

Equal Opportunity

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH
Office of the Provost and Vice-Chancellor.....109 Holladay

December 11, 1972

MEMORANDUM

TO: Dr. Albert Carnesale, Head
Division of University Studies

FROM: Harry C. Kelly, Provost *HCK*

W
100

North Carolina State must begin developing an affirmative action to provide equal employment opportunity plans as required by Federal law and Department of Labor regulations. Attached is a copy of a memorandum I sent to Deans in order to initiate affirmative action planning. As the memorandum indicates, we want to use decentralized planning that will result in a plan for each School. In addition, we shall develop plans for Business Affairs, University Extension, the Library, and Student Affairs. *WHS*

There are several administrative units which are not included above but which must be included in any plan for the entire campus. I am asking you to serve as coordinator of affirmative action planning for the following units:

- Athletics
- Alumni Affairs
- Chancellor's Office
- Computing Center
- Development
- Fort Bragg
- Graduate School
- Information Services
- International Programs
- Provost's Office
- Radiological Safety
- Research Administration
- University Studies
- Water Resources

Your goal should be the development of a single document or statement covering all of these units. If you have questions about procedure or information, please contact Dr. Clauston Jenkins.

HCK:CJ:gj

cc: Heads of Units mentioned

Attachments: Provost's memo of November 8
HEW letter of September 27, 1972
HEW Affirmative Action Planning Guidelines
(Pottinger letter of October 1, 1972)

*Copies sent to
Mr. Strickland
Dr. Jenkins*

*not filed in pending since
Dr. Jenkins is handling.*

November 16, 1972

TO: Al Carnesale
FROM: Clauston Jenkins

Attached is some printout prepared as part of our affirmative action planning on campus. We sent similar data to all Deans along with a memo asking them to begin developing a plan for their unit. A copy of that memo is attached along with a copy of the HEW guidelines for affirmative action. As we discussed over the telephone, we will include you in the general administrative unit in our campus planning.

CJ/mg

Attachments

Affirmative Action

November 21, 1972

TO: Dr. Kelly
FROM: Clauston Jenkins
RE: Organization for Affirmative Action Planning

So far we have organized our planning so that we will develop Affirmative Action Plans for the following units:

8 Schools
Student Affairs
Business Affairs
Extension
Library

This approach leaves a few units that are not included anywhere. When I mentioned this at staff you asked for a suggestion. I suggest we involve administrators who might otherwise not be aware of all that is involved in accepting outside funding. Specifically, I suggest we ask Deans Droessler and Rigney (and possibly Dr. Carnesale) draft a plan that includes the following units:

Computer Center
Graduate School →

Athletics
Alumni Affairs
Chancellor
Development
Ft. Bragg
Information Services
International Programs
Provost
Radiological Safety
Research Administration
University Studies
Water Resources

Naturally, they can't set goals for others, but they can do the work necessary to pull these units together and work with the HEW guidelines, etc.

If you agree, I will draft a memo from you asking them to serve.

CJ/mg

Date

PROVOST'S OFFICE

TO: Dr. Harry C. Kelly
~~Dr. N. N. Winstead~~
~~Mr. W. H. Simpson~~
Dr. C. L. Jenkins
Dr. LeRoy B. Martin

Sandra Emerson
Marlene Grimsley
Susie Hunter
Gloria Johnson
Leslie Shelton
Elsie Stephens
Mary Strickland

After document has been
approved/initialed
please

Return to C. L. J

Return for filing _____

Neenah Bond

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

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

OFFICE OF THE PROVOST AND VICE-CHANCELLOR

November 21, 1972

TO: Dr. Kelly *HKX*

FROM: Clauston Jenkins *CJ*

RE: Organization for Affirmative Action Planning

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8 Schools
Student Affairs
Business Affairs
Extension
Library

This approach leaves a few units that are not included anywhere. When I mentioned this at staff you asked for a suggestion. I suggest we involve administrators who might otherwise not be aware of all that is involved in accepting outside finding. Specifically, I suggest we ask Deans Droessler and Rigney (and possibly Dr. Carnesale) to draft a plan that includes the following units:

Athletics
Alumnus
Chancellor
Development
Ft. Bragg
Information Services
International Programs
Provost
Radiological Safety
Research Administration
University Studies
Water Resources

Dr. Carnesale will handle

file 12-7-72

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If you agree, I will draft a memo from you asking them to serve.

CJ/mg

Dr. Jenkins

December 11, 1972

MEMORANDUM

TO: Dr. Albert Carnesale, Head
Division of University Studies

FROM: Harry C. Kelly, Provost *HCK*

plan
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HEW letter of September 27, 1972
HEW Affirmative Action Planning Guidelines
(Pottinger letter of October 1, 1972)

NORTH CAROLINA STATE UNIVERSITY

Raleigh, N. C.

OFFICE OF PROVOST AND VICE-CHANCELLOR

HOLLADAY HALL



July 13, 1973 Date

TO: Dr. Caldwell

ACTION REQUESTED ON ATTACHED:

- Note and Return
- For your information (need not return)
- Please handle
- Please answer; furnish me copy
- Please draft reply for my signature (return attachments)
- Please give me your comments (return attachments)
- Requires your approval

The information you requested about athletics' statement on affirmative action.

Clauston Jenkins

FROM: Clauston Jenkins

NORTH CAROLINA STATE UNIVERSITY

RALEIGH,
NORTH CAROLINA

DEPARTMENT OF ATHLETICS

February 15, 1973

OFFICE OF THE DIRECTOR
Box 5187 ZIP 27607
TELEPHONE 755-2101

MEMORANDUM

TO: Dr. A. Carnesale, Head, University Studies

FROM: Willis R. Casey, Director of Athletics

SUBJECT: Reply to memorandum on Affirmative Action Planning
dated January 29, 1973

Following is the information you requested:

(1) The Department of Athletics now has the following employees:

SPA:	Caucasian females	- 5
	Caucasian males	- 4
	Black males	- 1
EPA:	Caucasian males	- 32
	Black males	- 1

Note: I do not know that we have any strengths or weaknesses in our employment. We have planned for several years to hire a full time black coach, but in the only change that we have made we were caught in the situation that we had two football staffs (the William and Mary coaching staff and the North Carolina State coaching staff) both competing for the available positions. As a result we let some of our own staff go, and it wasn't a question of adding new members; rather, it was a question of deciding which of the available personnel the new head coach wanted to use.

(2) We do not have a description of recruitment processes that could be used in the future, because we do not have that type of turnover in our Department. Many times we will go five or six years without a change in personnel. However, our goal is to consider as many minority candidates as possible when we do have an opening, and if our pay scale allows us to be competitive we will certainly do everything in our power to hire a minority member.

(3) As I have stated above we do not have any goals for EPA or SPA employees for any time period, be it one year or five years.

NORTH CAROLINA STATE UNIVERSITY

Division of University Studies
North Carolina State University
Raleigh, North Carolina 27607

July 13, 1973

Dear Clauston:

In response to your request, I am enclosing copies of: (1) a memorandum from me requesting from a number of administrative units, including the Department of Athletics, information related to the development of an affirmative action plan; and (2) the response of Mr. Willis R. Casey, Director of Athletics. The latter document represents the only correspondence dealing with affirmative action planning received by me from the Department of Athletics: that Department did not submit to me any comments on the draft plan which was circulated on March 13, 1973.

A handwritten signature in dark ink, appearing to be the initials 'AL' or similar, written in a cursive style.

Enclosures

NORTH CAROLINA STATE UNIVERSITY | AT RALEIGH

DIVISION OF UNIVERSITY STUDIES
Zip 27607

January 29, 1973

MEMORANDUM

TO: Alumni Affairs
Athletics
Chancellor's Office
Computing Center
Fort Bragg Branch
Foundations and Development
Graduate School
Information Services
International Programs
Provost's Office
Radiological Safety Officer
Research Administration *Research*
Water Resources Institute

FROM: A. Carnesale, Head *P*
Division of University Studies

SUBJECT: Affirmative Action Planning

Provost Kelly has asked me to serve as coordinator of affirmative action planning for the administrative units to which this memorandum is addressed. This effort is to result in a single document describing a comprehensive plan covering all of these units.

To facilitate the development of this plan, I am asking each of you to provide me with the following material regarding your unit:

- (1) A general description of the present employment profile of minorities and females, with acknowledgement of both strengths and weaknesses and any unique explanation for the weaknesses.
- (2) A detailed description of one or more recruitment processes that could be used in the future.
- (3) A statement of goals for your unit, covering both EPA and SPA employees. It appears that a time frame of five years would be appropriate.

-2-

Enclosed are excerpts from a letter from HEW to President Friday. Pages 44-49 of the HEW letter may be of particular interest to you as you develop the material for your unit.

The material you prepare should be precise and to the point: there is no need for "padding." I hope that you will be able to provide me with the material on your unit by Monday, February 12, 1973.

Please contact me if I can be of any assistance.

AC/s

file (Affirmative
Action)

yellow file copy

March 26, 1973

MEMO TO: Dr. H. C. Kelly
FROM: Clauston Jenkins

In staff last Wednesday we discussed the need for a draft of an Affirmative Action statement on administrators. Attached is such a draft for you to review. After it satisfies you, we can send it to the Chancellor. As I understand it, this draft is just supposed to get the Chancellor started thinking about the subject.

CJ/ss


NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

DIVISION OF UNIVERSITY STUDIES
ZIP 27607

March 13, 1973

MEMORANDUM

TO: Dr. Harry C. Kelly, Provost and Vice Chancellor

FROM: A. Carnesale, Head
Division of University Studies 

SUBJECT: Affirmative Action Plan

Enclosed is a draft of an "Affirmative Action Plan for Additional Administrative Units," reflecting information and suggestions received from most of the units considered.

Please contact me if I can be of any further service.

cc: Dr. C. L. Jenkins

Enclosure

Ac/s

Draft
A. Carnesale
13 March 1973

AFFIRMATIVE ACTION PLAN
FOR
ADDITIONAL ADMINISTRATIVE UNITS

Introduction

This document describes the employment programs of fourteen of the smaller administrative units within the University. Included are the offices of: Alumni Affairs, Athletics, the Chancellor, the Computing Center, the Fort Bragg Branch, Foundations and Development, the Graduate School, Information Services, International Programs, the Provost, the Radiological Safety Officer, Research Administration, University Studies, and the Water Resources Research Institute.

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

The administrative positions associated with these units are considered as part of the "central university administration" (which is the subject of a separate affirmative action plan) and are not reflected in the data, goals, and plan presented her.

Current Employment Profile

(4)

Within the fourteen administrative units are employed a total of 53 academic personnel (in EPA positions) and 116 non-academic personnel (in SPA positions).⁽⁶⁾ The distributions by sex and race of the EPA and SPA personnel appear in Tables I and II respectively.

It is recognized that the proportions of women and minority races holding EPA positions at the instructor and professorial ranks (12% and 4%, respectively) are relatively low. It is noted also that women earn 10% less than men of the same academic rank.

In the case of SPA personnel, the proportion of women is 65%. All of the secretarial, stenographic, typist, key punch operator, and housekeeping positions are held by women. The proportion of women in other SPA positions is 46%. The proportion of SPA positions held by minority race representatives is 10%

Goals

It is expected that there will not be any significant increase within the foreseeable future in the number of EPA or SPA employees in any of the fourteen "additional administrative units." Increases in the proportions of women and minority race representatives will be achieved primarily through replacements. Because turnover rates in the past five years have been low, and because estimates of future turnover rates are highly uncertain, it appears appropriate to establish affirmative action goals in terms of proportions of women and minority race representatives among employees to be hired and promoted in the next five-year period (rather than in terms of numbers of women and

TABLE I
CURRENT EPA EMPLOYMENT PROFILE

<u>Position</u>	<u>SEX</u>		<u>RACE</u>	
	<u>Males</u>	<u>Females</u>	<u>White</u>	<u>Minority</u>
Professor	4	0	4	0
Associate Prof.	3	0	3	0
Assistant Prof.	7	1	8	0
Instructor	8	2	9	1
Research Assoc.	1	0	1	0
Research Asst.	6	1	7	0
Other	4	16	10	10
TOTALS	33	20	42	11
	(62%)	(38%)	(79%)	(21%)

TABLE 2
CURRENT SPA EMPLOYMENT PROFILE

We are included here as shown at side

POSITION	SEX		RACE	
	Males	Females	White	Minority
Accounting Clerk	1	2	3	0
Address. Equip. Op.	0	1	1	0
<u>1</u> Administrative Asst.	1	6	7	0
<u>1</u> Administrative Sec.	0	1	1	0
Asst. Director Info.	1	0	1	0
Clerk I	2	0	1	1
Clerk II	0	2	2	0
Clerk III	1	3	4	0
Clerk IV	1	1	2	0
Computer Operator I	1	0	1	0
Computer Operator II	4	0	3	1
Computer Programmer I	0	1	1	0
Computer Programmer II	2	2	4	0
Computer Programmer III	6	0	6	0
Computer Systems Ana. II	1	0	1	0
Computer Systems Ana. III	1	1	2	0
Computer Systems Mgr. II	1	0	1	0
Cook II	0	1	0	1
Data Processing Mgr. I	4	1	4	1
Data Processing Mgr. II	1	0	1	0
Data Processing Mgr. III	1	0	1	0
Editorial Assistant	0	1	1	0
Electrician II	1	0	1	0
Housekeeping Assistant	0	2	0	2

Table 2 - Cont.

	<u>Males</u>	<u>Females</u>	<u>White</u>	<u>Minority</u>
Info. & Communic. Spec. II	0	3	3	0
Intermediate Clerk	0	1	0	1
Key Punch Oper. II	0	4	4	0
Key Punch Unit Supv. II	0	1	1	0
Maintenance Mechanic II	1	0	1	0
Plant Main. Supv.	1	0	1	0
Radiation Survey Tech.	5	0	4	1
Secretary II	0	1	1	0
Secretary III	0	4	3	1
Secretary IV	0	2	2	0
Steno I	0	2	2	0
Steno II	0	17	16	1
Steno III	0	8	8	0
Stock Clerk I	1	0	0	1
Typist I	0	2	2	0
Typist II	0	4	3	1
Typist III	0	2	2	0
Warehouse Mgr. II	1	0	1	0
University Archivist	1	0	1	0
TOTAL	40	76	104	12
	(35%)	(65%)	(90%)	(10%)

minority race representatives to be employed or in terms of proportions extant at the end of the five-year period).

With regard to EPA positions, it is intended that the following affirmative goals will be achieved over the next five-year period:

1. At least one out of each five new EPA employees will be a woman;
2. At least one out of each eight new EPA employees will be a representative of a minority race;
3. At least one out of each five employees hired at or promoted to the instructor and professoral ranks will be a woman; and
4. At least one out of each ten employees hired at or promoted to the instructor and professoral ranks will be a representative of a minority race.

With regard to SPA positions, it is intended that, over the next five-year period, at least one out of each five new SPA employees will be a representative of a minority race.

Implementation

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

All offers of appointment are subject to the approval of the Provost. It will be required that all requests for appointment action be accompanied by the

following information on each candidate considered seriously for the position: name, sex, minority group affiliation, manner of recruitment (or other means by which contact with candidate was made), qualifications, comparison of qualifications with those of the selected candidate, and expressions of interest (positive or negative) expressed by the candidate.

The filling of SPA positions will be accomplished in close coordination with the University Personnel Office. All SPA position vacancies will be filed with that office. Each of the fourteen "additional administrative units" will submit annually to the Office of the Provost a report summarizing their SPA position affirmative action activities. Included for each SPA position filled during the year will be the following information on each candidate: sex, minority group affiliation, manner of recruitment (or other means by which contact with candidate was made), qualifications, comparison of qualifications with those of the selected candidate, and expression of interest (positive or negative) expressed by the candidate.

It will be the responsibility of the Equal Employment Opportunities Officer (a new position to be created in the Office of the Provost) to coordinate recruitment efforts for women and minority race candidates for EPA positions and to prepare annually a report to the Provost summarizing and evaluating the affirmative action activities (related to both EPA and SPA positions) of the "additional administrative units."

Deans
Directors
Dept. Heads
Assoc. Deans
Asst. Deans

Those Retiring Between 1973 and 1980

1973 - 3 Retiring

1974 - ~~4~~ Retiring

1975 - 1 Retiring

1976 - 3 Retiring

1977 - ~~7~~ Retiring

1978 - 3 Retiring

1979 - 5 Retiring

1980 - 6 Retiring

1974 - 1980

29 retirements

1973	-	3	Retiring
1974	-	3	"
1975	-	1	"
1976	-	3	"
1977	-	4	"
1978	-	3	"
1979	-	5	"
1980	-	4	"

Deans	-	4
Directors	-	5
Dept. Heads	-	18
Assoc. Deans		1
Asst. Deans	-	2
		<u>30</u>

Kelly - 1973
Cobbwell

- C.A. Anderson - Dept. Head - 1911 ✓
W.A. Austin, Jr. - Dept. Head - 1915 ✓
G.F. Bagdan - Dept. Head - 1912 ✓
D.W. Chaney - Dean - 1915 ✓
H.W. Connor - Asst. Dean - 1905 ✓ - 1923 Ret.
D.E. Davis - Dept. Head - 1913 ✓
D.E. Ellis - Dept. Head - 1908 ✓ - 1923
R.E. Galum - Dean - 1912 ✓
D.M. Hansen - Dept. Head - 1915 ✓
P.A. Harvey - Dept. Head - 1911 ✓
T.D. Hernt - Dept. Head - 1913 ✓
D.B. Hoadley - Dept. Head - 1909 ✓
B. Hyatt - Director - 1914 ✓
R.L. Knight - Dept. Head - 1915 ✓
P.E. Lewis - Dept. Head - 1911 ✓
M.F. Scribner - Dept. Asst - 1906 ✓ 1923
D. Mathen / - Dept. Head - 1914 ✓
S.C. Mayo - Dept. Head - 1915 ✓
L.R. Roggle - Dept. Head - 1914 ✓
W.G. Peterson - Dean - 1909 ✓
K.D. Raab - Director - 1912 ✓
J.A. Rigney - Dean - 1913 ✓

W. M. Roberts - Dept Head - 1914 ✓
L. B. Rogan - Director - 1910
~~A. G. Kobb - Dept Head -~~
H. A. Rutherford - Dept Head - 1909 ✓
N. A. Schneider - Director - 1912 ✓
M. R. Shaw - Asst. Dean - 1915 ✓
N. E. Speece - Dept Head - 1914 ✓
N. B. Watts - Assoc. Dean - 1912 ✓
J. D. Wright - Director - 1912 ✓

retype notes amended

March 26, 1973

Dr. Jenkins

MEMO TO: Dr. H. C. Kelly

FROM: Clauston Jenkins *g*

In staff last Wednesday we discussed the need for a draft of an Affirmative Action statement on administrators. Attached is such a draft for you to review. After it satisfies you, we can send it to the Chancellor. As I understand it, this draft is just supposed to get the Chancellor started thinking about the subject.

CJ/ss

looks good

Can we get info on rate of turn over of dept heads. of some 60? how many until retire between now & 1975, 1980. So we can set a 'feel' of an opportunity what about possibilities on assist or advise deans or dept heads?

KY

To Dr Kelly

From C.J.

I added information about retirements and changed goal to include administrator positions in general as you requested.

AFFIRMATIVE ACTION PLAN FOR THE ADMINISTRATION

In an effort to ~~deal cogently~~ ^{Complete on} with Affirmative Action planning, a special analysis was made of the University administration as a whole. Department heads, assistant deans, deans, directors, vice chancellors, and ~~other related administrators~~ ^{administrative staff positions} were analyzed as a group even though they normally would be distributed among all units of the institution. The results show that our administrative structure at N. C. State is all male and all white.

This condition does not exist because of past discrimination but if we allow it to continue we will be indeed negligent in providing equal opportunity. One explanation for the present situation lies in the kinds of programs N. C. State offers. If there are few minority ^{or} ~~of~~ female faculty available in such fields as engineering, forestry, or textiles, then there would be even fewer administrators. Another explanation lies in the fact that until the middle sixties, NCSU was basically a male institution. As such it would be expected that most administrators would be male. For instance, until 1963 N. C. State did not even offer a degree in liberal arts. The growth of the School of Liberal Arts over the past decade has been phenomenal and it has greatly increased the number of female students and faculty. Since the development of administrators takes time, it is logical to expect a lag on this campus in the emergence of female administrators.

~~Least we give the impression that NCSU discriminated in the past, we cite the example of Dr. Gertrude Cox who prospered later as an administrator and faculty member on this campus. Cox Hall (so named in spite of a policy against naming buildings for living people) is named for her.~~ ^{both}

~~More important than the past is the future.~~ The following mechanism will be used to ensure the minorities and females are given equal opportunity in the filling of administrative posts. In cases where search committees function the committees will be urged to seek minority and female candidates. In cases in which no minorities or females are brought to campus for an interview for a position, the Chancellor will request that the committee invite the highest ranking (on the committee selection list) minority or female candidate to campus for an interview. In cases where no such candidates exist the committee will be asked to document its search at the time it presents the list of top candidates to the Chancellor.

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

Goals for administrative positions can be stated in both long-range and short-range terms. By 1980 it is the goal of N. C. State University to have at least five ~~departmental headships~~ ^{administrative positions} filled with either minorities or females. ^{Our data shows that between 1974 and 1980 29 administrators will reach retirement age.} Based on the nature of disciplines offered at this University such a goal may be optimistic because of availability.

It may well be the latter part of this decade before individuals qualified for administrative responsibility are available. Over the short run, or by 1975, N. C. State's goal is to have at least two administrative posts filled with minorities or females. At present the University has requested support for a new position, Assistant Provost for Equal Employment Opportunity. If this position is funded every effort will be made to fill it with a member of a minority group or a female.

In addition, two major administrative posts--the Provost and the Dean of the Graduate School--will be open as a result of retirements in 1974. These openings provide N. C. State with a rare opportunity to attract highly qualified individuals to positions of major responsibility. Especially with the position of Graduate Dean it is hoped that the University can be successful in attracting minority and female candidates who have impressive scholarly accomplishments and outstanding potential for leadership.

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

DIVISION OF UNIVERSITY STUDIES
Zip 27607

January 29, 1973

MEMORANDUM

TO: Alumni Affairs
Athletics
Chancellor's Office
Computing Center
Fort Bragg Branch
Foundations and Development
Graduate School
Information Services
International Programs
Provost's Office
Radiological Safety Officer
Research Administration
Water Resources Institute

FROM: A. Carnesale, Head *AC*
Division of University Studies

SUBJECT: Affirmative Action Planning

Provost Kelly has asked me to serve as coordinator of affirmative action planning for the administrative units to which this memorandum is addressed. This effort is to result in a single document describing a comprehensive plan covering all of these units.

To facilitate the development of this plan, I am asking each of you to provide me with the following material regarding your unit:

- (1) A general description of the present employment profile of minorities and females, with acknowledgement of both strengths and weaknesses and any unique explanation for the weaknesses.
- (2) A detailed description of one or more recruitment processes that could be used in the future.
- (3) A statement of goals for your unit, covering both EPA and SPA employees. It appears that a time frame of five years would be appropriate.

-2-

Enclosed are excerpts from a letter from HEW to President Friday. Pages 44-49 of the HEW letter may be of particular interest to you as you develop the material for your unit.

The material you prepare should be precise and to the point: there is no need for "padding." I hope that you will be able to provide me with the material on your unit by Monday, February 12, 1973.

Please contact me if I can be of any assistance.

AC/s

NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

DIVISION OF UNIVERSITY STUDIES
ZIP 27607

January 29, 1973

MEMORANDUM

TO: Alumni Affairs
Athletics
Chancellor's Office
Computing Center
Fort Bragg Branch
Foundations and Development
Graduate School
Information Services
International Programs
Provost's Office
Radiological Safety Officer
Research Administration
Water Resources Institute

FROM: A. Carnesale, Head *R*
Division of University Studies

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Please contact me if I can be of any assistance.

AC/s

January 5, 1973

TO: Dr. Al Carnesale

FROM: Clauston Jenkins

I have delayed writing you about the contents of an Affirmative Action plan in hopes that I might have received more information to pass along, but my hopes were in vain. I have outlined below what I perceive to be the minimum basic aspects of an appropriate plan, based on the awareness of the unusual and artificial nature of your "unit."

First, there should be a general description of the present employment profile of minorities and females with acknowledgement of both strengths and weaknesses and any unique explanation for the weaknesses.

Second, the plan needs a detailed description of the recruitment process that will be used in the future including a system for keeping records of applicants and the reasons why minorities and females are not offered positions ~~why they are not accepted~~. In this regard it will not be sufficient to note that an individual was not well qualified. Instead we have to go a step further and explain the reasons for the conclusion about qualification. Extra recruitment efforts should also be precisely spelled out. Some imaginative approaches can be developed in this area if people put their minds to the task.

Third, there needs to be a statement of goals for the "unit" both for EPA and SPA. In your case you will have to address the problem of lack of minority or female administrators. I would think a 5 year time frame is about all that is needed or realistic.

Finally, the plan should include some mechanism or process for periodic evaluation of progress in your affirmative action activities.

As additional help you might refer to the last pages (pp 44-49) of the HEW letter to President Friday of September 27, 1972.

Please let me know if I can be of further assistance.

CJ/mg