

Yale SCHOOL OF MEDICINE

**Chair, Department of Internal Medicine
Yale School of Medicine
New Haven, Connecticut**

THE SEARCH

Yale School of Medicine seeks a visionary and collaborative physician scientist to serve as Chair of the Department of Internal Medicine. This is an exceptional opportunity for an accomplished and dynamic academic to lead one of the nation's premier departments of internal medicine. With a history of excellence in clinical care, medical education, and groundbreaking research, the Department of Internal Medicine plays a vital role in Yale's success as a global leader in academic medicine. The Department is home to over 1,200 faculty members, 500 residents and fellows, and a staff of 450, all of whom are dedicated to advancing healthcare through research and clinical practice. The Chair will be tasked with guiding this diverse and thriving community toward new levels of achievement, promoting innovation while fostering collaboration across specialties.

The Department of Internal Medicine at Yale School of Medicine is a dynamic academic hub, with research strengths that span clinical outcomes, epidemiology, and cutting-edge basic and translational science. Yale School of Medicine is consistently ranked among the top 5 institutions in National Institutes of Health funding, with over \$215 million in sponsored research within the department alone. The Department's clinical practice is similarly robust, accounting for nearly 50% of its operating revenue, and serving as the largest clinical service at Yale New Haven Hospital. The next Chair will be instrumental in continuing to build upon these clinical and research foundations, ensuring that the Department remains at the forefront of medical innovation and education while maintaining its commitment to compassionate, patient-centered care.

The Department of Internal Medicine is also deeply integrated with the university's collaborative research ecosystem, which includes interdisciplinary partnerships with departments such as Cell Biology, Neuroscience, Genetics, Biomedical Informatics and Data Sciences, and Biomedical Engineering, as well as centers like the Yale Center for Vascular Biology and Transplantation, Yale Center for Outcomes Research and Evaluation, and the Yale Center for Clinical Investigation. This collaborative culture provides fertile ground for new discoveries that bridge basic science and clinical application. The Chair will have the opportunity to champion interdisciplinary initiatives and foster new synergies that enhance the Department's leadership in translational medicine.

The Chair will also work in close partnership with the Dean of Yale School of Medicine to support faculty development and recruitment, with a special emphasis on enhancing diversity, equity, and inclusion across all levels. The Department is committed to increasing the representation of underrepresented groups in

medicine and supporting faculty who excel in research, mentoring, education, and clinical leadership. The incoming Chair will ensure the continued success of these efforts, promoting an inclusive environment that nurtures future leaders in academic medicine.

The successful candidate for Chair will be a visionary leader with a strong commitment to advancing clinical care, research, and education. They will have a distinguished record in academic medicine, demonstrated leadership in building innovative research programs, and the ability to expand clinical services across a complex health system. They will also possess strong administrative acumen and considerable experience regarding the philanthropic, administrative, and budgetary operations of academic medical centers. Candidates must hold an MD, MD/PhD, or equivalent degree, be board-certified, and qualify for a senior faculty appointment at the rank of Professor.

Yale School of Medicine has retained Isaacson, Miller to assist with this important recruitment. Inquiries, nominations, and applications should be directed confidentially to Isaacson, Miller as indicated at the end of this document.

YALE SCHOOL OF MEDICINE

Founded in 1810, [Yale School of Medicine](#) (YSM) is the sixth oldest medical school in the country and a leading institution for biomedical research, education, and advanced clinical care. YSM's standing rests on its impressive history of attracting top-tier scientists in both the basic science and clinical departments, a prized medical education system that prioritizes self-directed learning, and a close partnership with the Yale New Haven Health System (YNHHS) for clinical care. YSM currently ranks fourth among medical schools receiving funds from the National Institutes of Health (NIH). More than 1,700 Yale physicians provide care to patients from across the region and around the world.

YSM educates and nurtures creative future leaders in medicine, public health, and biomedical science, promoting curiosity and critical inquiry in an inclusive environment enriched by diversity. A total of 1,840 students are currently enrolled at YSM, including 396 medical students, 153 MD/PhD students, and 457 PhD students. YSM houses 5,419 faculty and 1,853 postdoctoral fellows and associates in 34 [academic departments](#). There are 11 basic science departments and 18 clinical departments. Yale has 67 faculty members belonging to the National Academy of Sciences, 60 members belonging to the National Academy of Medicine or both academies, seven Howard Hughes Medical Institute Investigators, four Lasker Award recipients, and [three](#) Nobel Laureates.

YSM's core research resources are built around the newest technologies such as state-of-the-art tools for genomics and proteomics, including whole-genome sequencing and mass spectrometry; high-resolution imaging and image analysis at every scale, including cryoelectron microscopy, cryoelectron tomography, and the only focused ion beam-scanning electron microscope in the region; high-throughput screening, including RNAi and chemical screens, and construction and analysis of animal models of disease.

The university leadership's commitment to enhancing science at Yale, coupled with the close proximity of YSM to the main campus and the collaborative, collegial environment for research, galvanizes interdisciplinary research across the university. Funding for research at YSM has increased from \$539.6 million in 2012 to \$955.9 million in 2023 with \$571.5 million awarded from NIH, a portion of which represents 24 center and program grants. Approximately two-thirds of total sponsored research expenditures are from clinical departments, with the remaining third coming from the basic sciences.

YALE NEW HAVEN HEALTH

[Yale New Haven Health](#) (YNHHS) is Connecticut's leading healthcare system and the largest private employer in the state, with hospitals in Bridgeport, Greenwich, Milford, New Haven, and New London in Connecticut and a hospital in Westerly, Rhode Island. Among those hospitals is Yale New Haven Hospital (YNHH), the top ranked hospital in Connecticut by U.S. News and World Report and nationally ranked in eleven adult and five pediatric specialties. YNHH has over 1,500 beds and 4,500 university and community physicians across more than 100 specialties. YNHH has received Magnet designation from the American Nurses Credentialing Center and is the primary teaching hospital for YSM. In FY23, YNHH generated \$4.41 billion in net revenue across 1.7 million outpatient encounters and 85,000 inpatient discharges. Total revenue to YNHHS was \$6.56 billion.

In 2022, YNHH broke ground on the Adams Neuroscience Center, a 505,000-square-foot project that includes two new patient facilities focused on innovative patient care and research. The project includes 201 inpatient beds for patients seeking innovative care from movement disorders to neuro-regeneration, and the clinical presence includes neurosurgery, radiology, and neurology.

YNHHS is led by Chief Executive Officer Christopher O'Connor and President Pamela Sutton-Wallace. Mr. O'Connor joined the health system in 2012 as executive vice president and chief operating officer and was appointed president in 2020 and chief executive officer in 2022. Previously, O'Connor was president and CEO of the Saint Raphael Healthcare System and the Hospital of Saint Raphael, serving in that position until Saint Raphael's successful integration into Yale New Haven Hospital in September 2012. Sutton-Wallace joined Yale New Haven Health in July 2022 as chief operating officer and was tasked with helping guide the Health System out of the pandemic and into its envisioned future as an academic health system. She was promoted to president in 2024.

Yale New Haven Hospital, the flagship hospital of YNHHS, is led by President Katherine Heilpern. Dr. Heilpern joined the YNHH system in 2024, and previously served as Senior Vice President and Chief Operating Officer of New York Presbyterian Hospital/Weill Cornell, where she led the Weill Cornell Division during the apex of COVID-19 infections in New York City.

SCHOOL OF MEDICINE LEADERSHIP

Yale School of Medicine is led by Dean Nancy J. Brown, MD, who reports to the president of the university. Dean Brown joined the campus community in 2020 from Vanderbilt University Medical Center where she was the chair of the Vanderbilt Department of Medicine and physician-in-chief of Vanderbilt University

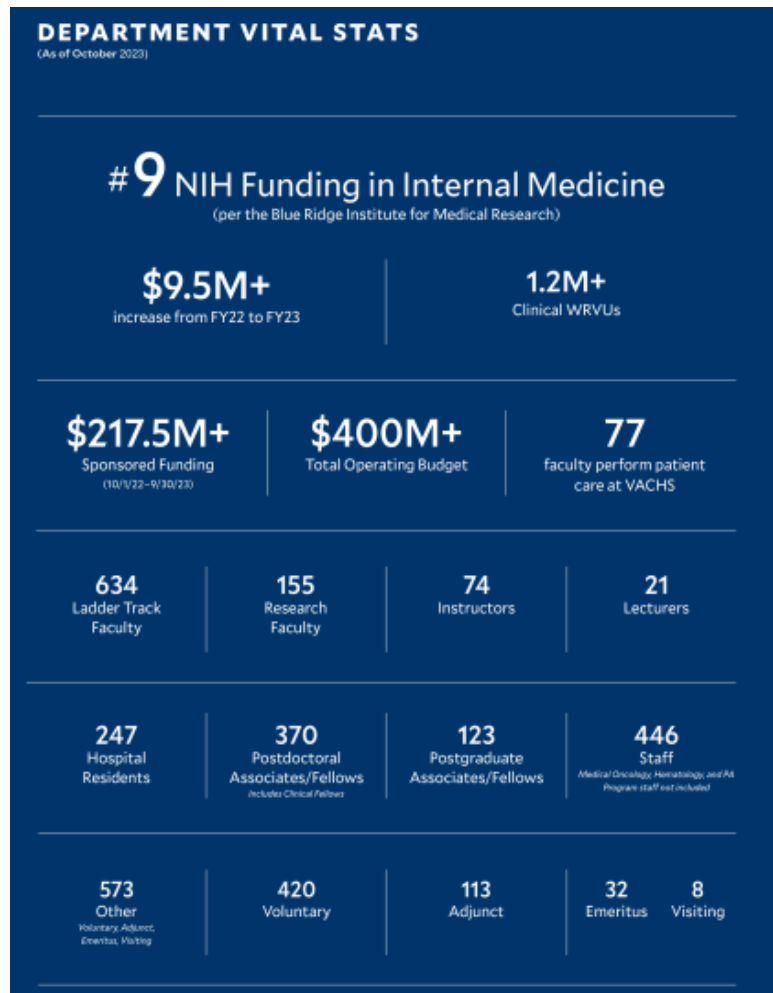
Hospital. From 2006-2010, she served as the Associate Dean for Clinical and Translational Scientist Development and established an institutional infrastructure to support physician-scientists in the transition to independence. Dr. Brown is a fellow in the American Association for the Advancement of Science and a member of the American Society for Clinical Investigation, the American Association of Physicians, the National Academy of Medicine, and the American Academy of Arts and Sciences. Under her leadership, YSM is formulating ambitious priorities and making critical investments.

THE DEPARTMENT OF INTERNAL MEDICINE

The Department's 1,200+ faculty include members of the National Academy of Medicine, the National Academy of Sciences, the Association of American Physicians, and the American Society for Clinical Investigation. Over the past decade the Department has experienced significant growth in clinical and research missions, now totaling an operating budget of over \$400 million.

The Department is made up of 11 academic sections, each with its own administrative structure. Over the past five decades, these sections, through their clinical, educational and research activities, have gained national and international prominence. Most of the sections are housed in The Anlyan Center, a modern research and educational facility providing extensive laboratory, educational and administrative spaces. Clinical activities of the section take place primarily at Yale New Haven Hospital and the Yale Physician Building.

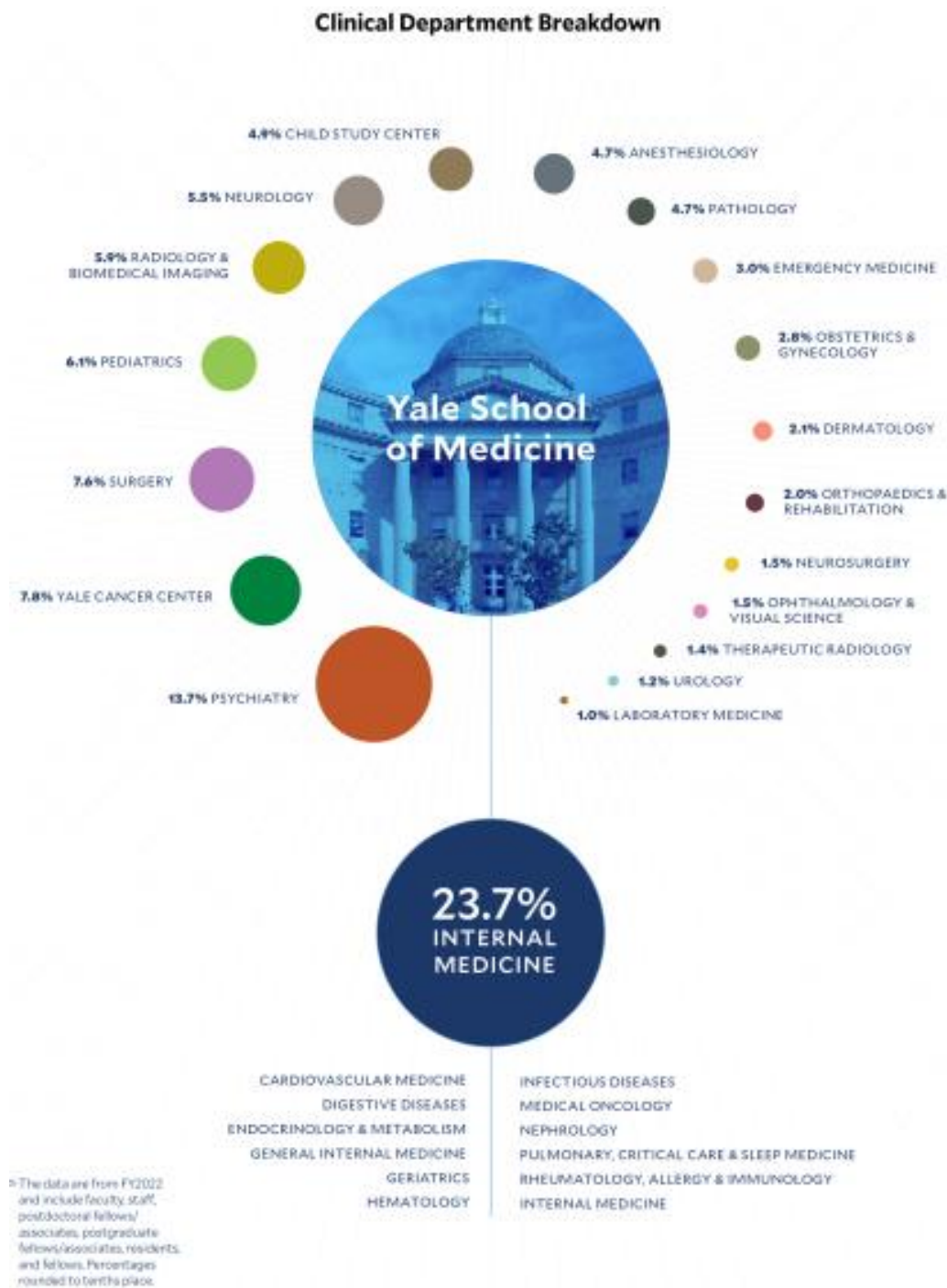
The Department is home to a range of distinctive programs and research centers that underscore its commitment to advancing medicine. Among its many initiatives, the [Program in Addiction Medicine](#) stands out for its pioneering work in treatment, research, and education on substance use disorders. As one of the few dedicated programs in the country, it plays a leading role in developing innovative, evidence-based strategies for addiction care. [The Yale Center for Clinical Investigation](#) further supports cutting-edge research by providing resources and mentorship to investigators, fostering breakthroughs that directly impact patient care. The Department's [Global Health Program](#) equips trainees for opportunities to address healthcare challenges worldwide, demonstrating its dedication to improving health outcomes both locally



and globally. The [Yale Cardiovascular Medicine Program](#) is also at the forefront of cardiac research, offering advanced treatments and participating in groundbreaking clinical trials to improve cardiovascular health.

Department Academic Sections

- Cardiovascular Medicine
- Digestive Diseases
- Endocrinology & Metabolism
- General Internal Medicine
- Geriatrics
- Hematology
- Infectious Diseases
- Medical Oncology
- Nephrology
- Pulmonary, Critical Care & Sleep Medicine
- Rheumatology, Allergy & Immunology



Department Budget Totals

(with year over year percentage increase)

| | | |
|------|---------------|-----|
| 2024 | \$394,496,948 | 6% |
| 2023 | \$373,352,544 | 14% |
| 2022 | \$326,205,137 | 10% |
| 2021 | \$295,780,583 | 7% |
| 2020 | \$277,552,634 | 7% |
| 2019 | \$260,476,799 | 5% |
| 2018 | \$248,541,059 | 10% |
| 2017 | \$226,669,247 | 4% |
| 2016 | \$218,975,784 | 8% |
| 2015 | \$202,559,903 | |

Clinical Operations

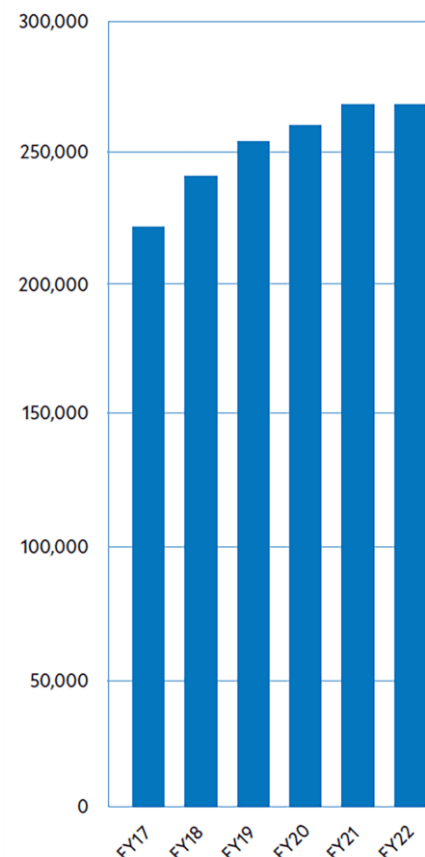
Covering every aspect of adult health care, Internal Medicine is the largest department at YSM and the most extensive clinical service at YNNH. The clinical practice represents almost 50% of the Department's operating revenue (approximately \$200 million) and accounts for almost a quarter of the clinical departments within YSM.

The Department provides comprehensive and specialized services in all areas in various outpatient settings, as well as the Veterans Affairs Connecticut Health Care System campus in West Haven. The Department's ambulatory practice extends over 46 sites across Connecticut, bringing Yale's Internal Medicine and specialty care within easier reach of patients.

Recent years have seen demand for Yale's specialty and primary care expertise continue to increase in ambulatory settings, as reflected in a sustained rise in total annual ambulatory visits. Improving access to care will require innovative approaches, recruitment of more clinical faculty and advanced practice providers, and expansion of ambulatory sites.

The last two years have seen significant progress towards the implementation of a funds flow model for YSM and YNNH, which has now replaced the prior Shared Services agreement. This new model is

Department of Internal Medicine
Completed Ambulatory Encounters



designed to be rational, formulaic and transparent, and is based on a specified payment per wRVU as determined by subspecialty, the transfer of all patient care collections to Yale Medicine, and a revised Shared Services support model. This new funds flow model has guided Department planning for FY25, and managing the rollout and subsequent adjustments to this model will continue to be a point of emphasis for School and Department leadership in the years to come.

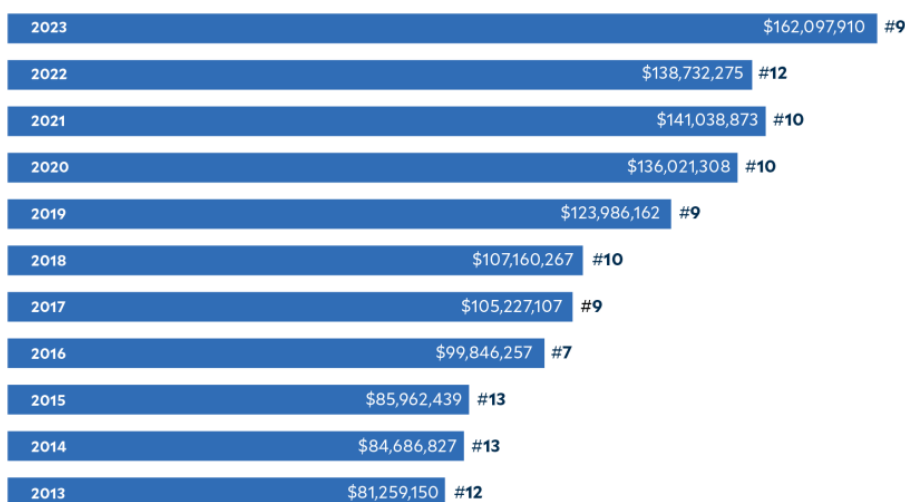
Research Operations

Research at the medical school covers a broad spectrum, from fundamental studies in the life sciences, including cell biology, genetics, immunobiology, microbial pathogenesis, neuroscience, pharmacology, physiology, biomedical informatics and data science, biophysics, and biochemistry, to translational and clinical studies aimed at improving the diagnosis and treatment of human diseases. Important research collaborations bring together scientists of all types on the medical campus, Science Hill, and the West Campus. Yale's impressive array of [research institutes and core facilities](#) are designed to promote collaboration and interdisciplinary dialogue. To this end, many YSM faculty have secondary appointments in departments across the university.

Internal Medicine is the largest single research unit at the University, with a total of \$217 million in sponsored funding, ranked as #9 in NIH funding by the Blue Ridge Institute for Medical

Department NIH Grant Funding

(Blue Ridge's NIH Internal Medicine ranking)



Research for FY23. The Department is embedded in Yale's remarkable basic science environment, with a collaborative culture that affords numerous opportunities for interdisciplinary and translational research, and as a result, more than two-thirds of the Department's faculty are actively involved in research, from clinical outcomes and epidemiologic studies to translational and basic science investigations.

Education

The Department of Internal Medicine has a long-standing tradition of excellence in training of practitioners, educators, and/or investigators in the broad field of internal medicine, as well as its specialties. As the largest department of YSM, and the largest clinical service of YNNH, the Department proudly plays a major role in the educational missions of both institutions.

At the student level, the Department is actively involved in many pre-clinical courses and is responsible for highly successful inpatient and primary care clerkship components as well as sub internships. In addition, many clinical and research electives are offered to students.

In postgraduate training, the Department offers four residency programs with over 230 residents and 13 ACGME-approved fellowship programs. Most fellowship programs are supported by NIH training grants allowing the Department to support fellows during their research training.

Residency Programs

- [Primary Care Residency Program](#)
- [Traditional Residency Program](#)
- [Medicine/Pediatrics Program](#)
- [Yale-Waterbury Internal Medicine Residency](#)

During a resident's PGY-2 year, they can apply for a two-year training experience, called a Distinction Pathway, in the following areas:

- [Medical Education \(Clinician Educator Distinction\)](#)
- [Global Health \(Global Health & Equity Distinction\)](#)
- [Research \(Investigation Distinction\)](#)
- [Quality Improvement \(Quality Improvement & Physician Leadership Distinction\)](#)
- [Diversity and Advocacy \(Race, Bias, and Advocacy in Medicine\)](#)

Other learning opportunities include:

- [HIV Training Track](#)
- [Yale20](#)
- [Yale Refugee Health Program](#)

The Department offers training in all major subspecialties. [Yale New Haven Hospital](#) and the affiliated [VA Connecticut Healthcare System](#), [Waterbury Hospital](#), and [Saint Mary's Hospital](#) provide excellent venues for subspecialty training. Large inpatient and outpatient populations provide a rich clinical experience for fellows. Faculty with varied academic interests provide fellows with numerous opportunities in basic and clinical research. Fellows may also participate in the [Investigative Medicine Program](#).

Fellowship Areas

- [Addiction Medicine](#)
- [Cardiovascular Medicine](#)
- [Digestive Diseases](#)
- [Endocrinology and Metabolism](#)
- [General Internal Medicine](#)
- [Geriatrics](#)

- [Hospice and Palliative Medicine](#)
- [Infectious Diseases](#)
- [Medical Oncology-Hematology](#)
- [Nephrology](#)
- [Occupational and Environmental Medicine](#)
- [Pulmonary, Critical Care & Sleep Medicine](#)
- [Rheumatology | Allergy & Immunology](#)

The [National Clinical Scholars Program](#) and the [Investigative Medicine Program](#) are based in the medical school, and the Department has major responsibilities for the design and administration of these programs. In addition, the Department provides educational support to its nine affiliated hospitals in Southern Connecticut through more than 800 contact hours annually, consisting of lectures, seminars, and bedside rounds.

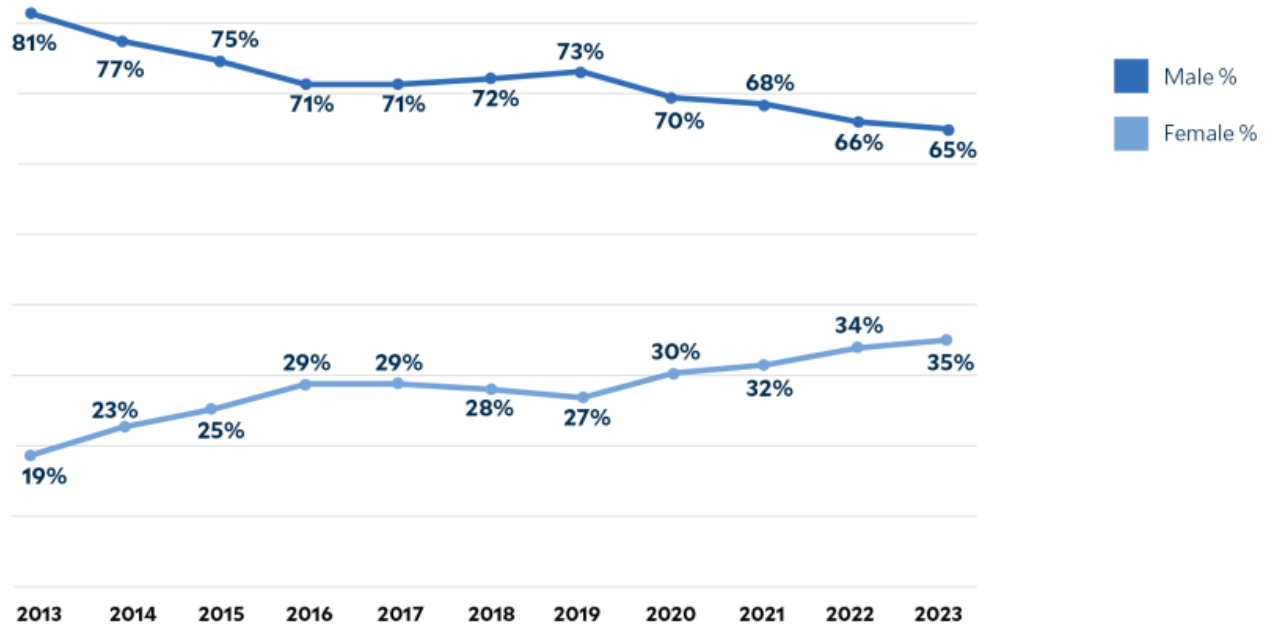
Diversity, Equity, and Inclusion Efforts

The Department of Internal Medicine strives to create an inviting environment and an institutional culture of inclusivity in which all members of the community are valued and respected. They are supported in these efforts by YSM, which has invested significantly in diversity, equity, and inclusion (DEI) initiatives.

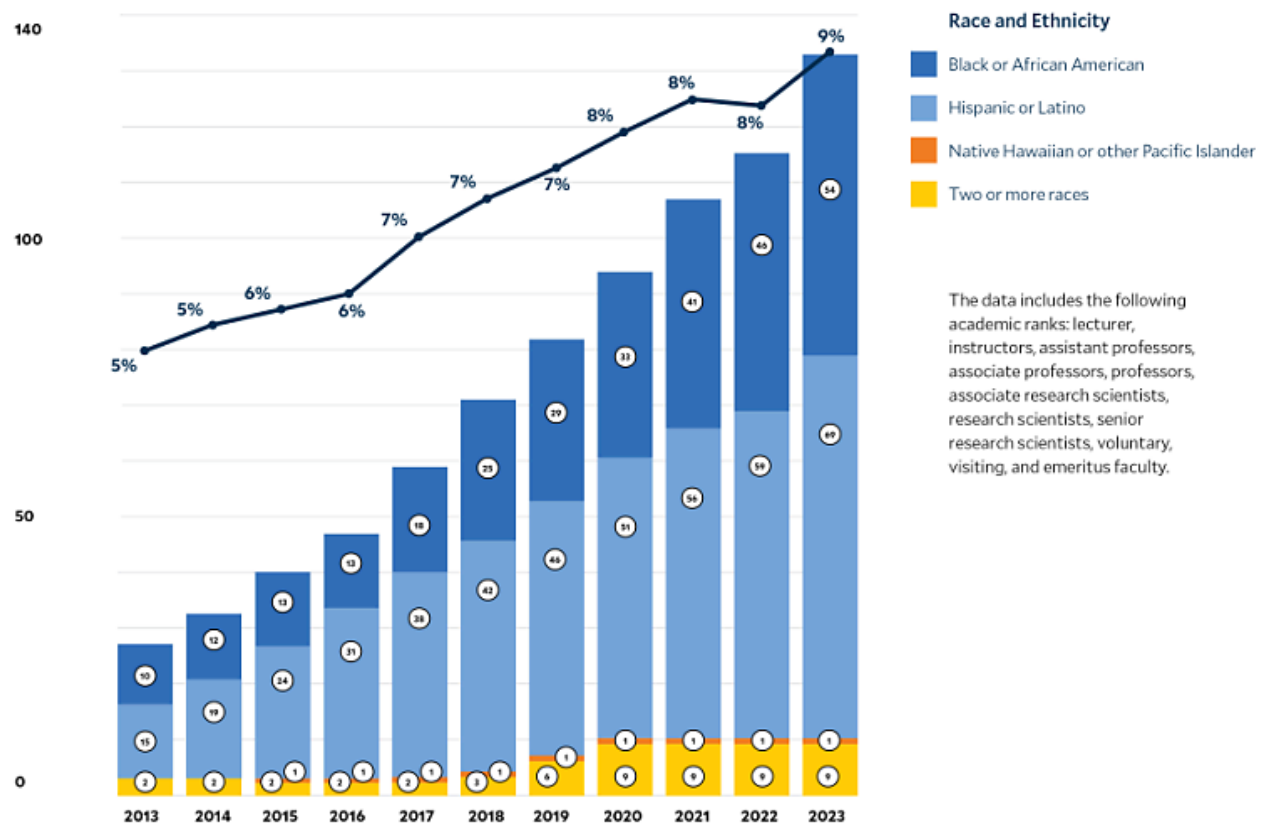
Dr. Darin Latimore is YSM's first Deputy Dean for Diversity and Inclusion and its first Chief Diversity Officer. He is devoted to increasing diversity within medical and academic spaces and to improving the climate of YSM's learning and working environments. He is responsible for implementing a comprehensive strategic plan for furthering DEI at the School, which includes a focus on recruitment and retention of faculty and students from backgrounds that have been historically underrepresented in science and medicine. In his role, he has implemented a comprehensive program to improve faculty diversity and retention that focuses on policies, programs, and building community. He also oversees programs that support the outreach, recruitment, success, and retention of YSM students and postdoctoral fellows.

YSM offers training courses on topics like implicit bias in hiring, bystander intervention, and LGBTQ allyship, which are available to working groups, teams, committees, or classes. The School has committed to conduct and share the information of periodic surveys on climate and engagement, as well as to assess the outcomes of activities to support student, faculty, and senior staff diversity on at least an annual basis, and to report this data at the school and department level. Year-over-year data regarding the diversity of the faculty of the Department of Internal Medicine can be viewed in the following graphs:

Percentage of Male and Female Professors Over 10 Years



URiM Total and % Change Over Time



ROLE OF THE CHAIR OF MEDICINE

Reporting to the Dean of the School of Medicine, the Chair provides leadership across all dimensions of the Department's mission: clinical care, research, and education. The Chair is responsible for guiding faculty, staff, and trainees while working closely with institutional leaders. The Chair oversees section chiefs and key vice chairs, including those for clinical operations, research, education, and diversity, equity, and inclusion.

The Chair will develop and implement strategic initiatives to enhance the Department's clinical services, ensure excellence in medical education, and drive forward a robust research agenda. They will collaborate with both basic and clinical science leaders across Yale to foster interdisciplinary programs that leverage the university's strengths. A focus on faculty development, mentorship, and promoting a diverse and inclusive culture will be central to this role.

The Chair must be a skilled communicator and advocate, ensuring the Department's goals align with the broader priorities of YSM and YNHHS. As a bridge between faculty and institutional leadership, the Chair will play a critical role in securing the resources necessary to sustain the Department's growth while ensuring that faculty and staff feel valued and supported in their professional development.

OPPORTUNITIES AND CHALLENGES

To promote a successful future for Yale's Department of Internal Medicine, the next Chair must address the following key opportunities and challenges:

Craft a strategic vision for the future of Internal Medicine that will prime the Department for success in the changing academic medicine environment

Yale's Department of Internal Medicine is at a pivotal moment, as the landscape of academic medicine continues to evolve in the face of technological advances, healthcare reforms, and clinical competition. The Chair must craft a clear, future-oriented strategic vision that anticipates these changes, captures the ambitions of clinicians, researchers, and educators and motivates the exceptional faculty into action together. The Chair must be an incredible advocate for the largest department in the medical school who can seamlessly communicate with health system leaders, the dean, and faculty at all levels. The scope of the Department is vast, and the Chair must carefully thread the path of advancing the Department collectively while weaving all missions together.

Prioritize excellent research at all levels

The Department of Internal Medicine is a storied department that has produced transformational scientists and discoveries. As is the case across academic medicine, physician scientists face competing priorities. Yale School of Medicine has invested significantly in infrastructure to support physician scientists but departments must also prioritize this. The Chair will work closely with leadership to support early- and mid-career physician scientists. This may include reexamining indirects, protected time, and mentorship. Faculty are hungry for support in the form of protected time and financial investment. In order to sustain the legacy and unique environment of the Department, the Chair must focus on all types of research – basic, translational, and clinical.

Foster and sustain a collaborative and inclusive culture

The Department of Internal Medicine thrives on a rich tradition of collaboration across clinical specialties and research disciplines. The Chair will need to continue to foster a culture of inclusivity, ensuring that all faculty, staff, and trainees feel valued and supported. This includes advancing initiatives that promote diversity, equity, and inclusion and strengthening communication across the Department's sections. Building an environment where junior and senior faculty alike are empowered to cross-pollinate ideas will be essential to maintaining Yale's standing as a leader in medical discovery and innovation. The Chair will need to facilitate communication in different settings to achieve this – assembling small town halls, email communications, in-person meetings in various settings, and a general open-door policy for faculty needs.

Champion the clinical, research, and educational endeavors of the Department while working to ensure that resources and incentives are aligned to properly support each component of the triumvirate mission

As the Department of Internal Medicine balances its core missions—clinical care, research, and education—the Chair must advocate for equitable resource distribution across all three by strategic investment and increased efficiency. This includes ensuring that clinician-scientists are supported in their dual roles, promoting research through enhanced infrastructure and funding, and elevating educational initiatives that engage students and trainees. The recent implementation of a new funds flow model with the health system offers significant opportunities to ensure that faculty are incentivized to reward excellence in all areas, and that faculty are not overburdened by competing priorities. Above all, faculty desire to feel valued by leadership for their individual and important contributions.

Sustaining the Department of Internal Medicine’s mission in clinical care, research, and education will rely on careful financial stewardship. The Chair must balance financial management with the Department’s broader goals, ensuring that resources are allocated efficiently to support ongoing success. The Chair will need to work collaboratively with leadership, faculty, and staff to ensure that funding strategies are aligned with the Department’s priorities while remaining adaptable to shifts in the healthcare landscape. Historically, philanthropic efforts have not been a priority. This Chair will work with leadership to think strategically about development. By maintaining a careful eye on both revenue generation and expenditure, the Chair will help ensure that the Department continues to thrive and expand its impact in academic medicine.

Lead faculty, staff, and students in thinking critically about the future of education in the post-Covid era

The Covid-19 pandemic fundamentally altered the way medical education is delivered; student attendance patterns have changed markedly, and faculty-student interaction has shifted. To ensure that the Department’s educational offerings continue to be robust and impactful, the Chair will lead an ongoing, Department-wide, conversation in collaboration with the deputy dean for education on the future of medical clinical education, re-thinking traditional models and re-engaging students in human-centered learning experiences.

Recruit, retain, and mentor an excellent and diverse faculty and staff.

The Chair will face both the opportunity and challenge of building and sustaining a talented and diverse faculty that reflects the core values of YSM. The recruitment of top-tier academic talent must go hand in hand with creating a culture that fosters inclusion, mentorship, and collaboration. Retaining faculty requires ensuring that individuals feel supported in their careers, with resources for professional growth and opportunities for cross-disciplinary partnerships. The creation of a new faculty annual development questionnaire affords the opportunity for the engaged Chair to hold meaningful conversations with faculty. The Chair must prioritize mentoring faculty at all levels, ensuring that junior faculty have access to the guidance and support necessary for career development, while empowering senior faculty to continue excelling in research, clinical care, and education.

QUALIFICATIONS AND CHARACTERISTICS

The successful candidate must have an MD, MD/PhD, or equivalent clinical doctoral degree with board certification. They should demonstrate exceptional leadership in clinical care, education, and research, with qualifications meriting appointment at the rank of Professor at Yale. Additionally, they should have significant experience managing large, complex clinical and academic programs and a proven record in building research infrastructure, fostering diversity, and advancing innovative clinical care models. Key qualifications and characteristics include:

- Proven excellence in leadership, with the ability to inspire and foster collaboration across specialties, departments, and research centers.
- Experience in navigating the complexities of a major academic medical center, including operational planning, financial management, and fundraising initiatives.
- National recognition for scholarly accomplishments in clinical, translational, or basic science research, with a history of securing extramural funding and a track record of supporting basic, translational, and clinical science.
- A strong commitment to education, with experience mentoring trainees, fellows, and junior faculty across a spectrum of learners.
- Experience building interdisciplinary research initiatives and clinical programs that drive advances in patient care, education, and scientific discovery.
- A demonstrated commitment to diversity, equity, and inclusion, fostering a welcoming and inclusive environment for faculty, staff, and trainees.
- Exceptional interpersonal and communication skills, with a collaborative, transparent leadership style.

Applications, Inquiries, and Nominations

Yale School of Medicine has retained the national executive search firm Isaacson, Miller to assist in this search. Inquiries, nominations, referrals, and applications should be sent in confidence to:

<https://www.imsearch.com/open-searches/yale-university-school-medicine/chair-medicine>. Electronic submission of materials is strongly encouraged.

Ariannah Mirick, Partner
Samuel Ruth, Senior Associate
Madeleine Ruth, Managing Search Coordinator
Isaacson, Miller

Yale University considers applicants for employment without regard to, and does not discriminate on the basis of, an 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. Title IX of the Education Amendments of 1972 protects people from sex discrimination in educational programs and activities at institutions that receive federal financial assistance. Questions regarding Title IX may be

referred to the University's Title IX Coordinator, at TitleIX@yale.edu, or to the U.S. Department of Education, Office for Civil Rights, 8th Floor, Five Post Office Square, Boston MA 02109-3921. Telephone: 617.289.0111, Fax: 617.289.0150, TDD: 800.877.8339, or Email: ocr.boston@ed.gov.