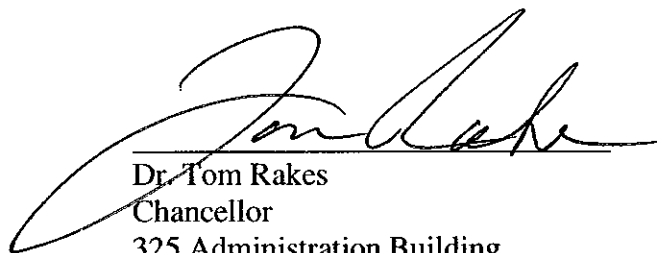


PREFACE

With the issuance of these updated **AFFIRMATIVE ACTION PLANS**, the University of Tennessee at Martin reaffirms its policy of equal employment opportunity and its commitment to taking affirmative measures in seeking to increase the number of employees who are members of groups traditionally underrepresented at this university.

The policies and procedures in these **PLANS** are binding upon all UTM personnel and all UTM units.

A handwritten signature in black ink, appearing to read "Tom Rakes", is written over a horizontal line.

Dr. Tom Rakes
Chancellor
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