



EXECUTIVE ORDER 11246 AFFIRMATIVE ACTION PLAN (AAP)

for

**Tennessee Board of Regents
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Nashville, TN 37217
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11/01/2016 - 10/31/2017

PART I: AAP FOR MINORITIES AND WOMEN

**PART II: AAP FOR PROTECTED VETERANS
AND INDIVIDUALS WITH DISABILITIES**

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TENNESSEE BOARD OF REGENTS AAP

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INTRODUCTION TO PARTS I AND II

BACKGROUND

The Tennessee Board of Regents (TBR) is one of the nation's largest higher education systems, governing 46 post-secondary educational institutions. The TBR system includes six universities, 13 two-year colleges and 27 colleges of applied technology, providing programs to students across the state, country and world.

Affirmative action is a term that encompasses any measure adopted by an employer to correct or to compensate for past or present discrimination or to prevent discrimination from recurring in the future. Affirmative action goes beyond the simple termination of a discriminatory practice.

A prerequisite to the development of an effective affirmative action plan is the evaluation of opportunities for protected group members, as well as an identification and analysis of problem areas inherent in their employment. Also, where a statistical analysis reveals a numeric disparity between incumbency (and/or hiring rates for veterans) and availability, an adequate AAP details specific affirmative action steps to guarantee equal employment opportunity. These steps are keyed to the problems and needs of protected group members. For minorities and women, such steps include the development of hiring and promotion goals to rectify the disparity between incumbency and availability. For protected veterans and individuals with disabilities, such steps will include a thorough review of the agency's outreach efforts to determine the effectiveness of such efforts in closing the hiring and/or utilization gaps. It is toward this end that the following AAP of Tennessee Board of Regents was developed.

APPLICABLE AFFIRMATIVE ACTION LAWS AND REGULATIONS

Tennessee Board of Regents' AAP for minorities and women (Part I) has been prepared according to Executive Order No. 11246, as amended, and Title 41, Code of Federal Regulations, Part 60-1 (Equal Employment Opportunity Duties of Government Contractors), Part 60-2 (Affirmative Action Programs of Government Non-Construction Contractors; also known as "Revised Order No. 4"), and Part 60-20 (Sex Discrimination Guidelines for Government Contractors).

Tennessee Board of Regents has developed separately an affirmative action plan for protected veterans and individuals with disabilities (Part II) prepared in accordance with the Rehabilitation Act of 1973, Section 503, as amended and Title 41, Code of Federal Regulations, Part 60-741 (Affirmative Action Program for Individuals with Disabilities), the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Section 4212, as amended, and Title 41 Code of Federal Regulations, Part 60-300 (Affirmative Action Program for protected veterans).

COVERED GROUPS UNDER AFFIRMATIVE ACTION LAWS AND REGULATIONS

Coverage under affirmative action laws and regulations applies to:

Women and minorities who are recognized as belonging to or identifying with the following race or ethnic groups: Blacks/African Americans, Hispanics/Latinos, Asians/Pacific Islanders, and American Indians/Alaskan Natives.

Any veteran 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 who was discharged or released from active duty because of a service-connected disability.

Recently separated veterans: any veteran currently within three-years of discharge or release from active duty.

Veterans who served on active duty in the U.S. military during a war or campaign or expedition for which a campaign badge is awarded.

Veterans who, while serving on active duty in the Armed Forces, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

An individual with a disability: 1) a person who has a physical or mental impairment that substantially limits one or more of his/her major life activities; (2) has a record of such impairment, or (3) is regarded as having such an impairment.

PROGRAM TERMINOLOGY

The terms, "comparison of incumbency to availability," "deficiency," and "problem area," appearing in this AAP, are terms Tennessee Board of Regents is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance whatsoever. Although Tennessee Board of Regents will use the terms in total good faith in connection with its AAP, such use does not necessarily signify that the Agency agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives.

The comparison of incumbency to availability contained herein is required by Government regulations to be based on certain statistical comparisons. Geographic areas and sources of statistics used herein for these comparisons were used in compliance with Government regulations, as interpreted by Government representatives. The use of certain geographic areas and sources of statistics does not indicate Tennessee Board of Regents' agreement that the geographic areas are appropriate in all instances of use or that the sources of statistics are the most relevant. The use of such geographic areas and statistics may have no significance outside

the context of this AAP. Such statistics and geographic areas will be used, however, in total good faith with respect to this AAP.

The grouping of job titles into a given job group does not suggest that Tennessee Board of Regents believes the jobs so grouped are of comparable worth.

Whenever the term "goal" is used, it is expressly intended that it "should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin," as stated in Title 41 Code of Federal Regulations, Part 60-2.16(e)(2).

This AAP is not intended to create any contractual or other rights in any person or entity.

RELIANCE ON EEOC'S GUIDELINES

Although Tennessee Board of Regents does not believe any violation of Title VII of the Civil Rights Act exists, it has developed this AAP in accordance with and in reliance upon the EEOC's Guidelines on Affirmative Action, Title 29 Code of Federal Regulations, Part 1608.

REPORTING PERIOD

This AAP is designed to cover the following reporting period,

- AAP implementation period: 11/01/2016 to 10/31/2017
- Transaction period: 11/01/2015 to 10/31/2016

STATEMENT OF PURPOSE FOR PARTS I AND II

This AAP has been designed to bring women and men, members of minority groups, protected veterans, and individuals with disabilities into all levels and segments of Tennessee Board of Regents' workforce in proportion to their representation in the qualified relevant labor market.

The AAP, therefore, is a detailed, results-oriented set of procedures which, when carried out, results in full compliance with equal employment opportunity requirements through the equal treatment of all people.

The manner in which this is to be accomplished becomes technical and somewhat complicated. There are several reasons for this. First, Tennessee Board of Regents is subject to and must address a variety of State and Federal laws and guidelines dealing with equal employment opportunity and affirmative action. These guidelines and requirements are in themselves somewhat technical and complex. In addition, relevant court decisions, which are often useful in interpreting, but sometimes conflicting with these requirements and guidelines, must be taken into account when developing and implementing the AAP. Furthermore, in determining Tennessee Board of Regents' current equal employment opportunity and affirmative action position and its desired future achievements, numbers, percentages, statistics, and numerous calculations and computations must come into play.

The technical, legal, and mathematical aspects of the AAP, however, all have one common

purpose—to allow us to properly identify three key concepts:

1. Where we stand now,
2. Where we must go,
3. How best to get there.

These three concepts are the Affirmative Action Plan.

TENNESSEE BOARD OF REGENTS

PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN

FOR

11/01/2016 - 10/31/2017

PART I

AAP FOR MINORITIES AND WOMEN

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PART I: AAP FOR MINORITIES AND WOMEN

CHAPTER 1: ORGANIZATIONAL PROFILE

41 C.F.R. § 60-2.11

Workforce Analysis/Lines of Progression

Tennessee Board of Regents conducted a workforce analysis to identify employees by gender and race/ethnicity in each job title. The data was collected from payroll records dated 11/1/2016.

Job titles are listed by organizational unit. Job titles are listed from lowest to highest paid. The list includes all job titles, including departmental supervision, exempt, and nonexempt titles.

For each job title, Tennessee Board of Regents identified the total number of employees, the number of male and female employees, the total number of minority employees, the male and female minority employees, the total number of employees who are White, Black, Hispanic, Asian, American Indian or Alaskan Native employees, Native Hawaiian or Pacific Islander, and Two or More races, and the male and female employees within each of these race/ethnic groups.

Lines of Progression

Developed in conjunction with the workforce analysis is information on Tennessee Board of Regents' lines of progression. Lines of progression (career ladders/career paths) identify the job titles through which an employee can move to the top of a line. For each line of progression, applicable departments are identified. These are the departments which employ persons in the job titles in the specified line of progression. Some lines of progression are limited to only one department, while others are found throughout several departments.

The lines of progression provide useful information regarding patterns of vertical and horizontal movement throughout our workforce. These patterns will be evaluated to ascertain whether they provide to our employees the optimum career mobility and opportunities for advancement.

See the *Workforce Analysis/Lines of Progression* for the results per organizational unit.

CHAPTER 2: JOB GROUP ANALYSIS

41 C.F.R. § 60-2.12

Although the workforce analysis was conducted individually for every job title, after it was completed, job titles were grouped for the comparison of incumbency to availability and for setting goals. There were several reasons for grouping jobs.

Many job titles are so similar in content that handling them individually in the AAP is not necessary. Grouping together these very similar titles is appropriate for the comparison of incumbency to availability. For many job titles, the availability data that can be collected is limited, and the same data must be used for several related jobs. Therefore, grouping these related titles together is logical. Also, many job titles have so few incumbents in them that identifying disparities between incumbency and availability by job title is meaningless—as problem areas would be identified in terms of fractions of people. By grouping several similar titles and increasing the number of employees involved, a meaningful comparison can be conducted; any identified problem areas are more likely to be in terms of whole people. Consequently, goals established to correct problem areas are also more likely to be in terms of whole people.

The three reasons for grouping job titles all discuss "similar" or "related" jobs. That is the most critical guideline in creating job groups. Above all, the job titles placed into a job group must be more similar or related to each other than the job titles in other job groups.

Job groups must have enough incumbents to permit meaningful comparisons of incumbency to availability and goal setting. Ideally, if a job group is identified as containing a problem area, it should be large enough that a goal of a least one whole person can be established. No minimum size has been established for this purpose, however, since it is dependent not only on the size of the job group, but also on the size of the availability percentage and the number of minorities or women already employed in the job group.

It may not be possible for a smaller contractor's job groups to meet the guideline of not crossing EEO categories. While there are usually two or more job groups within each EEO-1 or EEO-6 category, for smaller contractors some or all of their job groups may correspond to EEO categories.

Tennessee Board of Regents did not combine job titles with different content, wages, or opportunities if doing so would have obscured problem areas (e.g., job groups which combine jobs in which minorities or women are concentrated with jobs in which they are underrepresented).

CHAPTER 3: PLACEMENT OF INCUMBENTS IN JOB GROUPS
41 C.F.R. § 60-2.13

Each job group appears on a Job Group Report with a job group name and number. The report lists each job title in the job group. For each job title, the worksheet provides the following information: EEO reporting category, job title, employee headcounts for each job title, and overall percentages by gender and race/ethnicity as of 11/1/2016.

See the *Job Group Analysis* for the listing of the job titles and the associated race and gender headcounts per job group.

CHAPTER 4: DETERMINING AVAILABILITY

41 C.F.R. § 60-2.14

"Availability" is an estimate of the proportion of each sex and race/ethnic group available and qualified for employment at Tennessee Board of Regents for a given job group in the relevant labor market during the life of the AAP. Availability indicates the approximate level at which each race/ethnic and sex group could reasonably be expected to be represented in a job group if Tennessee Board of Regents' employment decisions are being made without regard to gender, race, or ethnic origin. Availability estimates, therefore, are a way of translating equal employment opportunity into concrete numerical terms. Correct comparisons of incumbency to availability, worthwhile and attainable goals, and real increases in employment for problem groups depend on competent and accurate availability analyses. With valid availability data, we can compare the percentages of those who could reasonably be expected to be employed versus our current employment (from the workforce analysis), identify problem areas or areas of deficiency, and establish goals to correct the problems.

Steps in Comparison of Incumbency to Availability

Identify Availability Factors

The following availability factors are required of federal government contractors for consideration when developing availability estimates for each job group:

1. External Factor: The external requisite skills data comes from the 2010 Census of Population.
 - A. Local labor area: For the purposes of this plan, the local labor area is defined as 1) the following Tennessee counties: Davidson, Wilson, Robertson, Montgomery, Dickson, Cheatham, Williamson, Rutherford, Trousdale, and Sumner and 2) the Nashville, TN Metro Area.
 - B. Reasonable labor area: For the purposes of this plan, the reasonable labor area has been defined as National.
2. Internal Factor: The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. See the *Internal Availability Analysis* for more detail.

Assign Internal and External Factor Weights: Weights were assigned to each factor for each job group. A combination of historical data and experience were used to determine the weights. Weights were never assigned in an effort to hide or reduce problem areas.

Identify Final Availability: Weights were multiplied by the component-specific data to produce weighted data for each component. Weighted data for each component was summed. This produced a final availability estimate for each sex and race/ethnic group, as well as for minorities in the aggregate.¹

¹ In most cases, the final availability report (and most other technical reports in this AAP) only includes

See the *Availability Analysis* for the availability breakdown for each job group.

data/information for females and minorities in the aggregate.

CHAPTER 5: COMPARING INCUMBENCY TO AVAILABILITY
41 C.F.R. § 60-2.15

Once final availability estimates were made for each job group, Tennessee Board of Regents compared the percentage of incumbents in each job group to their corresponding availability. A comparison was made between the percentage employed as of 11/1/2016 and that group's final availability.

See the *Comparison of Incumbency to Availability* for the results per job group.

CHAPTER 6: PLACEMENT GOALS

41 C.F.R. § 60-2.16

Tennessee Board of Regents has established an annual percentage placement goal whenever it found that minority or female representation within a job group was less than would reasonably be expected given their availability. In each case, the goal was set at the availability figure derived for women and/or minorities, as appropriate for that job group. These goals take into account the availability of basically qualified persons in the relevant labor area. They also take into account anticipated employment opportunities with our organization. Goals are not rigid and inflexible quotas which must be met, but are instead targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire AAP work. These goals will be reached primarily through recruiting and advertising to increase the pool of qualified minority and female applicants and through implementation of our action-oriented programs (see Chapter 9). Selections will occur only from among qualified applicants. Goals do not require the hiring of a person when there are no vacancies or the hiring of a person who is less likely to do well on the job ("less qualified") over a person more likely to do well on the job ("better qualified"), under valid selection procedures. Goals do not require that Tennessee Board of Regents hire a specified number of minorities or women.

A goal is a guidepost against which Tennessee Board of Regents, a community group, or a compliance agency can measure progress in remedying identified deficiencies in Tennessee Board of Regents' workforce. By setting realistic goals, Tennessee Board of Regents should be able to meet the goals, assuming we conduct effective recruitment and advertising efforts to ensure an adequate pool of qualified minority and/or female applicants.

See the *Placement Goals* report for each job group and the *Goals Progress Report* for progress made since the previous AAP.

CHAPTER 7: DESIGNATION OF RESPONSIBILITY
41 C.F.R. § 60-2.17(a)

As part of its efforts to ensure equal employment opportunity to all individuals, Tennessee Board of Regents has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the Chancellor, the Assistant Vice Chancellor for Human Resources, the Director of Diversity and Equity Initiatives, and those employed as supervisors and managers have undertaken the responsibilities described below.

Chancellor

The primary responsibility and accountability for implementing the AAP rests with the Chancellor. This person is responsible, through the Assistant Vice Chancellor for Human Resources and the Director of Diversity and Equity Initiatives, for adherence to Tennessee Board of Regents' policy of equal employment opportunity and affirmative action. This role includes, but is not limited to, the following duties:

1. Designate appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring Tennessee Board of Regents' AAP. Ensure that these personnel are identified in writing by name and job title.
2. Ensure that those designated personnel responsible for all AAP components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.
3. Impart the personal direction that ensures total involvement and commitment to equal employment opportunity programs through Tennessee Board of Regents's AAP.

Director of Diversity and Equity Initiatives

The Director of Diversity and Equity Initiatives is responsible for overall supervision of the AAP. The Director of Diversity and Equity Initiatives ensures, department managers and supervisors, that all relevant policies and procedures are adhered to. Successful implementation of this program is a basis for evaluating the Director of Diversity and Equity Initiatives' effective work performance. The Director of Diversity and Equity Initiatives' responsibilities include, but are not limited to, the following:

1. Ensure that Tennessee Board of Regents adheres to the stated policy of equal employment opportunity, and monitor the application of equal employment opportunity policies.
2. Ensure that the AAP is reviewed and updated annually in accordance with Tennessee Board of Regents' stated policy.
3. Participate in periodic discussions with management, supervision, and all other

employed personnel to ensure AAP and equal employment opportunity policies are being followed.

4. Review the qualifications of all employees to ensure equitable opportunity, based on job-related employment practices, is given to all for transfers and promotions.
5. Conduct periodic audits of: 1) training programs and hiring and promotion patterns to remove impediments to the attainment of AAP goals and objectives, 2) facilities to ensure they are maintained for the use and benefit of all employees and integrated both in policy and practice, and 3) sponsored educational, training, recreational, and social activities to ensure that all employees are encouraged to participate in accordance with policies on non-discrimination.
6. Ensure that all new employees receive a special orientation to Tennessee Board of Regents' equal employment opportunity policy and are thoroughly informed with regard to the AAP and its objectives.
7. Periodically analyze applicant flow to determine the mix of persons applying for employment by race/ethnic origin and gender.
8. Ensure that recruitment advertising is placed in minority and female-oriented publications, as applicable.
9. Review all job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensure that all requirements are job-related, that they are realistic, and that they reflect the actual work requirements of the essential job duties.

Managers and Supervisors

In their direct day-to-day contact with Tennessee Board of Regents' employees, managers and supervisors have assumed certain responsibilities to help the Agency ensure compliance with equal employment opportunity programs and effective implementation of the AAP. These include, but are not limited to, the following:

1. Aggressively adhere to Tennessee Board of Regents' equal employment opportunity and affirmative action policy.
 - A. Support and assist the Director of Diversity and Equity Initiatives in developing, maintaining, and successfully implementing the AAP.
 - B. Complete progress reports regarding the status of goal achievement.
 - C. Take action to prevent harassment of employees placed through affirmative action efforts.

2. Assign employees to significant jobs that might lead to greater personal growth and value, and counsel them with respect to what is needed for upward mobility within the employment structure.
3. Ensure that all interviews, offers of employment and/or wage commitments are consistent with Tennessee Board of Regents' policy.
4. Implement the internal promotion and transfer of all employees under their supervision consistent with AAP goals and objectives.
5. Assist in identifying problem areas and provide needed information for establishing and meeting department affirmative action goals and objectives.

CHAPTER 8: IDENTIFICATION OF PROBLEM AREAS
41 C.F.R. § 60-2.17(b)

Terminology

The phrases “comparison of incumbency to availability,” and “problem area” appearing in this chapter are terms Tennessee Board of Regents is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance. Although Tennessee Board of Regents will use the terms in good faith in connection with its AAP, such use does not necessarily signify the agency agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives. Whenever the term “goal” is used, it is expressly intended that it “should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin,” as stated in Title 41 Code of Federal Regulations, Part 60-2.16(e).

In addition to comparing incumbency to availability within job groups, Tennessee Board of Regents has conducted studies to identify problem areas in each of its selection procedures (i.e., hires, promotions, and terminations). Tennessee Board of Regents will continue to monitor and update these studies during each AAP year. In each case where potential problem areas have been identified, affirmative actions, as appropriate, will be taken consistent with any of the action-oriented programs described in Chapter 9 of this AAP.

Goals are established within each of the job groups at no less than the current availability data for the job group.

Background: Within the reporting period, the agency underwent a change in its legislative charge that resulted in significant operational changes. During this time, the system’s largest institutions, the six universities, began the process of transitioning out of TBR governance and the agency chief executive unexpectedly retired. Thus, there were more personnel changes (i.e., voluntary terminations, interim appointments, etc.) that occurred within the reporting period and are reflected in the plan reports.

41 C.F.R. § 60-2.17(b)(1): Workforce by Organizational Unit and Job Group

An analysis of minority and female distribution within each organizational unit was accomplished by a thorough investigation of the *Workforce Analysis*.

An analysis of minority and female utilization within each job group was accomplished by a thorough investigation of the *Comparison of Incumbency to Availability* reports.

41 C.F.R. § 60-2.17(b)(2): Personnel Activity

Applicant flow, hires, promotions, and terminations were analyzed by job group. An analysis of

selection disparities in personnel activity between men/women and whites/minorities was accomplished by a thorough examination of transaction data.

See the *Summary of Personnel Transactions Report* for each job group.

41 C.F.R. § 60-2.17(b)(3): Compensation Systems

Compensation analyses were conducted by comparing the salaries for men v. women, and whites v. minorities in each job group.

CHAPTER 9: ACTION-ORIENTED PROGRAMS
41 C.F.R. § 60-2.17(c)

Tennessee Board of Regents tailors our action-oriented programs each year to ensure they are specific to the problem identified.

Action-Oriented Program:

The Action-Oriented Programs designed to address the underutilization of women and minorities are listed below. These Action-Oriented Programs will be carried-out throughout the AAP year. The Director of Diversity and Equity Initiatives, with the help of the managers, will be responsible in ensuring that the following are implemented.

Recruitment:

1. Tennessee Board of Regents will continue to place advertisements on job opportunities through local job service offices. The local job service office will be notified concurrent with the placement of a newspaper ad.
2. Due to the extensive technical education and experience required for some positions, Tennessee Board of Regents will also continue to place job opportunity announcements in the agency website, and in national publications when appropriate.
3. Advertisements and newsletters will always carry the Equal Employment Opportunity clause.
4. Minority and female applicants will be considered for all positions for which they are qualified.
5. Tennessee Board of Regents will continue to recruit at several colleges and universities, including, but not limited to, those institutions within the Tennessee Board of Regents system.
6. The agency will continue to employ co-op students who work during the summer and part-time during the school year. Many of these students are referred by system institutions.

Job Specifications/Selection Process:

1. Develop position descriptions that accurately reflect position functions, and are consistent for the same position from one location to another.
2. Develop job or worker specifications that contain academic, experience, and skill requirements that do not constitute inadvertent discrimination. Develop specifications that are free from bias with regard to age, race, color, religion, national origin, disability or veteran status.

3. Approved position specifications and worker specifications will be made available to all members of management involved in the recruiting, screening, selection, and promotion process.
4. Tennessee Board of Regents will continue to use only worker specifications that include job-related criteria.
5. Tennessee Board of Regents will continue to carefully select and counsel all personnel involved in the recruiting, screening, selection, promotion, disciplinary, and related processes to eliminate bias in all personnel actions.

Job Advancement:

1. Minority and female employees can be made available for participation in Career Days, Youth Motivation Programs, and related activities in the community, as desired.
2. Tennessee Board of Regents will continue to post or announce job opportunities. Tennessee Board of Regents' Job Posting Policy System requires postings of all positions up to the Senior Management level, except in special circumstances approved by the Affirmative Action Officer.
3. Tennessee Board of Regents will continue to make use of the inventory of our current employee skills, when completed, to determine academic, skill, and experience level of individual employees.
4. Require supervisory personnel to submit justification when apparently qualified minority or female employees are passed over for upgrading.
5. All employees are actively encouraged to participate in facilities and agency-sponsored social and recreational activities.
6. Tennessee Board of Regents will continue to use our formal employee evaluation program. The performance Appraisal is used for annual reviews for all employees.
7. Tuition refund is offered to all regular full time and part time employees who are interested in pursuing an undergraduate degree or an advance degree, with certain limitations.

CHAPTER 10: INTERNAL AUDIT AND REPORTING
41 C.F.R. § 60-2.17(d)

Inherent in the AAP is the need for periodic self-assessment of problems encountered, corrective action taken, and progress made. Self-evaluation requires complex record keeping systems on applicants, employees, and components of the AAP itself. Periodic reports from supervisors, department managers, the Director of Diversity and Equity Initiatives, and other relevant persons are required.

The objective of all record keeping systems to be implemented is to assess the results of past actions, trends, the appropriateness of goals and objectives, the appropriateness and relevancy of identified solutions to problems, and the adequacy of the Plan as a whole. In addition, a further objective is to identify the proper corrective actions to be made to all components.

In order to fully achieve the objectives of such a record keeping system, the results of it must lead to follow-up through feedback to managers, supervisors, and staff, through reallocation of resources, through modifications to plans and the record keeping system itself, through appropriate recognition of personal achievements as well as punitive actions for discriminatory acts. For any identified deficiencies, appropriate corrective action will be identified and implemented.

The records that are maintained are the basis for updating the affirmative action plan, including revising the availability data and establishing annual numerical goals. The internal audit and reporting system is used as the basis for evaluating systemic, results-oriented programs and affirmative action efforts.

The auditing and reporting system periodically measures the effectiveness of its total affirmative action program. The Director of Diversity and Equity Initiatives:

1. Monitors records of all personnel activity, including referrals, placements, transfers, promotions, terminations, and compensation, at all levels to ensure the nondiscriminatory policy is carried out;
2. Requires internal reporting on a scheduled basis as to the degree to which equal employment opportunity and organizational objectives are attained;
3. Reviews report results with all levels of management; and
4. Advises top management of program effectiveness and submit recommendations to improve unsatisfactory performance.

Tennessee Board of Regents

**PART II: AFFIRMATIVE ACTION PLAN FOR PROTECTED VETERANS AND
INDIVIDUALS WITH DISABILITIES**

FOR

11/01/2016 - 10/31/2017

PART II

AAP FOR PROTECTED VETERANS AND INDIVIDUALS WITH DISABILITIES

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CHAPTER A: POLICY STATEMENT
41 C.F.R. §§ 60-300.44(a); 60-741.44(a)

It is the policy of Tennessee Board of Regents and my personal commitment that equal employment opportunity be provided in the employment and advancement for all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran or individual with a disability at all levels of employment, including the executive level. Tennessee Board of Regents does not and will not discriminate against any applicant or employee regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran and/or individual with a disability to any position for which the applicant or employee is qualified. In addition, Tennessee Board of Regents is committed to a policy of taking affirmative action to employ and advance in employment qualified protected veteran employees. Such affirmative action shall apply to all employment practices, including, but not limited to hiring, upgrading, demotion or transfer, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship and on-the-job training. Decisions related to personnel policies and practices shall be made on the basis of an individual's capacity to perform a particular job and the feasibility of any necessary job accommodation. Tennessee Board of Regents will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities and to disabled veterans.

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any activity protected by state, federal or local anti-discrimination laws including the following activities:

- (1) Filing a complaint;
- (2) Assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the affirmative action provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA) or any other Federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or Section 503 of the Rehabilitation Act of 1973, as amended (Section 503) or any other federal, state or local law requiring equal opportunity for disabled persons;;
- (3) Opposing any act or practice made unlawful by VEVRAA or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or section 503 or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled persons; or
- (4) Exercising any other right protected by VEVRAA or Section 503 or their implementing regulations.

Our obligations in this area stem from not only adherence to various state and federal regulations, but also from our commitment as an employer in this community to provide job

opportunities to all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran or an individual with disability. Tennessee Board of Regents' EEO policy and affirmative action obligations include the full support from Chancellor, Flora Tydings.

Tennessee Board of Regents will also continually design and implement audit and reporting systems that will measure the effectiveness and the compliance of the AAP, identify the need for remedial actions, determine if objectives were attained, and determine if opportunities to participate in agency-sponsored activities were extended to all employees and applicants.

The Tennessee Board of Regents is also committed to abiding with the Pay Transparency Nondiscrimination Provisions and therefore, will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. The Tennessee Board of Regents' employees who have access to the compensation information of other employees or applicants as part of their essential job functions are informed and trained to not disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) a response to a formal complaint or charge; (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the Tennessee Board of Regents' legal duty to furnish the information.

If you have any questions regarding our equal employment opportunity, harassment policies or the complaint procedure, you may contact your local Human Resources representative. Parts of the Affirmative Action Plan may be reviewed, as appropriate, by making an appointment with a local Human Resources representative.

(Signature)

Flora Tydings
Chancellor

11/1/2016

CHAPTER B: REVIEW OF PERSONNEL PROCESSES
41 C.F.R. §§ 60-300.44(b); 60-741.44(b)

To ensure that all personnel activities are conducted in a job-related manner which provides and promotes equal employment opportunity for all known protected veterans and employees and applicants with disabilities, reviews are periodically made of the Agency's examination and selection methods to identify barriers to employment, training, and promotion.

- 1) Tennessee Board of Regents periodically conduct a review of its employment processes to ensure thorough and systematic consideration of the job qualifications of 1) known protected veteran applicants and employees; and 2) applicants and employees with disabilities for job vacancies filled either by external hiring or internal promotions/transfers, as well as for all training opportunities available. In order to determine whether an individual is qualified for a particular job, a close examination of the content of the job is made, as well as a review of the job qualifications of known protected veterans and individuals with disabilities, both applicants and employees. In determining the qualifications of a protected veteran, consideration is given only to that portion of the military record, including discharge papers, relevant to the job qualifications for which the veteran is being considered.
- 2) The agency ensures that its personnel processes do not stereotype individuals with disabilities or protected veterans in a manner which limits their access to jobs for which they are qualified.
- 3) The agency ensures that applicants and employees with disabilities have equal access to its personnel processes, including those implemented through information and communication technologies.
- 4) The agency provides reasonable accommodations, unless such accommodations will cause undue hardship to the agency, to applicants and employees with disabilities to ensure that equal employment opportunity are extended in the operation of its personnel processes.

CHAPTER C: PHYSICAL AND MENTAL QUALIFICATIONS
41 C.F.R. §§ 60-300.44(c); 60-741.44(c)

To ensure that all physical and mental qualifications and requirements are job-related and promote equal employment opportunity for all known protected veterans and employees and applicants with qualified disabilities, reviews are periodically made of the Agency's physical and mental qualifications and requirements as they relate to employment, training, and promotion.

The Agency's physical and mental job requirements are reviewed to determine whether or not they are job-related and consistent with business necessity and safe performance on the job.

Schedule for Review: Any previously reviewed classification will be reviewed again if there is a change in working conditions which affects the job's physical or mental requirements (e.g., new requirements, new equipment, etc.)

**CHAPTER D: REASONABLE ACCOMMODATION TO PHYSICAL AND MENTAL
LIMITATIONS**

41 C.F.R §§ 60-300.44(d); 60-741.44(d)

Tennessee Board of Regents will make every effort to provide reasonable accommodations to physical and mental limitations of applicants and employees with disabilities or who are disabled veterans unless it can demonstrate that the accommodations would impose an undue hardship on the operation of business. Such reasonable accommodations are implemented in the agency's electronic and/or online application systems. The agency ensures that qualified applicants and employees with disabilities, who are unable to fully utilize the system, are provided equal opportunities to apply and be considered for all jobs. Tennessee Board of Regents will confidentially review performance issues of employees with known disabilities to determine whether a reasonable accommodation is needed when: 1) the employee is having significant difficulty with job performance, and 2) it is reasonable to conclude that the problem is related to the known disability.

Employees may also contact the following at any time to formally request an accommodation:

Name: April Preston

Title: Assistant Vice Chancellor for Human Resources

Phone: 615-366-4404

Email: april.preston@tbr.edu

CHAPTER E: HARASSMENT
41 C.F.R. §§ 60-300.44(e); 60-741.44(e)

Tennessee Board of Regents has developed and implemented a set of procedures to ensure that its employees with disabilities and protected veterans are not harassed due to those conditions. The sexual harassment policy, which includes a section prohibiting harassment of individuals with disabilities or protected veterans is available for distribution to new as well as to existing employees and can be found under the policies section of the TBR [website](#).

**CHAPTER F: EXTERNAL DISSEMINATION OF POLICY, OUTREACH AND
POSITIVE RECRUITMENT**
41 C.F.R. §§ 60-300.44(f); 60-741.44(f)

Based upon the Agency's review of its personnel policies as described in Chapter B, the following activities will be implemented or continued to further enhance our affirmative action efforts. All activities are the responsibility of the Director of Diversity and Equity Initiatives.

- 1) Initiate and maintain communication with organizations having special interests in the recruitment of and job accommodations for protected veterans and individuals with disabilities.
- 2) Provide information emphasizing job opportunities for protected veterans and individuals with disabilities to all local educational institutions, public and private.
- 3) List with the State Employment Development Department all suitable job openings.

The exemptions for posting jobs are when positions are, executive and top management positions, positions that will be filled from within the contractor's organization, and positions lasting three days or less.

This is an on-going activity. A listing of job opportunities reported to the local State Employment Service Delivery System is always kept current.

- 4) Participate in veterans "job fairs" and work study programs with Veterans' Administration rehabilitation facilities and schools which specialize in training or educating protected veterans.

CHAPTER G: INTERNAL DISSEMINATION OF POLICY
41 C.F.R. §§ 60-300.44(g); 60-741.44(g)

In order to gain positive support and understanding for the affirmative action program for protected veterans and individuals with disabilities Tennessee Board of Regents will implement or continue to implement the following internal dissemination procedures, all of which are the responsibility of the Director of Diversity and Equity Initiatives. The following policies and procedures are designed to foster support and understanding from Tennessee Board of Regents' executive staff, management, supervisors, and other employees in an effort to encourage all employees to take the necessary actions to aid Tennessee Board of Regents in meeting its obligations.

- 1) Include the policy statement in the Agency's policy manual and other in-house publications.
- 2) Conduct special meetings with executive, management, and supervisory personnel to explain the intent of the policy and individual responsibility for effective implementation, making clear the Chancellor's attitude.
- 3) Schedule training sessions for all employees involved in recruiting, selection, promotion, and other related employment issues for protected veterans and individuals with disabilities.
- 4) Discuss the policy thoroughly in both employee orientation and management training programs.
- 5) Post the policy on Agency bulletin boards, along with the Agency's harassment policy which includes protection from harassment on the basis of disability.

CHAPTER H: AUDIT AND REPORTING SYSTEM
41 C.F.R. §§ 60-300.44(h); 60-741.44(h)

Tennessee Board of Regents has developed and currently implements an audit and reporting system that addresses the following:

- 1) Measures the effectiveness of Tennessee Board of Regents' overall affirmative action program and whether the agency is in compliance with specific obligations.
- 2) Indicates the need for remedial action. Any corrective actions will be the responsibility of the Director of Diversity and Equity Initiatives.
- 3) Measures the degree to which Tennessee Board of Regents' objectives are being met.
- 4) Whether there are any undue hurdles for individuals with disabilities and protected veterans regarding agency sponsored educational, training, recreational, and social activities. This will also include, but not limited, to the review of the on-line and electronic application system to determine their accessibility and ensuring that procedures to request for accommodations are prominently displayed and that individuals with disabilities can readily obtain the needed accommodation.

CHAPTER I: RESPONSIBILITY FOR IMPLEMENTATION
41 C.F.R. §§ 60-300.44(i); 60-741.44(i)

As part of its efforts to ensure equal employment opportunity to protected veterans and individuals with disabilities, Tennessee Board of Regents has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the Chancellor and Director of Diversity and Equity Initiatives, and those employed as supervisors and managers have undertaken the responsibilities described below.

Chancellor

The Chancellor is responsible for providing top management support for the Agency's AAP. This person issues a memo annually to reaffirm the Agency's Equal Employment Opportunity Policy and to make known to all employees and applicants the commitment of Senior Management to EEO and affirmative action. Additional responsibilities include, but are not limited to:

- 1) Designating appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring the Agency's AAP. Ensuring that these personnel are identified in writing by name and job title.
- 2) Ensuring that designated personnel responsible for all AAP components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.
- 3) Imparting the personal direction that ensures total involvement and commitment to equal employment opportunity programs through Tennessee Board of Regents' AAP.

Director of Diversity and Equity Initiatives

The Director of Diversity and Equity Initiatives is responsible for overall supervision of the AAP. The Director of Diversity and Equity Initiatives ensures, through the department managers and supervisors, that all relevant policies and procedures are adhered to. Successful implementation of this program is a basis for evaluating the Director of Diversity and Equity Initiatives' effective work performance. The Director of Diversity and Equity Initiatives' responsibilities include, but are not limited to, the following:

- 1) Presenting all needed recommendations and procedural changes to Senior Management concerning EEO and affirmative action and ensuring that Senior Management is kept informed of the Agency's compliance status.
- 2) Maintaining Agency-wide management support and cooperation for the Agency's AAP.
- 3) Collaborating with Senior Management on EEO and AAP issues.
- 4) Assisting line management in arriving at solutions to EEO/AA problems.

- 5) Reviewing results of audit and reporting systems to assess the effectiveness of the Agency's AA programs and to direct corrective actions where necessary.
- 6) Ensuring that the AAP is updated annually for all establishments.
- 7) Providing guidance to managers and supervisors in taking proper action to prevent employees from being harassed in any way, through one-on-one contact, training, and disciplinary action.
- 8) Ensuring that relevant staff, (i.e., managers, and supervisors) are aware that their work performance is being evaluated in part on the basis of their equal employment opportunity efforts and results.
- 9) Reviewing the qualifications of all employees to ensure equitable opportunity, based on job-related employment practices, is given to all for transfers and promotions.
- 10) Conducting periodic audits of: 1) training programs and hiring and promotion patterns to remove impediments to the attainment of AAP goals and objectives, and 2) the Agency's sponsored educational, training, recreational, and social activities to ensure that all employees are encouraged to participate in accordance with policies on non-discrimination. Determine whether known protected veterans and employees with disabilities have had the opportunity to participate in all Agency-sponsored educational, training, recreation and social activities.
- 11) Reviewing all job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensuring that all requirements are job-related, that they are realistic, and that they reflect the actual work requirements of the essential job duties.
- 12) Ensuring the Agency's VETS 4212 form is filed annually with the Veterans' Employment and Training Service (VETS).

Managers and Supervisors

In their direct day-to-day contact with the Agency's employees, managers and supervisors have assumed certain responsibilities to help Tennessee Board of Regents ensure compliance with equal employment opportunity programs and effective implementation of the AAP. These include, but are not limited to the following:

- 1) Aggressively adhering to the Agency's equal employment opportunity policy.
- 2) Supporting and assisting the Director of Diversity and Equity Initiatives in developing, maintaining, and successfully implementing the AAP.
- 3) Completing progress reports regarding the status of affirmative action programs.

- 4) Taking action to prevent harassment of employees placed through affirmative action efforts.
- 5) Assigning employees to significant jobs that might lead to greater personal growth and value, and counsel them with respect to what is needed for upward mobility within the employment structure.
- 6) Ensuring that all interviews, offers of employment and/or wage commitments are consistent with the Agency's policy.
- 7) Implementing the internal promotion and transfer of all employees under their supervision consistent with AAP goals and objectives.
- 8) Assisting in identifying problem areas and providing needed information for establishing and meeting department affirmative action goals and objectives.
- 9) Seeking and sharing information on feasible accommodations which have been or could be made for known disabilities.

CHAPTER J: TRAINING
41 C.F.R. §§ 60-300.44(j); 60-741.44(j)

Tennessee Board of Regents trains all employees involved in any way with the recruitment, selection, promotion, disciplinary actions, training, and related processes of individuals with disabilities or protected veterans to ensure commitment to the agency's stated affirmative action goals.

CHAPTER K: DATA COLLECTION ANALYSIS
41 C.F.R. §§ 60-300.44(k); 60-741.44(k)

Tennessee Board of Regents has adopted the current national percentage of veterans in the civilian labor force of 6.9% as its hiring benchmark for protected veterans. Tennessee Board of Regents will update its hiring benchmark as new data is published and updated via the OFCCP's website. The 6.9% hiring benchmark is applied to each job group within Tennessee Board of Regents.

Tennessee Board of Regents also adopted the current national utilization goal of 7.0% for qualified individuals with disabilities. Tennessee Board of Regents will update its utilization goal as new data becomes available, updated and published. The 7.0% utilization goal is applied to *each job group* within Tennessee Board of Regents.

Goals and/or benchmarks do not require that Tennessee Board of Regents hire, promote, train, and/or retain a specified number of individuals with disabilities and/or protected veterans. These goals/benchmarks are not rigid and inflexible quotas which must be met, but are instead targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire AAP work. A goal is a guidepost against which Tennessee Board of Regents, a community group, or a compliance agency can measure progress in remedying identified deficiencies in Tennessee Board of Regents' workforce.

Tennessee Board of Regents has collected the required data and conducted studies to identify areas of opportunities in the employment of protected veterans and individuals with disabilities. Tennessee Board of Regents will continue to monitor and update these studies periodically during each AAP year. In each case where the hiring benchmark for protected veterans and/or the utilization goal for individuals with disabilities are not met, affirmative actions, as appropriate, will be taken consistent with the activities mentioned in Chapter F (External Dissemination of Policy and Outreach and Positive Recruitment) and measures described in Chapter H (Internal Audit and Reporting) of this AAP.

See the *Hiring Benchmark and Utilization Goals Analyses*.

CHAPTER L: COMPENSATION
41 C.F.R. §§ 60-300.21(i); 60-741.21(i)

It is the policy of Tennessee Board of Regents that when offering employment or promotion to protected veterans or individuals with disabilities, the amount of compensation offered will not be reduced because of any disability income, pension, or other benefit the applicant or employee receives from another source.

The Tennessee Board of Regents is also committed to abiding with the Pay Transparency Nondiscrimination Provisions. Employees or applicants who have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant will not be discharged or in any other manner be discriminated. Employees who have access to the compensation information of other employees or applicants as part of their essential job functions are informed and trained to not disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) a response to a formal complaint or charge; (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the Tennessee Board of Regents' legal duty to furnish the information.

**Tennessee Board of Regents
Workforce Analysis - Division**

Snapshot Date: 11/01/2016

Organizational Unit: 1000 - Chancellor

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0092	Temporary Hourly Employees	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	
TBR0067	Administrative Assistant III	1	0	Male	0	0	0	0	0	0	0	0	
				Female	1	1	0	0	0	0	0		
TBR0059	Executive Asst to Chancellor	1	0	Male	0	0	0	0	0	0	0	0	
				Female	1	1	0	0	0	0	0		
TBR0007	Associate Director	1	0	Male	1	1	0	0	0	0	0	0	
				Female	0	0	0	0	0	0	0		
TBR0017	Director	1	0	Male	1	1	0	0	0	0	0	0	
				Female	0	0	0	0	0	0	0		
TBR0083	Chancellor	1	0	Male	1	1	0	0	0	0	0	0	
				Female	0	0	0	0	0	0	0		
Grand Total #		6	0	Male #	3	3	0	0	0	0	0	0	
Grand Total %			0.0	Male %	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	
				Female #	3	3	0	0	0	0	0	0	
				Female%	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	

(+) Indicates this job contains employees who are included from another facility.

(-) Indicates this job contains employees included in this plan's Workforce Analysis but who are excluded from the rest of this facility's Affirmative Action plan.

**Tennessee Board of Regents
Workforce Analysis - Division**

Snapshot Date: 11/01/2016

Organizational Unit: 1500 - General Counsel

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0065	Administrative Assistant I	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0076	Manager of Paralegal Services	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0003	Assistant	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0008	Associate General Counsel	4	0	Male	2	2	0	0	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0	0
TBR0053	Univ Associate General Counsel	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0086	General Counsel	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
Grand Total #		9	0	Male #	4	4	0						
Grand Total %			0.0	Male %	44.4	44.4	0.0						
				Female #	5	5	0						
				Female%	55.6	55.6	0.0						

(+) Indicates this job contains employees who are included from another facility.

(-) Indicates this job contains employees included in this plan's Workforce Analysis but who are excluded from the rest of this facility's Affirmative Action plan.

**Tennessee Board of Regents
Workforce Analysis - Division**

Snapshot Date: 11/01/2016

Organizational Unit: 2000 - Business and Finance

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0063	Account Clerk 3	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0065	Administrative Assistant I	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0064	Accounts Payable Supervisor	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0073	Human Resource Technician	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0067	Administrative Assistant III	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0071	Coordinator of Payroll Services	1	1	Male	0	0	0	0	0	0	0	0	0
				Female	1	0	1	0	0	0	0	0	0
TBR0036	Manager	3	0	Male	2	2	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0004	Assistant Director	3	0	Male	1	1	0	0	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0	0
TBR0032	Internal Auditor	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0009	Auditor IV	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0033	Investigator	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0017	Director	2	0	Male	0	0	0	0	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0	0
TBR0024	Director of Internal Audit	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0092	Temporary Hourly Employees	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0

(+) Indicates this job contains employees who are included from another facility.

(-) Indicates this job contains employees included in this plan's Workforce Analysis but who are excluded from the rest of this facility's Affirmative Action plan.

**Tennessee Board of Regents
Workforce Analysis - Division**

Snapshot Date: 11/01/2016

Organizational Unit: 2000 - Business and Finance

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0055	Assistant Vice Chancellor	2	0	Male	0	0	0	0	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0	
TBR0057	Associate Vice Chancellor	1	0	Male	0	0	0	0	0	0	0	0	
				Female	1	1	0	0	0	0	0		
TBR0084	Chief Audit Executive	1	0	Male	0	0	0	0	0	0	0	0	
				Female	1	1	0	0	0	0	0		
TBR0087	Vice Chancellor	1	0	Male	1	1	0	0	0	0	0	0	
				Female	0	0	0	0	0	0	0		
Grand Total #		24	1	Male #	8	8	0	0	0	0	0	0	
Grand Total %			4.2	Male %	33.3	33.3	0.0	0.0	0.0	0.0	0.0	0.0	
				Female #	16	15	1	0	0	0	0	0	
				Female%	66.7	62.5	4.2	0.0	0.0	0.0	0.0	0.0	

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**Tennessee Board of Regents
Workforce Analysis - Division**

Snapshot Date: 11/01/2016

Organizational Unit: 3000 - Academic Affairs

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0065	Administrative Assistant I	3	1	Male	0	0	0	0	0	0	0	0	0
				Female	3	2	1	0	0	0	0	0	
TBR0092	Temporary Hourly Employees	1	0	Male	0	0	0	0	0	0	0	0	
				Female	1	1	0	0	0	0	0		
TBR0068	Administrative Assistant III/Coordinator	1	1	Male	0	0	0	0	0	0	0	0	
				Female	1	0	1	0	0	0	0		
TBR0066	Administrative Assistant II	2	2	Male	0	0	0	0	0	0	0	0	
				Female	2	0	2	0	0	0	0		
TBR0067	Administrative Assistant III	1	0	Male	0	0	0	0	0	0	0	0	
				Female	1	1	0	0	0	0	0		
TBR0040	Nursing Allied Health Special	1	1	Male	0	0	0	0	0	0	0	0	
				Female	1	0	1	0	0	0	0		
TBR0074	Instructional Tech Sys Analyst	1	0	Male	0	0	0	0	0	0	0	0	
				Female	1	1	0	0	0	0	0		
TBR0002	Analytics & Evaluation Analyst	1	0	Male	1	1	0	0	0	0	0	0	
				Female	0	0	0	0	0	0	0		
TBR0052	Systems Administration Specialist	1	1	Male	1	0	1	0	0	0	0	0	
				Female	0	0	0	0	0	0	0		
TBR0081	Student Success Initiatives Coordinator	1	1	Male	0	0	0	0	0	0	0	0	
				Female	1	0	1	0	0	0	0		
TBR0079	Senior Educational Technology Systems Coordinator	1	0	Male	0	0	0	0	0	0	0	0	
				Female	1	1	0	0	0	0	0		
TBR0006	Assistive Tech Specialist	1	0	Male	1	1	0	0	0	0	0	0	
				Female	0	0	0	0	0	0	0		
TBR0011	Bus Intelligence Analyst	1	1	Male	1	0	0	0	1	0	0	0	
				Female	0	0	0	0	0	0	0		
TBR0045	ROCC Support Services Coordinator	1	0	Male	1	1	0	0	0	0	0	0	
				Female	0	0	0	0	0	0	0		

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**Tennessee Board of Regents
Workforce Analysis - Division**

Snapshot Date: 11/01/2016

Organizational Unit: 3000 - Academic Affairs

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0062	Special Assist Vice Chancellor	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0047	Senior Instructional Designer	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0017	Director	3	0	Male	1	1	0	0	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0	0
TBR0019	Director Instructional Design	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0026	Director of Programs for ROCC	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0055	Assistant Vice Chancellor	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0061	Executive Director of Programs	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0057	Associate Vice Chancellor	3	1	Male	2	2	0	0	0	0	0	0	0
				Female	1	0	1	0	0	0	0	0	0
TBR0020	Director Nursing Allied Health	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0087	Vice Chancellor	2	0	Male	2	2	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
Grand Total #		32	9	Male #	12	10	1	0	1	0	0	0	
Grand Total %			28.1	Male %	37.5	31.3	3.1	0.0	3.1	0.0	0.0	0.0	
				Female #	20	13	7	0	0	0	0	0	
				Female%	62.5	40.6	21.9	0.0	0.0	0.0	0.0	0.0	

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**Tennessee Board of Regents
Workforce Analysis - Division**

Snapshot Date: 11/01/2016

Organizational Unit: 3500 - Colleges of Applied Technology

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0065	Administrative Assistant I	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0067	Administrative Assistant III	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0015	Coordinator - TCAT	1	1	Male	0	0	0	0	0	0	0	0	0
				Female	1	0	1	0	0	0	0	0	0
TBR0017	Director	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0055	Assistant Vice Chancellor	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0057	Associate Vice Chancellor	2	0	Male	0	0	0	0	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0	0
Grand Total #		7	1	Male #	1	1	0	0	0	0	0	0	0
Grand Total %			14.3	Male %	14.3	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
				Female #	6	5	1	0	0	0	0	0	0
				Female%	85.7	71.4	14.3	0.0	0.0	0.0	0.0	0.0	0.0

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**Tennessee Board of Regents
Workforce Analysis - Division**

Snapshot Date: 11/01/2016

Organizational Unit: 4000 - Information Technology

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0067	Administrative Assistant III	1	1	Male	0	0	0	0	0	0	0	0	0
				Female	1	0	1	0	0	0	0	0	0
TBR0052	Systems Administration Specialist	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0012	Business and System Analyst	2	0	Male	0	0	0	0	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0	0
TBR0016	Database Administrator	2	0	Male	0	0	0	0	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0	0
TBR0037	Manager Information Technology	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0050	Sr. DBA	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0036	Manager	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0085	Chief Information Officer	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
Grand Total #		10	1	Male #	4	4	0	0	0	0	0	0	0
Grand Total %			10.0	Male %	40.0	40.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
				Female #	6	5	1	0	0	0	0	0	0
				Female%	60.0	50.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0

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**Tennessee Board of Regents
Workforce Analysis - Division**

Snapshot Date: 11/01/2016

Organizational Unit: 5000 - Admin and Facilities Develop

Job Code	JobTitle	Total		Total										
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+			
TBR0069	Capital Projects Coordinator	1	1	Male	0	0	0	0	0	0	0	0	0	0
				Female	1	0	1	0	0	0	0	0	0	0
TBR0077	Program Assistant	1	0	Male	0	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0	0
TBR0075	Manager -Bid Contracts	1	0	Male	0	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0	0
TBR0078	Real Est Operation Coordinator	1	0	Male	0	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0	0
TBR0014	Construction Administrator	4	0	Male	3	3	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0	0
TBR0039	Mgr of Capital Budget & Proces	1	0	Male	0	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0	0
TBR0004	Assistant Director	1	0	Male	0	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0	0
TBR0036	Manager	5	0	Male	3	3	0	0	0	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0	0	0
TBR0028	Engineer	1	0	Male	1	1	0	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0	0
TBR0030	Facilities Sys Developer	1	0	Male	1	1	0	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0	0
TBR0018	Director External Affairs	1	0	Male	0	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0	0
TBR0017	Director	1	0	Male	1	1	0	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0	0
TBR0060	Executive Director	1	0	Male	1	1	0	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0	0

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**Tennessee Board of Regents
Workforce Analysis - Division**

Snapshot Date: 11/01/2016

Organizational Unit: 5000 - Admin and Facilities Develop

Job Code	JobTitle	Total		Total								
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
	Grand Total #	20	1	Male #	10	10	0	0	0	0	0	0
	Grand Total %		5.0	Male %	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0
				Female #	10	9	1	0	0	0	0	0
				Female%	50.0	45.0	5.0	0.0	0.0	0.0	0.0	0.0

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**Tennessee Board of Regents
Workforce Analysis - Division**

Snapshot Date: 11/01/2016

Organizational Unit: 7000 - OESI

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0092	Temporary Hourly Employees	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0065	Administrative Assistant I	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0022	Director of Diversity & Equity	1	1	Male	0	0	0	0	0	0	0	0	0
				Female	1	0	1	0	0	0	0	0	0
TBR0087	Vice Chancellor	1	1	Male	0	0	0	0	0	0	0	0	0
				Female	1	0	1	0	0	0	0	0	0
Grand Total #		4	2	Male #	1	1	0	0	0	0	0	0	0
Grand Total %			50.0	Male %	25.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
				Female #	3	1	2	0	0	0	0	0	0
				Female%	75.0	25.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0

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**Tennessee Board of Regents
Workforce Analysis - Division**

Snapshot Date: 11/01/2016

Organizational Unit: 8000 - Community Colleges

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0066	Administrative Assistant II	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0067	Administrative Assistant III	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0070	Coordinator - OESI	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0023	Director of Early College Init	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0038	Marketing & Communication	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0057	Associate Vice Chancellor	2	0	Male	1	1	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0087	Vice Chancellor	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
Grand Total #		8	0	Male #	3	3	0	0	0	0	0	0	
Grand Total %			0.0	Male %	37.5	37.5	0.0	0.0	0.0	0.0	0.0	0.0	
				Female #	5	5	0	0	0	0	0	0	
				Female%	62.5	62.5	0.0	0.0	0.0	0.0	0.0	0.0	

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**Tennessee Board of Regents
Workforce Analysis Summary - Division**

Snapshot Date: 11/01/2016

Organizational Unit	Total				Male							Female						
	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+	W	AA	H	A	NA	PI	2+
1000 - Chancellor	6	3	3	0	3	0	0	0	0	0	0	3	0	0	0	0	0	0
1500 - General Counsel	9	4	5	0	4	0	0	0	0	0	0	5	0	0	0	0	0	0
2000 - Business and Finance	24	8	16	1	8	0	0	0	0	0	0	15	1	0	0	0	0	0
3000 - Academic Affairs	32	12	20	9	10	1	0	1	0	0	0	13	7	0	0	0	0	0
3500 - Colleges of Applied Technology	7	1	6	1	1	0	0	0	0	0	0	5	1	0	0	0	0	0
4000 - Information Technology	10	4	6	1	4	0	0	0	0	0	0	5	1	0	0	0	0	0
5000 - Admin and Facilities Develop	20	10	10	1	10	0	0	0	0	0	0	9	1	0	0	0	0	0
7000 - OESI	4	1	3	2	1	0	0	0	0	0	0	1	2	0	0	0	0	0
8000 - Community Colleges	8	3	5	0	3	0	0	0	0	0	0	5	0	0	0	0	0	0
Total (#)	120	46	74	15	44	1	0	1	0	0	0	61	13	0	0	0	0	0
Total (%)		38.3	61.7	12.5	36.7	0.8	0.0	0.8	0.0	0.0	0.0	50.8	10.8	0.0	0.0	0.0	0.0	0.0

**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 100 - Chancellor's Office

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0092	Temporary Hourly Employees	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0067	Administrative Assistant III	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0059	Executive Asst to Chancellor	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0007	Associate Director	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0017	Director	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0083	Chancellor	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
Grand Total #		6	0	Male #	3	3	0	0	0	0	0	0	
Grand Total %			0.0	Male %	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	
				Female #	3	3	0	0	0	0	0	0	
				Female%	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 150 - General Counsel

Job Code	JobTitle	Total		Total										
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+			
TBR0065	Administrative Assistant I	1	0	Male	0	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0	0
TBR0076	Manager of Paralegal Services	1	0	Male	1	1	0	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0	0
TBR0003	Assistant	1	0	Male	0	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0	0
TBR0008	Associate General Counsel	4	0	Male	2	2	0	0	0	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0	0	0
TBR0053	Univ Associate General Counsel	1	0	Male	1	1	0	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0	0
TBR0086	General Counsel	1	0	Male	0	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0	0
		Grand Total #	9	Male #	4	4	0							
		Grand Total %		Male %	44.4	44.4	0.0							
				Female #	5	5	0							
				Female%	55.6	55.6	0.0							

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 200 - VC Business & Finance

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0067	Administrative Assistant III	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0036	Manager	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0092	Temporary Hourly Employees	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0087	Vice Chancellor	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
Grand Total #		4	0	Male #	3	3	0						
Grand Total %			0.0	Male %	75.0	75.0	0.0						
				Female #	1	1	0						
				Female%	25.0	25.0	0.0						

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 210 - Systemwide Accounting & Report

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0004	Assistant Director	2	0	Male	0	0	0	0	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0	
TBR0055	Assistant Vice Chancellor	1	0	Male	0	0	0	0	0	0	0	0	
				Female	1	1	0	0	0	0	0		
TBR0057	Associate Vice Chancellor	1	0	Male	0	0	0	0	0	0	0	0	
				Female	1	1	0	0	0	0	0		
Grand Total #		4	0	Male #	0	0	0	0	0	0	0	0	
Grand Total %			0.0	Male %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
				Female #	4	4	0	0	0	0	0	0	
				Female%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 220 - Fiscal Services

Job Code	JobTitle	Total		Total								
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
TBR0063	Account Clerk 3	1	0	Male	1	1	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0
TBR0064	Accounts Payable Supervisor	1	0	Male	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0
TBR0071	Coordinator of Payroll Services	1	1	Male	0	0	0	0	0	0	0	0
				Female	1	0	1	0	0	0	0	0
TBR0004	Assistant Director	1	0	Male	1	1	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0
TBR0017	Director	1	0	Male	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0
Grand Total #		5	1	Male #	2	2	0	0	0	0	0	0
Grand Total %			20.0	Male %	40.0	40.0	0.0	0.0	0.0	0.0	0.0	0.0
				Female #	3	2	1	0	0	0	0	0
				Female%	60.0	40.0	20.0	0.0	0.0	0.0	0.0	0.0

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 230 - Procurement & Contracting

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0065	Administrative Assistant I	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0036	Manager	2	0	Male	1	1	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
		Grand Total #	3	Male #	1	1	0						
		Grand Total %		Male %	33.3	33.3	0.0						
				Female #	2	2	0						
				Female%	66.7	66.7	0.0						

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 240 - Internal Audit

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0032	Internal Auditor	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0009	Auditor IV	1	0	Male	1	1	0	0	0	0	0	0	
				Female	0	0	0	0	0	0	0	0	
TBR0033	Investigator	1	0	Male	0	0	0	0	0	0	0	0	
				Female	1	1	0	0	0	0	0	0	
TBR0024	Director of Internal Audit	1	0	Male	1	1	0	0	0	0	0	0	
				Female	0	0	0	0	0	0	0	0	
TBR0084	Chief Audit Executive	1	0	Male	0	0	0	0	0	0	0	0	
				Female	1	1	0	0	0	0	0	0	
Grand Total #		5	0	Male #	2	2	0	0	0	0	0	0	
Grand Total %			0.0	Male %	40.0	40.0	0.0	0.0	0.0	0.0	0.0	0.0	
				Female #	3	3	0	0	0	0	0	0	
				Female%	60.0	60.0	0.0	0.0	0.0	0.0	0.0	0.0	

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 250 - Human Resources

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0073	Human Resource Technician	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0017	Director	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0055	Assistant Vice Chancellor	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
Grand Total #		3	0	Male #	0	0	0	0	0	0	0	0	0
Grand Total %			0.0	Male %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
				Female #	3	3	0						
				Female%	100.0	100.0	0.0						

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 300 - VC Academics

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0065	Administrative Assistant I	2	1	Male	0	0	0	0	0	0	0	0	0
				Female	2	1	1	0	0	0	0	0	
TBR0068	Administrative Assistant III/Coordinator	1	1	Male	0	0	0	0	0	0	0	0	
				Female	1	0	1	0	0	0	0		
TBR0067	Administrative Assistant III	1	0	Male	0	0	0	0	0	0	0	0	
				Female	1	1	0	0	0	0	0		
TBR0002	Analytics & Evaluation Analyst	1	0	Male	1	1	0	0	0	0	0	0	
				Female	0	0	0	0	0	0	0		
TBR0081	Student Success Initiatives Coordinator	1	1	Male	0	0	0	0	0	0	0	0	
				Female	1	0	1	0	0	0	0		
TBR0011	Bus Intelligence Analyst	1	1	Male	1	0	0	0	1	0	0	0	
				Female	0	0	0	0	0	0	0		
TBR0062	Special Assist Vice Chancellor	1	0	Male	1	1	0	0	0	0	0	0	
				Female	0	0	0	0	0	0	0		
TBR0055	Assistant Vice Chancellor	1	0	Male	0	0	0	0	0	0	0	0	
				Female	1	1	0	0	0	0	0		
TBR0057	Associate Vice Chancellor	2	1	Male	1	1	0	0	0	0	0	0	
				Female	1	0	1	0	0	0	0		
TBR0087	Vice Chancellor	2	0	Male	2	2	0	0	0	0	0	0	
				Female	0	0	0	0	0	0	0		
Grand Total #		13	5	Male #	6	5	0	0	1	0	0	0	
Grand Total %			38.5	Male %	46.2	38.5	0.0	0.0	7.7	0.0	0.0	0.0	
				Female #	7	3	4	0	0	0	0	0	
				Female%	53.8	23.1	30.8	0.0	0.0	0.0	0.0	0.0	

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 330 - TNeCampus

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0092	Temporary Hourly Employees	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0065	Administrative Assistant I	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0066	Administrative Assistant II	2	2	Male	0	0	0	0	0	0	0	0	0
				Female	2	0	2	0	0	0	0	0	0
TBR0040	Nursing Allied Health Special	1	1	Male	0	0	0	0	0	0	0	0	0
				Female	1	0	1	0	0	0	0	0	0
TBR0074	Instructional Tech Sys Analyst	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0052	Systems Administration Specialist	1	1	Male	1	0	1	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0079	Senior Educational Technology Systems Coordinator	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0006	Assistive Tech Specialist	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0045	ROCC Support Services Coordinator	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0047	Senior Instructional Designer	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0017	Director	3	0	Male	1	1	0	0	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0	0
TBR0019	Director Instructional Design	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0026	Director of Programs for ROCC	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0061	Executive Director of Programs	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 330 - TNeCampus

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0057	Associate Vice Chancellor	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0020	Director Nursing Allied Health	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
		Grand Total #	19	Male #	6	5	1	0	0	0	0	0	0
		Grand Total %		Male %	31.6	26.3	5.3	0.0	0.0	0.0	0.0	0.0	0.0
				Female #	13	10	3	0	0	0	0	0	0
				Female%	68.4	52.6	15.8	0.0	0.0	0.0	0.0	0.0	0.0

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 335 - e-Learning

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0092	Temporary Hourly Employees	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0065	Administrative Assistant I	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
		Grand Total #	2	Male #	1	1	0						
		Grand Total %	0.0	Male %	50.0	50.0	0.0						
				Female #	1	1	0						
				Female%	50.0	50.0	0.0						

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 350 - VC Tenn Technology Ctr

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0065	Administrative Assistant I	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0067	Administrative Assistant III	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0015	Coordinator - TCAT	1	1	Male	0	0	0	0	0	0	0	0	0
				Female	1	0	1	0	0	0	0	0	0
TBR0017	Director	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0055	Assistant Vice Chancellor	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0057	Associate Vice Chancellor	2	0	Male	0	0	0	0	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0	0
Grand Total #		7	1	Male #	1	1	0	0	0	0	0	0	0
Grand Total %			14.3	Male %	14.3	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
				Female #	6	5	1	0	0	0	0	0	0
				Female%	85.7	71.4	14.3	0.0	0.0	0.0	0.0	0.0	0.0

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 400 - Information Technology

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0067	Administrative Assistant III	1	1	Male	0	0	0	0	0	0	0	0	0
				Female	1	0	1	0	0	0	0	0	0
TBR0052	Systems Administration Specialist	1	0	Male	1	1	0	0	0	0	0	0	
				Female	0	0	0	0	0	0	0	0	
TBR0012	Business and System Analyst	2	0	Male	0	0	0	0	0	0	0	0	
				Female	2	2	0	0	0	0	0	0	
TBR0016	Database Administrator	2	0	Male	0	0	0	0	0	0	0	0	
				Female	2	2	0	0	0	0	0	0	
TBR0037	Manager Information Technology	1	0	Male	1	1	0	0	0	0	0	0	
				Female	0	0	0	0	0	0	0	0	
TBR0036	Manager	1	0	Male	0	0	0	0	0	0	0	0	
				Female	1	1	0	0	0	0	0	0	
TBR0085	Chief Information Officer	1	0	Male	1	1	0	0	0	0	0	0	
				Female	0	0	0	0	0	0	0	0	
Grand Total #		9	1	Male #	3	3	0	0	0	0	0	0	
Grand Total %			11.1	Male %	33.3	33.3	0.0	0.0	0.0	0.0	0.0	0.0	
				Female #	6	5	1	0	0	0	0	0	
				Female%	66.7	55.6	11.1	0.0	0.0	0.0	0.0	0.0	

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 405 - IT - Shared DBA's

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0050	Sr. DBA	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
				Grand Total #	1	0	Male #	1	1	0	0	0	0
				Grand Total %		0.0	Male %	100.0	100.0	0.0	0.0	0.0	0.0
							Female #	0	0	0	0	0	0
							Female%	0.0	0.0	0.0	0.0	0.0	0.0

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 500 - VC Administration

Job Code	JobTitle	Total		Total								
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
TBR0018	Director External Affairs	1	0	Male	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0
Grand Total #		1	0	Male #	0	0	0	0	0	0	0	0
Grand Total %			0.0	Male %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
				Female #	1	1	0	0	0	0	0	0
				Female%	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 510 - Facilities and Capital Project

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0069	Capital Projects Coordinator	1	1	Male	0	0	0	0	0	0	0	0	0
				Female	1	0	1	0	0	0	0	0	0
TBR0077	Program Assistant	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0075	Manager -Bid Contracts	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0078	Real Est Operation Coordinator	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0014	Construction Administrator	4	0	Male	3	3	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0039	Mgr of Capital Budget & Proces	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0004	Assistant Director	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0036	Manager	5	0	Male	3	3	0	0	0	0	0	0	0
				Female	2	2	0	0	0	0	0	0	0
TBR0028	Engineer	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0030	Facilities Sys Developer	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0017	Director	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0060	Executive Director	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 510 - Facilities and Capital Project

Job Code	JobTitle	Total		Total								
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+	
	Grand Total #	19	1	Male #	10	10	0	0	0	0	0	0
	Grand Total %		5.3	Male %	52.6	52.6	0.0	0.0	0.0	0.0	0.0	0.0
				Female #	9	8	1	0	0	0	0	0
				Female%	47.4	42.1	5.3	0.0	0.0	0.0	0.0	0.0

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 700 - OESI

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0022	Director of Diversity & Equity	1	1	Male	0	0	0	0	0	0	0	0	0
				Female	1	0	1	0	0	0	0	0	0
TBR0087	Vice Chancellor	1	1	Male	0	0	0	0	0	0	0	0	0
				Female	1	0	1	0	0	0	0	0	0
Grand Total #		2	2	Male #	0	0	0	0	0	0	0	0	0
Grand Total %			100.0	Male %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
				Female #	2	0	2	0	0	0	0	0	0
				Female%	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0

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**Tennessee Board of Regents
Workforce Analysis - Department**

Snapshot Date: 11/01/2016

Organizational Unit: 800 - Community Colleges

Job Code	JobTitle	Total		Total									
		EMP	MIN	EMP	W	AA	H	A	NA	PI	2+		
TBR0066	Administrative Assistant II	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0067	Administrative Assistant III	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0070	Coordinator - OESI	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0023	Director of Early College Init	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
TBR0038	Marketing & Communication	1	0	Male	0	0	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0057	Associate Vice Chancellor	2	0	Male	1	1	0	0	0	0	0	0	0
				Female	1	1	0	0	0	0	0	0	0
TBR0087	Vice Chancellor	1	0	Male	1	1	0	0	0	0	0	0	0
				Female	0	0	0	0	0	0	0	0	0
Grand Total #		8	0	Male #	3	3	0	0	0	0	0	0	
Grand Total %			0.0	Male %	37.5	37.5	0.0	0.0	0.0	0.0	0.0	0.0	
				Female #	5	5	0	0	0	0	0	0	
				Female%	62.5	62.5	0.0	0.0	0.0	0.0	0.0	0.0	

(+) Indicates this job contains employees who are included from another facility.

(-) Indicates this job contains employees included in this plan's Workforce Analysis but who are excluded from the rest of this facility's Affirmative Action plan.

**Tennessee Board of Regents
Workforce Analysis Summary - Department**

Snapshot Date: 11/01/2016

Organizational Unit	Total				Male								Female					
	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+	W	AA	H	A	NA	PI	2+
100 - Chancellor's Office	6	3	3	0	3	0	0	0	0	0	0	3	0	0	0	0	0	0
150 - General Counsel	9	4	5	0	4	0	0	0	0	0	0	5	0	0	0	0	0	0
200 - VC Business & Finance	4	3	1	0	3	0	0	0	0	0	0	1	0	0	0	0	0	0
210 - Systemwide Accounting & Report	4	0	4	0	0	0	0	0	0	0	0	4	0	0	0	0	0	0
220 - Fiscal Services	5	2	3	1	2	0	0	0	0	0	0	2	1	0	0	0	0	0
230 - Procurement & Contracting	3	1	2	0	1	0	0	0	0	0	0	2	0	0	0	0	0	0
240 - Internal Audit	5	2	3	0	2	0	0	0	0	0	0	3	0	0	0	0	0	0
250 - Human Resources	3	0	3	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0
300 - VC Academics	13	6	7	5	5	0	0	1	0	0	0	3	4	0	0	0	0	0
330 - TNeCampus	19	6	13	4	5	1	0	0	0	0	0	10	3	0	0	0	0	0
335 - e-Learning	2	1	1	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0
350 - VC Tenn Technology Ctr	7	1	6	1	1	0	0	0	0	0	0	5	1	0	0	0	0	0
400 - Information Technology	9	3	6	1	3	0	0	0	0	0	0	5	1	0	0	0	0	0
405 - IT - Shared DBA's	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
500 - VC Administration	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
510 - Facilities and Capital Project	19	10	9	1	10	0	0	0	0	0	0	8	1	0	0	0	0	0
700 - OESI	2	0	2	2	0	0	0	0	0	0	0	0	2	0	0	0	0	0
800 - Community Colleges	8	3	5	0	3	0	0	0	0	0	0	5	0	0	0	0	0	0
Total (#)	120	46	74	15	44	1	0	1	0	0	0	61	13	0	0	0	0	0
Total (%)		38.3	61.7	12.5	36.7	0.8	0.0	0.8	0.0	0.0	0.0	50.8	10.8	0.0	0.0	0.0	0.0	0.0

**Tennessee Board of Regents
Job Group Analysis**

Snapshot Date: 11/01/2016

Job Group: EX - Executive Leadership

			Total				
EEO Cat	Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
1	TBR0083	Chancellor	1	1	0	1	0
1	TBR0084	Chief Audit Executive	1	0	1	1	0
1	TBR0085	Chief Information Officer	1	1	0	1	0
1	TBR0086	General Counsel	1	0	1	1	0
1	TBR0087	Vice Chancellor	5	4	1	4	1
Total (#)			9	6	3	8	1
Total (%)				66.7	33.3	88.9	11.1

(+) indicates this job title contains employees who are included from another facility.

**Tennessee Board of Regents
Job Group Analysis**

Snapshot Date: 11/01/2016

Job Group: AE - Administrative Executive

EEO

EEO Cat	Job Code	Job Title	Total				
			EMP	MALE	FEMALE	WHITE	MIN
1	TBR0055	Assistant Vice Chancellor	4	0	4	4	0
1	TBR0057	Associate Vice Chancellor	8	3	5	7	1
1	TBR0059	Executive Asst to Chancellor	1	0	1	1	0
1	TBR0060	Executive Director	1	1	0	1	0
1	TBR0061	Executive Director of Programs	1	1	0	1	0
1	TBR0062	Special Assist Vice Chancellor	1	1	0	1	0
Total (#)			16	6	10	15	1
Total (%)				37.5	62.5	93.8	6.3

(+) indicates this job title contains employees who are included from another facility.

**Tennessee Board of Regents
Job Group Analysis**

Snapshot Date: 11/01/2016

Job Group: AD - Administrative / Professional

EEO Cat	Job Code	Job Title	Total				
			EMP	MALE	FEMALE	WHITE	MIN
2	TBR0002	Analytics & Evaluation Analyst	1	1	0	1	0
2	TBR0003	Assistant	1	0	1	1	0
2	TBR0004	Assistant Director	4	1	3	4	0
2	TBR0006	Assistive Tech Specialist	1	1	0	1	0
2	TBR0007	Associate Director	1	1	0	1	0
2	TBR0008	Associate General Counsel	4	2	2	4	0
2	TBR0009	Auditor IV	1	1	0	1	0
2	TBR0011	Bus Intelligence Analyst	1	1	0	0	1
2	TBR0012	Business and System Analyst	2	0	2	2	0
2	TBR0014	Construction Administrator	4	3	1	4	0
2	TBR0015	Coordinator - TCAT	1	0	1	0	1
2	TBR0016	Database Administrator	2	0	2	2	0
2	TBR0017	Director	8	4	4	8	0
2	TBR0018	Director External Affairs	1	0	1	1	0
2	TBR0019	Director Instructional Design	1	0	1	1	0
2	TBR0020	Director Nursing Allied Health	1	0	1	1	0
2	TBR0022	Director of Diversity & Equity	1	0	1	0	1
2	TBR0023	Director of Early College Init	1	1	0	1	0
2	TBR0024	Director of Internal Audit	1	1	0	1	0
2	TBR0026	Director of Programs for ROCC	1	0	1	1	0
2	TBR0028	Engineer	1	1	0	1	0
2	TBR0030	Facilities Sys Developer	1	1	0	1	0
2	TBR0032	Internal Auditor	1	0	1	1	0
2	TBR0033	Investigator	1	0	1	1	0
2	TBR0036	Manager	9	5	4	9	0
2	TBR0037	Manager Information Technology	1	1	0	1	0
2	TBR0038	Marketing & Communication	1	0	1	1	0

(+) indicates this job title contains employees who are included from another facility.

**Tennessee Board of Regents
Job Group Analysis**

Snapshot Date: 11/01/2016

Job Group: AD - Administrative / Professional

			Total				
EEO Cat	Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
2	TBR0039	Mgr of Capital Budget & Proces	1	0	1	1	0
2	TBR0040	Nursing Allied Health Special	1	0	1	0	1
2	TBR0045	ROCC Support Services Coordinator	1	1	0	1	0
2	TBR0047	Senior Instructional Designer	1	0	1	1	0
2	TBR0050	Sr. DBA	1	1	0	1	0
2	TBR0052	Systems Administration Specialist	2	2	0	1	1
2	TBR0053	Univ Associate General Counsel	1	1	0	1	0
Total (#)			61	30	31	56	5
Total (%)				49.2	50.8	91.8	8.2

(+) indicates this job title contains employees who are included from another facility.

**Tennessee Board of Regents
Job Group Analysis**

Snapshot Date: 11/01/2016

Job Group: CL - Clerical / Support Staff

			Total				
EEO Cat	Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
6	TBR0063	Account Clerk 3	1	1	0	1	0
6	TBR0064	Accounts Payable Supervisor	1	0	1	1	0
6	TBR0065	Administrative Assistant I	7	0	7	6	1
6	TBR0066	Administrative Assistant II	3	0	3	1	2
6	TBR0067	Administrative Assistant III	6	0	6	5	1
6	TBR0068	Administrative Assistant III/Coordinator	1	0	1	0	1
6	TBR0069	Capital Projects Coordinator	1	0	1	0	1
6	TBR0070	Coordinator - OESI	1	0	1	1	0
6	TBR0071	Coordinator of Payroll Services	1	0	1	0	1
6	TBR0073	Human Resource Technician	1	0	1	1	0
6	TBR0074	Instructional Tech Sys Analyst	1	0	1	1	0
6	TBR0075	Manager -Bid Contracts	1	0	1	1	0
6	TBR0076	Manager of Paralegal Services	1	1	0	1	0
6	TBR0077	Program Assistant	1	0	1	1	0
6	TBR0078	Real Est Operation Coordinator	1	0	1	1	0
6	TBR0079	Senior Educational Technology Systems Coordinator	1	0	1	1	0
6	TBR0081	Student Success Initiatives Coordinator	1	0	1	0	1
Total (#)			30	2	28	22	8
Total (%)				6.7	93.3	73.3	26.7

(+) indicates this job title contains employees who are included from another facility.

**Tennessee Board of Regents
Job Group Analysis**

Snapshot Date: 11/01/2016

Job Group: TH - Temporary Hourly Employees

EEO

Total				
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EEO Cat	Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
6	TBR0092	Temporary Hourly Employees	4	2	2	4	0
		Total (#)	4	2	2	4	0
		Total (%)		50.0	50.0	100.0	0.0

(+) indicates this job title contains employees who are included from another facility.

**Tennessee Board of Regents
Job Group Analysis Summary**

Snapshot Date: 11/01/2016

Job Group	Total										
	EMP	M	F	MIN	W	AA	H	A	NA	PI	2+
EX - Executive Leadership	9	6	3	1	8	1	0	0	0	0	0
AE - Administrative Executive	16	6	10	1	15	1	0	0	0	0	0
AD - Administrative / Professional	61	30	31	5	56	4	0	1	0	0	0
CL - Clerical / Support Staff	30	2	28	8	22	8	0	0	0	0	0
TH - Temporary Hourly Employees	4	2	2	0	4	0	0	0	0	0	0
Total (#)	120	46	74	15	105	14	0	1	0	0	0
Total (%)		38.3	61.7	12.5	87.5	11.7	0.0	0.8	0.0	0.0	0.0

**Tennessee Board of Regents
Availability Analysis**

Snapshot Date: 11/01/2016

Job Group: EX - Executive Leadership

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Reasonable	26.9	17.2	95.00	25.5	16.3	National
<u>Internal Factors</u>						
Feeders	62.5	6.3	5.00	3.1	0.3	Feeders
Final Availability (%)			100.00	28.6	16.7	

**Tennessee Board of Regents
Availability Analysis**

Snapshot Date: 11/01/2016

Job Group: AE - Administrative Executive

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	68.7	15.3	42.50	29.2	6.5	Local: TN - Counties
Reasonable	63.8	25.1	42.50	27.1	10.7	National
<u>Internal Factors</u>						
Feeders	56.7	7.2	15.00	8.5	1.1	Feeders
Final Availability (%)			100.00	64.8	18.2	

**Tennessee Board of Regents
Availability Analysis**

Snapshot Date: 11/01/2016

Job Group: AD - Administrative / Professional

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	44.0	13.3	90.00	39.6	11.9	Local: TN - Counties
<u>Internal Factors</u>						
Feeders	61.4	12.8	10.00	6.1	1.3	Feeders
Final Availability (%)			100.00	45.7	13.2	

**Tennessee Board of Regents
Availability Analysis**

Snapshot Date: 11/01/2016

Job Group: CL - Clerical / Support Staff

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	82.6	15.0	100.00	82.6	15.0	Local: Nashville, TN
Final Availability (%)			100.00	82.6	15.0	

**Tennessee Board of Regents
Availability Analysis**

Snapshot Date: 11/01/2016

Job Group: TH - Temporary Hourly Employees

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	75.9	16.7	100.00	75.9	16.7	Local: Nashville, TN
Final Availability (%)			100.00	75.9	16.7	

**Tennessee Board of Regents
Internal Availability**

Snapshot Date: 11/01/2016

AAP: Tennessee Board of Regents

Job Group: EX - Executive Leadership

Plan	Feeder	Wght (%)	Raw (%)									Weighted (%)								
			F	MIN	W	AA	H	A	NA	PI	2+	F	MIN	W	AA	H	A	NA	PI	2+
Tennessee Board of Reg	AE - Administrative Execu	100.00	62.5	6.3	93.8	6.3	0.0	0.0	0.0	0.0	0.0	62.5	6.3	93.8	6.3	0.0	0.0	0.0	0.0	0.0
Total:		100.00										62.5	6.3	93.8	6.3	0.0	0.0	0.0	0.0	0.0

**Tennessee Board of Regents
Internal Availability**

Snapshot Date: 11/01/2016

AAP: Tennessee Board of Regents
Job Group: AE - Administrative Executive

Plan	Feeder	Wght (%)	Raw (%)										Weighted (%)									
			F	MIN	W	AA	H	A	NA	PI	2+	F	MIN	W	AA	H	A	NA	PI	2+		
Tennessee Board of Reg	AD - Administrative / Prof	50.00	50.8	8.2	91.8	6.6	0.0	1.6	0.0	0.0	0.0	25.4	4.1	45.9	3.3	0.0	0.8	0.0	0.0	0.0		
Tennessee Board of Reg	AE - Administrative Execu	50.00	62.5	6.3	93.8	6.3	0.0	0.0	0.0	0.0	0.0	31.3	3.1	46.9	3.1	0.0	0.0	0.0	0.0	0.0		
Total:		100.00										56.7	7.2	92.8	6.4	0.0	0.8	0.0	0.0	0.0		

**Tennessee Board of Regents
Internal Availability**

Snapshot Date: 11/01/2016

AAP: Tennessee Board of Regents
Job Group: AD - Administrative / Professional

Plan	Feeder	Wght (%)	Raw (%)										Weighted (%)									
			F	MIN	W	AA	H	A	NA	PI	2+	F	MIN	W	AA	H	A	NA	PI	2+		
Tennessee Board of Reg	AD - Administrative / Prof	75.00	50.8	8.2	91.8	6.6	0.0	1.6	0.0	0.0	0.0	38.1	6.1	68.9	4.9	0.0	1.2	0.0	0.0	0.0		
Tennessee Board of Reg	CL - Clerical / Support St	25.00	93.3	26.7	73.3	26.7	0.0	0.0	0.0	0.0	0.0	23.3	6.7	18.3	6.7	0.0	0.0	0.0	0.0	0.0		
Total:		100.00										61.4	12.8	87.2	11.6	0.0	1.2	0.0	0.0	0.0		

Tennessee Board of Regents
Comparison of Incumbency to Availability and Placement Goals

Snapshot Date: 11/01/2016

Job Group: EX - Executive Leadership
Test: Any Difference
Total Employees: 9

	Total	
	FEMALE	MINORITY
Employees (#)	3	1
Employees (%)	33.3	11.1
Availability (%) Goal	28.6	16.7
Test: Any Difference	NO	YES
Add'l Needed to Eliminate Problem Area (#)	0	1

Tennessee Board of Regents
Comparison of Incumbency to Availability and Placement Goals

Snapshot Date: 11/01/2016

Job Group: AE - Administrative Executive
Test: Any Difference
Total Employees: 16

	Total	
	FEMALE	MINORITY
Employees (#)	10	1
Employees (%)	62.5	6.3
Availability (%) Goal	64.8	18.2
Test: Any Difference	YES	YES
Add'l Needed to Eliminate Problem Area (#)	1	2

Tennessee Board of Regents
Comparison of Incumbency to Availability and Placement Goals

Snapshot Date: 11/01/2016

Job Group: AD - Administrative / Professional
Test: Any Difference
Total Employees: 61

	Total	
	FEMALE	MINORITY
Employees (#)	31	5
Employees (%)	50.8	8.2
Availability (%) Goal	45.7	13.2
Test: Any Difference	NO	YES
Add'l Needed to Eliminate Problem Area (#)	0	4

Tennessee Board of Regents
Comparison of Incumbency to Availability and Placement Goals

Snapshot Date: 11/01/2016

Job Group: CL - Clerical / Support Staff
Test: Any Difference
Total Employees: 30

	Total	
	FEMALE	MINORITY
Employees (#)	28	8
Employees (%)	93.3	26.7
Availability (%) Goal	82.6	15.0
Test: Any Difference	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0

Tennessee Board of Regents
Comparison of Incumbency to Availability and Placement Goals

Snapshot Date: 11/01/2016

Job Group: TH - Temporary Hourly Employees
Test: Any Difference
Total Employees: 4

	Total	
	FEMALE	MINORITY
Employees (#)	2	0
Employees (%)	50.0	0.0
Availability (%) Goal	75.9	16.7
Test: Any Difference	YES	YES
Add'l Needed to Eliminate Problem Area (#)	2	1

**Tennessee Board of Regents
Personnel Transactions Summary**

Snapshot Date: 11/01/2016

Job Group: EX - Executive Leadership

Transaction Dates: 11/01/2015 To 10/31/2016

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	2	0	0	2	0	0	0	0	0	0	2	0	2
Afr. Amer.	1	0	0	1	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	44	44									
Total	3	0	44	47	0	0	0	0	0	0	2	0	2
Total Minority	1	0	0	1	0	0	0	0	0	0	0	0	0

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

**Tennessee Board of Regents
Personnel Transactions Summary**

Snapshot Date: 11/01/2016

Job Group: AE - Administrative Executive

Transaction Dates: 11/01/2015 To 10/31/2016

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	6	1	0	7	0	0	0	0	0	0	1	2	3
Afr. Amer.	3	0	0	3	0	0	0	0	0	0	1	0	1
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	47	47									
Total	9	1	47	57	0	0	0	0	0	0	2	2	4
Total Minority	3	0	0	3	0	0	0	0	0	0	1	0	1

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	1	0	1
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	1	0	1
Total Minority	0	0	0	0	0	0	0	0	0

**Tennessee Board of Regents
Personnel Transactions Summary**

Snapshot Date: 11/01/2016

Job Group: AD - Administrative / Professional

Transaction Dates: 11/01/2015 To 10/31/2016

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	30	31	0	61	1	3	4	0	0	0	3	1	4
Afr. Amer.	5	12	0	17	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	2	4	0	6	0	0	0	0	0	0	0	1	1
Nat. Amer.	1	1	0	2	0	0	0	0	0	0	0	0	0
NHOPI	0	1	0	1	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	1	1
Unknown (Race)	2	3	179	184									
Total	40	52	179	271	1	3	4	0	0	0	3	3	6
Total Minority	8	18	0	26	0	0	0	0	0	0	0	2	2

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	1	1
Afr. Amer.	0	0	0	0	0	0	0	2	2
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	3	3
Total Minority	0	0	0	0	0	0	0	2	2

**Tennessee Board of Regents
Personnel Transactions Summary**

Snapshot Date: 11/01/2016

Job Group: CL - Clerical / Support Staff

Transaction Dates: 11/01/2015 To 10/31/2016

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	2	22	0	24	0	1	1	0	0	0	0	4	4
Afr. Amer.	2	10	0	12	0	1	1	0	0	0	0	3	3
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	85	85									
Total	4	32	85	121	0	2	2	0	0	0	0	7	7
Total Minority	2	10	0	12	0	1	1	0	0	0	0	3	3

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	1	1
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	1	1
Total Minority	0	0	0	0	0	0	0	1	1

**Tennessee Board of Regents
Personnel Transactions Summary**

Snapshot Date: 11/01/2016

Job Group: TH - Temporary Hourly Employees

Transaction Dates: 11/01/2015 To 10/31/2016

	<i>Applicants</i>				<i>Hires</i>			<i>Terminations (I)</i>			<i>Terminations (V)</i>		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	1	0	1	0	0	0	0	1	1	1	5	6
Afr. Amer.	0	0	0	0	0	1	1	0	0	0	0	1	1
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	1	1
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	1	5	6									
Total	0	2	5	7	0	1	1	0	1	1	1	7	8
Total Minority	0	0	0	0	0	1	1	0	0	0	0	2	2

	<i>Promotions From</i>			<i>Promotions Into</i>			<i>Promotions Within</i>		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	0	0	0	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0

Tennessee Board of Regents
Data Collection Analysis/Hiring Benchmark (Protected Veterans)*

Current Snapshot Date: 11/01/2016

Category	11/1/16
Job Openings	41
Jobs Filled	12
Applicants for all jobs	503
Applicants who self-identified as Protected Veterans	3
Applicants Hired	7
Protected Veterans Hired	0
Hiring Benchmark**	6.9
Overall protected veterans hired (%)	0.0

* Data collected as of the transaction period for the respective AAP year. Employee count (#) and representation (%) are as of the snapshot date for the respective AAP Year.

** Hiring benchmark is based on the national percentage of veterans in the Civilian Labor Force (CLF).

Tennessee Board of Regents
Data Collection Analysis/Utilization Analysis (Disability)*

Current Snapshot Date: 11/01/2016

Category	11/1/16		
Job Openings	41		
Jobs Filled	12		
Applicants for all jobs	503		
Applicants who self-identified as individual(s) with Disability	8		
Applicants Hired	7		
Individual(s) with Disability Hired	1		
Nationwide utilization goal for qualified individuals with disabilities (%)**	7.0		
Total incumbency of individuals with disabilities (%)	3.3		
Job Group	EE #	EE IWD #	EE IWD %
AD - Administrative / Professional	61	1	1.6
AE - Administrative Executive	16	2	12.5
CL - Clerical / Support Staff	30	1	3.3
EX - Executive Leadership	9	N/A	N/A
TH - Temporary Hourly Employees	4	N/A	N/A

* Data collected as of the transaction period for the respective AAP year. Employee count (#) and representation (%) are as of the snapshot date for the respective AAP Year.

** Current utilization goal as established by the OFCCP.

N/A - The number of employees in the job group is less than 10 and therefore, the identity of employee(s) with disability could be readily discernible. To ensure confidentiality, IWD # and % were omitted from the report.