



North Carolina Cooperative Extension Service

NORTH CAROLINA STATE UNIVERSITY
COLLEGE OF AGRICULTURE & LIFE SCIENCES

ANR/CRD Office • Box 7602 • Raleigh, NC 27695-7602 • Tel: (919) 515-3252 FAX: (919) 515-3135

May 10, 1994

MEMORANDUM

TO: Core and Initiative Chairs
Departmental Extension Leaders

FROM: Billy E. Caldwell *Billy E. Caldwell*
Assistant Director, ANR/CRD

SUBJECT: North Carolina Plan of Work Update and Annual Report

Please find enclosed a copy of ES-USDA's response to our Plan of Work Update and Annual Report. In general, the comments were very positive. Please review your section carefully and note the emphasis they place on submitting Success Stories which illustrate the effects of our programs.

/pb

Enclosure



North Carolina
Cooperative Extension Service

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APR 20 1994

Office of the Director • Box 7602 • Raleigh, N. C. 27695-7602 • Tet: (919) 515-2811 FAX: (919) 515-3135

April 20, 1994

MEMORANDUM

TO: Dick Phillips, William Fleming, James West, Marilyn Corbin, Ron Shearon, David Mustian, Billy Caldwell, Dalton Proctor

FROM: R. C. Wells *RCWells*

SUBJECT: N.C. Plan of Work Update and Annual Report

The attached memo indicates approval by ES-USDA of the FY1994 update of our 4-year plan of work and 1993 accomplishments. Thanks for your leadership for this successful outcome.

I urge each of you and your associates to carefully read the report. You'll note a plea for and an expectation of much improved accomplishment reports and success stories on our part. I've spoken to David Mustian and Ron Shearon about this need. They'll start work with Home Economics major programs and initiatives.

Some of our plans were marginally acceptable this go round. They merit your continued leadership for improvement.

Overall our accomplishment reports for 1993 were improved over 1992, but we'll need to continue to improve. Pressure from all levels of government for documented outcomes is increasing.

RCW/jl
Attachment



14 APR 1994

SUBJECT: North Carolina Plan of Work Update and Annual Report

TO: Robert C. Wells, Director
North Carolina Cooperative Extension Service
North Carolina State University

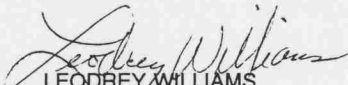
Daniel D. Godfrey, Administrator
1890 Extension Programs
North Carolina A&T State University

We have approved the FY 1994 Update of the 1992-1995 Plan of Work for the North Carolina Cooperative Extension System.

The National Program Leader for each of the targeted programs, the Equal Opportunity Staff for civil rights compliance, and the Planning, Development and Evaluation staff, who served as the Review Team for your State, reviewed the Update and the 1993 Annual Report. Attached are the Review Team's report and the reviewers' comments. Please share these with the appropriate staff and express our appreciation for their cooperation in negotiating with our staff to arrive at a "mutually agreed to" Plan of Work and Annual Report.

As we move into a time of results driven program management and increased accountability based on performance measurement, the need for good planning that focuses our resources and efforts on priority issues is greater than ever. We appreciate your efforts to provide us with information that illustrates the impacts of your programs on clientele. We encourage you to strive for continuous improvement in the effectiveness of your programs and to document these effects.

If you or your staff have any questions about the Review Team's report or the reviewers' comments, please do not hesitate to contact the appropriate person listed in the report.


LEODREY WILLIAMS
Acting Administrator

Attachments



**NORTH CAROLINA COOPERATIVE EXTENSION SYSTEM
1994 PLAN OF WORK UPDATE AND 1993 ANNUAL REPORT REVIEW**

Recommendation

The Extension Service (ES-USDA) Review Team recommends that the ES-USDA Administrator approve the North Carolina Cooperative Extension System's 1994 Plan of Work Update.

Review Process

National program leaders (NPLs) responsible for the respective program areas reviewed the targeted programs contained in your 1994 Plan of Work Update and 1993 Annual Accomplishment Report. The civil rights staff reviewed the Civil Rights Plan and Annual Report. Leon Hunter, NPL, Planning, Development and Evaluation, reviewed the complete Plan, comments from other reviewers, and prepared this summary report.

Overview and General Comments

1994 POW Update:

North Carolina Cooperative Extension System intends to continue to carry out its initial four-year Plan of Work.

We urge you to conduct evaluation studies of your priority programs to assess the extent to which these are meeting the needs of your "customers." We will face greater requirements to provide evidence of the impacts/results of our programs as budget constraints become more stringent. Continued financial support for Extension's programs at the local, State, and Federal levels will become increasingly linked to "accountability" and our ability to illustrate the "results" of our programs. Your evaluation efforts could yield significant benefits in this regard.

The respective NPLs have approved all of your targeted programs and civil rights updates.

1993 Annual Report:

Your Accomplishment Report suggests that you are making substantial progress toward the goals of your 1992-1995 Plan. Your report reflects your commitment to a balanced program designed to meet the ongoing needs of a diverse clientele. We commend you for your accomplishments resulting from program efforts designed to impact critical issues and national initiatives, including food safety and quality, water quality and waste management, youth development, and sustainable agriculture. Many of your program performance indicators suggest an increase in efficiency and

effectiveness of your programs. For example, in several of your programs, cost per clientele served shows significant improvement, and the number of clientele per FTE reflects considerable improvement. The breadth of your educational efforts and the number of clientele served in your programs such as Food Safety and Quality, Water Quality, Sustainable Agriculture, and Rural Revitalization is outstanding.

We endorse and commend you for your commitment to joint programming with non-Extension organizations as reflected in your efforts to collaborate with other State and local institutions. As resources become more of a constraint to future expansions of our programming efforts, joint programming with other institutions can be an important resource to help us "grow" our programs.

The unified effort of North Carolina State University and North Carolina A&T State University provides valuable service to a diverse clientele base, and we encourage you to continue to broaden the scope of your collaborative efforts.

As we move into a time of increasing accountability and performance driven program management, it becomes increasingly important for us to focus on managing for results, to make our programs more clientele driven and to document the outcomes and impacts of our programs. We encourage you to continue your clientele needs assessment and to continually strive to provide programs that meet and exceed your customers' expectations.

We encourage you to provide us with Success Stories which illustrate the effects of your programs. This information, coupled with performance indicators that document the impacts of your programs, forms the basis of our reports to the Congress, USDA, OMB, and other decisionmakers. We encourage you to continue your efforts to improve your program performance indicators and to benchmark your program goals to the highest levels of accomplishments.

Please provide us with the findings from your program evaluations. These studies remain an important source of information that we use to document the effects of Extension's programs.

Comments from reviewers of all components of your Annual Report and Plan of Work Update are attached. We encourage you to share these with the appropriate program leaders and staff. We look forward to receiving your next report.

REVIEWERS' COMMENTS
North Carolina Cooperative Extension System

Food Safety and Quality

1994 Plan of Work and 1993 Annual Report: APPROVED

1994 POW Update:

The North Carolina Cooperative Extension System has indicated its intention to continue the implementation of the initial Food Safety And Quality four-year Plan of Work without any changes. We commend you for your continued commitment to cover all the relevant target audiences, including youth, limited resource families and individuals, producers, processors, the food service industry and high risk individuals: a program implementation strategy that represents an innovative approach to food safety education involving the use of multiple program delivery approaches, staff training and material development; and the continued involvement of staffs from both 1890 and 1862 institutions.

1993 Annual Report:

Your 1993 Annual Report reflects considerable progress toward the accomplishment of the objectives of the Plan of Work. Program accomplishments include training provided to commercial food service managers, day care providers and pesticide applicators. We commend you for your effort to increase collaboration with other public and private sector agencies at the State and local levels involved in addressing food safety concerns.

Your reported program impact indicators show significant program impacts. We would welcome descriptions of Success Stories and Exemplary Programs with your next Update that we could use to illustrate the impacts of the Food Safety and Quality initiative.

Reviewer: Leon Hunter, Planning, Development and Evaluation

Sustainable Agriculture

1994 Plan of Work Update 1993 Annual Report: APPROVED

1994 POW Update:

This Plan of Work is a good start toward the development of a Plan of Work which reflects the true scope of efforts underway in North Carolina. It appears this Plan is only referencing the efforts underway in the crops or agronomic area. It lacks documentation of linkages, both internal and external, required to have impact on the agricultural sector in North Carolina. The Plan also needs more information on mileposts in the future.

1993 Annual Report:

This Annual Report is a good start, but North Carolina needs to seriously consider reporting on the impacts of the Sustainable Agriculture program. This report does a good job of reporting on training efforts and the acquisition of a large Kellogg grant, but this does not adequately reflect the impacts we are confident are occurring in North Carolina.

Reviewer: Gary Weber, Agriculture

Waste Management

1994 Plan of Work Update 1993 Annual Report: APPROVED

North Carolina reports outstanding progress in reaching or exceeding all of the POW projected objectives/indicators. With this much program accomplishment, we could use some North Carolina narrative Success Stories as well as more narrative detail on how the above progress was attained.

Reviewer: M. E. Konyha, Natural Resources and Rural Development

Water Quality

1994 Plan of Work Update 1993 Annual Report: APPROVED

1994 POW Update:

All modifications to the Plan of Work recommended by ES-USDA have been incorporated into the FY 1994 POW Update.

You are encouraged to obtain defensible estimates of water quality program impacts for your chosen objectives as often as possible. Realistic program impact data are essential to the entire reporting and accountability process. These data are critical to building and maintaining support for Extension programs at the local level and here in Washington, DC.

Keep up the good work.

1993 Annual Report:

North Carolina has established an effective and dynamic water quality program, especially in the area of nutrient management. Congratulations on a job well done.

I would like to emphasize the importance of having good, strong documentation data in your "Narrative" and "Success Stories" sections of the reports. The information you have been able to gather, particularly regarding the use of the PSNT for corn, will be of great value not only here at ES-USDA as we attempt to document our System's accomplishments, but also at your regional, State, and local levels as you disseminate it to producers, industry, and environmental groups/agencies. This information will be of particular value as requirements of CZARA and Clean Water Act re-authorization come to light. I would encourage NC Extension to work closely with the State agencies involved in these programs to ensure that they: a) are aware of your program's effectiveness and progress; and b) include NC Extension in any State-level policy and program planning as it relates to water quality issues. Please send the ES-USDA National Program Leader for Soil Science/Nutrient Management copies of fact sheets, PSNT/nutrient management/water quality documents, or reports that summarize your accomplishments whenever they become available.

Reviewer: Mitchell D. Woodward, Agriculture

Youth-at-Risk

1994 Plan of Work Update 1993 Annual Report: APPROVED

1994 POW Update:

This Update is unchanged except for data in the 1993 indicator areas. Again, the area that should be expanded is the "research and empirical base." The Wisconsin study "An Ecological, Risk-focused Approach for Addressing Youth-at-Risk Issues" by Karen Bogenschneider, Stephen Small, and Dave Riley would serve as an excellent base for this section.

1993 Annual Report:

Your Annual Report is more comprehensive than earlier reports. However, it is requested that future reports contain Success Stories and Exemplary Programs that show results of the audience (youth, parents, and community leaders).

Reviewer: Jon E. Irby, 4-H and Youth Development

Plight of Young Children**1994 Plan of Work Update 1993 Annual Report: APPROVED**

Important aspects of PYC programming were well covered in the Situations Statement and the Research Base sections. Mention is made of community action groups, immunization, child abuse, infant mortality, and prenatal care. Internal linkages are also noted and include a broad spectrum of Extension staff. There is also specific mention of money management and parenting in programming, and an indication of seeking community support for meeting its programming needs.

Reviewer: Elizabeth Tuckermanty, Home Economics and Human Nutrition

Communities in Economic Transition**1994 Plan of Work Update 1993 Annual Report: APPROVED**

The Annual Report reflects a minimal amount of effort in identifying and reporting outcomes of rural development programming in North Carolina. More narrative should be provided on program actions, key collaborators, major benchmarks in program development, and significant outcomes. One would conclude from this report that the State has a very meager effort in this arena. Discussion with county agents and specialists indicate more substantive actions than presented. North Carolina offers an ideal environment for rural development programming and should benefit from more extensive approaches to Plan of Work development.

Reviewer: Randy Williams, Natural Resources and Rural Development

Decisions for Health**1994 Plan of Work Update 1993 Annual Report: APPROVED**

The North Carolina Decisions for Health Plan of Work incorporates four innovative health and safety education programs into a comprehensive, volunteer centered health and safety education program. The Plan also includes the primary thrusts of the DFH

national initiative, with special emphasis on health care reform issues education, early childhood immunization, and community capacity building for health strategic decisionmaking.

Reviewer: M. E. Konyha, Natural Resources and Rural Development

EFNEP

1994 Plan of Work Update 1993 Annual Report: APPROVED

1994 POW Update:

Objective 1, Indicator 2, has a good number of EFNEP Families Participating. Percentage increasing knowledge is over POW Projection. Congratulations for the significant non-Federal resources that you are reporting in Objective 3, Indicator 4.

Objective 3, 1993 Number of WIC offices is not feasible. The same applies for Indicator 2. Indicator 3, POW Projection, is not feasible. The POW Projection is to reflect the total number of WIC or Food Stamp offices located in the areas served by EFNEP, and the percentage you intend to work with. Thus, it is not possible to list 63 offices in the chart when only 37 offices exist. If you need help in understanding how this objective should be reported, please contact Melia Woodard at 202-720-7151 or Carol Ely at 202-690-1227.

1993 Annual Report:

Your special WIC/EFNEP Breastfeeding Project was very successful, educational, and a step toward healthier babies now and in future years to come. Keep up the good work.

As mentioned in your 1994 Plan of Work Update, objectives and indicators need modification.

Reviewer: Melia Woodard and Wells Willis, Home Economics and Human Nutrition

Farm Safety

1994 Plan of Work Update and 1993 Annual Report: APPROVED

There are no changes in the POW and none were requested.

Although the narrative section of the Annual Report is brief, it indicates a high level of program activity. I encourage you to include one or two Success Stories in your next report. This information can be utilized by ES-USDA in a variety of newsletters,

reports, and presentations. It can also be disseminated to your clientele, including county Extension staff, public and private organizations, and other interested individuals.

I would be very interested in learning more about the district workshops, county activities, and the farm accident machinery extrication workshops. You also indicated you received a significant grant to develop educational materials. Please send me a copy of the fact sheets and educational modules developed from this grant when these are completed.

Reviewer: Brad Rein, Agriculture

Integrated Pest Management

1994 Plan of Work Update 1993 Annual Report: APPROVED

1994 POW Update:

The Plan of Work Update reflects the size and diversity of the IPM program in North Carolina. All of the modifications to the Plan of Work recommended by USDA-ES have been incorporated into the FY 1994 Plan of Work Update.

The Clinton administration recently called for a national commitment to the promotion of IPM strategies and set as a goal the "development and implementation of IPM programs on 75 percent of total crop acreage within the next seven years." Support for IPM programs, particularly Extension's IPM programs, is clearly growing. I encourage each state to evaluate its IPM program and reassess how existing funds are allocated. In doing so, several questions should be considered. 1) What are the priority commodity/program areas for program resources? 2) How should resources be distributed to address various problems/issues [e.g., environmental impact (largest total pesticide poundage), food safety (most pounds ai/acre), and farm worker/applicator safety]? 3) How will progress toward established goals be measured (program impacts)? Have you established practical definitions of IPM (i.e., guidelines) for each commodity so that progress can be measured? 4) How will results/outcomes be reported, and to whom? 5) What coordination/collaboration is/should be occurring between your IPM program and other programs/initiatives (e.g., Pesticide Applicator Training, Food Safety, Sustainable Agriculture, and Water Quality)? If your State does not have a management structure in place for the IPM program--one that includes broad representation (including agribusiness, consultants, growers, and appropriate university and governmental personnel)--I encourage you to establish one as soon as possible; e.g., one State IPM Advisory Committee, project steering committees and local project committees for each project.

1993 Annual Report:

Thank you for submitting such an informative report. North Carolina has clearly established one of the best IPM programs in the country, and should be complimented on its FY 1993 accomplishments. Significant progress toward the Plan of Work objectives has been made. Special mention should be given to the State's efforts to blend its IPM program into a comprehensive Sustainable Agriculture effort; it is way out front of other states in this regard. The increased emphasis on providing IPM training to county agents is well placed; in general, county staff are tremendously under-utilized in Extension's IPM programs. I encourage you to continue your efforts to blend biologically-based tactics into your IPM programs. Congratulations on your successful effort.

I encourage you to include one or two Success Stories in your next report. This information can be utilized by ES-USDA in a variety of newsletters, reports, and presentations. It can also be disseminated to your clientele, including county Extension staff, IPM practitioners associated with other public and private organizations, and other interested individuals.

Please send the ES-USDA National Program Leader for IPM copies of fact sheets, annual reports, and other documents that summarize program accomplishments when possible. I also encourage you to include a list of publications resulting from the IPM project (including articles published in the popular press) in the "Additional Comments" section of your next Annual Report.

Reviewer: Michael Fitzner, Agriculture

Pesticide Applicator Training**1994 Plan of Work Update 1993 Annual Report: APPROVED**

Thank you for making the changes in the Plan of Work as requested. Please note I am accepting the changes via the hard copy you provided me. The Implementation Plan needs to be included in the system by your data analyst in next year's report. You are on target regarding training. You can strengthen your narrative by including the report you sent me via hard copy. Please be aware that I use the narrative for reports to EPA and for our needs in the Department. I will make sure it is included this year. For next year's report, I ask that you expand on the narrative.

Reviewer: John W. Impson, Agriculture

Pesticide Impact Assessment

1994 Plan of Work Update 1993 Annual Report: APPROVED

1994 POW Update:

Your 1994 POW Update is similar to the 1993 POW. This is a strong work plan and, if it is fully implemented, should strengthen the North Carolina PIA program.

1993 Annual Report:

I wish to commend the North Carolina Pesticide Impact Assessment program as one of the strongest State programs in existence today. Mr. Stephen Toth, Jr., has provided excellent leadership, service, and cooperation with Federal and regional scientists in all aspects of the NAPIA program.

Comments in your Annual Report indicated that the Pesticide Impact Assessment program activities in your State continue to expand. The success of your program is reflected in data obtained and transmitted in reports to our office as well as that which is distributed to agricultural scientists/professionals and presented at agricultural meetings. We encourage you to continue to focus and further expand your cooperative relationships with State and other agencies.

The North Carolina Pesticide Impact Assessment program has done pesticide use surveys on peanuts, flue-cured tobacco, potatoes, apples, cucumbers, sweet potatoes, and cotton. One area where you may consider expansion of your program would be to work toward bringing "on line" additional commodities in an easily accessible pesticide use database. A comprehensive pesticide usage database at the fingertips of State scientists, could be a very useful resource for Extension educational programming, for responding to numerous pesticide related inquiries as well as for research use.

It could be useful for both of our programs if your Annual Report would include one or more PIAP Success Stories. These could be included in the section entitled Additional Comments. In future Annual Reports, I encourage you to provide one or two Success Stories where the PIA program made a real difference to agriculture in your State. A success story section in the Annual Report could be utilized by ES-USDA in a variety of newsletters, reports, and presentations. Your staff, through PIAP related activities,

have made a real contribution to the agricultural programs of your State and I would encourage you to not allow these accomplishments be hidden under a basket. Please continue to send the ES-USDA NAPIAP National Program Leader copies of fact sheets, annual reports, and other documents that summarize your program accomplishments as these become available. I also recommend that you include a list of publications resulting from the PIAP efforts (including articles published in the popular press) in the Additional Comments section of your next Annual Report.

Keep up the good work.

Reviewer: Dennis D. Kopp, Agriculture

RREA

1994 Plan of Work Update 1993 Annual Report: APPROVED

Your 1994 POW Update is similar to your previously approved 1993 Update.

Your report gives dollars, contact hours of training, etc., which are very impressive. You reach wide audiences with programs that have an impact. The POW Projections that you made at the start of the four-year cycle have often been exceeded. If so, these should be updated so that your four-year projection is in line with your actual accomplishments.

Reviewer: Donald E. Nelson, Natural Resources and Rural Development

Conservation and Forestry Titles of the 1990 Farm Bill

1994 Plan of Work Update 1993 Annual Report: APPROVED

Your FY 1993 Accomplishment Report is very positive. It reflects a commitment to the forest resources, forest landowners and forest managers. It also reflects a viable partnership with the 1890 people and programs. While not alarmed, I am somewhat concerned about the rather dramatic decrease in accomplishments, particularly when forest stewardship and stewardship incentive activities seem to be increasing.

Also, there appears to be some underreporting in urban forestry activities.

The FY 1994 POW Update lacks quantifiable targets for Objectives 4 and 5. Is this because you have already met your four-year targets?

Reviewer: Larry Biles, Natural Resources and Rural Development

Environmental Education

1994 Plan of Work Update 1993 Annual Report: APPROVED

1994 POW Update:

No changes from 1993 POW. Your reported impacts have (or soon will) exceeded your POW Projections. Please update your projections to account for your previous successes.

1993 Annual Report:

The numbers reported for your indicators are impressive. However, there is little information included in the Annual Report that enables us to understand the scope or direction of your program. We would greatly appreciate some summary highlights of your work in environmental education, especially related to specific programs and implementation steps outlined in your Plan of Work.

Reviewer: Paul McCawley, Natural Resources and Rural Development

Limited Resource Individuals and Families

1994 Plan of Work Update 1993 Annual Report: APPROVED

There were no changes in the 1994 POW Update.

Staff development and strong community linkages continue to be the foundation of this program. Is there any coordination between the 1862 and the 1890 institution in North Carolina to reach limited resource individuals and families? Behavioral change among learners is well documented. You have been quite successful training a large numbers of volunteers to work with this audience.

Recommendations for future reports: In FY 1994, please include examples of Success Stories and of exemplary efforts. Additional narrative related to coordinated programs efforts (e.g., money management, nutrition and health, and individual and family development) would also be helpful.

Reviewer: Nayda I. Torres, Home Economics and Human Nutrition

Multicultural Diversity

1994 Plan of Work Update 1993 Annual Report: APPROVED

Good progress is noted in the 1993 Annual Report, including establishing an eight-person diversity leadership team, providing training for 740 professional staff (though length and content was not specified), and making provision for establishing diversity teams for eight Extension districts.

The 1993 comments stated "thought needs to be given to specific outcomes of the diversity effort and activities beyond training to accomplish what you want to happen." Those comments are still appropriate. The National Diversity Strategic Plan, "Pathway to Diversity," is one source for some ideas about additional kinds of things that can be done. Also, you might give consideration to developing a full-blown diversity strategic plan for NC.

Reviewer: Michael Brazzel, Planning, Development and Evaluation

Parenting and Family-Youth Programs

1994 Plan of Work Update 1993 Annual Report: APPROVED

The 1994 Plan of Work is marginally approved. The research and empirical base are detailed and complete. At-risk audiences are targeted. The Implementation Plan was, however, not completed. This oversight was repeated from the 1993 POW. Considering the resources in both cost and FTE commitment, this aspect of the POW should have received more treatment. Future approval depends on completion of this part of the 1995 POW.

Reviewer: Charles A. Smith, Home Economics and Human Nutrition

Volunteer Development and Management

1994 Plan of Work Update 1993 Annual Report: APPROVED

Your Plan is approved but it needs work; the Implementation Plan is not at all inclusive. How will new volunteers be targeted and recruited? What will be the depth and degree of training? What are your key mileposts? Who will do the training? What is your plan for staff training?

Reviewer: Stephen R. Mullen, 4-H and Youth Development

Civil Rights

1994 Plan of Work Update 1993 Annual Report: APPROVED

1994 POW Update:

The Civil Rights POW section is approved.

Basically, a CES Affirmative Action Plan is predicated upon the underlying principle of county and/or area Extension staff members going through an analytical process to ascertain certain facts. The State Affirmative Action Plan should represent a summarization of these facts from the result of each county carrying out the action required under each relevant item indicated in the State POW guidelines. These facts should be utilized, at each level of operation, to improve program planning and implementation of Extension educational programs and activities to achieve greater program balance among clientele, and to eliminate any deficiencies discovered because of underrepresentation and/or underutilization. The North Carolina 1994 POW Update, which is derived from and relates directly to the POW 1992-1995 program cycle, reflects no changes. Given the legal obligations associated with this EEO-AA Plan, it would seem that some changes are occurring and, therefore, should be reflected in the POW Updates.

North Carolina CES officials are to be commended for a comprehensive 1992-1995 Civil Rights section of your POW. However, State officials are encouraged to adjust the 1994 POW Update of the Civil Rights section, reflecting, as appropriate, changes and new plans for implementation.

1993 Annual Report:

The Civil Rights Annual Report provides an opportunity for each State Cooperative Extension Service to present data and information of progress made in meeting civil rights and equal employment opportunity program requirements indicated in the State POW and to evaluate the overall effectiveness of staff efforts. The North Carolina report is of the quality which reflects adequately the efforts that were made in significant employment/program areas and the results achieved from them.

The special efforts in outreach recruiting and the use of all current employees to assist in the recruitment of minorities are commendable. The results being achieved through public notification and special civil rights training reaffirm North Carolina's commitment to equal opportunity in employment practices and program delivery.

Reviewer: Curtiland Deville, Equal Opportunity Staff