



*CHANCELLOR CHARLES B. REED*

February 1, 2016

As Chancellor of the California State University (CSU) 1998-2012, Karen Y. Zamarripa served as the Assistant Vice Chancellor of Advocacy and State Relations (ASR) and a member of my leadership team throughout my tenure. In this role she was the voice of the system and our students, and one of the most effective and strategic leaders I have worked with throughout my career.

Karen has been on the frontline in managing expectations while also making the case for greater investments for the system. Higher education in California like the rest of the country has faced tremendous challenges including instable funding support from the state, increasing demand for access to college, and continued pressure to do more with less. Karen helped us navigate through some politically charged issues such as executive compensation, faculty union disputes, and student tuition and fee policy. She has a keen sense of policy that she couples with effective advocacy and communications strategies to get the job done. Karen always accomplished the goals of the system.

During my tenure we were determined to make things better for students – and make programs available that ensured their success regardless of their circumstances. Two specific examples of our efforts were the creation of a new transfer pathway for community college students to the CSU and the creation of several applied doctorate programs for working professionals in education, nursing and physical therapy. In both cases we were challenging the long-standing interpretation of the state's Master Plan for Higher Education enacted in the 1960's. As a result we had many people and organizations challenging these proposals; often forgetting we are here for students. Karen was able to shepherd these important efforts using her knowledge, skill and keen sense of policy and politics even in the face of increasing opposition. These are just two examples of what she accomplished for CSU, and what she can do for others in the future.

I highly recommend Ms. Zamarripa without reservation – as an advocate, a strategist, and a leader among peers in education, policymaking and politics. She would be an asset to any organization. If I can provide further insight into her contributions and success please do not hesitate to contact me at [creed@calstate.edu](mailto:creed@calstate.edu).

Sincerely,

Charles B. Reed  
Chancellor Emeritus  
California State University



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### Testimonial

Karen Y. Zamarripa served as the Assistant Vice Chancellor of Advocacy and State Relations (ASR) and a member of my leadership team throughout my tenure as Chancellor of the California State University (CSU). In this role she was the voice of the system and our students, and one of the most effective and strategic leaders I have worked with throughout my career. She has a keen sense of policy which she couples with effective advocacy and communications strategies to get the job done. She was a tremendous asset to our system and has much to offer colleges, universities and systems in their efforts to strengthen their advocacy, communications and community outreach efforts.

Charles B. Reed  
Chancellor Emeritus  
California State University