



University of Colorado
Colorado Springs

**Lyda Hill
Institute for
Human Resilience**

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University of Colorado Colorado Springs

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Dear Members of the Vice Provost and Associate Vice Chancellor for Faculty Affairs Selection Committee,

I am very pleased to submit this letter for consideration for the position as the inaugural Vice Provost and Associate Provost for Faculty Affairs at UCCS. I am currently a Full Professor of Psychology at UCCS as well as the Director of Research Operations at the Lyda Hill Institute for Human Resilience. Prior to joining the faculty at UCCS in 2021, I was a faculty member in the Department of Psychology at East Carolina University in North Carolina for 12 years, rising through the ranks from Assistant to Associate to Full Professor.

Throughout my academic career, I have demonstrated exemplary performance in the areas of research, teaching, and mentoring. As far as research, I have published 107 peer-reviewed journal articles and currently have a Google Scholar *h* index of 45. Counting funding which was terminated in response to recent executive orders, I have been the PI or Co-PI on over 4.2 million dollars in external grant funding, primarily from the NIH and NSF. I have developed and taught multiple courses at the undergraduate and graduate levels at ECU and UCCS, as well as mentored or co-mentored 26 graduate students, primarily doctoral students, many of whom have gone on to highly successful careers as VA psychologists, faculty within departments of Psychology, and psychologists serving in multiple roles in academic medical centers. Additionally, I have served and am continuing to serve on the boards of several academic journals in the fields of psychological trauma and feminist psychology and am currently the co-editor of the *Journal of Aggression, Maltreatment and Trauma*.

I also have extensive experience in relation to faculty recruitment, retention, and mentoring at the departmental level. I served as the Chair of the Personnel committee in the Department of Psychology at East Carolina University for seven years. At ECU, the Personnel Chair is intimately involved in all aspects of faculty recruitment and retention for the department, which consists of over 30 full-time faculty. For example, as Personnel Chair, I worked with the Department Chair in advocating for new faculty lines to the Dean and selected the members of faculty search committees, as well as provided the Dean with a comprehensive written summary of faculty recommendations for hires at the end of the search process. I also served as the chair of all departmental reappointment, promotion and tenure, and promotion to full professor committees, including determining the list of external reviewers for faculty going up for promotion, assisting them with preparation of their dossier, reviewing their dossier for adherence with university guidelines, and writing the faculty-level promotion/tenure letter. In this role, I also assisted the Chair in writing faculty members' annual progress towards tenure letters each year and co-led the progress toward tenure meetings (along with the Department Chair) with each tenure track faculty member. I also led an annual meeting with the other members of the Personnel Committee to conduct evaluations of fixed term (teaching) faculty and make recommendations to the Chair regarding their reappointments. Additionally, as Personnel Chair, I served on the post-tenure review committee (all departmental faculty were reviewed on a semi-annual schedule), and was responsible for administering mentoring programs for tenure-track faculty, as well as in managing peer review of teaching of tenure-track faculty and instructional faculty (all tenure-track faculty were observed 8 times prior to tenure and all instructional faculty were observed once during their contract period).

During my time as Personnel Chair, I endeavored to serve as a mentor, advocate, and liaison between faculty and administration. For example, I implemented a more individualized departmental mentoring program for tenure track



faculty where each tenure track faculty was assigned a primary and secondary mentor within the department. I also took a much more active role than prior Personnel Chairs in mentoring junior faculty through the tenure and promotion process, including assisting faculty with preparing their dossier materials for reappointment and for tenure/promotion, assisting faculty in requesting extensions to their tenure clock as appropriate, and assisting them in ensuring that they were able to respond to any concerns raised in their progress towards tenure reviews. In addition, I advocated at the College level to reinstate a workshop for faculty looking towards promotion to Full professor and volunteered to co-lead the workshop once it was reinstated. Further, in my role as chair of the reappointment and promotion and tenure committees, I worked to ensure that these meetings and votes occurred without any issues of bias against women faculty and parenting faculty, which had frequently occurred in these meetings prior to my taking on this role.

I have also had a lead role in relation to faculty recruitment and retention for the Institute as Director of Research Operations. First, I have served as the primary supervisor of Institute research faculty and a postdoctoral fellow. In addition, I led efforts to recruit Institute research faculty and a postdoctoral research fellow, leading to the successful hire of a two-year postdoctoral research fellow and successful recruitment of a clinical research faculty member (unfortunately the offer to this candidate had to be rescinded due to budgetary uncertainty in the current federal landscape). Further, I developed and implemented criteria for annual performance reviews of Institute faculty since none existed when I took on my position within the Institute. Finally, I led several initiatives to encourage engagement and interaction among Institute faculty affiliates, including leading several faculty research interest groups and organizing a special journal issue focused on psychological resilience.

To summarize, I am thankful to have the opportunity to be considered for this role. Universities and, by extension, faculty, are facing unprecedented challenges. I am eager to have the opportunity to leverage my experience as a faculty member over the past 19 years, particularly my experiences in mentorship and advocacy, in developing policies and programs that can support faculty in not only weathering these challenges, but in thriving. Likewise, I am passionate about finding ways to promote greater shared governance as well as more open communication between faculty and administration. Finally, as someone who has served as an advocate and mentor for diverse trainees and faculty throughout my career, I am invested in ensuring that UCCS is an environment where faculty with diverse identities are supported and addressing areas where a “broken scaffolding” exists that prevents their success.

Sincerely,

A handwritten signature in black ink that reads "Heather Littleton". The signature is fluid and cursive, with the first name "Heather" being more prominent than the last name "Littleton".

Heather Littleton, Ph.D.