\text{Present complement} + \text{estimated new positions}) - \text{the present number of Blacks.}$

Number of Females to goal found on Line (1) Cell (13) of Table I is given by:

$\% \text{ Females} \times (\text{Present complement} + \text{estimated new positions}) - \text{the present number of Females.}$

Number of Other Minorities to goal found on Line (1) Cell (16) of Table I is given by:

$\% \text{ Other Minorities} \times (\text{Present complement} + \text{estimated new positions}).$ The present number of Other Minorities.

Goals Based Upon Estimated Positions

Number of Blacks to goal for an Affirmative Action Group found on Line (1) Cell (18) of Table I given by:

Multiplying the % Black by the number of projected five year vacancies.

Number of Females to goal for an Affirmative Action Group found on Line (1) Cell (20) of Table I given by:

Multiplying the % Females by the number of projected five year vacancies.

Number of Other Minorities to goal for an Affirmative Action Group found on Line (1) Cell (22) of Table I given by:

Multiplying the Other Minorities by the number of projected five year vacancies.