



**CITY AND COUNTY OF DENVER**  
PRIVILEGED AND CONFIDENTIAL WORK PRODUCT

Michael B. Hancock  
Mayor

To: Mayor Michael B. Hancock  
From: Romaine Pacheco, Director  
Date: September 7, 2022

BOARD: Denver African American Commission

STAFF: Darius Smith

**BACKGROUND:**

Members – No less than 7 – no more than 21  
Terms – 2 years  
Confirmation - Yes

The Commission advises the Executive Director and the Mayor on special issues and opportunities of the African American community. The Commission also recommends necessary procedures, programs, legislation or administrative action and to promote equal rights and opportunity for the African American citizens of the City to the Executive Director.

**RECOMMENDATIONS:**

Bobbie Alexander, Denver (F)(AA) for a term expiring September 26, 2024, appointed;

H. Ray Keith, Aurora (M)(AA) for a term expiring September 26, 2024, appointed.

**ACTION NEEDED:**

Appoint Alexander and Keith

Please provide additional candidates to consider.



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## BAC-7837

### Contact Information

Contact Name	H. Ray Keith	Home Address	95 S. Nome Street
Preferred Phone	720318428	Home City	Aurora
Preferred Email	hraydu11@gmail.com	Home State	CO
Other Phone		Home Zip	80012
Other Email		County	Arapahoe
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	No
SSN	[REDACTED]	Race/Ethnicity	African American
Gender	Male	Other Ethnicity	
Other Gender		Salutation	Mr.

### Board Information

Board Name	Denver African American Commission	Other boards or commissions served	
Status	New	Resigned	
Term Start Date			
Term End Date			

### Work Information

Employer	E&A Consulting	Work Address	95 S. Nome St.
Position	CEO and Founder	Work City	Aurora
Business Phone #	7203184218	Work State	CO
Work Email	eainstitute@outlook.com	Work Zip	80012

### Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Arapahoe	Special Information	
Denver City Council District No	N/A		

### Education and General Qualifications

Name of High School	L.V. Berkner High School	Name of Graduate School	University of Denver
Location of High School	Richardson, TX	Location of Graduate School	Denver, CO
# of Years Attended High school	3	# of Years Attended Graduate School	3
Did you Graduate	Yes	Did you Graduate	Yes

High School

Graduate Major Higher Education/ Leadership and Organizational Change

Name of College Oklahoma City University  
 Location of College Oklahoma City, OK  
 # of Years Attended College 4  
 Did you Graduate College Yes  
 Undergrad Major Criminal Justice

**Reference Details**

Reference Name #1	Dr. Ganene Duran	Reference Email #1	genenduran@gmail.com
Reference Phone #1	7202322306	Reference Address #1	1860 Lincoln St 3rd floor, Denver, CO 80203
Reference Name #2	Dr. Tamara White	Reference Email #2	tamaradwhite@yahoo.com
Reference Phone #2	7204483399	Reference Address #2	Address: 3645 W 112th Ave, Westminster, CO 80031
Reference Name #3	Quill Phillips	Reference Email #3	quillphillips@gmail.com
Reference Phone #3	7202667327	Reference Address #3	5900 S Santa Fe Dr, Littleton, CO 80120
Agree to a background check	<input checked="" type="checkbox"/>		
Owner	Romaine Pacheco	Created By	Denver Integration, 1/8/2022 2:54 PM
		Last Modified By	Denver Integration, 1/8/2022 2:54 PM

**Notes & Attachments**

Bio.RK.pdf

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H. Ray Keith Resume.pdf

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Denver African American Commission Cover Letter.pdf

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## **BIO H. Ray Keith, MA:**

H. Ray Keith is the founder of E&A Educational Consulting and brings 25 years of professional experience in higher education, K-12, and nonprofit community-based organizations. As a consultant he provides comprehensive instructional professional development services to higher education and secondary educational institutions. His expertise includes developing culturally responsive curriculum and content, creating inclusive equity trainings, and coaching faculty and instructors in an effort to enhance their skills to implement teaching and learning that transforms the student experience. At the core of his consulting work is diversity, equity, and inclusion, while advancing educational outcomes for students of color through practices that validate and affirm their cultures, identities, and lived experiences. Most recently, Mr. Keith has established a Community of Practice framework, Equity by Design Teaching Academics, a Department Chairs Equity Academy, and an Equity by Design Leadership Academy at colleges in Tennessee and Minnesota.

As the Associate Dean of Instructional Intervention and Support at the Community College of Aurora his department provided professional development in evidence/research-based and culturally responsive teaching and learning. Mr. Keith led the development of the college's Center for Teaching and Learning in addition to establishing institutional initiatives and programs designed to eliminate equity gaps for the diverse student body at the college. Ray is committed to disrupting the status quo and developing faculty and instructors that take a student centered and holistically approach to culturally responsive and culturally relevant teaching. Prior to joining higher education, he worked in K-12 as a high school administrator and college counselor. His research emphases are equity, inclusion and diversity, culturally responsive pedagogy, persistence and retention, and academic success for underserved and underrepresented populations. H. Ray Keith holds a master's degree in Higher Education from the University of Denver and a bachelor's degree from Oklahoma City University.

## H. Ray Keith, Jr.

95 S. Nome Street Aurora, Colorado 80012

720.318.4218

hraydu11@gmail.com

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### EDUCATION:

**University of Denver, Morgridge College of Higher Education**                      **Denver, CO**

Masters of Higher Education: Concentration in Leadership and Organizational Change

Relevant Course Work: Organization and Governance of Higher Education, Leadership and Supervision, Higher Education Policy, Urban Education, College Students and Environments, and Issues of Access, Program Development and Assessment, Persistence and Retention and Research, Methods, and Measurement

**Oklahoma City University**

**Oklahoma City, OK**

Bachelors of Science: Criminal Justice

### QUALIFICATION SUMMARY:

**Organizational Leadership, Administration, and Supervision:** I am a highly qualified and innovative professional with 20 years of diverse administrative and leadership experience. Professional experience includes organizational change, strategic planning, department and program development, staff supervision, budget oversight, cross organization collaboration and grant management. Areas of expertise: Higher education leadership, K-12 administration, diversity, equity, and inclusion administration, executive leadership of community based nonprofit organizations and educational consulting. Accomplishments include:

- Creation of academic initiatives to close equity gaps, increase student success, retention, and completion
- The development of a college academic affairs department to transform students experiences and outcomes
- Development of the Community College of Aurora's Center for Teaching and Learning to lead faculty development that is inclusive and culturally responsive
- Collaboratively securing a 2.8 million-dollar federal Title V grant
- Building strategic district and community partners within P-12 and higher education
- Founding multiple community-based K-12 educational organizations in the state of Colorado
- Development of College Access and Pipeline Initiative at a highly selective private university
- Recognized by the Colorado Community College System Board: Program of the year

**Professional Development:** I have a strong background in professional development, facilitation, and coaching. I have led the development and implementation of instructional professional development at the college level in collaboration with faculty and adjunct instructors. I have created and implemented the 5-year strategic plan for the development of a community college's Center for Teaching and Learning and established a robust professional development model that embeds inclusive pedagogy, culturally relevant and responsive teaching and learning, and equity minded instruction. This accomplishment has led to being engaged as a consultant and facilitator for national and state conferences, national organizations and college administration to facilitate workshops and trainings on organizational leadership, equity and inclusion, and culturally responsive teaching and learning. Established multi prong instructional development framework to include instructional workshop series, peer to peer learning communities, creating faculty and instructor professional development design teams, lead institutional agents and instructional coaches that support faculty and departments.

**Research, Data, and Assessment:** Research areas include equity, diversity and inclusion, culturally sustaining pedagogy, college access, retention, and student success. My work in these areas has led to extensive experience in quantitative and qualitative data collection, analysis, and interpretation; which has informed organizational and cultural change, the development of systems and structure to increase inclusion, culturally responsiveness, research-based and data-informed interventions and strategies and the development of college wide professional development workshops series; which has informed the development of culturally responsive programming, instructional frameworks, research-based and data-informed course interventions, and student centered policies and procedures.

**Diversity, Equity and Inclusion:** These frameworks are at the core of my professional experience in the last two decades. As a founding member of CCA's Inclusive Excellence (IE) leadership team, my experience and efforts in

IE and equity have led to systemic change, closing equity gaps, and increasing success rates for underrepresented student populations. Contributions at the college and at the state level include:

- Closing equity gaps in gatekeeper courses
- Co-creating a college Inclusive Excellence council, its mission, vision, and values
- Co-development of the Inclusive Excellence Strategic Plan
- Implementation of staff, faculty, and student Campus Climate survey
- Serving as founding leader of CCA's Black Faculty and Staff affinity group
- Recognized as a State Equity Champion
- Founding member of the Colorado Blacks in Higher Education Association

**Program and Curriculum Development:** Professional experience in this area includes: Developing programs within K-12 and higher education, student college access and success programs, establish grant funded programs, and community-based empowerment programs. My approach to educational program and curriculum development centers the student experience, their growth and development, and focuses on creating access to educational opportunities and achieving equitable outcomes for students. Accomplishments include development of the following organizations, programs and initiatives.

- Department of Instructional Intervention and Support
- Gateway to Success Initiative
- Advanced Academic Achievement Course
- Multi Lingual Learners Initiative
- Black Male Initiative Summit Scholar's Program
- E&A Programs and Educational Consulting
- J'NED Partnership

#### **RELEVANT EXPERIENCE:**

**E&A Educational Consulting, Aurora, Colorado**

**June 2008 to Present**

*Independent Educational Consultant*

Provide high quality educational consulting to higher education and secondary educational institutions.

*Higher Education Partners*

- **Achieving the Dream:** Achieving the Dream (ATD) leads America's largest network of community colleges working to become strong engines of student and community growth. ATD's proven model helps colleges identify emerging needs and ways to improve practices across the full spectrum of capacities required for whole-college reform. Consulting work has included pre-conference panelist at the organization's national Dream conference, leading and facilitating teaching and learning workshops at the Culturally Responsive Teaching Summit and Equity Institute, co-led two-day faculty development training for ATD partner The State University of New York (SUNY), and keynote speaker and facilitation of workshops at Tunxis Community College Northwest Region and Manchester Community College Capital East Region professional development days. Additional consulting services include: Collaborating with ATD leadership, developing PD curriculum, content and training materials and providing comprehensive training related to equity, culturally responsive teaching and learning, and inclusive pedagogy.
- **South West Tennessee Community College:** Collaborate with academic deans to provide community of learning academies. Established, led, and facilitated three culturally responsive teaching peer to peer learning communities; fall 2020 faculty cohort, spring 2021 deans, chairs, and faculty cohort and summer 2021 Department Chair's Equity Academy. Responsibilities include: developing curriculum and training materials for a series of culturally responsive teaching and learning workshops. Additionally, provided four faculty teaching and learning professional development workshops at the college's faculty winter recharge event.
- **St. Cloud Technical Community College:** Co-developed, led, and facilitated the college's Equity by Design Teaching Academy. In this inaugural six-part faculty development initiative comprehensive training focused on equity, participatory action research, inclusive pedagogy, becoming reflexive practitioners, interrogation of instructional practice to close equity gaps for students of color. Additionally, facilitated onboarding session with academic dean leadership team. Currently establishing a College Leadership Equity Academy for college president, vice presidents, and deans.

- **Pierce Community College, and Washington State Board of Community and Technical Colleges:** Developed and conducted comprehensive leadership equity training for college and state academic leadership.
- **Davidson-Davie Community College:** Provided keynote and facilitated professional development workshop at the academic affair's fall 2021 faculty professional development event

#### *Secondary Education Partners*

- **Denver, Adams County, and Aurora Public School Districts:** Service included:
  - Built consulting partnerships with public school district high schools to provide college access programming.
  - Curriculum and content development
  - Collaborating with enrollment services, registration, and advising at the local community college while supporting academic achievement of first generation, low income, and underrepresented students transitioning into higher education.
  - Enrollment management, data collection, application, admission and registration support, case management, and intrusive advising
  - Engaging key stakeholders within higher education.
- **College Summit Colorado (National College Access Program):** Interim School Partnership Manager responsibilities: Managing and maintaining regional district high school partnerships, delivering college access services, developing professional development trainings and curriculum modules, facilitating educator training, assessing student college admissions data and working with regional and national college access stakeholders. Educator training topics included: college access, financial aid, higher education admissions, essay writing, and resource development.

#### **Community College of Aurora, Aurora Colorado**

**November 2014 to Present**

##### *Associate Dean of Academic Affairs, July 2019- Present*

- Provide campus leadership in the area of academic affairs
- Co-administrator of the day-to-day and long-term operations of the Center for First Year Success
- Administration, leadership, and supervision of Instructional Intervention and Support Department
- Provide leadership and support in new program exploration, development, and implementation
- Lead institutional instructional professional development related to teaching and learning
- Manage train the trainer instructional agents' program
- Work collaboratively with student affairs, and other key stakeholders in ensuring academic quality and rigor across all course and program offerings
- Oversight of academic departments: English, math, Academic Learning Center and Center for Teaching and Learning
- Supervise directors, department chairs, and staff
- Campus leader for the Association of College and University Educators
- Collaborate and work with department chairs, faculty, and personnel across the college to support the pursuit of the institution's strategic plan goals and objectives
- Coordinate the division's evaluation of instructional effectiveness and student progress
- Manage center and department budgets and grants
- Member of college leadership executive committees
- Oversee course curriculum development

##### *Director of Instructional Intervention and Support, July 2017-current*

- Provide administration, leadership, and supervision of academic affairs department
- Establish department strategic plan, operational policies, and procedures
- Oversee and provide robust teaching and learning professional development through research-based strategies
- Develop and managing concurrent enrollment partnerships
- Lead cross-college efforts focused on the design, implementation, and assessment of supplemental academic instruction through collaboration with instructional departments, the Academic Learning Center, and Student Affairs

- Promote effective integration and use of technology in all aspects of teaching and learning
- Supervise department faculty and staff, conduct performance evaluations
- Collaboratively develop instructional academic success interventions across departments and disciplines
- Utilize institutional research data to inform departmental and instructional decision making
- Develop and lead equity minded initiatives that focus on student success, retention, and completion for a diverse student body
- Produced annual reports
- Oversee department budgets and managed internal and external grants

***Department Chair, Advanced Academic Achievement, May 2015-July 2019***

- Provided department leadership and management
- Planned and supervised course/program/instructional development and monitor program quality and course standards
- Coordinated the preparation of course offerings for credit, dual credit, and continuing education classes
- In collaboration with concurrent enrollment coordinator developed K-12 dual credit course offerings with multiple school districts
- Managed faculty training and observations
- Developed division course offerings and teaching assignments for each term
- Recruited and hired highly qualified department faculty and staff
- Conducted observations and evaluated faculty and staff performance
- Maintained teaching responsibilities
- Conducted data studies in partnership with Institutional Research department
- Coordinated the preparation and periodic revision of division course syllabi
- Developed academic course schedules
- Oversaw department budget and grants

***School of Liberal Arts Achievement Coach, November 2014-June 2017***

- Created and led Gateway to Success Initiative
- Developed college level success course using a co-requisite approach to improve outcomes in developmental English
- Redesigned developmental Math utilizing a co-requisite model of a 5-week onboarding course and a 10-week college level course
- Developed and implemented research based, data informed course level interventions in gatekeeper courses to close equity gaps and improve student success
- Managed course curriculum development
- Collaborated with the office of institutional research to implement program level assessment
- Led and supervised discipline specific course intervention faculty and instructor design teams
- Conducted data collection, analysis, and interpretation
- Measured student academic success in gatekeeper courses
- Collaborated with department chairs, faculty, and instructors
- Supervised grant staff and student assistants
- Oversaw grants operations and budgets
- Generated departmental and initiative reports

**University of Denver: Center for Multicultural Excellence**

**September 2012 to August 2014**

***Co-Director of the Black Male Initiative Summit/Inclusive Excellence Fellow***

- Led college access and pipeline programming
- Co-directed Black Male Initiative Summit and Scholars Program
- Chaired and led annual Black Male Initiative Summit and planning committee
- Developed culturally responsive academic, social, and student development programming and curriculum
- Collaborated with institutional departments, community stakeholders, and K-12 partners
- Led program assessment, data collection, and analysis, created program evaluation tools
- Generated Black Male Initiative Summit annual and five-year reports



- Conducted scholarly research on persistence, retention, and academic achievement
- Facilitated undergraduate leadership trainings
- Co- advised undergraduate student organizations and leadership committees
- Developed and facilitated student success, college access, and persistence workshops
- Supervised undergraduate program coordinators

**Boys 2 Men Fatherhood Program, Denver Colorado**

**June 2009 to May 2012**

**Saint Stephens Mission Church**

***Co-Founder/Executive Director***

- Founded nonprofit community-based organization in partnership with the state of Colorado
- Managed a partnership with the State of Colorado Fatherhood Initiative
- Oversaw organizational administration and leadership
- Built partnerships with public-school district high school administration, counselors, and staff
- Coordinated and facilitated organization programs and learning groups
- Led student programming and curriculum development
- Created evaluation tools and administered state mandated program assessments and reporting
- Coordinated marketing, communications, community outreach, and engagement
- Supervised staff, facilitators, and volunteers, led orientations and trainings
- Maintained teaching responsibilities
- Managed annual state funded budget and grant writing

**Colorado High School Charter, Denver Colorado**

**August 2001 to June 2008**

***Assistant Principal of Student Affairs, August 2005-August 2008***

***School Counselor, August 2001-July 2005***

- Organizational administration, leadership, and supervision
- Managed student enrollment, student registration, student schedules, and data collection
- Developed and managed student success programs: mentor program, service learning projects, and student leadership organizations
- Co-led staff trainings, professional development, and organizational committees
- Coordinated regional College Summit program for a national college access program: post-secondary planning, college readiness, admissions, and scholarships
- Supervised College Summit advisors and taught college readiness course
- Supported principal in annual school budget and calendar development
- Oversaw student academic progress and achievement
- Managed school discipline, supervised Dean of Students, created school student conduct handbook
- Oversaw day and night school counseling department: college counseling, student advising, and development
- Increased college admissions: 98% of graduating seniors were admitted to one or more colleges
- Coordinated and facilitated parent/student orientation
- Led and facilitated financial aid and FAFSA application workshops

**J'NED Partnership, Denver Colorado**

**January 2000 to December 2006**

***Founding Business Partner, Program Manager***

- Founded community-based K-12 educational organization in partnership with the Colorado Trust Foundation
- Provided organizational administration, leadership, and supervision
- Led, managed, and coordinated educational programs
- Collection quantitative and qualitative data through program assessments and evaluations
- Co-created assessment tools
- Developed culturally relevant student programs and curriculum
- Provided program facilitation, counseling, mentoring, and case management
- Maintained client records, generated enrollment, attendance, academic and behavior reports
- Built stakeholder partnerships with Denver Public School administration, staff, and community partners

- Supervised staff and volunteers
- Co-managed \$250,000.00 five-year Colorado Trust Foundation grant and additional funding from major corporations and foundations

### **Institutional Committees**

College Expanded Leadership  
 Cross College Collaborative Enrollment Management Team  
 Academic Affairs Leadership Team  
 Inclusive Excellence Council: Leadership Team and Academic Affairs Committee  
 Title V grant Steering Committee and Advisory Board  
 College Wide Professional Development Committee  
 Scholarship Task Force Committee  
 Chairs Council  
 Dean's Council, Colorado Community College System

### **Presentations**

- Manchester Community College: Manchester, CT
  - *Capital East Region Professional Development Days, August 2021*
- Davidson-Davies College: Thomasville, NC
  - *Professional Development Day, Keynote and PD workshop facilitator, August 2021*
- Tunxis Community College: Farmington, CT
  - *Northwest Regional Professional Development Day, April 2021*
- Arapahoe Community College: Littleton, CO
  - *Leadership and faculty: Entering Equity, Diversity and Inclusion, October 2020*
- Achieving the Dream: Syracuse, NY
  - *The State University of New York (SUNY) Moving towards equity, January 2021 and October 2020*
- Pierce College, Puyallup, WA
  - *Launching EDI, September, 2020*
- Southwest Tennessee Community College: Memphis Tennessee
  - *Department Chair Equity Academy, May 2021-June 2021*
  - *Culturally Responsive Teaching: Dean, department chair and faculty cohort, February 2021-April 2021*
  - *Faculty Winter Recharge, January 2021*
  - *Culturally Responsive Teaching: Faculty cohort, August 2020-December 2020*
  - *Reimagine Teaching and Learning Panel, July 2020*
- GlobalMindED Conference: Denver, Colorado
  - *Intentionally Developing Faculty, June 2020*
- Achieving the Dream Annual Dream Conference: National Harbor, Maryland
  - *Equity Institute Pre-Conference Panelist, February 2020*
- Washington State Board of Community and Technical Colleges; Articulation and Transfer Council: Vancouver, Washington
  - *Being Intentional about Diversity, Equity and Inclusion as a College Leader, January 2020*
- Lamar Community College: Lamar, Colorado
  - *Leadership and faculty Development Training: An introduction to Inclusive Excellence, June 2019*
- Achieving the Dream Culturally Responsive Teaching National Summit: Minneapolis, Minnesota
  - *Faculty Development Framework, May 2019*
  - *Ted Talk: Re-Imagining Assessment through a Culturally Responsive Lens, May 2019*
  - *Disrupting Whiteness When it is Invisible, May 2019*
- Valencia Community College National Assessment Conference: Orlando Florida
  - *Re-Imagining Classroom Instruction: Using Data, Research, and Assessment to Inform Inclusive Teaching and Learning for ALL Students, February 2019*
  - *Moving the Needle: Using Data to Make Systemic Changes that Increase the Success of Diverse Student Populations, February 2017*
- Center for Urban Education: Equity Minded Teaching Institute Webinar Series
  - *Re-Imagining Classroom Instruction: Using Data, Research, and Assessment to Inform Inclusive Teaching and Learning for ALL Students, December 2018*

- Colorado Christian Fellowship: Aurora, Colorado
  - *College Admissions and Beyond, November 2018*
- Black Male Initiative Summit: Denver, Colorado
  - *The Power Inside of Us: Connect, Awaken, Unleash, March 2017*
- Community College of Aurora: Aurora, Colorado
  - *Deconstructing Whiteness, August 2018, November 2018, and January 2019*
  - *Building Community in the Classroom, November 2017 and May 2018*
  - *Inclusive Pedagogy Faculty Training: Race, Equity, and the Learning Environment, March 2017*
  - *Disparities in Higher Education: Systemic Inequities, March 2016 and September 2016*
- Colorado Community College System
  - *Front Range Community College Administration: Faculty Development Model, January 2020*
  - *Colorado Community College System Vice President's Council: Association of College and University Educators Effective Teaching and Learning, September 2019*
  - *Student Affairs Annual State Conference: Moving the Needle: Using Data to Make Systemic Changes that Increase the Success of Diverse Student Populations, July 2016*
- University of Denver Diversity Summit: Denver, Colorado
  - *Whose Voice Matters? 50 Years after Selma, Black Males in Higher Education, January 2015*
  - *Access to what and for whom? African American Males in Higher Education, May 2014*
- College Summit Annual Leadership Conference: Las Vegas, Nevada
  - *Forging a College Going Culture in Secondary Education, July 2009*

### **Grants**

U.S. Department of Education: Title V grant

Lumina TIE grant in partnership with the Colorado Department of Higher Education

Colorado Community College System Innovation Grant: Gateway to Success Initiative

Community College of Aurora

Developmental Education Co-Requisite Course Design, Innovation Grant

Gateway to Success Initiative, Innovation Grant

Instructional Support Initiative, Innovation Grant

Text Book Adoption and Course Re-Design, Open Education Resources Grant

State of Colorado Fatherhood Initiative

Colorado Trust Foundation

Ann Shultz Foundation

### **Honors and Awards**

Employee of the Year: Community College of Aurora, 2019

MLK Spirit Award: City of Aurora, 2019

Outstanding Program: Colorado Community College System, 2015

Coordinator of the Year: College Summit, 2007

Program Excellence Award: Colorado Trust Foundation, 2005

### **Organizations**

American Educational Research Association, Member

Colorado Blacks in Higher Education Association, Member

Decades of Love, Board Member

Bridges of Silence Educational Center, Board of Directors

University of Denver Black Male Initiative Summit, Chair

Colorado Black Student Leadership Conference, Planning Committee

National Scholarship Services Denver College Fair, Committee Member

Full Circle Inter-Generational: Mentor, 4-H Group Leader

## Greetings Denver City Council and African American Commission

As a dedicated and committed member of the Denver community I humbly submit my application for the Denver African-American Commission (DAAC). Professionally and personally, I have been an activist and advocate for contemporary issues of inclusion, social justice, diversity, access, and equity as it relates to the African American community for decades. I bring 20 years of diverse professional experience that includes leadership in higher education, K-12, and community-based organizations while championing historically underserved and underrepresented citizens from racialized and minoritized populations. In my career I have developed strong skills in administration and leadership, organizational change, data analysis, training and facilitation, and developing inclusive environments that intentionally center communities of color, their cultures, and lived experiences.

I have had the privilege to serve the Denver community and its diverse population through my career which includes being a city and county employee, founding a nonprofit community-based organization that provided educational programs in Denver Public Schools for students and families; as an administrator of a DPS charter high school my work focused on students of color realizing their goals of graduating high school and attending college as means to address the Colorado Paradox; most recently as an Associate Dean at the Community College of Aurora Lowry and Aurora campuses I had the honor of working and engaging with the most diverse student body in the Colorado Community College System.

Giving back to my community is one of the pillars of my personal philosophy. I see this opportunity to join DAAC as a way to authentically participate in civic engagement in a meaningful and impactful way that bridges the African American community and policy-makers intentionally while engaging in activism that provides inclusive experiences and creating community environments that truly meet the needs of its constituents.

As a citizen I have a responsibility to transform policies, systems, and structures that have historically been oppressive, marginalizing, and inequitable towards communities of color. I am committed to serving the African American community and to act as a liaison and advocate to the mayor. At this time in America, it is so important that we begin to embrace, validate, and affirm diverse communities, perspectives, and cultures; we must also take action thus my submission of this application.

The purpose of the Denver African American Commission directly aligns with my personal values and passions. I hope to share my skillsets of building partnerships with key stakeholders, using data and research to inform decision making, developing and executing strategic plans and creating an inclusive culture to advance the city's and DAAC's mission, goals, and vision. If selected to join DAAC, I look forward to serving, collaborating, and working alongside the esteemed and current DAAC members.

Regards,

H. Ray Keith

*H. Ray Keith, M.A.*

CEO and Founder  
E&A Consulting

Achieving the Dream  
Program Development Consultant



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## BAC-7983

### Contact Information

<b>Contact Name</b>	Bobbie Alexander	<b>Home Address</b>	20155 Mitchell Place
<b>Preferred Phone</b>	303-514-9089	<b>Home City</b>	Denver
<b>Preferred Email</b>	bobbiealexander@denvergov.org	<b>Home State</b>	CO
<b>Other Phone</b>		<b>Home Zip</b>	80249
<b>Other Email</b>		<b>County</b>	Denver
<b>DOB</b>	[REDACTED]	<b>Hispanic or Latino origin or Descent?</b>	No
<b>SSN</b>	[REDACTED]	<b>Race/Ethnicity</b>	African American
<b>Gender</b>	Female	<b>Other Ethnicity</b>	
<b>Other Gender</b>		<b>Salutation</b>	Ms.

### Board Information

<b>Board Name</b>	Denver African American Commission	<b>Other boards or commissions served</b>	
<b>Status</b>	New	<b>Resigned</b>	
<b>Term Start Date</b>			
<b>Term End Date</b>			

### Work Information

<b>Employer</b>	City and County of Denver	<b>Work Address</b>	201 W. Colfax Ave.,
<b>Position</b>	Special Projects Manager	<b>Work City</b>	Denver
<b>Business Phone #</b>	303-514-9089	<b>Work State</b>	CO
<b>Work Email</b>		<b>Work Zip</b>	80249

### Additional Information

<b>Are you a registered voter?</b>	Yes	<b>Objection to appointment?</b>	No
<b>If so, what county?</b>	Denver	<b>Special Information</b>	
<b>Denver City Council District No</b>	11		

### Education and General Qualifications

<b>Name of High School</b>	George Washington	<b>Name of Graduate School</b>	University of Phoenix
<b>Location of High School</b>	Denver, Colorado	<b>Location of Graduate School</b>	Westminister, CO
<b># of Years Attended High school</b>	4	<b># of Years Attended Graduate School</b>	2
<b>Did you Graduate</b>	Yes	<b>Did you Graduate</b>	Yes

High School

Graduate Major Master in Business Administration

**Name of College** Norfolk State University  
**Location of College** Norfolk, VA  
**# of Years Attended College** 4  
**Did you Graduate College** Yes  
**Undergrad Major** Sociology/ Criminal Justice

**Reference Details**

**Reference Name #1** Stevie Pollins **Reference Email #1** stevie.pollins@denvergov.org  
**Reference Phone #1** 720-440-4574 **Reference Address #1**

**Reference Name #2** Jessica Calderon **Reference Email #2** jessica.calderon@denvergov.org  
**Reference Phone #2** 720-290-3469 **Reference Address #2**

**Reference Name #3** Monica Badgett **Reference Email #3** monica.badgett@denvergov.org  
**Reference Phone #3** **Reference Address #3**

**Agree to a background check**

**Owner** Romalme Pacheco

**Created By** Denver Integration, 3/30/2022 1:05 PM

**Last Modified By** Denver Integration, 3/30/2022 1:05 PM

**Notes & Attachments**

**DAAC- Resume .docx.pdf**

**Type Attachment**

**Last Modified Denver Integration**

**Description**

[View file](#)

# **BOBBIE ALEXANDER**

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## **Professional Experience**

**SPECIAL PROJECTS MANAGER** - City and County of Denver  
*Office of Social Equity and Innovation, CO 12/06/21 to Present*

- As the Special Projects Manager, I am responsible for the creation, administration, organization and successful execution of Equity, Diversity, & Inclusion (EDI) projects, and deliverables. I report to the Chief Equity Officer (CEO) to guide specific mayoral project assignments. I integrate racial equity principles into city operations, projects, and services through concise assignments with a broad scope and strategic in nature.

**MANAGEMENT ANALYST II** - City and County of Denver  
*Denver of Safety, Denver, CO 01/28/19 to Present*

- The Program Integrity Division (PID) - Conduct Review Unit (CRU) was created to set internal investigation policies after the death of a detainee, who died in the custody of the Denver Sheriff Department (DSD). As a Conduct Reviewer, I play a role in the advancement of Mayor Hancock's vision to enhance public safety. I research and analyze administrative complaints and write comprehensive reports on the recommendations within a deadline. I recommend changes in practices and procedures to increase operating efficiency and expedite workflow. I perform specialized and complex analytical work which have major department policy implications. I prepare comprehensive records, reports, and documentation that complies with standards and requirements. I resolve problems encountered during daily operations and determine standards for problem resolution. I demonstrate thoughtful communication when I respond to formal and informal employee grievances and prepare written responses. As necessary, I adjust tasks to meet my Manager and Directors desired outcomes. I am a team player and have implemented exercises to promote synergy within the team.

**MANAGEMENT ANALYST- PERFORMANCE IMPROVEMENT & ACCOUNTABILITY (PIAD)**- City and County of Denver  
*Denver Department of Human Services, Denver, CO 06/14/17 to 01/25/19*

- I managed the Child & Family Service Review (CFSR) when Denver County- Child Welfare was reviewed. The CFSR is a notorious federal periodic review of state and local child welfare systems that ensures conformity with federal child welfare (CW) requirements, determines what is actually happening to children and families as they are engaged in child welfare services, and assists states in helping children and families achieve positive outcomes. I oversaw the CFSR by communicating with all stakeholders, to include federal, State, CW staff, the courts, and families. I prepared CW staff for the review by implementing mock reviews, performing pre-reviews on cases, and facilitated trainings for staff to familiarize them with the onsite review

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instruments, computer system and case file documentation. I attended all readouts to hear the outcome of the CFSR findings. I was responsible for overseeing the outcomes and ensured that each variable of the Program Improvement Plan (PIP) was met and timely.

- I also created review tools for internal targeted reviews. I performed reviews and drafted reports of my findings. I would meet with the Denver Human Services (DHS) Executive Child Welfare leadership team monthly to provide them with findings and to respectfully recommend strategies that would support the success of child welfare.
- I managed the State Kinship Review's. I ensured all case files were collected within the desired timeline. I responded to all action items identified during the review and prevented fiscal sanctions by utilizing my communication and negotiation skills.
- I coordinated and oversaw City and County internal audits on Child Welfare.
- I worked with teammates to complete large reviews.

**SOCIAL CASE WORKER SUPERVISOR, LEAD SOCIAL CASE WORKER, TEAM - City and County of Denver**

**DECISION MAKING (TDM) COORDINATOR & SENIOR SOCIAL CASE WORKER - City and County of Denver**

*Denver Department of Human Services, Denver, CO 01/04/08 to 06/14/17*

- I was viewed as a Child Welfare (CW) expert that provided fundamental guidance to various levels of CW and to stakeholders, while handling sensitive and confidential issues with the goal of the safety of children in the City and County of Denver.
- As a facilitator, I scheduled, coordinated, and facilitated TDM's that discussed keeping a child(ren) in their home, discussed returning a child(ren) home, or identified permanent community supports for a child(ren) while they were in the child welfare system. During these meetings, I established and supported the meeting structure for all stakeholders (children, parents, family members, mental health/medical professionals, attorneys, community members, Denver Human Services (DHS) staff, etc.). I balanced the competing demands and varying opinions of the stakeholders with the goal of reaching a consensus. I negotiated with varying personalities to reach the consensus, develop deliverables, and to identify the parties responsible for each deliverable. As needed, I scheduled and facilitated follow up meetings to monitor and track the progress of the deliverables. The follow up meetings were also held to analyze and solve problems to any challenges that may have surfaced. I developed and maintained strong relationships with the community to include seven Family to Family sites, to include the Epworth United Methodist Church, the Lowry Family Center, the Asian Pacific Development Center, Denver Options, and the Denver Indian Family Resource Center (DIRFC).

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- During my tenure of the TDM/VOICES team, I was delegated by my Supervisor to act as the Lead of an integration pilot project between multiple divisions in DHS. The team was called the Negotiated Integration Coordinated Efforts (NICE) Team. The goal of the team was to make processes more efficient, which would ultimately meet the needs of children and families as well de-escalate crisis situations that clients were dealing with. Various divisions (Child Welfare, Family and Adult, Child Support) worked together to eliminate waste and resolve issues by utilizing internal resources and resolving escalated customer issues. I led one of the many projects of the NICE team while conducting my mandated employment responsibilities. As a result, deadlines were met, and the project was a success. The NICE teams' efforts went from a pilot project to practice.
- I was responsible for developing and implementing the shift from TDM to the VOICES model.

### **Education & Credentials**

UNIVERSITY OF PHOENIX – Westminster, CO  
Master of Business Administration, 2009

NORFOLK STATE UNIVERSITY – Norfolk, VA  
Bachelor of Arts in Sociology/Criminal Justice, 2001

JUDY MAREZ-DXON & ASSOCIATES - Westminster, CO  
Mediation Certification, 2015

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