

August 23, 2021

Subject: Vice Chancellor for Diversity, Equity and Inclusion

Greetings University of Colorado Colorado Springs (UCCS) Selection Committee,

1. I am very excited to hear that UCCS's Chancellor; Dr. Venkat Reddy, has placed a renewed emphasis on the critical importance of Diversity, Equity, and Inclusion (DEI) at UCCS. The addition of a Vice Chancellor for Diversity, Equity, and Inclusion to UCCS's cabinet is an affirmation of the prominence of DEI in the life of the campus and community. During 2 military assignments in Colorado Springs and because of my decision to retire from active duty here, I have watched UCCS grow and become a vital part of the Colorado Springs community. I always told myself that if the right opportunity to work for UCCS surfaced I would not hesitate to become a candidate. Fortunately, that opportunity has arrived and I am wholeheartedly engaged to become the leading candidate for UCCS's Vice Chancellor for Diversity, Equity, and Inclusion.

2. I currently serve as the Director of Culture and Services for School District 49 located in Colorado Springs, Colorado. I am the district's compliance officer and chief liaison to the Department of Justice (DOJ); I investigate complaints of harassment, discrimination, and other grievances. I develop multicultural curriculum to promote the equity-based growth mindset of the district's administrators, teachers, paraprofessionals, support staff, and students. I provide oversight to the Central Registration (CR) supervisor to ensure that the entry point to the district is accommodating, inclusive, and culturally responsive. I also have oversight for the district's Student Information System (SIS) supervisor to ensure that student data is available to school officials while safeguarding data transparency and privacy for families. I also monitor, and act to reverse, negative trends in discipline, achievement, and attendance for nearly 27,000 students. I was previously the Chief Administrative Officer (CAO) for Webster University-Denver where I was responsible for hiring, faculty supervision, budget management, and campus operations. As Regional Director for Troy University, I was the western region's Chief Administrative Officer (CAO) with oversight for Student Affairs, Admissions, Finance, Budget, Enrollment Management, Student Recruitment, Student Retention, and Academic Affairs for 6 locations in the United States and 4 locations in Northeast Asia. I have over 10 years of dedicated higher education and K-12 executive leadership experience, 10 years of graduate level teaching experience, and 20 years of executive level Air Force leadership.

3. I retired from the United States Air Force as an officer with over 20 years of distinguished service and an honorable discharge. My final military assignment was as the Founding Dean of the Advanced Space Operations School (ASOPS) located in Colorado Springs; I was ASOPS's Chief Operating Officer (COO) and Chief Academic Officer (CAO). Earlier in my career I was an Assistant Professor of Aerospace Studies and Unit Admissions Officer (UAO) at Howard University a HBCU in Washington, DC. I subsequently became a Regional Director of Admissions (RDA) for Air Force Reserve Officer Training Corp's (AFROTC) Northeast Region-9 at the University of Maryland. As RDA I was the top recruiter nationally for minority scholarships and second for all other 4-year scholarships.

3. I have a Doctor of Philosophy (Ph.D.) in Education, a Master of Education (M.Ed.) in Counseling and Development, a Bachelor of Arts (B.A.) in Psychology. I successfully completed a 14-month postdoctoral fellowship in the disciplines of Student Affairs in Higher Education and Organizational Development at Colorado State University; earning certificates in both areas of emphasis with a cumulative G.P.A of 3.966 (4.0 scale). I also earned Project Management and Human Resources certificates from Syracuse University because I believe that people engaged in learning organizations should have a passion for lifelong learning. My diverse academic preparation endows me with a unique skillset that will be leveraged to optimize equity, diversity, and inclusion outcomes for UCCS.

5. I have training and experience investigating harassment and discrimination incidents under the Titles of the 1964 Civil Rights Act and Title IX; I am a certified Level II civil rights investigator

and Title IX coordinator/administrator through ATIXA. I acted as the school district's liaison to the US Department of Justice (DOJ) for nearly 5 years. My collaboration with district stakeholders and the DOJ led directly to the district being released from DOJ monitoring, effective March 2018. I interact with the US Department of Education's (DOE) Office of Civil Rights (OCR) to respond to civil rights claims. I partnered with the Region IV Equity Assistance Center at Metropolitan State University (MSU) in Denver to provide Title IX training to district leaders. I am the district's Title IX administrator and coordinator, which requires me to provide proactive Title IX oversight and conduct investigations. I ensure that restorative discipline approaches are practiced to minimize excessive exclusionary discipline for students.

6. I led a team that obtained a \$1.5 million Department of Defense Education Activity (DODEA) grant to fund district's restorative approach to student social-emotional support. I assisted the Colorado Attorney General's office in combating zero-tolerance and infusing restorative practice during the revision of Colorado's school conduct and discipline guide. I also led a team that obtained \$2 million in DODEA grants to fund Science, Technology, Engineering, the Arts, and Mathematics (STEAM) experiences and curricular interventions for military-connected students in grades K-8. The STEAM engagement connects students to prospective career and college pathways. I am also a member of the National Board of Examiners for the Malcolm Baldrige National Quality Award; therefore, I know how the strategic and cultural elements of process development, relevant metrics, and intentional systemization move organizations toward institutional excellence.

7. I managed full-time and adjunct faculty at 10 locations within Troy University's Western region, which encompassed the western United States and northeast Asia. I ensured that all faculty and staff members were trained on the Family Educational Rights and Privacy Act's (FERPA) protections. I verified that the faculty designed courses and support services, whether online or on ground, in accordance with the Americans with Disabilities Act (ADA), Individuals with Disabilities Education Act (IDEA), and Section 504 of the Rehabilitation Act. I assembled crime data and authored the Clery Act reports for my campuses. The latter compliance competencies serve me well in the school district and would inform my judgement with UCCS.

8. I am seeking this opportunity to become UCCS's first Vice Chancellor for Diversity, Equity and Inclusion to leverage my experience to achieve the DEI vision of UCCS. I will apply lessons learned from 20 years as an Air Force officer, 4 years as an international multi-campus administrator for Troy University, my Directorship at Webster University, and my current roles leading Title VII and Title IX compliance to foster a culture that aligns UCCS as a role model for inclusive working and learning communities. I will foster partnerships and leverage outreach opportunities using my existing ties to Colorado Springs' private and governmental DEI organizations to continuously improve institutional culture and climate with the goal of maximizing overall DEI excellence. I served my country for over 20 years in the US Air force, I built an educational leadership resume through 10 years of administrative service in various higher education settings (e.g., public, private, and HBCU), I have worked in a K-12 school district for last 7 years shaping an inclusive culture, and now I want to make an enduring commitment to developing and implementing DEI excellence at the University of Colorado Colorado Springs.



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