



Universidad Interamericana de PR  
C/O Dr. Yubelkys Montalvo  
Metro Campus (Office 128)  
P.O. Box 191293  
San Juan, PR 00919-1293

Dear Dr. Yubelkys Montalvo,

Because of her **abundant qualifications** and experience, I wholeheartedly support Dr. Lorelly Solano's HETS Academy application. Dr. Solano is a rising administrator at Chesapeake College on Maryland's Eastern Shore. Hispanic populations are the fastest growing in our region, and at our institution. In the southern-portion of Chesapeake's service area, Dr. Solano Directs the College's Cambridge Center, which is strategically placed within walking distance of multiple economically disadvantaged and minority populations. There in downtown Cambridge, she brings to bear her many years of experience in teaching, advising, and student services, to create an environment that combines comprehensive academic and student-services resources, available both face-to-face and online.

As a **campus leader**, Dr. Solano has been at the heart of the College's outreach and service to the local Hispanic and Latinx community. She has a compelling vision for improving student access and success through engagement with cutting-edge teaching and learning technologies and best-practice course design. Additionally, her leadership role gives her the ability to network with instructors and instructional design specialists to share HETS Academy program insights for the continuous improvement of our courses and service to students. She specializes in researched, data-informed, iterative improvement.

Her commitment to best-practice-focused improvement adds to her leadership potential on campus and in our region. With Chesapeake College, **Dr. Solano is developing** in local leadership to adapt to many recent changes in the landscape of higher education. Our students have thinner margins for time and money; they need more comprehensive student supports, and in order to remove barriers to access, everything we provide as an institution must be available in multiple modalities.

It is my privilege to work with and to learn from Dr. Lorelly Solano. If I can be of service in a telephone conversation in support of this application, please reach out to me at my cell phone: 410-829-6738.

With respect and appreciation for this work,

A handwritten signature in black ink that reads "David Harper". The signature is written in a cursive, slightly slanted style.

David Harper, Jr. PhD  
Vice President for Workforce and Academic Programs  
Chesapeake College