Please note that effective July 1, 2013, the Office of Equal Opportunity’s (OEO) name changed to the Office of Institutional Diversity, Equity and Access (IDEA) to better reflect the sustaining mission of the office and enhance the understanding of the work of the office. All references in the attached document to the Office of Equal Opportunity should be considered analogous to the Office of Institutional Diversity, Equity and Access.
Affirmative Action Plan

for Minorities and Females

MURRAY STATE UNIVERSITY
Murray, KY

Plan Year: 2012 - 2013
AFFIRMATIVE ACTION PLAN

FOR MINORITIES AND FEMALES

Murray State University
Murray, KY

SIC Code: 8221
NAICS: 611310
EIN: 61-1005783

Integrated Postsecondary Education Data System (IPEDS) Identification Number: 157401

President: Dr. Randy J. Dunn
Address: 218 Wells Hall
Murray, KY 42071
Telephone: (270) 809-3763

Interim Director, Office of Equal Opportunity: Ms. Camisha Pierce Duffy

Established for the Period November 1 - October 31

This is the official Affirmative Action Plan of Murray State University. This Affirmative Action Plan, effective December 14, 2012, is issued as a revision of the Murray State University Affirmative Action Plan first issued in 1985. It supersedes all earlier plans.

Dr. Randy J. Dunn
President

Ms. Camisha Pierce Duffy
Interim Director, Office of Equal Opportunity
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Introduction</td>
</tr>
<tr>
<td>II</td>
<td>President’s Commitment</td>
</tr>
<tr>
<td>III</td>
<td>Responsibility for Implementation</td>
</tr>
<tr>
<td>IV</td>
<td>Statistical Analysis</td>
</tr>
<tr>
<td></td>
<td>A. Organizational Profile/Workforce Analysis</td>
</tr>
<tr>
<td></td>
<td>B. Job Group Analysis</td>
</tr>
<tr>
<td></td>
<td>C. Availability Factor Computation Form</td>
</tr>
<tr>
<td></td>
<td>D. Incumbency vs. Estimated Availability Analysis</td>
</tr>
<tr>
<td></td>
<td>E. Placement Goals Report</td>
</tr>
<tr>
<td>V</td>
<td>Statistically Significant Areas</td>
</tr>
<tr>
<td>VI</td>
<td>Development and Implementation of Action-Oriented Programs</td>
</tr>
<tr>
<td>VII</td>
<td>Internal Audit and Reporting Systems</td>
</tr>
<tr>
<td>VIII</td>
<td>Conclusion</td>
</tr>
</tbody>
</table>

**Appendix:**
Organizational Charts
SECTION I

INTRODUCTION

Murray State University (also referred to as the University) has served students from the region, the nation, and world. Founded in 1922, the University has grown from an enrollment of 202 students to over 10,000. As one of the nation's best public universities, Murray attracts students who are seeking a great education in a personalized, university setting. Students receive individual attention from full time teaching faculty. Further, Murray State University has been ranked for over 20 consecutive years among the southern regional and liberal arts colleges in the U.S. News and World Report’s annual publication, America’s Best Colleges.

Murray State University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate, baccalaureate, masters, specialist, and doctorate degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Murray State University. Located in the Jackson Purchase lake area of western Kentucky, Murray State University is a state assisted comprehensive university with five academic colleges and two schools. The university’s main campus is located in the city of Murray with a population of approximately 16,500. The main campus, satellite campuses and university farms comprise 75 major buildings including classrooms, office buildings, libraries, and housing units.

The Waterfield Library houses the circulating collection, reference sources, government documents, microforms, and periodicals. The historic Pogue Library contains special materials relating to the history and culture of west Kentucky and the region.
Students, faculty, and staff have access to academic, recreational, and administrative facilities on campus. The general public also has access to these facilities and often uses the University libraries, student center, recreational facilities and venues where concerts, sporting events and other special events are conducted.

Murray State University has been heralded as one of the *Great Colleges To Work For* as surveyed by *The Chronicle of Higher Education*. The goal of this survey was to recognize excellent workplaces within higher education.

International education at Murray State University involves all aspects of academic and campus life: teaching, residential living, special programs and events, relations with other institutions at home and abroad, student and scholar services, study abroad programs, and English as a Second Language study and activities.

The University continues its focus on undergraduate, graduate and professional instruction and continuing education programs as well as enhancement of the educational, economic, and cultural opportunities of the people of west Kentucky.

The government of the University is vested in the Board of Regents; a corporate body established by statute and enjoying all immunities, rights, privileges and franchises of an educational governing body. The president serves as the chief executive officer of the University and as such is ultimately responsible to the Board of Regents for all matters pertaining to the institution.

Following the organizational structure established by the Board of Regents, responsibility for most operational units of the University is divided between four executive officers who report to the president: the Provost and Vice President for Academic Affairs, the Vice President for Finance & Administrative Services, the Vice President for Institutional
Advancement, and the Vice President for Student Affairs (See Appendix A: Organizational Chart). These four vice presidents serve as the president’s management team, advising the president on the operation of the University, making recommendation on the establishment of administrative policy, and executing responsibilities, both individually and collectively, within the University governance system.

**Academic Units**

Murray State University is comprised of five academic colleges and two schools. These are: Business and Public Affairs, Education, Health Sciences and Human Services, Humanities and Fine Arts, Science, Engineering and Technology, School of Agriculture, and School of Nursing. Each of these areas offers a unique program of human endeavor with interdisciplinary study among the departments to provide students broad educational perspectives.

**Murray State University’s Non-Discrimination**

The following statement shall serve as the official nondiscrimination statement of Murray State University for its *Affirmative Action Plan* and for all other purposes. This statement supersedes and replaces all others that may have previously existed in any other form or by any other title in University policies, governance and other documents, internal and external communications, correspondence, and all other official materials:

Murray State University endorses the intent of all federal and state laws created to prohibit discrimination. Murray State University does not discriminate on the basis of race, color, national origin, gender, sexual orientation, religion, age, veteran status, or disability in employment, admissions, or the provision of services and provides, upon request, reasonable accommodation including auxiliary aids and services necessary to
afford individuals with disabilities equal access to participate in all programs and activities.

Ever committed to affirmative action, Murray State University has prepared this *Affirmative Action Plan* (AAP) to cover all employees working on main campus and regional campuses including Fort Campbell, Henderson, Hopkinsville, Madisonville, Owensboro, Paducah, and Breathitt Veterinary Center.
SECTION II

President’s Commitment

This Affirmative Action Plan is an expression of Murray State University’s full commitment to achieve equal opportunity in employment. The terminology used in the United States Department of Labor’s Executive Order 11246 and its implementing regulations have been used as a guide for this plan. Therefore, none of the terminology used should be construed as an admission that either minorities or women have been, or are presently being, discriminated against in any way by the University in violation of any federal, state, or local fair employment practice law. Further, nothing contained in this plan, or its supporting data, should be construed as an admission that the University has contravened any federal, state, or local employment practice law.

The terms “utilization analysis,” “underutilization,” “problem areas,” and “availability” are terms specified by government regulations that the University is required to use. These terms have no legal or factual significance independent of this plan. Neither the use of goals nor the effect of such goals in this plan are intended to discriminate against an individual or group of individuals with respect to any employment opportunity for which he, she, or they are qualified on the grounds that he, she, or they are not beneficiaries of affirmative action themselves.

Murray State University with assistance from the Office of Equal Opportunity and the Affirmative Action Committee will continue to systematically examine all employment and educational policies and practices to ensure that they do not operate to the disadvantage of
any person on the basis of race, color, national origin, gender, sexual orientation, religion, age, veteran status, or disability in employment, admissions, or the provision of services and provides, upon request, reasonable accommodation including auxiliary aids and services necessary to afford individuals with disabilities equal access to participate in all programs and activities. The University will continue to establish goals, timetables, and action items designed to achieve representation of women and minorities consistent with their availability.

Dr. Randy J. Dunn  
President  

1/7/13  
Date
SECTION III

RESPONSIBILITY FOR IMPLEMENTATION

Consistent with 41 C.F.R. 60-2.17(a)

The President has overall responsibility for implementation of the Equal Employment Opportunity and Affirmative Action Program. The University has assigned primary management responsibility and accountability for ensuring full compliance with the plan to the Office of Equal Opportunity (OEO) Director, an official of the University. The Director has the authority, resources, support of and access to top management to ensure the effective implementation of the Affirmative Action Program. The President actively supports the Program and provides assistance whenever it is needed, informing vice presidents, deans and directors of the Program and directs their cooperation and assistance. The name of the Director of OEO appears on internal and external communications regarding the University's Equal Employment Opportunity and Affirmative Action Program.

1. The duties of the OEO, Director or his/her designee include:

   A. Developing affirmative action policies and procedures, affirmative action program methods, and internal and external communication techniques with regard to equal opportunity compliance.

   B. Meeting with and assisting vice presidents, deans, directors, chairs and hiring supervisors charged with employment responsibility to follow the University’s equal employment opportunity policies; including identifying areas of improvement, and developing strategies and trainings to eliminate barriers, if any.

   C. Designing and implementing monitoring and reporting methods that will:
1. Measure the effectiveness of the University's Equal Employment Opportunity and Affirmative Action Program.

2. Determine the degree to which the University's placement goals and objectives are being attained and provide corrective steps, if necessary.

D. Serving as a liaison between the University and enforcement agencies.

E. Serving as a liaison between the University and appropriate minority and women's organizations, and community action groups concerned with employment opportunities of minorities and females.

F. Keeping the President informed of developments in the equal employment opportunity and affirmative action area.

G. Conducting a semi-annual audit to ensure that the University is in compliance. For example, ensuring the EEO posters are properly displayed.

H. Preparing all assigned reports concerning equal opportunity and affirmative action.

I. Collecting and presenting all statistical and other information required by this Affirmative Action Plan and its guidelines for implementation.

J. Reviewing the announcement for all academic and administrative professional job openings for evidence of diverse and national efforts to promote the position.

K. Investigating to resolve grievances related to alleged discrimination/harassment in employment and the workplace.

2. The duties of vice presidents, deans, directors, chairs, and hiring supervisors include the following:

A. Assisting the Office of Equal Opportunity Director in identifying areas of improvement, and developing strategies and trainings to eliminate barriers, if any.
B. Whenever possible, becoming involved in local minority organizations, women's organizations, community action groups, and community service programs.

C. Performing semi-annual audits of hiring and promotion patterns to evaluate if there are impediments to the attainment of affirmative action placement goals and objectives. Results from these audits are communicated through appropriate management meetings.

D. Review the qualifications of employees to ensure that minorities and females are given full opportunity for transfers and promotions.

E. Providing career counseling for employees as needed.

F. Create and foster a working environment to prevent the harassment of employees based on protected characteristics.
SECTION VI

DEVELOPMENT AND IMPLEMENTATION OF ACTION-ORIENTED PROGRAMS

Consistent with 41 C.F.R. 60-2.17(c)

The University has developed and executed action-oriented programs to address areas where impediments to equal employment opportunity may exist. In the job group(s) where statistically significant findings have been made, the University through the Office of Human Resources will:

1. Mandate that every qualified applicant be given full consideration without regard to race and gender.

2. Request the department to perform a Job Audit Questionnaire of all affected positions to accurately reflect the positions knowledge, skills, abilities, and other requirements necessary to perform the job.

3. Ensure specifications will be consistent for the same job title in all organizational units and will not contain any requirements that would result in discrimination on the basis of race, color, national origin, gender, sexual orientation, religion, age, veteran status, or disability.

4. Evaluate the total selection, termination, and promotion processes to determine if any adverse impact exists.

5. Require all hiring supervisors to participate in training on how to actively work to prevent and eliminate discrimination in personnel actions in which they are involved.

6. Review all interview procedures in the employment process to identify any barriers or questions with potential discriminatory effects.
7. Focus techniques for recruitment in the affected job group(s) to increase the flow of qualified minority or female applicants. Such as, automatically submitting all external search advertisements in venues that specifically target minority and females to potentially garner a large and diverse applicant pool.

8. Encourage all University employees to actively refer qualified candidates, including minority and female applicants, to the University.

9. Consider relevant internship and/or co-operative educational experience towards required advertised work experience when appropriate.

10. Conducting active campaigns to recruit individuals to the campus and include advertisements in various publications, targeted mailings, and recruitment at national and regional meetings.


12. Route reports solely to OEO regarding the electronic self-identification forms on PeopleAdmin that specify from voluntary responses gender, ethnicity, veteran status and disabled status. This information gathered is used only for purposes specified in the regulations to ensure compliance.

13. Conduct an appropriate review of the advertising venues for positions to ensure that notices of job openings are reaching qualified candidates, including minority and female candidates. If review indicates adequate notice is not reaching minority and female candidates, appropriate steps should be taken to increase the notice to those candidates without reducing the notice to other candidates. Such additional notice may include contacting two- and four-year local colleges, vocational technical schools, high schools,
local business schools, and state and community organizations which attract qualified minority and female students, and targeting traditional Historically Black Colleges and Universities such as the following:

Fisk University
Harris-Stowe State University
Kentucky State University
Lane College
Lemoyne-Owen College
Lincoln University
Meharry Medical College
Tennessee State University

During the period from November 1, 2009 - October 31, 2010, targeted recruitment activities were conducted employing one or more of the following sources:

E3.gov – State services
HigherEdJobs.com
Murray Ledger and Times
Other Departmental Specific publications and listservs
Paducah Sun
People Admin
Southern Regional Education Board (SREB) - State Doctoral
The Chronicle of Higher Education print/online
SECTION VII

INTERNAL AUDIT AND REPORTING SYSTEMS
Consistent with 41 C.F.R. 60-2.17(d)

The University has developed an auditing system that periodically measures the effectiveness of its total Affirmative Action Program. The University views the activities that are listed below as critical to the success of the Affirmative Action Program. The University though the Office of Equal Opportunity will:

1. Monitor records of hires, applicant flow, referrals, placements, rejected offers, training, transfers, promotions, and terminations to ensure that the University's non-discriminatory policy is adhered to.

2. Maintain electronic hiring data bases for internal quarterly reporting on the progress of meeting equal employment opportunity and organizational objectives.

3. Monitor compliance with all government regulations and laws pertaining to equal employment opportunity. As part of this commitment, the President will be kept abreast of developments in the affirmative action area. The Vice Presidents will be informed of any identified concerns that arise in their respective areas so that immediate and appropriate steps can be taken for resolution.

4. Review reported results with all levels of administration on the effectiveness of the program and will submit recommendations for improvement as needed.
Total Number of Terminations in this Report: 21

Gender Codes: F - Female, M - Male

Race Codes: A - Asian, B - Black or African American, H - Hispanic or Latino, I - American Indian or Alaskan Native, O - Two or More Races, P - Native Hawaiian or Other Pacific Islander, W - White
Affirmative Action Plan

for Veterans and Individuals with Disabilities

MURRAY STATE UNIVERSITY
Murray, KY

Plan Years: 2012 - 2013
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Statement of Policy</td>
</tr>
<tr>
<td>II</td>
<td>Definitions</td>
</tr>
<tr>
<td>III</td>
<td>Responsibility for Implementation</td>
</tr>
<tr>
<td>IV</td>
<td>Request for Self-Identification</td>
</tr>
<tr>
<td>V</td>
<td>Review of Personnel Processes</td>
</tr>
<tr>
<td>VI</td>
<td>Physical and Mental Qualifications</td>
</tr>
<tr>
<td>VII</td>
<td>Reasonable Accommodations to Physical and Mental Limitations</td>
</tr>
<tr>
<td>VIII</td>
<td>Harassment Guidelines</td>
</tr>
<tr>
<td>IX</td>
<td>External Dissemination of Policy, Outreach and Positive Recruitment</td>
</tr>
<tr>
<td>X</td>
<td>Internal Dissemination of Policy</td>
</tr>
<tr>
<td>XI</td>
<td>Auditing and Reporting Systems</td>
</tr>
<tr>
<td>XII</td>
<td>Training</td>
</tr>
</tbody>
</table>

**Exhibits**
SECTION I

STATEMENT OF POLICY

Consistent with 41 C.F.R. 60-741.44(a), 41 C.F.R. 60-300.44(a)

It is the policy of Murray State University not to discriminate against any employee or applicant for employment because he or she is an individual with a disability or a covered veteran. Employment decisions at the University are based solely on valid and job-related criteria. This policy shall apply to all employment actions, including but not limited to recruitment, hiring, upgrading, promotion, transfer, demotion, layoff, recall, termination, rates of pay or other forms of compensation.

The Director of the Office of Equal Opportunity will manage Murray State University’s Affirmative Action Plan for individuals with disabilities and covered veterans. All managers and supervisors will take an active part in the University's Affirmative Action Plan to ensure that all qualified individuals with disabilities and covered veterans are considered and treated in a non-discriminatory manner with respect to all employment decisions. Furthermore, Murray State University will direct the cooperation and support of all employees for the University's policy and Affirmative Action Plan. The Director has been assigned responsibility for periodically reviewing progress in the compliance and implementation of the policy of affirmative action for individuals with disabilities and covered veterans. In accordance with public law, the University's program of affirmative action for individuals with disabilities and covered veterans is available for inspection in the Office of Equal Opportunity during regular business hours upon request.
In addition, employees and applicants will not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in, or may have engaged in, activities such as filing a complaint, assisting or participating in an investigation, compliance review or hearing, or opposing any act or practice made unlawful, or exercising any other right protected by Section 503 of the Rehabilitation Act of 1973, as amended, or the Vietnam Era Veterans Readjustment Assistance Act of 1974, as amended.

Dr. Randy J. Dunn
President

1/7/13
Date
SECTION II
DEFINITIONS

"DISABLED VETERAN" is (1) A veteran of the U.S. military, ground, naval or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or (2) A person who was discharged or released from active duty because of a service connected disability.

“QUALIFIED DISABLED VETERAN” means a disabled veteran as defined above who is capable of performing the essential functions of the employment position with or without reasonable accommodations made for his or her disability.

"ARMED FORCES SERVICE MEDAL VETERAN" is any veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

“OTHER PROTECTED VETERAN” means any other veteran who served on active duty in the U.S. military, ground, naval, or air service during a war or in a campaign or expedition for which a campaign badge has been authorized under the laws administered by the Department of Defense.

"RECENTLY SEPARATED VETERAN" means any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty in the U.S. military, ground, naval or air service.

“COVERED VETERANS” means disabled veterans, Armed Forces Service Medal Veterans; other protected veterans, and recently separated veterans.

“INDIVIDUAL WITH A DISABILITY” means a person who (i) has a physical or mental impairment that substantially limits one or more of his or her major life activities, (ii) has a record of such impairment, or (iii) is regarded as having such impairment unless otherwise exempted under 41 CFR 60-741.3.

“SUBSTANTIALLY LIMITS” means (i) unable to perform a major life activity that the average person in the general population can perform, or (ii) significantly restricted as to the condition, manner or duration under which an individual can perform a particular major life activity as compared to the condition, manner, or duration under which the average person in the general population can perform that same major life activity.

“QUALIFIED INDIVIDUAL WITH A DISABILITY” means an individual with a disability as defined above who satisfies the requisite skill, experience, education, and other job-related requirements of the employment position such individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such a position. (See 41 CFR 60-741.3 for exceptions to this definition.)
SECTION III

RESPONSIBILITY FOR IMPLEMENTATION
Consistent with 41 C.F.R. 60-741.44(i), 41 C.F.R. 60-300.44(i)

The Director of the Office of Equal Opportunity is responsible for the implementation and monitoring of this Affirmative Action Plan at the University. The Director, a member of Senior Administration, has the support and staff to manage the implementation of this Plan. In carrying out this responsibility, the Director and designated staff will in addition to other matters deemed appropriate:

- Develop policy statements, affirmative action programs, and internal and external modes of communication;

- Oversee regular discussions with vice-presidents, deans, directors, chairs, supervisors, and employees to ensure that the University's policies are being followed;

- Advise vice-presidents, deans, directors, chairs, and supervisors that their work performance is being evaluated on the basis of their affirmative action efforts and results, as well as other criteria, and that the University is committed to prevent harassment of individuals with disabilities and covered veterans;

- Identify, in conjunction with deans, directors, chairs, and supervisors, employees with known disabilities and covered veterans and any problem areas in implementing the Affirmative Action Plan, and develop solutions, including possible modes of accommodation;
- Serve as liaison between the University and enforcement agencies, and between the University and organizations of and for covered veterans and persons with disabilities, and encourage active involvement by university representatives in the community service programs of local organizations of and for individuals with disabilities and covered veterans;

- Keep the President informed of the latest developments in the entire affirmative action area; and

- Arrange for career counseling for employees with known disabilities and covered veterans, where appropriate.
SECTION IV
REQUEST FOR SELF-IDENTIFICATION
Consistent with 41 C.F.R. 60-741.42, 41 C.F.R. 60-300.42

Following an offer of employment but prior to an individual beginning employment duties, Murray State University shall invite applicants to inform it whether they believe they are individuals with a disability or covered veterans and wish to benefit under this Affirmative Action Program. (see Exhibit A). If an individual identifies himself or herself as an individual with a disability or a disabled veteran, the University seeks the advice of the individual concerning any necessary accommodations to allow the individual to perform his/her job.
SECTION V

REVIEW OF PERSONNEL PROCESSES
Consistent with 41 C.F.R. 60-741.44(b), 41 C.F.R. 60-300.44(b)

Murray State University continues to review its personnel procedures to determine whether they assure the careful, thorough, and systematic consideration of the job qualifications of employees or job applicants, who are known individuals with disabilities or covered veterans, for job vacancies filled by hiring or promotions, and to assure that the personnel processes facilitate the implementation of the University's affirmative action obligations.

Vacancies are advertised, and applications are accepted from any interested person via PeopleAdmin© module for online applicant tracking. Murray State University employment application includes a full non-discrimination statement to further assure applicants of the University's policy of equal employment. All vacant positions that are not expected to be filled from within are posted in national publications, newspapers, state employment services, and/or other appropriate departmental venues to garner a large and diverse pool.

The disability or veteran status of any otherwise qualified individual who applies for any vacancy, promotion, transfer, or training opportunity will not be a factor in these employment decisions. The University periodically reviews the physical and mental job qualifications to ensure that they do not tend to screen out individuals with disabilities or covered veterans for reasons that are neither job-related, consistent with business necessity, nor consistent with the safe performance of the essential functions of the job. Thus, individuals with disabilities and covered veterans who meet job qualifications will be considered on an equal basis with all
other applicants. Moreover, military experience is considered by the University only to the extent that it is relevant to the requirements of the employment opportunity.

Consistent with the regulations, the University has instituted the following procedures to further assure the careful, thorough, and systematic consideration of the job qualifications of employees or job applicants who are known individuals with disabilities or covered veterans for job vacancies, promotions, and/or educational opportunities and to assure that its personnel practices facilitate the implementation of the University's affirmative action plan:

1. As known covered veterans or individuals with a disability apply for positions within the University, the application tracking system will maintain a record to identify each vacancy for which the person was considered.

2. The personnel records of each known covered veteran or individual with a disability will include (i) the identification of each promotion for which the person was considered, and (ii) the identification of each transfer for which the person was considered.

3. In each case where a covered veterans or individuals with a disability is rejected for employment, transfer or promotion, a statement of the reasons, along with a description of any accommodations considered, will be appended to the file.

4. Where applicants or employees are selected for hire, transfer, or promotion and the University undertakes any accommodation which makes it possible to place a covered individual in the job, the University will keep a record of the accommodation which will be treated as a confidential medical file.
SECTION VI

PHYSICAL AND MENTAL QUALIFICATIONS

Consistent with 41 C.F.R. 60-741.44(c), 41 C.F.R. 60-300.44(c)

Murray State University reviews physical and mental job qualification requirements, as job qualification requirements are established or revised, to ensure that qualification requirements do not screen out qualified individuals with disabilities or qualified disabled veterans for reasons that are not job-related, consistent with business necessity and the safe performance of the essential functions of the job.

To the extent that any physical or mental job qualification measurements tend to screen out qualified individuals with disabilities or qualified disabled veterans in the selection of employees or applicants for employment or in other change in employment status such as promotion or transfer, Murray State University will assure that the requirements are related to the specific job(s) for which the individual is being considered and are consistent with business necessity and the safe performance of the job.
Murray State University has made and will continue to make reasonable accommodations, which do not impose undue hardships on its business, to the known physical and mental limitations of otherwise qualified employees and job applicants.

Where an employee who is known to be an individual with a disability or a disabled veteran is having significant difficulty performing his/her job and the vice presidents, deans, directors, chairs and/or supervisors reasonably conclude that the performance issues may be related to the known disability, the vice-presidents, deans, directors, chairs and/or supervisors will notify the employee of the performance problem and refer the employee to and notify the Office of Equal Opportunity (OEO). OEO will confidentially inquire whether the problem is related to the employee’s disability. If the employee indicates that his/her disability is impacting his/her performance, OEO will engage in confidential discussions with the employee regarding reasonable accommodations to improve performance.
SECTION VIII

HARASSMENT GUIDELINES
Consistent with 41 C.F.R. 60-741.44(e), 41 C.F.R. 60-300.44(e)

Employees and applicants for employment at Murray State University will not be subject to harassment because of disability or their status as a covered veteran.

If an employee or applicant believes that he/she has been subject to harassment, he/she may file a complaint with the Office of Equal Opportunity. Any employee or applicant who believes that they have been subject to harassment because of their disability or status as a covered veteran should promptly contact the Director of the Office of Equal Opportunity at (270) 809-3155 for assistance.

Retaliation, including intimidation, threat, or coercion, against an employee or applicant because they have objected to discrimination, engaged or may engage in filing a complaint, assisted in a review, investigation, or hearing or have otherwise sought to obtain their legal rights under any Federal, State, or local EEO law regarding individuals with disabilities or protected veterans is prohibited. Any employee or applicant who believes that they have been subject to retaliation because of their disability or status as a covered veteran should contact the Director of the Office of Equal Opportunity at (270) 809-3155 for assistance.
SECTION IX

EXTERNAL DISSEMINATION OF POLICY,
OUTREACH AND POSITIVE RECRUITMENT
Consistent with 41 C.F.R. 60-741.44(f), 41 C.F.R. 60-300.44(f)

Murray State University has reviewed its employment practices to determine whether personnel programs provide the required affirmative action for employment and advancement of qualified individuals with disabilities and qualified covered veterans.

While the University believes that there are no deficiencies in its current employment practices with respect to these employees, it has planned the following outreach, positive recruitment, and external dissemination programs to augment its existing affirmative efforts:

1. All vice-presidents, deans, director, chairs, supervisors, and other employees of the University will be encouraged to assist in the effort to disseminate Murray State University policy of affirmative action to individuals outside the University.

2. The University will inform recruiting sources of Murray State University policy of affirmative action for individuals with disabilities and covered veterans. Recruiting sources will be requested to actively recruit and refer qualified individuals with disabilities and qualified covered veterans for all open positions.
3. Murray State University will enlist the assistance and support of local recruiting sources, social service agencies, and organizations especially knowledgeable about the availability of individuals with disabilities and covered veterans.

4. These sources will be informed of the University's Affirmative Action Plan and will be requested to refer qualified individuals with disabilities and qualified covered veterans, including those not currently in the workforce who have requisite skills, for employment consideration.

5. Murray State University will incorporate the affirmative action clause for individuals with disabilities in purchase orders, leases, and contracts made by the University and which are covered by the Rehabilitation Act of 1973, as amended, and its implementing regulations.

6. Murray State University will notify local organizations, community agencies, secondary schools, and colleges known to specialize in assisting individuals with disabilities and covered veterans about the University’s policy of affirmative action and request their advice, assistance, and referrals of potential employees, including those who are not currently in the workforce who have requisite skills.

7. Murray State University’s Vice President of University Communications will include individuals with disabilities and/or covered veterans when employees are pictured in consumer and personnel recruitment advertising.
8. Murray State University will take positive steps to attract qualified individuals with disabilities and covered veterans not currently in the work force who have requisite skills and can be recruited through affirmative action measures.

9. When Murray State University advertises in newspapers for prospective employees, the advertisement will include the EEO solicitation "Equal Opportunity Employer M/F/D/V" or a relevant abbreviation.
SECTION X
INTERNAL DISSEMINATION OF POLICY
Consistent with 41 C.F.R. 60-741.44(g), 41 C.F.R. 60-300.44(g)

The University recognizes that, however strong its outreach program, internal support from the President, senior administration and other employees is necessary to ensure maximum effectiveness of its Affirmative Action Plan for individuals with disabilities and covered veterans so that these employees' awareness of the needs of individuals with disabilities and covered veterans can be increased. Accordingly, the University will utilize the following procedures to maximize the internal implementation and dissemination of its policy:

1. The University will communicate to employees its commitment to take affirmative action to employ qualified individuals with disabilities and qualified covered veterans and will encourage employee referral of covered applicants.

2. Murray State University's policy on affirmative action for veterans and individuals with disabilities is posted on departmental bulletin boards. The posting includes a statement that employees and applicants are protected from coercion, intimidation, and interference or discrimination for filing a complaint or assisting in an investigation under the Rehabilitation Act of 1973, as amended, or the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (See Exhibit A).

3. Campus-wide Administrators’ meetings will be held to explain the University's policy of affirmative action and to impart to these personnel their responsibility in making the
Affirmative Action Plan a success. Senior administration will attend these meetings so that all will know their support of affirmative action.

4. Meetings with all employees of the University will be conducted by department heads to inform the employees of Murray State University's policy of affirmative action and to explain the employees' responsibility to comply with the policy.
It is the responsibility of the University's Director of the Office of Equal Opportunity to monitor all employment and personnel practices to ensure compliance with applicable regulations and adherence to the University's Reaffirmation of Affirmative Action Policy, to report specific problems to the appropriate administration, and to measure the effectiveness of Murray State University's Affirmative Action Plan (AAP).

The University’s audit and reporting systems are designed to:

1. Measure the effectiveness of the AAP;

2. Identify any need for corrective measures;

3. Determine the degree to which the University’s objectives are being attained;

4. Determine whether individuals with known disabilities or covered veterans have had the full opportunity to participate in all university sponsored educational, recreational and social activities;

5. Measure the University’s compliance with the AAP’s specific obligations.

To ensure that the audit system is effective, all records concerning applicants who are individuals with disabilities or covered veterans will be maintained for five years consistent
with the law, and all personnel actions involving these employees will be individually maintained as a part of their personnel files.

Special reports summarizing affirmative action efforts to assist covered employees, descriptions of any formal complaints, etc. will be provided to the President at least annually.

This Affirmative Action Plan will be updated annually and will include a summary of the previous year's actions and programs.

Where the Affirmative Action Program is found to be deficient, the University will undertake necessary action to bring the program into compliance.
SECTION XII

TRAINING

Consistent with 41 C.F.R. 60-741.44(j), 41 C.F.R. 60-300.44(i)

The University trains all personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes to ensure that the commitments in the University’s Affirmative Action Plan are implemented.
EXHIBIT A

POST-OFFER/PRE-EMPLOYMENT INVITATION

WORKERS WITH DISABILITIES, DISABLED VETERANS, ARMED FORCES SERVICE MEDAL VETERANS, OTHER PROTECTED VETERANS, AND RECENTLY SEPARATED VETERANS

Murray State University adheres to the Rehabilitation Act of 1973 (Section 503), and Section 402 of the Vietnam Era Veterans Readjustment Act of 1974 (VEVRAA), and takes affirmative action to employ and advance in employment, qualified persons with disabilities, and other qualified eligible veterans covered by VEVRAA as defined below. If you are a qualified person with a disability or a veteran covered by VEVRAA, we would like to invite you to participate in our affirmative action program. If you would like to be included under the affirmative action program, please contact the Office of Equal. You may inform us of your desire to benefit under this program at this time and/or at any time in the future. Murray State University’s affirmative action program describes the University’s commitment to undertaking affirmative action to recruit, place and advance in employment covered veterans and qualified individuals with disabilities. The affirmative action program is available to all employees and applicants for review during regular business hours. Submission of this information is voluntary and your decision not to provide it will not affect the consideration you are being given for employment or subject you to any adverse treatment. The information you provide will be kept confidential as far as practicable and in accordance with the law, and will be used to assist in providing reasonable accommodation and for statistical reporting as required by government agencies. In particular, the following may have access to the information you provide: (i) supervisors and managers may be informed regarding restrictions on the work or duties of disabled persons, and regarding necessary accommodations, (ii) first aid and safety personnel may be informed, when and to the extent appropriate, if the condition might require emergency treatment, and (iii) Government officials engaged in enforcing the Americans with Disabilities Act or laws administered by the Office of Federal Contract Compliance Programs, may be informed. The information shall not be used in a manner inconsistent with VEVRAA or Section 503.

If you are disabled, it would assist us if you tell us about:

(i) Any special methods, skills, and procedures which qualify you for positions that you might not otherwise be able to do because of your disability, so that you will be considered for any positions of that kind.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
(ii) Any accommodations which we could make which would enable you to perform the job properly and safely, including special equipment, changes in the physical layout of the job, elimination of certain duties relating to the job, provision of personal assistance services or other accommodations.


I voluntarily identify myself as:

[ ] **An Individual with a Disability** - An "individual with a disability" is defined as a person who (1) has a physical or mental impairment that substantially limits one or more of his or her major life activities, (2) has a record of such impairment, or (iii) is regarded as having such impairment unless otherwise exempted under 41 CFR 60-741.3.

[ ] **A Disabled Veteran** - A "disabled veteran" is (1) A veteran of the U.S. military, ground, naval or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or (2) A person who was discharged or released from active duty because of a service connected disability.

[ ] **An Armed Forces Service Medal Veteran** - An "Armed Forces Service Medal veteran" is any veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

[ ] **An Other Protected Veteran** - means any other veteran who served on active duty in the U.S. military, ground, naval, or air service during a war or in a campaign or expedition for which a campaign badge has been authorized under the laws administered by the Department of Defense.

[ ] **Recently Separated Veteran** - "Recently separated veteran” means any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty in the U.S. military, ground, naval or air service.

Please provide your date of discharge or release from active duty: __________________________
A complete list of qualifying military engagements is available online at http://www.opm.gov/veterans/html/vgmedal2.htm.

Signature: ____________________________________________________________

Date: ______________________________________________________________

Print Name: __________________________________________________________

Employee #: __________________________________________________________