

February 6, 2017

To Whom It May Concern:

This letter of recommendation is written in support of Dr. Chris Gilmer who served as Vice President for Academic Affairs, Chief Academic Officer, and tenured Professor of English at Adams State University in Alamosa, Colorado from July 1, 2016 to February 5, 2017.

While Dr. Gilmer's tenure at Adams State University was short, it was productive. Dr. Gilmer diagnosed problems with the university's distance learning program, which had caused Adams State to be placed on probation with the Higher Learning Commission. He then implemented reforms to resolve the accreditation issues, which required bringing departments together to promote significant changes.

Additionally, Dr. Gilmer founded the National Center for Historically-Underserved Students, bringing together more than 30 experts of national scale in higher education, K-12 education, healthcare, civil rights, and philanthropy to work with some of our university's most vulnerable students. This think-tank resulted in the drafting and signing of a Declaration on the Rights of Historically-Underserved Students. Other universities, colleges, and partners are now joining this important work, which we hope will promote a national conversation on the rights and needs of students who have been underserved based on race, gender, sexual orientation, first-generation or veteran's status, and a wide range of other characteristics. Dr. Gilmer is committed to the needs of underserved students, and I am confident he will continue to make meaningful contributions in this important area.

Dr. Gilmer also managed the day-to-day operations of our academic sector. His interactions with the Board of Trustees were professional and productive. Dr. Gilmer voluntarily and at his own initiation resigned his positions. Many at Adams State University will miss his contributions and leadership. I recommend him for other senior leadership positions in higher education.

Sincerely,

A black rectangular redaction box covering the signature of Arnold Salazar.

Arnold Salazar
President, Adams State University Board of Trustees