For the most updated information, visit www.yale.edu/equalopportunity

*Photos by Michael Marsland and Joanne Wilcox.*
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   Security Officers Covered by the Bargaining Agreement with Security, Police & Fire Professionals of America (SPFPA)
   Complaints of discrimination and Unfair Treatment: The Informal Process
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 throughout the world. 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.

Yale has viewed socioeconomic mobility as a central pillar of its efforts since its earliest days. 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 undergraduates from around the world regardless of their families’ ability to pay; nearly 60 percent 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 STEM fields include numerous prominent women in positions of leadership.

Yale’s emphasis on equal opportunity also extends to our staff, where we have made substantial progress in increasing diversity. With the leadership of the university’s chief diversity officer, seven highly successful employee affinity groups promote networking among diverse communities. We continue to focus on improving recruitment efforts to reach under-represented minority groups, and on working to make career opportunities at Yale broadly visible.

The pages that follow describe a number of Yale policies that define expectations for appropriate behavior in the classroom, workplace, campus residences, and the many places where citizens of the university gather to teach, to learn and to socialize. You will also find information on a wide variety of 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, and deans of the university join me in reaffirming our commitment to equal opportunity and diversity and to providing an environment of civility 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

Office of Faculty Development and Diversity
http://provost.yale.edu/faculty-development-and-diversity

Office of Diversity and Inclusion
www.yale.edu/hronline/diversity

Provost Advisory Committee on Resources for Students and Employees with Disabilities
https://rod.ys.yale.edu/public/provost-advisory-committee

Resource Office on Disabilities
https://rod.ys.yale.edu/

The Women Faculty Forum
www.yale.edu/wff

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
www.yale.edu/chaplain

Cultural Centers and Councils

Afro-American Cultural Center
http://afam.yale.edu

Asian American Cultural Center
www.yale.edu/aacc

LaCasa Cultural, The Latino Cultural Center
www.yale.edu/lacasa

Native American Cultural Center
www.yale.edu/nacc

Intercultural Affairs Council (YAC)
http://yalecollege.yale.edu/intercultural-affairs-council-iac

Office of LGBTQ Resources
http://lgbtq.yale.edu

Graduate and Professional Schools

2015-2016 Minority Student Coordinators
Graduate School of Arts & Sciences Office for Diversity and Equal Opportunity
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
http://medicine.yale.edu/education/omca

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

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
221 Whitney Avenue, 3rd Floor

Office of Diversity and Inclusion
www.yale.edu/hronline/diversity

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). 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
221 Whitney Avenue, 3rd Floor
Working Women's Network (WWN)

Kathryn Bell, 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)

Jennifer Medina, Co-Chairperson
Boni Candelario, 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)

Jean Zheng, 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.

Lesbian Gay Bisexual Transgender Queer (LGBTQ)

Craig Canfield, Co-Chairperson
Amy Meyers, 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.
Future Leaders of Yale (FLY)

Rebecca Desalvo, 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.

Yale African American Affinity Group (YAAA)

Teresa Smith-Hines, Co-Chairperson

Randi McCray, 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, there by assisting the University to achieve its diversity goals.

Yale Veterans Network (YVN)

Lori Rasile, 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.
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
http://provost.yale.edu/who-we-are/richard-g-bribiescas
Twitter: @YaleFaculty
2 Whitney Avenue, Suite 400

Faculty Development and Academic Resources
phone 203.432.4450
k.anderson@yale.edu
http://provost.yale.edu/who-we-are/karen-anderson
2 Whitney Avenue, Suite 400
Promoting Diversity and Equal Opportunity at Yale University

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

https://rod.ys.yale.edu/public/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
100 York Street, Suite 1F

**The Women Faculty Forum**

www.yale.edu/wff

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
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
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 | 203.432.4446

Senior Deputy Title IX Coordinators

For Faculty and Staff
Valarie Stanley, Director
Office for Equal Opportunity Programs
valarie.stanley@yale.edu | 203.432.0849

Jason Killheffer,
Director, Academic Integrity Programs
jason.killheffer@yale.edu | 203.436.8411

Deputy Title IX Coordinators

Graduate School of Arts and Sciences
Carl Hashimoto, Professor and Assistant Dean
carl.hashimoto@yale.edu | 203.432.6814

School of Architecture
Joel Sanders, Professor (Adjunct)
joel.sanders@yale.edu | 203.432.0263

School of Art
Anna Betbeze, Senior Critic
anna.betbeze@yale.edu | 917.331.6319

Divinity School
Lisabeth Huck, Registrar
lisabeth.huck@yale.edu | 203.432.5312

School of Drama
Joan Channick, Associate Dean
Prof. (Adj.) Theater Management
joan.channick@yale.edu | 203.436.9048

School of Engineering and Applied Science
Vince Wilczynski, Deputy Dean
vincent.wilczynski@yale.edu | 203.432.4221

School of Forestry & Environmental Studies
Joanne DeBernardo, Assistant Dean, Student Affairs
joanne.debernardo@yale.edu | 203.432.6286

Law School
Claire Priest, Professor of Law
claire.priest@yale.edu | 203.432.4851
School of Management
Rebecca Udler, Deputy Director, Academic Affairs & Student Life
rebecca.udler@yale.edu | 203.432.7501

School of Medicine
Merle Waxman, Associate Dean
merle.waxman@yale.edu | 203.737.4100
Rosemarie Fisher, Professor and Associate Dean for Graduate Medical Education
rosemarie.fisher@yale.edu | 203.688.1449

School of Music
Melvin Chen, Deputy Dean
melvin.chen@yale.edu | 203.436.8935

School of Nursing
Lois Sadler, Professor
lois.sadler@yale.edu | 203.737.2561

School of Public Health
Melinda Pettigrew, Associate Professor and Associate Dean of Academic Affairs
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 | 203.432.2502

Sexual Harassment and Assault Response & Education Center (SHARE)
http://sharecenter.yale.edu

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
direct line 203.432.0310
fax 203.432.8458
carole.goldberg@yale.edu
55 Lock Street, Lower level: Yale Health

Jennifer Czincz, PH.D., Assistant Director
phone 203.432.0290
jennifer.czincz@yale.edu

Amy Myers, LCSW, Program Associate
phone 203.436.8217
amy.myers@yale.edu

John Criscuolo, MA, Consent & Sensitivity Training Program
phone 203.494.6247
john.criscuolo@yale.edu

Nicole Belisle, LCSW
SHARE Associate: Part time
phone 203.436.5631
nicole.belisle@yale.edu
Religious Diversity – Chaplain’s Office
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
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
211 Park Street
La Casa Cultural, The Latino Cultural Center
www.yale.edu/lacasa
www.lacasacultural.tumblr.com
Eileen Galvez, 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
301 Crown Street

Asian American Cultural Center
www.yale.edu/aacc
Saveena Dhall, Assistant Dean and Director

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
saveena.dhall@yale.edu
295 Crown Street

Native American Cultural Center
www.yale.edu/nacc
Kelly Fayard, Ph.D. Assistant Dean and 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 203.432.2900
kelly.fayard@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.

Intercultural Affairs Council (IAC)
http://yalecollege.yale.edu/content/intercultural-affairs-council-iac

Maria Trumpler, Director

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

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
124 Swing Space, 40A Ashmun Street
THE GRADUATE AND PROFESSIONAL SCHOOLS

2015-2016 Minority Student Coordinators

Each academic year, Minority Student Coordinators are appointed in the Graduate School and in each professional school to focus on minority student education and recruitment.

For the most updated list of Minority Student Coordinators, visit www.yale.edu/equalopportunity/minoritystudentcoordinators

School of Architecture

Bimal Mendis, Assistant Dean, Assistant Professor (Adjunct)
bimal.mendis@yale.edu

School of Art

Pedro Barbeito, Critic
pedro.barbeito@yale.edu

Divinity School

Vernice Randall, Lecturer, Associate Dean of Admissions and Financial Aid
vernice.randall@yale.edu

School of Drama

Joan Channick, Associate Dean, Professor (Adjunct) Theater Management
joan.channick@yale.edu

School of Engineering

Michelle Nearon, Associate Dean for Graduate Student Development and Diversity
michelle.nearon@yale.edu

School of Forestry & Environmental Studies

Joanne DeBernardo, Assistant Dean
joanne.debernardo@yale.edu

Graduate School

Michelle Nearon, Associate Dean for Graduate Student Development and Diversity
michelle.nearon@yale.edu

Law School

Ellen Cosgrove, Associate Dean
ellen.cosgrove@yale.edu

School of Management

Tiffany Gooden, Director of Community and Inclusion
tiffany.gooden@yale.edu

School of Music

Melvin Chen, Deputy Dean
melvin.chen@yale.edu

School of Nursing

Heather Reynolds, Associate Professor
heather.reynolds@yale.edu

School of Public Health

Trace Kershaw, Associate Professor, Chair of the YSPH Diversity Committee
trace.kershaw@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.

**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

**Graduate School of Arts & Sciences Office for Diversity and Equal Opportunity**  
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.

**School of Medicine, Office for Women in Medicine**  
http://medicine.yale.edu/owm

**Merle Waxman, Director**

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http://medicine.yale.edu/ombuds

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Inquiries should be directed to Merle Waxman, Ombudsperson, SHM, L202, CONFIDENTIAL LINE  
phone 203.737.4100  
merle.waxman@yale.edu
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
ESH 322, 367 Cedar Street

Yale University’s Equal Opportunity Statement

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. Both men and women are protected from sexual misconduct, and sexual misconduct is prohibited regardless of the sex of the harasser.

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

**Definition of Sexual Assault**

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

**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. Both men and women are protected from sexual harassment, and sexual harassment is prohibited regardless of the sex of the harasser.
**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 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 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, a teacher must not directly supervise any student with whom he or she has 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 Title IX Coordinator, the Title IX Coordinator of his or her school, the department chair, the appropriate dean, the Provost, or one of his or
her 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 Title IX Coordinator, with the Title IX Coordinator of his or her 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 a supervisor directly supervise or evaluate any employee or trainee with whom he or she has 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 Title IX Coordinator.

For listing of resources available regarding sexual misconduct, visit smr.yale.edu
AFFIRMATIVE ACTION PLANS AND PROGRAMS

For more information and details, visit www.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

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.

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.
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,
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 or sexual orientation. 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 and 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

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 he or she has been treated in a manner inconsistent with University policies or when the individual believes he or she has 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. If any member of the Yale Community 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 his or her 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