

# Promoting Diversity and Equal Opportunity at Yale University

2016-2017



**For the most updated information, visit [www.yale.edu/equalopportunity](http://www.yale.edu/equalopportunity)**

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*Photos by Michael Marsland and Joanne Wilcox.*

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## PRESIDENT SALOVEY'S STATEMENT

Yale's strong commitment to diversity reflects not only our dedication to equal opportunity in admissions and employment but also our focus on attracting the most capable and talented individuals from around the globe. The success of Yale's educational and research missions depends on the diverse backgrounds, experiences, and accomplishments of our faculty, students, and staff. Their different perspectives enliven the intellectual exchange of ideas at the university and prepare them to contribute successfully to a world that demands intercultural competency.

Socioeconomic mobility has long been a central pillar of Yale's efforts. In the nineteenth century, the university made a concerted effort to keep tuition low so that students of modest means could matriculate. Our alumni were among the first from any college in the early twentieth century to fund student scholarships. In the early 1960s, university leaders made the commitment to provide need-based financial aid. Today, Yale College admits all undergraduates, including international students, regardless of their families' ability to pay; more than half of students qualify for need-based assistance.

Mentoring programs for untenured faculty are being developed across campus to nurture faculty early in their careers. In addition, Yale has broadened the scope of education and training for all participants in faculty searches and increased mentoring and support for postdoctoral appointees. Although we have more work to do to recruit and advance women faculty in the sciences, medicine, and engineering, we have made great strides recently, and our departments in these fields include numerous prominent women in positions of leadership. We are committed to ongoing progress in increasing the diversity of our staff, and to providing resources to help all of our employees

flourish. With the leadership of the university's chief diversity officer, eight highly successful affinity groups promote networking among diverse communities. We continue to focus on improving recruitment efforts to reach underrepresented minority groups, and on working to make career opportunities at Yale broadly visible.

The pages that follow describe a number of Yale policies related to diversity and equal opportunity on our campus. You will also find information on the offices and individuals from whom you can seek information or counsel, as well as the committees and procedures designed to protect the rights and welfare of our faculty, students, and employees.

The provost, vice presidents, deans, and other members of the university leadership join me in reaffirming our commitment to equal opportunity and diversity and to providing an environment of mutual respect and intellectual discovery in which all members of the Yale community can grow and flourish

**Peter Salovey, President**





## RESOURCES AT A GLANCE

### Office for Equal Opportunity Programs

[www.yale.edu/equalopportunity](http://www.yale.edu/equalopportunity)

### Office of Faculty Development and Diversity

<http://faculty.yale.edu/>

### Office of Diversity and Inclusion

<http://your.yale.edu/community/diversity-inclusion/office-diversity-and-inclusion>

### Provost Advisory Committee on Resources for Students and Employees with Disabilities

<http://rod.yale.edu/provost-advisory-committee>

### Resource Office on Disabilities

<http://rod.yale.edu/>

### The Women Faculty Forum

<http://wff.yale.edu/>

### Title IX Coordinators

<http://provost.yale.edu/title-ix>

### OISS/International Center for Yale Students and Scholars

<http://oiss.yale.edu/>

### Religious Diversity at Yale

<http://chaplain.yale.edu/>

## Cultural Centers and Councils

### Afro-American Cultural Center

<http://afam.yalecollege.yale.edu/>

### Asian American Cultural Center

<http://aacc.yalecollege.yale.edu/>

### LaCasa Cultural, The Latino Cultural Center

<http://lacasa.yalecollege.yale.edu/>

### Native American Cultural Center

<http://nacc.yalecollege.yale.edu/>

### Intercultural Affairs Council (YAC)

<http://yalecollege.yale.edu/campus-life/cultural-affairs-centers/intercultural-affairs-council-iac>

### Office of LGBTQ Resources

<http://lgbtq.yale.edu/>

## Graduate and Professional Schools

### Office for Graduate Student Development & Diversity

<http://gsas.yale.edu/diversity/office-graduate-student-development-diversity>

### School of Medicine Office for Women in Medicine

<http://medicine.yale.edu/owm/>

### School of Medicine Office of Multicultural Affairs

<https://medicine.yale.edu/education/quicklinks/di/>

### School of Medicine Ombuds Office

<http://medicine.yale.edu/ombuds/>

## Resources Relating to Sexual Misconduct

### Resource Summary

<http://smr.yale.edu/>

### Sexual Harassment and Assault Response & Education Center (SHARE)

<http://sharecenter.yale.edu/>

### University-Wide Committee on Sexual Misconduct

<http://provost.yale.edu/uwc>

## RESOURCES AND OFFICES

### Office for Equal Opportunity Programs

[www.yale.edu/equalopportunity](http://www.yale.edu/equalopportunity)

#### Valarie Stanley, Director



The Office oversees the University's affirmative action programs and compliance with equal opportunity policies and laws. The Office reviews and monitors faculty and certain staff searches to ensure that policies on equal opportunity and affirmative action are enforced. The Office coordinates the Employment Accommodation Program for Persons with Disabilities. As the Title IX Coordinator for Faculty and Staff, the Director works closely with all Title IX Coordinators across campus to address gender equity and gender discrimination issues. The Director is also the University's Section 504 Coordinator and Age Discrimination Act Coordinator. Any student, employee, or applicant for programs or employment at Yale who is concerned about affirmative action, equal opportunity, racial harassment, or fairness in admission or employment at Yale, either in general or with respect to his or her own situation, is encouraged to contact the Office.

phone 203.432.0849

fax 203.432.7884

[equalopportunity@yale.edu](mailto:equalopportunity@yale.edu)

221 Whitney Avenue, 3rd Floor

### Office of Diversity and Inclusion

<http://your.yale.edu/community/diversity-inclusion/office-diversity-and-inclusion>

#### Deborah Stanley-McAulay, Chief Diversity Officer



The Office of Diversity and Inclusion (ODI) collaborates with departments and individuals across the campus to promote harmonious and accessible work environments that are both respectful and inclusive of people from various backgrounds and experiences. A department within Human Resources and Administration, ODI provides a range of information, consultation, and training on issues related to the recruitment and management of a diverse workforce on campus. It measures and tracks diversity recruitment and internal placement within the University. ODI sponsors seven employee resource groups most commonly referred to as affinity groups whose primary focus is to foster community-building (see pp. 6-7). The seven affinity groups are; Working Women's Network (WWN), Asian Network at Yale (ANY), Yale Latino Networking Group (YLNG), Lesbian Bisexual Gay Transgender and Queer (LGBTQ), the Future Leaders of Yale (FLY), Yale Veterans Network (YVN), and the Yale African American Affinity Group (YAAA) and DiversAbility (DAY). Each group assists with recruitment and retention, cultural awareness, community engagement, and networking opportunities on and off the campus. All groups are open to all Yale staff, faculty, and postdocs, representing a diverse range of departments and interests at Yale.

phone 203.432.9667

fax 203.432.6267

[diversity@yale.edu](mailto:diversity@yale.edu)

221 Whitney Avenue, 3rd Floor



## Working Women's Network (WWN)



**Jennifer Mendelsohn,**  
Co-chairperson



**Diane Miranda,**  
Co-chairperson

The Working Women's Network (WWN) provides programs and resources to Yale University's women employees, and champions the exploration and pursuit of personal and professional goals in order to enhance their individual success while also furthering the advancement of the university.

## The Yale Latino Networking Group (YLNG)



**Melanie Pagan,**  
Co-Chairperson



**Tanya Colon,**  
Co-Chairperson

The Yale Latino Networking Group (YLNG) seeks to promote a community of interest among Latino staff members, and to promote an inclusive and empowering work environment for all Yale employees. We strive to build a support network for Latino staff at all levels, and to strengthen our professional and social relationships between Latino employees, the university, and the outside community.

## Asian Network @ Yale (ANY)



**Sarath Kraus,**  
Co-Chairperson



**Fawn Wang,**  
Co-Chairperson

The Asian Network @ Yale (ANY) seeks to connect professionals of the Asian Heritage community in the interest of shared values and concerns. Our mission is to enlighten, inspire, and empower the active and dynamic Asian Heritage community of faculty, staff, and professionals here at Yale University.

## Future Leaders of Yale (FLY)



**Mela Waters,**  
Co-chairperson



**Alina Nevins,**  
Co-chairperson

The Future Leaders of Yale (FLY) provides a voice for early career professionals, future leaders, and others in the early stages of their career trajectories who are seeking to develop and strengthen their long-term opportunities and impact at Yale. Through networking, professional development, mentorship, and encouraging career advancement, FLY supports the recruitment, retention, and advancement of qualified early career professionals. By doing so, FLY will contribute to the longevity, strength, and value of the University as well as the greater New Haven community.

## Lesbian Gay Bisexual Transgender Queer (LGBTQ)



**Florian Carle,  
Co-Chairperson**



**Amy Myers,  
Co-Chairperson**

The Lesbian Gay Bisexual Transgender Queer (LGBTQ) was created to foster a more welcoming and respectful campus community for Lesbian, Gay, Bisexual, Transgender, and Queer individuals and their allies with a primary focus on retention and edification of Yale employees.

## Yale African American Affinity Group (YAAA)



**Teresa Smith-Hines,  
Co-Chairperson**



**Wendy Hall,  
Co-Chairperson**

The Yale African American Affinity Group (YAAA) exists to provide a forum where staff, faculty, post docs, and the New Haven Community can promote awareness of the culture, share professional insights, acquire information and provide leadership on careers and work environment within Yale. YAAA focuses its efforts on facilitating hiring, retention, education, mentorship, and career advancement of African-American talent at all levels, thereby assisting the University to achieve its diversity goals.

## Yale Veterans Network (YVN)



**Santo Galatioto,  
Co-chairperson**



**Michael Wagner,  
Co-chairperson**

The vision of Yale Veterans Network (YVN) is to make Yale the employer of choice for veterans, reservists, and guardsmen while creating a Yale community of veterans and veteran leaders to support and encourage career development and growth of all its members while also serving the veteran community nationwide through national and local community service events.

## DiversAbility at Yale (DAY)



**Cindy Greenspun,  
Co-Chairperson**



**Michael Harris,  
Co-Chairperson**

The DiversAbility at Yale (DAY) Affinity Group creates an environment that is open and inclusive for all individuals impacted by disability through engagement, education, and advocacy. The group also focuses on ways to support the recruitment, retention and advancement of people with disabilities. The group is open to all Yale staff, faculty, and postdocs, with or without a disability, representing a diverse range of departments and interests at Yale.



## Office of Faculty Development & Diversity

<http://faculty.yale.edu/>

**Richard Bribiescas,**  
Deputy Provost



**Karen Lee Anderson,**  
Ph.D., Associate Provost



Diversity is integral to Yale's academic excellence and global leadership. The Provost's Office of Faculty Development and Diversity provides strategic direction to promote gender and ethnic diversity among Yale's faculty. The Office guides the University's work toward achieving the goals outlined in the diversity statements of the Offices of the President and Provost, monitoring successes and emphasizing ongoing diversification as a core institutional priority. In coordination with the Office for Equal Opportunity Programs, the Provost's Faculty Diversity Advisory Council, the Diversity Fellows group, and other University partners, the Office facilitates the recruitment and retention of diverse faculty members; produces orientation and mentoring plans for new faculty; and addresses issues involving child care and work-life balance, among other programs.

Faculty Development and Diversity

*phone* 203.432.2049

*fax* 203.436.4414

[faculty.dev@yale.edu](mailto:faculty.dev@yale.edu)

<http://provost.yale.edu/who-we-are/richard-g-bribiescas>

Twitter: @YaleFaculty

2 Whitney Avenue, Suite 400, Room 447

Faculty Development and Academic Resources

*phone* 203.432.4450

[k.anderson@yale.edu](mailto:k.anderson@yale.edu)

<http://provost.yale.edu/who-we-are/karen-anderson>

2 Whitney Avenue, Suite 400, Room 448

## Resource Office on Disabilities

<http://rod.yale.edu/>

**Judy York, Director**



The Resource Office facilitates and ensures a University that is accessible to and inclusive of all students with disabilities. In doing so, it works to remove physical and attitudinal barriers,

which may prevent full participation in the community. The Office provides accommodations and technical assistance for students with disabilities, as well as information and awareness training to the community. Students, who wish to request a disability-related accommodation or service, are encouraged to register with the Office, which treats information and documentation confidentially. All Yale community members are welcome to contact us for more information.

*phone* 203.432.2324

*fax* 203.432.8250

[judith.york@yale.edu](mailto:judith.york@yale.edu)

35 Broadway (rear entrance), Room 222



## Provost Advisory Committee on Resources for Students & Employees with Disabilities

<http://rod.yale.edu/provost-advisory-committee>

### Carl Baum, Chair



The Committee provides the University guidance and leadership in fulfilling its commitment to maintaining an environment that is accessible and supportive of all, including

those with additional physical needs.

The Committee assesses the needs of this population and recommends policies, processes and resources for improving the physical and functional aspects of accessibility for the campus, including access to facilities, technology, and services. It also educates and provides expert advice to the Yale community about the needs of individuals with disabilities. The Provost appoints student, faculty and staff committee members annually.

phone 203.737.7414

[carl.baum@yale.edu](mailto:carl.baum@yale.edu)

100 York Street, Suite 1F

## The Women Faculty Forum

<http://wff.yale.edu/>

### Paula Kavathas, Chair

#### Professor, Laboratory Medicine & Immunobiology



Supported by the Offices of the President and Provost, the Women Faculty Forum (WFF) is an organization that spans all twelve schools of Yale. With more than 1,000 members

across the university, the WFF's mission is to foster gender equity, promote scholarship on gender, and encourage collegiality and networking.

In partnership with organizations like YaleWomen and the Op-Ed Project, the WFF has organized conferences, fellowships, training workshops, and artistic commissions that promote leadership and equity for faculty of all genders. In addition, it produces research on the status of gender parity at the University every five years.

phone 203.432.2372

[wff@yale.edu](mailto:wff@yale.edu)

205 Whitney Avenue, Suite 301b

## OISS/International Center for Yale Students and Scholars

<http://oiss.yale.edu/>

### Ann Kuhlman, Director



The Office of International Students and Scholars (OISS) provides information, support, and a welcoming point of contact for international students, scholars, and their

families coming to New Haven and the campus. OISS offers international community members guidance to help ease their arrival, adjustment, or stay at the University. OISS serves as a resource on immigration matters and is Yale's liaison to U.S. federal agencies concerning matters related to international students and scholars studying and working here. The International Center welcomes members of the Yale community to drop in and check emails or socialize with friends, or reserve rooms for student group meetings or departmental events. Some English language support is available.

phone 203.432.2305

fax 203.432.7166

[ann.kuhlman@yale.edu](mailto:ann.kuhlman@yale.edu)

421 Temple Street

## Title IX Coordinators

<http://provost.yale.edu/title-ix>

The University is committed to providing an environment free from discrimination on the basis of sex. Yale provides many resources to students, faculty and staff to address matters relating to discrimination on the basis of sex, which includes sexual misconduct. Each school including Yale College has a senior administrator assigned as a Deputy Title IX Coordinator to resolve complaints and address issues of gender-based discrimination and sexual misconduct and to develop and disseminate programs to ensure that students, faculty and staff work and study in a community that promotes respect and responsibility. The Deputy Coordinators report to the University Title IX Coordinator, who has overall responsibility for compliance with Title IX and related initiatives. Community members with questions or concerns relating to Title IX are encouraged to consult with the University Title IX Coordinator, Deputy Provost Stephanie Spangler, or any of the Deputy Coordinators.

For the most updated list of Title IX Coordinators, visit <http://provost.yale.edu/title-ix/coordinators>

## University Title IX Coordinator

Stephanie Spangler, Deputy Provost for Health Affairs and Academic Integrity  
[stephanie.spangler@yale.edu](mailto:stephanie.spangler@yale.edu) | 203.432.4446

## Senior Deputy Title IX Coordinators

### For Faculty and Staff

Valarie Stanley, Director  
Office for Equal Opportunity Programs  
[valarie.stanley@yale.edu](mailto:valarie.stanley@yale.edu) | 203.432.0849

Jason Killheffer,  
Director, Academic Integrity Programs  
[jason.killheffer@yale.edu](mailto:jason.killheffer@yale.edu) | 203.436.8411

## Deputy Title IX Coordinators

### School of Architecture

Marilyn Weiss, Registrar  
[marilyn.weiss@yale.edu](mailto:marilyn.weiss@yale.edu) | 203-432-1023

### School of Art

Sandra Burns, Lecturer  
[sandra.burns@yale.edu](mailto:sandra.burns@yale.edu) | 203-764-0477

### Divinity School

Lisabeth Huck, Registrar  
[lisabeth.huck@yale.edu](mailto:lisabeth.huck@yale.edu) | 203.432.5312

### School of Drama

Joan Channick, Associate Dean  
Professor (Adjunct) Theater Management  
[joan.channick@yale.edu](mailto:joan.channick@yale.edu) | 203.436.9048

### School of Engineering and Applied Science

Vince Wilczynski, Deputy Dean  
[vincent.wilczynski@yale.edu](mailto:vincent.wilczynski@yale.edu) | 203.432.4221

### School of Forestry & Environmental Studies

Joanne DeBernardo, Assistant Dean, Student Affairs  
[joanne.debernardo@yale.edu](mailto:joanne.debernardo@yale.edu) | 203.432.6286

### Graduate School of Arts and Sciences

Carl Hashimoto, Professor and Assistant Dean  
[carl.hashimoto@yale.edu](mailto:carl.hashimoto@yale.edu) | 203.432.6814

### Law School

Ellen Cosgrove, Associate Dean  
[ellen.cosgrove@yale.edu](mailto:ellen.cosgrove@yale.edu) | 203-432-7646



### **School of Management**

Rebecca Udler, Deputy Director,  
Academic Affairs & Student Life  
[rebecca.udler@yale.edu](mailto:rebecca.udler@yale.edu) | 203.432.7501

### **School of Medicine**

Merle Waxman, Associate Dean  
[merle.waxman@yale.edu](mailto:merle.waxman@yale.edu) | 203.737.4100

Rosemarie Fisher, Professor and  
Dean for Graduate Medical Education  
[rosemarie.fisher@yale.edu](mailto:rosemarie.fisher@yale.edu) | 203.688.1449

### **School of Music**

Suzanne Stringer, Director, Student Services  
[suzanne.stringer@yale.edu](mailto:suzanne.stringer@yale.edu) | 203-432-1962

### **School of Nursing**

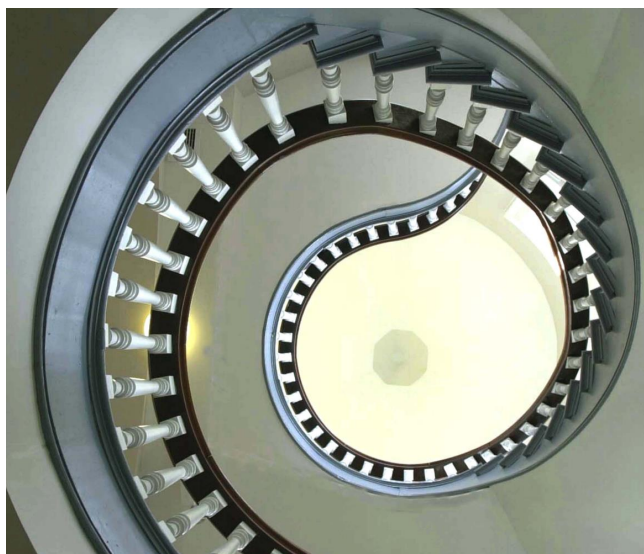
Lois Sadler, Professor  
[lois.sadler@yale.edu](mailto:lois.sadler@yale.edu) | 203.737.7667

### **School of Public Health**

Melinda Pettigrew, Associate Professor  
and Associate Dean of Academic Affairs  
[melinda.pettigrew@yale.edu](mailto:melinda.pettigrew@yale.edu) | 203.737.7667

### **Yale College**

Angela Gleason, Assistant Director, Specialized  
and Interdisciplinary Language Programs  
Center for Language Study  
[angela.gleason@yale.edu](mailto:angela.gleason@yale.edu) | 203.432.2502



## **Sexual Harassment and Assault Response & Education Center (SHARE)**

<http://sharecenter.yale.edu/> | 203.432.2000

### **Carole T. Goldberg, Psy.D., Director**

The Sexual Harassment and Assault Response & Education Center (SHARE), provides information, advocacy and support services to those experiencing sexual violence, sexual harassment, stalking or intimate partner violence. As first-line crisis responders to victims of sexual harassment and violence, the SHARE staff is available at any time of the day or night by calling 203.432.2000. All calls to SHARE are confidential, and can be anonymous as well. SHARE Center is located on the Lower Level of Yale Health and is available for scheduled appointments or walk-ins, 9am-5pm Monday-Friday.

### **Carole T. Goldberg, Psy.D., Director**

*phone* 203.432.0310

*fax* 203.432.8458

[carole.goldberg@yale.edu](mailto:carole.goldberg@yale.edu)

55 Lock Street, Lower level: Yale Health

### **Jennifer Czincz, PH.D., Assistant Director**

*phone* 203.432.2610

[jennifer.czincz@yale.edu](mailto:jennifer.czincz@yale.edu)

### **Sherine Powerful, MPH, Program Coordinator**

*phone* 203.436.8217

[sherine.powerful@yale.edu](mailto:sherine.powerful@yale.edu)

### **John Criscuolo, MA, Consent & Sensitivity Training Program**

*phone* 203.494.6247

[john.criscuolo@yale.edu](mailto:john.criscuolo@yale.edu)

### **Cristy Cantu, MSW, SHARE Associate**

*phone* 203.436.5631

[christina.cantu@yale.edu](mailto:christina.cantu@yale.edu)

## Religious Diversity – Chaplain's Office

[www.yale.edu/chaplain](http://www.yale.edu/chaplain)

### Sharon Kugler, University Chaplain



Yale welcomes persons of many global religious traditions and seeks to provide resources and communities for the integration of those traditions with Yale's remarkable educational

experience. The Chaplain's Office is a nurturing and sustaining place, with a mission of cultivating a broad pastoral presence in the community and coordinating many religious groups. The Office facilitates interfaith dialogue, engagement and service, to create room on campus for richly diverse religious and spiritual traditions. The Office supports and offers a number of programs, including regular worship and prayer offerings through the Yale Religious Ministries (YRM), events planned by student groups, interfaith service trips, New Haven outreach, and numerous other activities. Chaplain's Office professionals are available to listen and respond when students, faculty and staff need a neutral and confidential place to turn for pastoral support and care.

phone 203.432.1128  
[sharon.kugler@yale.edu](mailto:sharon.kugler@yale.edu)

Bingham Hall Lower Level Entryway D

## CULTURAL CENTERS AND COUNCILS

### Afro-American Cultural Center

<http://afam.yale.edu>

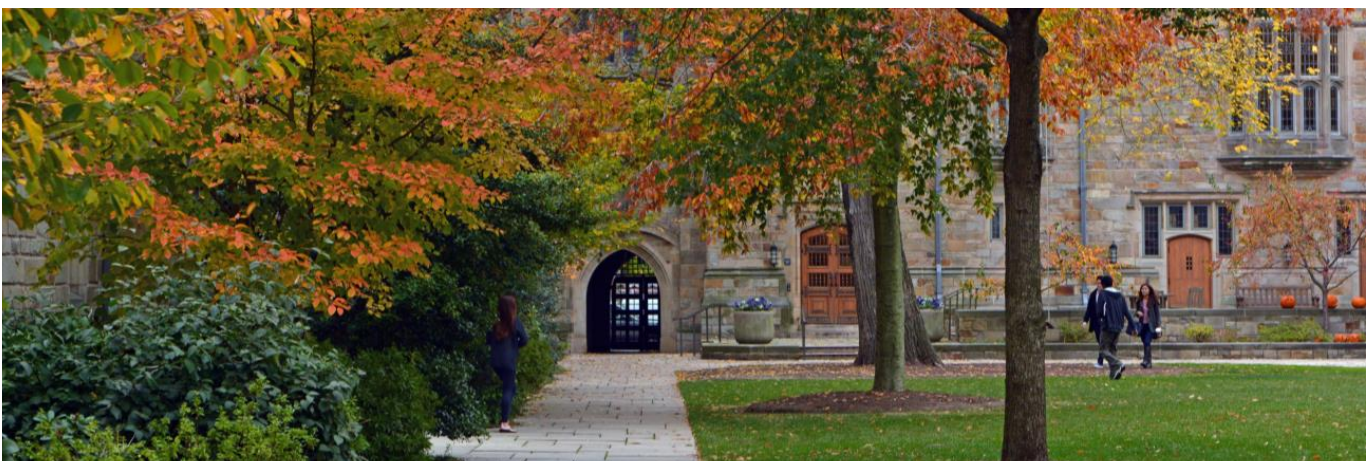
### Risë Nelson, Center Director/Assistant Dean of Yale College



Since 1969, the AfAm Center has built understanding of and dialogue about the complex cultural, intellectual and social backgrounds of members from the African American community

and Diaspora, including undergraduate, graduate and professional students; faculty, administrators, staff; alumni/ae and members of the New Haven community. As a place for specialized educational opportunities and leadership development, the AfAm Center seeks to create a campus atmosphere that fosters deep knowledge of and respect for African, Afro-Caribbean and African American history, politics, and culture.

phone 203.432.4131  
fax 203.432.7369  
[AfAmHouse@yale.edu](mailto:AfAmHouse@yale.edu)  
211 Park Street



## Asian American Cultural Center

[www.yale.edu/aacc](http://www.yale.edu/aacc)

Established in 1981, the Asian American Cultural Center (AACC), in collaboration with affiliated student organizations, promotes Asian and Asian American culture and explores the social and political experience of Asians in the United States. The Center hosts programs and activities that bring together undergraduate and graduate students, alumni, faculty and staff to share in these common goals. The AACC is committed to providing a space for Asian and Asian Americans to share a sense of belonging, celebrate their cultural heritage and traditions, and build a pan-Asian community in an atmosphere that nurtures the personal, intellectual, and leadership skills of our students.

phone 203.432.2900

295 Crown Street

## La Casa Cultural, The Latino Cultural Center

[www.yale.edu/lacasa](http://www.yale.edu/lacasa)

[www.lacasacultural.tumblr.com](http://www.lacasacultural.tumblr.com)

### Eileen Galvez, Assistant Dean and Director



Established at its current location in 1977, La Casa Cultural, the Latino Cultural Center at Yale provides a home away from home for many

Latino students. La Casa houses a number of Latino organizations that promote cultural, social and political awareness. Hosting various activities and events, the Center is a welcoming gathering place for undergraduate, graduate and professional students, staff, faculty and

New Haven community members, who are part of or interested in the many cultures that are part of the Latino community.

phone 203.432.0856

[eileen.galvez@yale.edu](mailto:eileen.galvez@yale.edu)

301 Crown Street

## Native American Cultural Center

[www.yale.edu/nacc](http://www.yale.edu/nacc)

### Kelly Fayard, Ph.D. Assistant Dean and Director



### Kapiolani Laronal, Assistant Director



Established in 1993, the Native American Cultural Center (NACC) promotes Native American culture and explores the issues that Native Americans face in today's world.

In sharing this culture with the University and New Haven communities, it maintains a prominent Native American presence on campus and works towards the success of future Native leaders through recruitment, encouragement, mentoring, service, and building a community of achievement and unity. The Center hosts speakers, dinners, study breaks, and movie nights throughout the year.

phone 203.432.0349

[kelly.fayard@yale.edu](mailto:kelly.fayard@yale.edu)

[kapiolani.laronal@yale.edu](mailto:kapiolani.laronal@yale.edu)

26 High Street



## Advisory Committee on Library Staff Diversity & Inclusion Library Administrative Services

The Advisory Committee on Library Staff Diversity & Inclusion works with and advises Yale University Library (YUL) administration and managers, Human Resources, and the Chief Diversity Officer on the promotion of diversity and the development of an inclusive YUL. The Committee includes professional and paraprofessional staff from different libraries on campus, as well as representatives from Human Resources and the Chief Diversity Officer. In particular, the Committee is focused on building a culture of mutual respect at YUL and recruiting and retaining a diverse staff.

phone 203.432.1810  
120 High St.

## Office of LGBTQ Resources

<http://lgbtq.yale.edu>

### Maria Trumpler, Director



The Office of LGBTQ Resources provides education, outreach and advocacy on issues of sexual orientation and gender identity and expression for students, faculty, and staff.

By connecting members of this community to Yale's social, cultural, student, and academic programs, the Office works to create a visible LGBTQ community from across the campus. The Office sponsors TransAwareness week in November as well as Pride Month in April. A full calendar of related campus events is on

our website. The Director is available for individual conversations as well as group facilitation and individualized trainings.

phone 203.432.0309  
[lgbtq@yale.edu](mailto:lgbtq@yale.edu)

124 Swing Space, 40A Ashmun Street

## Intercultural Affairs Council (IAC)

<http://yalecollege.yale.edu/content/intercultural-affairs-council-iac>

### Risë Nelson, Center Director/Assistant Dean of Yale College



The Intercultural Affairs Council of Yale College strives to support an inclusive and diverse campus environment that: engages in community dialogue; promotes cultural awareness, respect and appreciation; and challenges bias on the basis of race and ethnicity, gender, religion, sexual orientation, disability, social class, or other distinction. The Council – which is comprised of students, faculty, and staff – offers educational and social programming to enhance the overall academic and developmental achievement of all students, while providing avenues for personal growth and increased advocacy, involvement, and support for the Yale community.

phone 203.432.2906  
[student.engagement@yale.edu](mailto:student.engagement@yale.edu)

## School of Medicine, Office for Women in Medicine

<http://medicine.yale.edu/owm>

### Merle Waxman, Director



The Office promotes the academic growth of women in medicine and medical sciences. The Office fosters and promotes activities, policies, and strategies beneficial to women in medicine

and recognizes the enormous contribution women continue to make to the medical and scientific profession. The Office provides women students, trainees, fellows and faculty access to advisors and mentors. In addition to hosting distinguished women in the medical sciences to the School as speakers, role models, and mentors, the Office sponsors workshops and seminars on professional development and career opportunities.

phone 203.785.4680

fax 203.737.1624

[merle.waxman@yale.edu](mailto:merle.waxman@yale.edu)

SHM L202, 333 Cedar Street

## School of Medicine Ombuds Office

<http://medicine.yale.edu/ombuds>

The Ombuds Office is a neutral, safe, and confidential place where any matter in the School of Medicine community may be discussed with the Ombudsperson. Discussions are not limited in subject and all are held in strict confidence. No formal written records are kept. The Office follows no prescribed sequence of steps, and does not participate in any formal grievance process; the function is to listen, advise, suggest options, make recommendations, and investigate informally with the goal of conflict resolution; to consider all sides of an issue; to remain neutral and impartial; and to provide appropriate confidentiality. No action is taken without

permission, except when there appears to be an imminent threat of serious harm, and there appears to be no other option except to act without permission.

Inquiries should be directed to Merle Waxman, Ombudsperson, SHM, L202, CONFIDENTIAL LINE  
phone 203.737.4100  
[merle.waxman@yale.edu](mailto:merle.waxman@yale.edu)

## Office for Graduate Student Development and Diversity

<http://gsas.yale.edu/diversity>

### Michelle Nearon, Associate Dean for Graduate Student Development and Diversity



The Office is committed to building a supportive community in which underrepresented students who come to the Graduate and Professional Schools are encouraged in their intellectual pursuits and professional goals. The Office provides both thematic programming and individual advising for students across the disciplines as they move through their degree programs, providing them with the sense of community and opportunities for involvement that are essential for any student to succeed. Prospective applicants and current students are equally encouraged to visit or contact the Office to learn more about available resources and mentoring. Students of color, members of the LGBTQ community, women and other diverse students are welcome to contact us for support in adjusting to life as a graduate student, life in Yale's academic environment, and life in an unfamiliar city.

phone 203.436.1301

[michelle.nearon@yale.edu](mailto:michelle.nearon@yale.edu)

Warner House 206; 1 Hillhouse Avenue

## School of Medicine, Office of Multicultural Affairs

<http://medicine.yale.edu/education/omca>

### Dr. Forrester A. Lee



The Office works with students from diverse ethnic, racial, and social, and economic backgrounds and fosters awareness and an acceptance of diversity as central to life in the

Medical Center and the New Haven community.

To promote educational diversity at the School, the Office is involved in the recruitment of students, house staff, and faculty. The Office also supports minority students, faculty, and staff in addressing and seeking solutions to the academic, career, and social needs they may have in their professional development at the School.

phone 203.785.7545

fax 203.737.5507

[woody.lee@yale.edu](mailto:woody.lee@yale.edu)

ESH 322, 367 Cedar Street



## STATEMENTS, STANDARDS AND POLICIES

Full and detailed information about all relevant policies and statements, as well as related guidance for faculty, students, and staff, is available by contacting the Office for Equal Opportunity Programs at 203.432.0849

### Yale University's Equal Opportunity Statement

[www.yale.edu/equalopportunity](http://www.yale.edu/equalopportunity)

The University is committed to basing judgments concerning the admission, education, and employment of individuals upon their qualifications and abilities and affirmatively seeks to attract to its faculty, staff, and student body qualified persons of diverse backgrounds. In accordance with this policy and as delineated by federal and Connecticut law, Yale does not discriminate in admissions, educational programs, or employment against any individual on account of that individual's sex, race, color, religion, age, disability, status as a veteran, or national or ethnic origin; nor does Yale discriminate on the basis of sexual orientation or gender identity or expression. University policy is committed to affirmative action under law in employment of women, minority group members, individuals with disabilities, and covered veterans. Inquiries concerning these policies may be referred to the Director of the Office for Equal Opportunity Programs, 221 Whitney Avenue, 3rd floor, 203.432.0849



## Definition of Sexual Misconduct

Sexual misconduct incorporates a range of behaviors including sexual assault, sexual harassment, intimate partner violence, stalking, voyeurism, and any other conduct of a sexual nature that is nonconsensual, or has the purpose or effect of threatening, intimidating, or coercing a person.

Much sexual misconduct includes nonconsensual sexual contact, but this is not a necessary component. For example, threatening speech that is sufficiently severe or pervasive to constitute sexual harassment will constitute sexual misconduct. Making photographs, video, or other visual or auditory recordings of a sexual nature of another person without consent constitutes sexual misconduct, even if the activity documented was consensual. Similarly, sharing such recordings or other sexually harassing electronic communications without consent is a form of sexual misconduct. All members of our community are protected from sexual misconduct, and sexual misconduct is prohibited regardless of the sex of any party involved.

Violations of Yale's Policy on Teacher-Student Consensual Relations and its policy on Relationships between Staff Members are a form of sexual misconduct.

## Definition of Sexual Harassment

Sexual harassment consists of nonconsensual sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature on or off campus, when: (1) submission to such conduct is made either explicitly or implicitly a condition of an individual's employment or academic standing; or (2) submission to or rejection of such conduct is used as the basis for

employment decisions or for academic evaluation, grades, or advancement; or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating or hostile academic or work environment. Sexual harassment may be found in a single episode, as well as in persistent behavior. All members of our community are protected from sexual harassment, and sexual harassment is prohibited regardless of the sex of the harasser or the harassed.

## Definition of Sexual Assault

Sexual assault is any kind of nonconsensual sexual contact, including rape, groping, and any other nonconsensual sexual touching.



## Definition of Sexual Consent

Sexual activity requires consent, which is defined as positive, unambiguous, and voluntary agreement to engage in specific sexual activity throughout a sexual encounter. Consent cannot be inferred from the absence of a “no”; a clear “yes,” verbal or otherwise, is necessary. Consent to some sexual acts does not constitute consent to others, nor does past consent to a given act constitute present or future consent. Consent must be ongoing throughout a sexual encounter and can be revoked at any time.

Consent cannot be obtained by threat, coercion, or force. Agreement under such circumstances does not constitute consent.

Consent cannot be obtained from someone who is asleep or otherwise mentally or physically incapacitated, whether due to alcohol, drugs, or some other condition. A person is mentally or physically incapacitated when that person lacks the ability to make or act on considered decisions to engage in sexual activity. Engaging in sexual activity with a person whom you know – or reasonably should know – to be incapacitated constitutes sexual misconduct.

## Yale Policy on Teacher-Student Consensual Relations

The integrity of the teacher-student relationship is the foundation of the University’s educational mission. This relationship vests considerable trust in the teacher, who, in turn, bears authority and accountability as a mentor, educator, and evaluator. The unequal institutional power inherent in this relationship heightens the vulnerability of the student and the potential for coercion. The pedagogical relationship between teacher and student must be protected from

influences or activities that can interfere with learning and personal development.

Whenever a teacher is or in the future might reasonably become responsible for teaching, advising, or directly supervising a student, a sexual relationship between them is inappropriate and must be avoided. In addition to creating the potential for coercion, any such relationship jeopardizes the integrity of the educational process by creating a conflict of interest and may impair the learning environment for other students. Finally, such situations may expose the University and the teacher to liability for violation of laws against sexual harassment and sex discrimination.

Therefore, teachers (see below) must avoid sexual relationships with students over whom they have or might reasonably expect to have direct pedagogical or supervisory responsibilities, regardless of whether the relationship is consensual. Conversely, teachers must not directly supervise any student with whom they have a sexual relationship. Undergraduate students are particularly vulnerable to the unequal institutional power inherent in the teacher-student relationship and the potential for coercion, because of their age and relative lack of maturity. Therefore, no teacher shall have a sexual or amorous relationship with any undergraduate student, regardless of whether the teacher currently exercises or expects to have any pedagogical or supervisory responsibilities over that student.

Teachers or students with questions about this policy are advised to consult with the University’s Title IX Coordinator, the Title IX Coordinator of their school, the department chair, the appropriate dean, the Provost, or one of their

designees. A student or other member of the community may lodge a formal or informal complaint regarding an alleged violation of this policy with the University's Title IX Coordinator, with the Title IX Coordinator of their school, or with the University-wide Committee on Sexual Misconduct.

Violations of the above policies by a teacher will normally lead to disciplinary action. For purposes of this policy, "direct supervision" includes the following activities (on or off campus): course teaching, examining, grading, advising for a formal project such as a thesis or research, supervising required research or other academic activities, serving in such a capacity as Director of Undergraduate or Graduate Studies, and recommending in an institutional capacity for admissions, employment, fellowships or awards. "Teachers" includes, but is not limited to, all ladder and non-ladder faculty of the University.

It also includes graduate and professional students and postdoctoral fellows and associates only when they are serving as part-time acting instructors, teaching fellows or in similar institutional roles, with respect to the students they are currently teaching or supervising. "Students" refers to those enrolled in any and all educational and training programs of the University. Additionally, this policy applies to members of the Yale community who are not teachers as defined above, but have authority over or mentoring relationships with students, including athletic coaches, supervisors of student employees, advisors and directors of student organizations, Residential College Fellows, as well as others who advise, mentor, or evaluate students.

## **Yale Policy on Relationships Between Staff Members**

Staff are expected to avoid romantic or sexual relationships with employees and trainees for whom they have or might reasonably expect to have supervisory or reporting responsibilities.

Under no circumstances can supervisors directly supervise or evaluate any employee or trainee with whom they have a romantic or sexual relationship. If such a relationship exists or develops, the supervisor and employee must promptly disclose it to the Department Head or the Human Resources Generalist. Arrangements, which may include reassignment or relocation, will be made to address any issue of conflict of interest. Any decision affecting any aspect of employment (for example, transfer, promotion, salary, termination) must be made by disinterested and qualified supervisory personnel.

Violations of this policy will normally lead to disciplinary action, up to and including termination.

Individuals with questions about this policy or staff concerned about a romantic or sexual relationship in violation of this policy are encouraged to speak with their supervisor, Human Resources Generalist, or any University Title IX Coordinator.

For listing of resources available regarding sexual misconduct, <http://smr.yale.edu/>



## AFFIRMATIVE ACTION PLANS AND PROGRAMS

For more information and details, visit

<http://yale.edu/equalopportunity>

The University's affirmative action plans are updated each fall. For more information about the University's affirmative action plans and programs, contact the Office for Equal Opportunity Programs. Questions and concerns about the University's compliance with these laws and regulations should be directed to Valarie J. Stanley, Director, Office for Equal Opportunity Programs, at 203.432.0849



## Women and Members of Minority Groups

In accordance with Executive Orders 11246 and 11375 and subsequent implementing federal regulations, the University maintains an affirmative action plan that addresses the employment of women and members of minority groups in Yale's workforce.

## Persons with Disabilities

In accordance with Section 503 of the Rehabilitation Act of 1973, as amended, the University maintains a written affirmative action plan for the employment and advancement in employment of persons with disabilities.

The University operates an Employment Accommodation Program for Persons with Disabilities that coordinates the reasonable accommodation process using a case management format.

Information obtained about a person's disability is confidential, with certain statutory disclosure exceptions that are (1) for reasonable accommodation purposes, supervisors and managers may be informed regarding restrictions on the work or duties, (2) first aid and safety personnel may be informed when and if, to the extent appropriate, the conditions might require emergency treatment, and (3) government officials investigating compliance with federal law.

The Genetic Information Nondiscrimination Act of 2008 (GINA) prohibits employers and other entities covered by GINA Title II from requesting or requiring genetic information of an individual or family member of the individual, except as specifically allowed by this law.



## Covered Veterans

In accordance with Section 402 of the Vietnam Era Veterans Readjustment Assistance Act of 1974, as amended by the Veterans Employment Opportunities Act of 1998, the University maintains an affirmative action plan for the employment and advancement in employment of persons who are special disabled veterans, veterans of the Vietnam era, and any other veteran who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized. Information obtained about a person's disability is confidential, with certain statutory disclosure exceptions as listed under the description of the Employment Accommodation Program.

## OTHER FEDERAL AND STATE EQUAL OPPORTUNITY AND NON-DISCRIMINATION LAWS

### Federal

Title IX of the Education Amendments of 1972 prohibits sex discrimination in educational programs and activities that receive federal financial assistance. The University's Title IX Coordinator is Stephanie Spangler, Deputy Provost for Health Affairs and Academic Integrity.

Section 504 of the Rehabilitation Act of 1973 prohibits discrimination on the basis of a student or employee's disability in University programs and activities. The University's Section 504 Coordinator is Valarie J. Stanley, Director of the Office for Equal Opportunity Programs.

The Americans with Disabilities Act of 1990, as amended, protects qualified applicants and employees with disabilities from discrimination in hiring, promotion, discharge, pay, job training, fringe benefits, classification, referral, and other aspects of employment on the basis of disability. This law also requires that covered entities provide qualified applicants and employees with disabilities with reasonable accommodation. See also the Employment Accommodation Program for Persons with Disabilities.

The Age Discrimination Act of 1975, as amended, and subsequent implementing regulations, prohibits discrimination on the basis of age in programs and activities that receive federal financial assistance. The Age Discrimination in Employment Act of 1967, as amended, prohibits age discrimination in employment. The University's Age Discrimination Act Coordinator is Valarie J. Stanley, Director of the Office for Equal Opportunity Programs.

### State

The Connecticut Discriminatory Employment Practices Act prohibits discrimination on the basis of age, ancestry, color, disability, national origin, race, religious creed, sexual orientation, sex, among other protected categories. The Connecticut Commission on Human Rights and Opportunities (CCHRO) is the state enforcement agency for the Act.

Individuals with questions may contact Deputy Provost Stephanie Spangler for Title IX inquiries,

or Valarie Stanley for Section 504 inquiries. Individuals also may contact the Regional Office of the U.S. Department of Education's Office for Civil Rights, Post Office Square, Boston, MA 02109. Questions concerning the state non-discrimination laws may be directed to the CCHRO, 21 Grand Street, Hartford, CT 06106.

See also the Employment Accommodation Program for Persons with Disabilities at <http://yale.edu/equalopportunity/programs/programs2.html>

## GRIEVANCE PROCEDURES OF THE UNIVERSITY

The University's Grievance Procedures are a manifestation of Yale's firm commitment to the policies of equal opportunity and fair treatment in a complex and integrated community. It is of course hoped that in this community, good will and mutual respect will suffice to resolve most grievances. However, the procedures are designed to provide redress in cases that cannot be so resolved. They go beyond the requirements of the law.

They emphasize that the University will not condone racial or sexual harassment or any other act of discrimination on the basis of race, religion, sex, age, national origin, disability, or sexual orientation.

The University comprises Yale College, the Graduate School of Arts and Sciences, and ten professional schools, each of which is composed of a faculty and student body and many different departments and work situations. The procedures have been individually designed to provide appropriate processes to address different kinds of complaints in this complex environment.

Except where explicitly noted, each of the grievance procedures outlined may be used to

pursue a complaint of discrimination on the basis of race, sex, religion, national origin, age, disability, sexual orientation, or gender identity or expression. In addition, other types of complaints may be addressed by certain of these, e.g., infringements upon any individual's right to free expression or unfair treatment in a situation not characterized by the kinds of discrimination specified above.

Concerns that seem not to be covered by these procedures may always be pursued with an individual responsible for that area of concern, such as with a supervisor or dean or departmental chair.

The brief descriptions below are intended only to identify the procedures, and members of the community should consult the full text of each procedure for its governing provisions. Copies of all grievance procedures are available in the Office for Equal Opportunity Programs.

### Complaints of Sexual Misconduct (including Harassment)

The University-Wide Committee on Sexual Misconduct is designed to address allegations of sexual misconduct of every kind and is available to students, faculty and staff across the University according to the guidelines described in the Committee's procedures. The Committee provides an accessible, representative and trained body to answer informal inquiries and fairly and expeditiously address formal and informal complaints of sexual misconduct. The Committee consists of students, faculty and administrative members drawn from throughout the University.

Additionally, Title IX Coordinators are available to respond to complaints. For details, visit [provost.yale.edu/uwc](http://provost.yale.edu/uwc) and <http://provost.yale.edu/title-ix>



## For Students – General Grievance Procedures

There are in Yale College, the Graduate School, and the professional schools, general student grievance procedures for complaints about various issues, including but not limited to complaints of discrimination.

For example, these procedures might be used to address an apparent infringement of an individual student's right to free expression or a complaint about unfair or arbitrary treatment, whether or not it is characterized by a specific kind of discrimination.

It must be understood, however, that since an instructor's evaluation of the quality of a student's work is final, these procedures do not apply in disputes about a grade assigned, unless it is alleged that the determination of the grade resulted from unlawful discrimination. Similarly, these procedures do not apply to any matter inherent in the academic freedom of an instructor, such as, for example, in regard to the syllabus or contents of a course of instruction.

There are two general student grievance procedures: **the Dean's Procedure for Student Complaints** (if the person complained of is a member of the faculty or administration of the student's school); and the **Provost's Procedure for Student Complaints** (if the person complained of is not a member of the faculty or administration of the student's school and therefore not subject to the authority of the student's dean).

In a case where more than one procedure is available, a student may pursue his or her complaint by means of only one procedure; that is, procedures for redress of a complaint may not be used simultaneously or seriatim.

## Complaints of Racial or Ethnic Harassment

The President's Procedure for Addressing Students' Complaints of Racial or Ethnic Harassment is available to any student for the sole purpose of addressing a complaint of harassment on account of race or ethnic origin by any member of the Yale Community.

It is thus available as an alternative to students who might otherwise use either the Dean's or the Provost's procedure for student complaints.

The complete details of the Dean's, Provost's, or President's procedure are available at [www.yale.edu/equalopportunity](http://www.yale.edu/equalopportunity)

## For Faculty

The review procedures for members of the faculty are published in the Yale Faculty Handbook and available online at <http://provost.yale.edu/faculty-handbook> sections III L and III M.

Those review procedures are to be used by individual faculty members who believe they have been treated in a manner inconsistent with University policies on reappointment or promotion including the University's policy against discrimination in matters of reappointment or promotion on the basis of race, color, religion, age, sex, disability, sexual orientation, or national or ethnic origin. The Handbook also specifies the procedure for faculty who believe they have been treated in an unfair or discriminatory manner in connection with professional matters other than reappointment or promotion.

Complaints of sexual harassment by a faculty member may be pursued in accordance with the review procedures set out in the Faculty Handbook.

## **For Postdoctoral Fellows at the School of Medicine**

Postdoctoral fellows with appointments at the School of Medicine may use the “Grievance Policy and Procedures for Postdoctoral Fellows of the School of Medicine” when the individual believes they have been treated in a manner inconsistent with University policies or when the individual believes they have been discriminated against on the basis of race, color, sex, age, disability, religion, national origin, sexual orientation or status as a covered veteran. Complaints of sexual harassment by postdoctoral fellows may be pursued in accordance with Yale’s policies regarding sexual misconduct.

Copies of the procedures may be found at:

<http://smr.yale.edu>

## **Managerial and Professional and Other Staff Members Excluded from Bargaining Units**

The Staff Grievance Procedure, which is published in the Yale University Personnel Policies and Practices Manual, is available to all regular and temporary managerial and professional employees, as well as those clerical and technical and service and maintenance employees who are excluded from Local No. 34 or Local No. 35 bargaining units. This procedure is available whenever covered employees believe that they have been treated in a manner inconsistent with University policies or believe they have been discriminated against on one of the bases enumerated above or on the basis of their status as a covered veteran.

Copies of the procedures may be found at:

<http://www.yale.edu/hronline/PersPracWeb/index.html>

## **Staff Covered by the Bargaining Agreement with Local No. 34**

Article XXXVI, Grievance and Arbitration Procedure, of the Agreement between Yale University and Local 34, Federation of University Employees, may be used to address any claim by an employee whose position is covered by the Agreement that the Agreement has been violated, including, but not limited to, the Article on Fair Treatment of Staff Members. For copies of this procedure please call the Labor Management Relations Office at 203.432.9822

## **Staff Covered by the Bargaining Agreement with Local No. 35**

The grievance procedure for members of the Local 35 bargaining unit, which appears as Article XV of the Agreement between the University and Local No. 35, is available to address disputes about the interpretation, applications, or alleged violations of any of the provisions of the Agreement, including, but not limited to, the Article on Nondiscrimination. For copies of this procedure please call the Labor Management Relations Office at 203.432.9822

## **Special Education Teachers at the Cedarhurst School**

Article XX, Grievance and Arbitration Procedure, of the Agreement between Yale University and Local 933, afp, afl-cio, may be used to address any claim by a member of that bargaining unit that the Agreement has been violated, including, but not limited to, the Article on No Discrimination. For copies of this procedure please call the Labor Management Relations Office at 203.432.9822

## **Staff Covered by the Bargaining Agreement with the Yale Police Benevolent Association**

Article XVI, Grievance Procedure, of the Agreement between Yale University and the Yale Police Benevolent Association (ypba), may be used to address any claim by an employee whose position is covered by the Agreement that the Agreement has been violated including, but not limited to, the Article I, Section 3 nondiscrimination provision. For copies of this procedure please call the Labor Management Relations Office at 203.432.9822

## **Complaints Against Members of the University Police Department**

A complaint against a member of the University's Police Department is to be pursued in accordance with the procedure specified in the Yale University Police Department Manual. Copies of the procedure are available from the Office of the Associate Vice President for Administration, WGS 8th Floor.

## **Security Officers Covered by the Bargaining Agreement with Security, Police & Fire Professionals of America (SPFPA)**

Article XIII, Grievance and Arbitration Procedure, of the Agreement between Yale University and the International Union, Security, Police & Fire Professionals of America (spfpa), Local 502, may be used to address any claim by an employee whose position is covered by the Agreement that the Agreement has been violated, including, but not limited to, Article XI on Fair Treatment of Security Officers. For copies of this procedure please call the Labor-Management Relations Office at 203.432.9822

The Office for Equal Opportunity Programs also informs individuals about the formal grievance procedures for students and employees.

In cases where the individual is not within a group of persons covered by a formal grievance procedure, the Office will review the individual's complaint. All inquiries are treated in a confidential manner. Any member of the Yale Community who is unsure as to which of the procedures is available or how to proceed under any particular procedure, he or she should consult with the Office of the General Counsel or with the Office for Equal Opportunity Programs.

## **Complaints of Discrimination and Unfair Treatment: The Informal Process**

The Office for Equal Opportunity Programs handles complaints of discrimination and unfair treatment in the application of the University's employment or admissions policies, practices, and procedures. Any student, employee, or applicant for programs or employment at Yale who is concerned about affirmative action, equal opportunity, harassment and other forms of prohibited discrimination, or fairness in admissions or employment at Yale, either in a general sense or with respect to their own situation, is encouraged to contact the Office. Talking about a problem with a member of the Office is not a part of any formal grievance procedure. The staff, however, can investigate or mediate a problem as an informal resolution of a situation. Inquiries should be directed to the Office for Equal Opportunity Programs at 203.432.0849





# Yale

*[www.yale.edu/equalopportunity](http://www.yale.edu/equalopportunity)*