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BAC-7837

Contact Information

Contact Name	H. Ray Keith	Home Address	[REDACTED]
Preferred Phone	[REDACTED]	Home City	[REDACTED]
Preferred Email	[REDACTED]	Home State	CO
Other Phone		Home Zip	[REDACTED]
Other Email		County	[REDACTED]
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	No
Gender	Male	Race/Ethnicity	African American
Other Gender		Other Ethnicity	
Title		Salutation	Mr.
		Pronouns	

Application

Board Information

Work Information

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	Registered Lobbyist	
Conflict of Interest Explanation		Conflict of Interest	

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 High School	Yes	Did you Graduate	Yes
		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

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Agree to a background check	<input checked="" type="checkbox"/>	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Board Members

H. Ray Keith

Board Name **Denver African American Commission (DAAC)**
Email [REDACTED]
Status **Active**
Term 1 End Date **9/26/2024**
Term 1 Start Date

Notes & Attachments

Certificate of Appointment - a075d00001WAmSY.docx

Type **Attachment**
Last Modified **Romaine Pacheco**
Description
[View file](#)

Congrats Letter - a075d00001WAmSY.docx

Type **Attachment**
Last Modified **Romaine Pacheco**
Description
[View file](#)

Certificate of Appointment - a075d00001WAmSY.docx

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Congrats Letter - a075d00001WAmSY.docx

Type **Attachment**
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Description
[View file](#)

Bio.RK.pdf

Type **Attachment**
Last Modified **Denver Integration**
Description
[View file](#)

H. Ray Keith Resume.pdf

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Description
[View file](#)

Denver African American Commission Cover Letter.pdf

Type	Attachment
Last Modified	Denver Integration
Description	<u>View file</u>

H. Ray Keith, Jr.

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, cultural 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

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 Academies, 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.

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