

## **Exhibit A**

### **Policy of Affirmative Action Letter**

Dear Outreach and Placement Professional:

This letter is to inform you that Research Foundation for SUNY at SUNY Oswego is committed to the principles of equal employment opportunity. Moreover, as a government contractor bound by Executive Order 11246, Research Foundation for SUNY at SUNY Oswego takes its affirmative action obligations very seriously. Research Foundation for SUNY at SUNY Oswego states as its Policy of Affirmative Action the following:

1. It will be the policy of Research Foundation for SUNY at SUNY Oswego to recruit, hire, train, and promote persons in all job titles without regard to race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law.
2. All employment decisions shall be consistent with the principle of equal employment opportunity, and only job-related qualifications will be required.
3. All personnel actions, such as compensation, benefits, transfers, tuition assistance, social and recreational programs, etc. will be administered without regard to race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law.

To assure compliance with the Company's AAP, Maria Nakamura, Affirmative Action Officer, has been designated to administer and monitor the Plan and make reports to Senior Management. Members of our Human Resources Department will contact you when positions are available. We request that you refer to us all qualified candidates, including women and individuals of color.