

February 2, 2016

Re: Karen Yelverton-Zamarripa

To Whom It May Concern:

I have known Ms. Zamarripa during the twenty two years I served as President of California State University, Fresno (Fresno State). During that period she served as Assistant Vice Chancellor for Advocacy and State Relations for the California State University system.

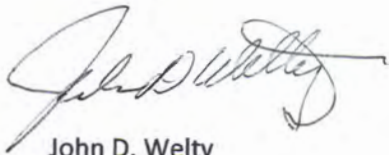
Ms. Zamarripa is a very personable, effective and creative leader. She is an excellent problem solver with extraordinary analytical skills. These skills served her very well as she undertook her system advocacy and strategic communications in the State Capitol. During the period I worked with her she was responsible for helping the CSU system achieve funding and other key legislative victories such as gaining the authority to offer the doctorate of educational leadership and other professional doctoral programs on select campuses.

Ms. Zamarripa developed a very effective advocacy program which utilized technology to reach thousands of CSU supporters at key times during the legislative process. She also developed very effective plans each year to achieve the Board's legislative program.

Ms. Zamarripa was willing to devote whatever time necessary to work with legislators and staff members on key issues. Her perseverance and tenacity made a huge difference in several key legislative issues that the CSU faced.

Ms. Zamarripa is a very effective advocate and problem solver who can be counted upon to get the job done. As such I highly recommend her to organizations, including colleges and universities interested in strengthening their advocacy efforts and finding new ways to impact outcomes with policymakers and others.

Sincerely,

A handwritten signature in black ink, appearing to read "John D. Welty". The signature is fluid and cursive, with a large, stylized initial "J" and "W".

John D. Welty

President Emeritus

California State University, Fresno