

November 4, 1993

Ms. Heather Salome
Councils on Latin American Studies
and West European Studies
85 Trumbull Street

Dear Ms. Salome:

I am giving you this Written Warning as a disciplinary action for your failure to follow the directive described below.

On June 21, 1993, you received a letter from Acting Director William Foltz in which he stated, "Unless you are instructed or authorized to do so by one of the Council chairmen for whom you work, you should not originate memoranda under your name for circulation outside this building. This limitation includes cc's and bcc's. Under no circumstances should you send communications, including blind copies, to an officer of University administration (e.g. dean, provost or one of their associates) that are not signed by a chairman and intended by him for that recipient."

Subsequent to receiving this directive, you wrote a letter to President Richard C. Levin dated August 16, 1993 in which you stated, "And should you have occasion in the near future, as President of the University, to contemplate the fate of area studies at Yale (perhaps as the Luce building rises on the parking lot behind the Economics buildings?) perhaps you will also consider two observations that are shared by a few of us who have been involved with area studies since the days of Kingman Brewster: (1) that *area* studies and *international* studies are not identical, and (2) that the structures of the Yale Center for International and Area Studies, as they have come to be in recent years, do not allow those who represent and work for the interests of area studies an avenue for information, for expression, or for decision making."

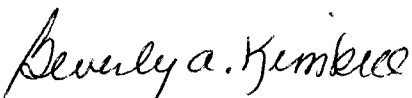
On July 23, 1993, you received a verbal warning for failure to perform part of your job. At this meeting, I outlined and discussed several areas of performance which I considered inadequate. On October 28, 1993 you were suspended (9 hours) from your job for failure to attend a scheduled job performance meeting.

This meeting was requested by me to discuss the above-mentioned matter as stated in the memorandum of October 25, 1993.

Your letter of August 16, 1993 reflects your unwillingness to follow the directive of Mr. Foltz. Your failure to comply with my request of October 25, 1993 shows your disregard for policies and procedures within the framework of YCIAS. These actions are not acceptable.

By this Written Warning, I am giving you an opportunity to meet fully the responsibilities and duties of your position as Senior Administrative Assistant. If you fail or refuse to do so, you will be subject to further disciplinary action.

Sincerely,



Beverly A. Kimbro
Assistant Director for Finance
and Administration

/bak

cc: Gaddis Smith, Director, YCIAS
Gilbert Joseph, Chairman, LAS
David Cameron, Chairman, WES
Beth Anderson, Labor Relations
File