Promoting Diversity and Equal Opportunity at Yale University: Policies, Resources, and Procedures
Statement by the President

Richard C. Levin
President of the University

Yale University has long recognized the importance of diversity among its staff, and we are committed to basing judgments concerning the character and qualifications of candidates for employment against any individual on account of that individual's sex, race, color, religion, age, disability, status as a veteran, or national or ethnic identity or expression.

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, 203.432.0849 (voice), 203.432.9388 (TTY).

Yale University's Equal Opportunity Statement

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Affirmative Action and Equal Opportunity Programs, Offices, and University Appointed Councils and Committees

Office for Equal Opportunity Programs

The Women Faculty Forum

www.yale.edu/wff/

The Women Faculty Forum (WFF) is an organization supported by the Offices of the President and Provost at Yale. It has a forty-woman Council and more than 600 members across the University. The WFF’s goals are to promote scholarship on gender and scholarship by and about women across all schools of the University; to foster gender equity throughout the university; and to promote collegiality and networking on these issues between faculty, students, administration, and alumnae.

OFFICE 203 432-8847
FAX 203 432-8928
EMAIL wff@yale.edu
ADDRESS 305 Crown Street, Room 206

Title IX Coordinators

2010—2011

University policy prohibits discrimination on the basis of sex. Any student, faculty or staff member, or applicant who has concerns about sex discrimination, including those pertaining to sexual harassment, is encouraged to seek the assistance of the Title IX Coordinator in his or her school or to consult with the University’s Title IX Coordinator, Valerie J. Stanley at 203 432-0853 (Voice), 203 432-9388 (TTY).

School of Architecture
Margaret Deamer, Assistant Dean margaret.deamer@yale.edu

School of Art
Rochelle Feinstein, Professor rochelle.feinstein@yale.edu

Divinity School
Dale Peterson, Associate Dean for Student Affairsdale.peterson@yale.edu

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

School of Forestry and Environmental Studies
Joanne DeBernardo, Dean of Student Affairs/Registrar joanne.debernardo@yale.edu

Graduate School of Arts and Sciences
Michelle Neehan, Assistant Dean michelle.neehan@yale.edu

Law School
Tracey Louise Meares, Walton Hale Hamilton Professor, Yale Law Schooltracey.meares@yale.edu

School of Management
Sherilyn (Sheri) Scully, Director, Student Academic Services sherilyn.scully@yale.edu

School of Medicine
Merle Waxman, Associate Dean merle.waxman@yale.edu

School of Music
Paul Hawkshaw, Deputy Dean paul.hawkshaw@yale.edu

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

Yale College
Pamela Schirmeister, Associate Dean Graduate School, Associate Dean Yale College pamela.schirmeister@yale.edu

Resource Office on Disabilities

www.yale.edu/rod/

The Resource Office’s primary mission is to foster a University community that is accessible to and inclusive of all students with disabilities. The Resource Office facilitates accommodations for students with disabilities and serves as a resource and catalyst for change by providing technical assistance, information, and disability awareness training to the University community. Registering with the Resource Office on Disabilities is a required first step for students who wish to request a disability-related accommodation or service. A student may submit documentation to the Office even though a specific accommodation is not anticipated at the time of registration. The Resource Office on Disabilities appropriately protects the confidentiality of information and documentation submitted by students. We encourage current, past, and prospective students with disabilities, members of the Yale community, and the public to contact us for more information.

OFFICE 203 432-2325 (Voice)
FAX 203 432-8250
EMAIL judith.york@yale.edu
ADDRESS 35 Broadway (rear entrance), Room 222

The Committee provides advice on essentials in services and access to accommodate individuals with disabilities in the Yale community, and it educates and provides expert advice to the Yale community about the needs of individuals with disabilities and best practices to meet those requirements. The Committee consists of students, staff, and faculty who are appointed by the Provost, and it is chaired by Angela Crowley, Associate Professor of Nursing.

Angela Crowley

The Committee provides the University with advice and assistance in fulfilling its commitment to maintaining an environment that is accessible and supportive of the work and scholarship of all students, faculty, and staff. The Committee provides advice on essentials in services and access to accommodate individuals with disabilities in the Yale community, and it educates and provides expert advice to the Yale community about the needs of individuals with disabilities and best practices to meet those requirements. The Committee consists of students, staff, and faculty who are appointed by the Provost, and it is chaired by Angela Crowley, Associate Professor of Nursing.

Valerie J. Stanley

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OISS/International Center for Yale Students and Scholars

The Office of International Students and Scholars (OISS), housed in the International Center for Yale Students and Scholars, is responsible for the general welfare of Yale’s international students and scholars. Through its programs and publications the OISS offers a source of information and support and an initial point of connection for international students, scholars, and their families. It also serves as a resource on immigration matters for the Yale community and Yale’s liaison to those federal agencies concerned with matters related to international students and scholars studying and working here. The International Center for Yale Students and Scholars provides a welcoming venue for students and scholars who want to peruse resource materials, check their e-mail, and meet up with a friend or colleague. Open until 9:00 PM on weekdays, the center also provides meeting space for student groups, and a space for events organized by both student groups and University departments. In addition, the center has nine library carrels that can be reserved by academic departments for short-term international visitors.

OFFICE 203 432-2305
FAX 203 432-7166
EMAIL ann.kuhlman@yale.edu
ADDRESS 421 Temple Street

Yale College Cultural Centers

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

The Center helps Yale University respond to the cultural, intellectual, developmental and social needs of a complex and diverse student body, by bringing together undergraduate, graduate and professional students, faculty, administrators, staff, alumni, and members of the New Haven community into a constituency of common interests. The Center seeks to create an atmosphere that fosters deep knowledge and high regard for African, Afro-Caribbean and Black North American history, politics and culture, serving as a place for specialized educational opportunities and leadership development.

OFFICE 203 432-4131
FAX 203 432-7369
EMAIL rodney.cohen@yale.edu
ADDRESS 211 Park Street

Asian American Cultural Center
www.yale.edu/aacc/

Established in 1981, the Asian American Cultural Center (AACC), in collaboration with our 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. Seen as a second home for our students, the AACC is committed to providing a space for Asian and Asian Americans to feel a shared sense of belonging, celebrate their cultural heritage and traditions, build pan-Asian unity, and create an atmosphere that nurtures the personal, intellectual, and leadership skills of our students.

OFFICE 203 432-2931
EMAIL saveena.dhall@yale.edu
ADDRESS 205 Crown Street

LaCasa Cultural

The Latino Cultural Center
www.yale.edu/lacasa

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 at Yale University. Through a variety of activities, undergraduate, graduate and professional students, staff, faculty, and the general New Haven community realize the Center’s mission as an important gathering place.

OFFICE 203 432-2931
EMAIL rosalinda.garcia@yale.edu
ADDRESS 203 Crown Street

Native American Cultural Center
www.yale.edu/nacc/

The NACC strives to maintain a permanent and prominent Native American presence at Yale that incorporates and supports the success of future Native leaders through recruitment, encouragement, mentoring, service, and the fostering of a community that makes Yale the most sought after Ivy Institution for Native American achievement, research and solidarity.

NACC Core Values

• Nurturing individual and community wholeness through collaboration, family, kinship, and spirituality.
• Sustaining cultural preservation by acknowledging history and responsibility.
• Promoting respect with pride, inclusion and recognition of diversity.
• Fostering leadership through accountability, transparency, assertiveness, and honesty.

OFFICE 203 432-2931
EMAIL theodore.vanalu@yale.edu
ADDRESS 295 Crown Street
The Graduate and Professional Schools

2010–2011 Minority Student Coordinators

Each academic year, Minority Student Coordinators are appointed in the Graduate School and in each of the professional schools to focus on minority student education and recruitment of students who are members of minority groups.

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

School of Art
Robert Reed, Professor (Painting) robert.reed@yale.edu

Divinity School
Andre Willis, Assistant Professor andre.willis@yale.edu

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

School of Engineering
Roman Kuc, Professor of Electrical Engineering, Associate Dean of Educational Affairs roman.kuc@yale.edu

School of Forestry & Environmental Studies
Pilar Montalvo, Assistant Dean pilar.montalvo@yale.edu

Graduate School
Michelle Nearn, Assistant Dean and Director, Office for Diversity & Equal Opportunity michelle.nearn@yale.edu

Law School
Sharon C. Brooks, Associate Dean of Student Affairs sharon.brooks@yale.edu

School of Management
Judy Chevalier, William S. Beinecke Professor of Economics & Finance judy.chevalier@yale.edu

School of Medicine
Forrester Lee, Professor of Internal Medicine (Cardiology), Assistant Dean for Multicultural Affairs woody.lee@yale.edu

School of Music
Paul Haskshaw, Professor in the Practice of Musicology and Deputy Dean; Director, Norfolk Summer School & Chamber Music Festival paul.haskshaw@yale.edu

School of Nursing
Barbara Guthrie, Associate Dean of Academic Affairs barbara.guthrie@yale.edu

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

www.yale.edu/graduateschool/diversity/

The Office is committed to promoting diversity and building a supportive graduate school community whereby students from under-represented backgrounds (particularly students of color, women and other underrepresented students) are actively recruited and encouraged in their professional, social, and intellectual goals and pursuits. Assistant Dean Michelle Nearn works with students, faculty and administrators within the Graduate School and the University to carry out the mission of the Office.

OFFICE 203 432-0763
FAX 203 432-7765
EMAIL michelle.nearn@yale.edu
ADDRESS HGS 128, 320 York Street

School of Medicine Office for Women in Medicine

http://medicine.yale.edu/jwim/

The Office for Women in Medicine has as its mission to promote 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. The Office brings distinguished women in the medical sciences to the School as role models and mentors; and sponsors workshops and seminars on professional development and career opportunities.

OFFICE 203 785-4680
FAX 203 737-1624
EMAIL merle.waxman@yale.edu
ADDRESS SHM L202, 335 Cedar Street

School of Medicine Office of Multicultural Affairs

http://info.med.yale.edu/omca/

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 house staff in addressing and seeking solutions to the academic, career, and social issues that may affect their professional development at the School.

OFFICE 203 785-7545
FAX 203 737-5507
EMAIL woody.lee@yale.edu
ADDRESS ESH 322, 367 Cedar Street

Religious Diversity at Yale

Yale University Chaplain’s Office

www.yale.edu/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 central mission of the University Chaplain’s Office is to cultivate a broad pastoral presence to the Yale community as well as to coordinate our many religious groups. We facilitate interfaith dialogue, engagement and service along with creating room on campus for our richly diverse religious and spiritual traditions. The chaplaincy partners with other university offices, departments and schools to provide educational and experiential programs bringing both appreciative and critical perspectives to the role of religion in culture, the arts, politics, and global affairs.

The Chaplain’s Office, located in the basement level of Bingham Hall on Old Campus, hopes to be the most welcoming, nurturing, and sustaining place at Yale. We celebrate the spiritual, religious, and seeking paths of every member of the Yale community. We support and offer a number of programs, including regular worship and prayer offerings through the Yale Religious Ministry (YRM), events planned by student groups, as well as numerous other activities including interfaith service trips, New Haven outreach, and so much more. The chaplaincy also provides guidance to other university offices on how to be welcoming and accommodating to religiously diverse students, faculty and staff. 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.

OFFICE 203 432-1128
EMAIL sharon.kugler@yale.edu,
ADDRESS Bingham Hall Lower Level
Sexual Harassment Statement

www.yale.edu/equalopportunity/policies/index.html

Sexual harassment is antithetical to academic values and to a work environment free from the fact or appearance of coercion. It is a violation of University policy and may result in serious disciplinary action. Sexual harassment consists of non-consensual 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. Conduct that occurs in the process of application for admission to a program or selection for employment is covered by this policy, as well as conduct directed toward University students, postdoctoral appointees, faculty, or staff members.

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, 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 (see below) 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 department chair, the appropriate dean, the Provost, or one of his or her designees. If an alleged violation of this policy cannot be resolved informally, a student may lodge a complaint with the dean of the school in which the student is enrolled or where the teacher exercises his or her supervisory responsibilities.

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 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.

The Yale community is diverse—in race, background, age, religion, and in many other ways. The personal actions of each community member establish and maintain the culture of tolerance and respect for which we strive. While principles of free speech remain paramount at Yale, faculty and staff should respect the rights and dignity of others regardless of their differences, and must conscientiously abide by the principles of nondiscrimination adopted by the University. Harassment along sexual, racial, or political lines has no place in our community. (See also University Statement on Sexual Harassment, Information Technology Appropriate Use Policy, www.yale.edu/ ppsde/policy/1607/1607.pdf.)
### Affirmative Action Plans and Programs Concerning Women, Minorities, Persons with Disabilities and Veterans

**www.yale.edu/equalopportunity/programs/programs2.html**

#### 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 utilization of women and members of minority groups in Yale’s workforce. The plan helps the University monitor equal employment opportunity for women and members of minority groups.

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 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 203 432-0852 (Voice), 203 432-9388 (TTY).

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 203 432-0852 (Voice), 203 432-9388 (TTY).

#### 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’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 203 432-0852 (Voice), 203 432-9388 (TTY).

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### 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 Valarie J. Stanley, Director of the Office for Equal Opportunity Programs.

Section 504 of the Rehabilitation Act of 1973 prohibits discrimination based on 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 American 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 employers 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 based on 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 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.
Grievance Procedures of the University

The University’s Grievance Procedures are a manifestation of Yale’s firm commitment to the policies of equal opportunity, affirmative action, and a community and integrated community. It is of course hoped that in this community, good will and mutual respect will be prolonged. However, the procedures are designed to provide redress in cases that cannot be resolved. They go beyond the requirements of the law. They emphasize that the University will not discriminate against sexual harassment or any other act of discrimination on the basis of race, religion, sex, age, national origin, disability, or sexual orientation.

At first glance the procedures listed or printed in this supplement may seem both numerous and complicated. However, they result from the fact that 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 below 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 kinds of complaints may be addressed by certain of these, e.g., infringements upon any individual’s right to express himself in a lawful and constitutionally protected manner not characterized by the kinds of discrimination specified above.

Complaints that seem not to be covered by these procedures may always be pursued with an individual responsible for that area of concern, either 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.

Three of these procedures, the Dean’s Procedure for Student Complaints and the Provost’s Procedure for Student Complaints are printed in their entirety below.

For Students

General Grievance Procedures

There are in Yale College, the Graduate School, School of Music and School of Drama, 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, therefore, these procedures do not address, as a matter inherent in the academic freedom of an instructor, such as, for example, inadmissible factors or contents of a course of instruction.

There are two general student grievance procedures employed in the Solicitor’s Office. The Solicitor’s Office will review the student grievance procedures and procedures employed by the Solicitor’s Office will review the student grievance procedures and procedures employed by the Solicitor’s Office.

The Solicitor’s Office will consider the situation on a case-by-case basis. The Solicitor’s Office will review the student grievance procedures and procedures employed by the Solicitor’s Office the Solicitor’s Office will review the student grievance procedures and procedures employed by the Solicitor’s Office.

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 they believe they have been treated unfairly or that they have been discriminated against on the basis of race, color, sex, age, disability, religion, national origin, sexual orientation, or gender identity, when they believe they have been discriminated against on the basis of race, color, sex, age, disability, religion, national origin, sexual orientation, or gender identity.

Complaints of sexual harassment by postdoctoral fellows may be pursued in accordance with the School of Medicine Grievance Procedures for Complaints of Sexual Harassment.

Copies of the procedures are available from the Office of the Dean of the School of Medicine.

For Staff

Management 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 identical and technical and service and maintenance employees who are excluded from Local No. 34 or Local No. 17 bargaining units.

This procedure is available whenever covered employees believe that they have been treated unfairly or that they have been discriminated against with University policies or believe they have been discriminated against on one of the bases of discrimination specified above.

Copies of the procedures may be obtained online at www.yale.edu/hiroine/Personnel/ PersRepWeb/Box.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 203 437-8857.

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 School of Medicine and Local 34, Federation of University Employees, may be used 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 203 437-8857.

Special Education Teachers at the Cedarhurst School

Arbitration will be used if the parties agree to the use of arbitration. If the parties agree to the use of arbitration, the Award will be published in the Yale University Personnel Policies and Practices Manual, and copies of the procedure will be published 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 Human Resources, W200 East Campus.

Complaints Against Members of the University Police Department

A complaint against a member of the University 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 Human Resources, W200 East Campus.

The Office for Equal Opportunity Programs also informs individuals about the availability of the University’s 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.

PLEASE NOTE: On April 7, 2011, the Provost announced the formation of the University-Wide Committee on Sexual Misconduct (“UWC”). The UWC will address complaints of sexual misconduct made across the University and will play an essential role in improving the consistency and continuity of decision-making in response to such complaints. The UWC will begin its work on July 1, 2011. As of that date, any complaint of sexual misconduct brought against any faculty member or student will be heard by the UWC.

Accordingly, because of the availability of the UWC some of the processes described below, including those for students at Yale College, the Graduate School, the Divinity School, the School of Medicine and the School of Nursing, will not be available for formal complaints of sexual misconduct.

A website describing the UWC’s procedures will be available prior to the Committee’s beginning its work.
Following is the text of the Dean's Procedure for Student Complaints, Provost's Procedure for Student Complaints, and the General Student Grievance Procedures for Addressing Students’ Complaints of Racial or Ethnic Harassment. These copies are to be retained for future reference.

A Dean's Procedure for Student Complaints

This Procedure governs any case in which a student is involved, including but not limited to a complaint of sexual harassment2 or a complaint of discrimination based on race, sex, color, religion, national or ethnic origin, disability or sexual orientation, against a member of the faculty, administration, or a member of the Committee.3

I. The complainant shall submit a copy of the letter to the Dean describing the issue or the complaint if this has not already been done. Reasonable time (in no case less than one week and ordinarily within two weeks) is to be allowed between the receipt of the written notification and the date of the commencement of the review in order to provide the parties time to prepare for a meeting with the Dean. Where more than one procedure is available, the Dean will determine which is to be used. The Dean will conduct a fair and impartial inquiry to determine the appropriateness of the Dean as the final arbiter of the complaint but must do so before the Committee's findings of fact have been published. If the Dean believes that the findings are not substantiated by the evidence presented to the Committee, the Dean will modify or reject the conclusions of the Committee and any recommendations it might have made. However, in any case where the Dean does not believe it is appropriate to follow the recommended actions of the Committee, the Dean will discuss the matter with the Committee and explain the reasons for not doing so. The Dean shall then make a decision on the matter and convey his or her decision in writing to the complainant, the person against whom the grievance was lodged, and the Committee; the Dean’s decision will be final. If the Committee’s findings of fact are not directly to the Advisory Committee on Student Grievances unless the complainant indicates to the investigator that he or she does not desire such a referral.

III. Review by the Dean's Advisory Committee on Student Grievances

A. Composition of the Dean's Advisory Committee

The Dean’s Advisory Committee on Student Grievances will be composed of five members appointed by the Dean. The Dean’s Advisory Committee may expand the committee as necessary and may replace members at any time. The Dean's Advisory Committee on Student Grievances for each of the professional schools may be composed of either a standing or an ad hoc committee appointed by the Dean.5 There will be one student member and at least two faculty members appointed to the Committee. The remaining two members may be administrative officers or members of the Committee and will participate fully in the deliberations of the Committee. The members of the Committee who may be directly involved in the subject matter of any complaint are to excuse themselves during the review of that complaint. The designee as soon as possible after the decision to confer such further investigation as the Dean believes appropriate. The Dean’s Advisory Committee may appoint a designee who may be larger or smaller; but in such an instance, the Dean shall address this to the Department in question. If a student believes that he or she has been referred to a procedure that may be used when there is a complaint about the quality of a course or the quality of instruction in a course; such a referral the student bringing the complaint will be notified of the complaint and the facts upon which it is based (insofar as the facts are known to the Dean’s designee as soon as possible after the conclusion of the term in which the course has been offered).

4. For a complaint of sex discrimination, the investigator will be one of the Title IX Coordinators for a complaint of discrimination on the basis of disability, the 504 Coordinator for a complaint of disability, the student member and at least two faculty members appointed to the Committee. The remaining two members may be administrative officers or members of the Dean's Committee that is either larger or smaller than the Committee.

5. Complaints of sex discrimination or discrimination on the basis of a disability will be addressed in accordance with the requirements of the Education Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973, respectively. The federal regulations implementing these two laws are published in Title 34 of the Code of Federal Regulations, Parts 104 and 106.

6. This last clause is not applicable in the Law School’s Procedure where students may be accompanied by another student or faculty member of the Law School.
General Student Grievance Procedures (continued)

Provost's Procedure for Student Complaints

This Procedure governs any case in which a student has a complaint, including but not limited to a complaint of sexual harassment or a complaint of discrimination on the basis of race, sex, color, religion, national or ethnic origin, disability, or sexual orientation. A student who is a member of a faculty member who is not an administrator in the student's School or who is not subject to discipline under this Procedure is not eligible to file a grievance under this Procedure. Also this Procedure is to be used for all complaints of discrimination on the basis of disability where structural modifications of University facilities is the remedy sought. Since an instructor's evaluation of a student's work is final, this Procedure does not apply in any dispute about a grade assigned to a student. Neither a member of the faculty nor any employee who is not an administrator in the student's School or who is not subject to discipline under this Procedure may seek assistance and advice on how to secure an equitable solution of the dispute. If a student believes that he or she has been retaliated against as a result of filing a written complaint under this Procedure, a separate complaint alleging retaliation can be pursued by means of this Procedure.

I. Informal Resolution

If the complaint itself indicates that the complainant is encouraged to bring a problem directly to the attention of the person whose actions he or she has found to be objectionable. Where this is the case, the complainant may seek advice and assistance on how to secure an equitable solution of the problem.

II. Filing of a Written Complaint

If the complaint cannot be resolved by informal discussion or if the student has chosen not to discuss the matter informally, the complainant will submit to the Dean of his or her School a letter describing the complaint and the facts upon which it is based (insofar as the facts are known to the complainant), specifying the issues in question and indicating what redress or resolution of the grievance is sought. The complaint shall be acted upon as soon as possible after the action giving rise to it, but in no case within 45 days after the action complained of. (If a complaint is in some manner associated with the conduct of a course, the complaint must also be submitted within 45 days after the action upon which it is based but the student may request that no action be taken on the complaint in accordance with the term of which he or she has been enrolled.) The Dean will supply the person or persons concerning whom the complaint has been filed with a copy of the complaint.

The Dean will undertake an informal investigation of the complaint and in doing so may consult with the student filing the complaint and may meet with such other parties as he or she deems appropriate in an attempt to resolve the complaint.

The Dean’s investigation will be carried out within a reasonable period of time, which may vary depending on the action taken and will be concluded by a written response to the complainant’s letter. The Dean’s written response will also apprise the complainant of the availability of a review as described below.

III. Review by the Provost’s Advisory Committee on Student Grievances

If the Dean does not achieve a resolution that is satisfactory to the complainant then the complainant may submit to the Provost a written statement of the grievance, detailing the specifics of the facts upon which it is based (insofar as the facts are known to the complainant), specifying the issues in question, indicating what remedy or resolution is sought and requesting that the complaint be considered.

This written request must be received within 10 days after the complainant’s receipt of the letter from the Dean that concluded the review described in Section II above. The Provost’s Committee on Student Grievances will inform in writing the parties involved that it will review the complaint. The person against whom the complaint has been lodged will be given a copy of the letter to the Dean describing the complaint if this has not already been done or if more than a reasonable time (in no case less than one week and ordinarily within two weeks) is to be involved, the letter of the written notification and the date of the commencement of the review in order to provide the person against whom the complaint is made the opportunity to meet with the Committee if either of the parties or the Committee wish it. In cases where the person complained against may be accompanied by any member of the Yale Community (i.e., student, faculty member, dean, administrator, or other employee), he or she may not have legal training. The proceedings are in their nature non-adversarial and the advisers, while they may be of assistance, are not decision makers; they are accompanying, may not participate directly in the proceedings. The person complained of will have the opportunity to present information and witnesses deems necessary to make the complaint. All documents considered by the Committee that relate to the actions of the person against whom the complaint has been filed may be inspected by that person; and the complainant will be permitted to inspect those documents or parts of documents directly relating to the student’s specific complaint that the Committee deems relevant and concludes were not written under a presumption of confidentiality. Ordinarily both parties may be present when either party or any witnesses is being interviewed; however, the Committee may enter into closed session with or without one or both parties upon the vote of a majority of the members of the Committee (except that when a witness is being interviewed either both or none of the parties will be present as the Committee deems appropriate). For a complaint alleging sex discrimination or sexual harassment (regardless of the basis of disability, the Committee will be advised by, respectively, the Title IX Coordinator of the complainant’s School or the University’s 304 Coordinator.

The Provost’s Advisory Committee on Student Grievances, having thus conducted its inquiry and having interviewed whatever further witnesses it deems necessary, will then deliberate without the presence of the parties and will prepare a written Report (i) stating its findings of fact; (ii) including the conclusion it has drawn from these facts and (ii) including a summary of the substance of the testimony that was heard in reaching its conclusions and that was heard in closed session. In a separate section of the Report the Committee may outline its actual act, if any, it would recommend that the Provost undertake. The Report of the Committee will be submitted to the Provost and will be available for review by the majority vote of the members of the Committee who participated in the Committee’s inquiry.

IV. Final Resolution by the Provost

The Committee will submit its Report to the Provost, ordinarily within two months of the receipt of the complaint by the Committee. The Provost will permit the complainant and the person against whom the complaint was lodged to the Committee’s findings of fact, conclusions and summary of remedy in the Report and to indicate in writing what clarifications each party believes appropriate; however, since the Report is a confidential document advisory to the Provost, only the Provost’s Committee and the parties are entitled to a copy of it.

The Provost will accept the Committee’s findings of fact unless he or she believes the facts are not substantiated by the evidence presented to the Committee. The Provost may accept, modify or reject the conclusions of the Committee and any recommendations it might have made. However, in any case where the Provost does not follow the actions recommended by the Committee, the Provost will discuss the matter with the Committee and explain the reasons for not doing so. The Provost will then make a decision on the matter. If the Provost concludes in writing to the complainant, the person against whom the grievance was lodged and the Committee, the Provost’s decision will include his or her conclusions about the issues raised in the complaint and the remedies and sanctions, if any, to be imposed. The Provost’s decision is final.

If the remedy deemed appropriate by the Provost is below individual hearing authority, he or she will recommend the initiation of such disciplinary action in accordance with applicable University practices and procedures. The Provost’s decision should ordinarily be rendered within one month after the Provost receives the Committee’s Report. The Provost’s decision is final.

V. Time Guidelines

If the complainant or respondent is a student, the time period for responding to the complaint is ordinarily within two months from the date of the complaint, unless the Provost extends the time. When the complaint is for matters pertaining to the academic freedom of a faculty member who is not an administrator in the School or the Graduate School, the Provost will extend the time. In no case where the complaint is for a faculty member in the Yale Law School, the Provost will extend the time.

The Provost will accept the complaint and make a decision in accordance with the Provost’s Procedure for Student Complaints. The complaint may not be used for any other purpose and the complainant or respondent may not use the complaint for any other purpose. The complainant or respondent may not use the complaint for any other purpose.

In a case where the complaint and respondent is a student and the complaint is for a course that the student is enrolled in, the complainant or respondent may not use the complaint for any other purpose and the complaint may not be used for any other purpose. The complaint may not be used for any other purpose and the complaint may not be used for any other purpose.

1. This and subsequent references to the Provost shall refer to the Provost or his or her designee. For a complaint of sex discrimination or sexual harassment on the basis of disability, the Dean’s investigation will be undertaken in concert, respectively, with the Title IX Coordinator of the complainant’s School or the University’s 304 Coordinator.

4. The Provost’s Advisory Committee on Student Grievances will be an ad hoc committee composed of six members appointed by the Provost. There will be two student members: one from Yale College and one from the Graduate or Professional School. The remaining four members appointed by the Provost, and in doing so may consult with the Provost, may be, a Dean of the School or the Provost’s 304 Coordinator.

7. The Provost’s Advisory Committee on Student Grievances will be an ad hoc committee composed of six members appointed by the Provost. There will be two student members: one from Yale College and one from the Graduate or Professional School. The remaining four members appointed by the Provost, and in doing so may consult with the Provost, may be, a Dean of the School or the Provost’s 304 Coordinator.

The complaint procedure is available, a student may pursue the complaint in accordance with the Provost’s Procedure for complaints brought by students about the conduct of University police officers.

In a case where one or more procedures are not followed, the complainant is not entitled to appeal a decision rendered as a result of another procedure.

3. This and subsequent references to the Provost shall refer to the Provost or his or her designee. For a complaint of sex discrimination or sexual harassment on the basis of disability, the Dean’s investigation will be undertaken in concert, respectively, with the Title IX Coordinator of the complainant’s School or the University’s 304 Coordinator.

4. The Provost’s Advisory Committee on Student Grievances will be an ad hoc committee composed of six members appointed by the Provost. There will be two student members: one from Yale College and one from the Graduate or Professional School. The remaining four members appointed by the Provost, and in doing so may consult with the Provost, may be, a Dean of the School or the Provost’s 304 Coordinator.

In a case where the complaint and respondent is a student and the complaint is for a course that the student is enrolled in, the complainant or respondent may not use the complaint for any other purpose and the complaint may not be used for any other purpose. The complaint may not be used for any other purpose and the complaint may not be used for any other purpose.

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The complaint procedure is available, a student may pursue the complaint in accordance with the Provost’s Procedure for complaints brought by students about the conduct of University police officers.

In a case where one or more procedures are not followed, the complainant is not entitled to appeal a decision rendered as a result of another procedure.
President’s Procedure for Addressing Students’ Complaints of Racial or Ethnic Harassment

This procedure is available to any student who believes that he or she has been harassed on account of race or ethnic origin. It is also available to any student who believes that he or she has been harassed on account of race or ethnic origin in the Yale Community. For purposes of this procedure, racial or ethnic harassment is defined as any action or actions occurring when any individual is subjected to, or exposed to, any action or actions by another person or persons against whom the actions or exposure is directed.

I. Informal Resolution

Any student who believes that he or she has been harassed on account of race or ethnic origin may first wish to attempt to resolve the problem through informal discussion with the person whose actions he or she has found objectionable. Reasonable time (at a minimum one week and ordinarily within two weeks) is to be allowed for such discussion. The student may initiate this procedure by informally bringing the complaint to the President’s Committee in writing. The President’s Committee will forward the complaint to the person against whom the complaint is made. The President’s Committee will inform the student of the action upon which the complaint has been filed within two weeks. The President’s Committee will then interview the student and the person against whom the complaint is directed. The President’s Committee will prepare a written Report stating the facts upon which the complaint is based and the conclusion reached. The President’s Committee will adopt the Report only upon the majority vote of the members of the Committee who participated in the Committee’s inquiry. Any dissenting statements made by members of the Committee will be furnished to the President with the Committee’s Report. If a resolution of the complaint has not been achieved and the student wishes to pursue the complaint further, he or she may request that the President’s Committee undertake an informal investigation of the complaint. The President’s Committee will then prepare a written Report stating the facts upon which the complaint is based and the conclusion reached. The President’s Committee will adopt the Report only upon the majority vote of the members of the Committee who participated in the Committee’s inquiry. Any dissenting statements made by members of the Committee will be furnished to the President with the Committee’s Report. If a resolution of the complaint has been achieved and the student wishes to pursue the complaint further, he or she may request that the President’s Committee undertake an informal investigation of the complaint. The President’s Committee will then prepare a written Report stating the facts upon which the complaint is based and the conclusion reached. The President’s Committee will adopt the Report only upon the majority vote of the members of the Committee who participated in the Committee’s inquiry. Any dissenting statements made by members of the Committee will be furnished to the President with the Committee’s Report. If a resolution of the complaint has been achieved and the student wishes to pursue the complaint further, he or she may request that the President’s Committee undertake an informal investigation of the complaint. The President’s Committee will then prepare a written Report stating the facts upon which the complaint is based and the conclusion reached. The President’s Committee will adopt the Report only upon the majority vote of the members of the Committee who participated in the Committee’s inquiry. Any dissenting statements made by members of the Committee will be furnished to the President with the Committee’s Report.
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 (Voice), 203 432-9388 (TTY).

School of Medicine Ombuds Office

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 203 737-4100.

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