

SUPPORTING KELLY TSHIBAKA

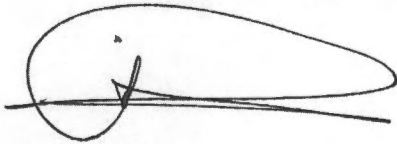
My daughter-in-law

Phone: 844-586-9085

- **Name: Kadita Tshibaka but known as A.T. by family and friends. A.T. stands for Athanase Tshibaka. Originally from the Democratic Republic of the Congo but U.S. citizen since 2015.**
- **International banking executive with long experience at Citigroup, Lloyds Banking Group, Opportunity International. Today serving on a bank board and a couple of non-profit boards**
- **Known Kelly since 2001 when my son came to present her to us while we were in London, UK**
- **We saw right away a very bright, strong, beautiful young woman, a young woman of good upbringing and moral character, a perfect match for our son.**
- **We approved of her immediately, without hesitation. Kelly will probably say she feared me before our first meeting. Niki may have told her a few horror stories about his father.**
- **I strongly support the appointment of Kelly Tshibaka as Commissioner of Administration for the State of Alaska. As a parent, I would like to thank Governor Dunleavy and legislators in Alaska who have given this opportunity for service to our children:**
 - **As a daughter-in-law: we have observed Kelly and Niki communicating, resolving thorny issues together, going through the highs and lows of life together, seeking counsel together and individually when necessary. My wife and I count ourselves blessed with the addition of Kelly to the Tshibaka clan. She is one in a billion!**
 - **As a mother: Despite the demands of her career in the Federal Government, Kelly has been a model mama for our grand-children, investing patient and loving time in them, correcting and encouraging them, explaining and teaching, caring for them, teaching them the virtues of respect and generosity towards others,**

the love of God and people. Kelly and Niki are doing a terrific job raising our grand-children in the fear of God.

- As a professional: I have followed Kelly's career, from the Department of Justice to the Director of National Intelligence to the Federal Trade Commission to US Post Office and as church co-founder and pastor. I have seen in her a true leader of people, visionary, extremely well organized, efficient, results-driven, a promoter and developer of people. Kelly will seek advice when needed. She is a good listener, a quick study and, when she says yes, that yes can be taken to the bank. Kelly delivers over and beyond what is demanded or expected. When she asked for my opinion about the Alaska opportunity, my immediate response was supportive and this, even though this meant our grand-children were going to be taken far away from us, a huge sacrifice for Niki and Kelly and for us. I thought the calling to make a real difference for Alaskans was worth seizing, without hesitation!

A handwritten signature in black ink, consisting of a large, stylized loop followed by a horizontal line and a small vertical stroke.

Kadita "A.T." Tshibaka

Father-in-Law

Chairman, Africa New Day

Board Member: Citibank Kazakhstan and Eleazar Wheelock Society at Dartmouth College

Global Advisory Board: Opportunity International

David G. Yacobucci
2990 Thompson Park Ln
Fairfax, VA 22031

February 23, 2019

The Honorable Neal Foster
Co-Chair, House Finance Committee
State Capitol Room 410
Juneau, AK 99801

The Honorable Tammie Wilson
Co-Chair, House Finance Committee
State Capitol Room 422
Juneau, AK 99801

Dear Representatives Foster and Wilson:

My name is David Yacobucci and I live in Fairfax, Virginia. I currently have a daughter in elementary school, and I want to leave her a better community based on common values such as integrity, opportunity, excellence, and respect for differences. With her in mind, I write this letter to affirm that Kelly Tshibaka promotes those values and is an outstanding choice for Commissioner of the Department of Administration.

I worked with Kelly at the Postal Service Office of Inspector General since 2015, where she was the Chief Data Officer (CDO). I was a Director of several agency-level functions including strategic planning and training. At times, I and my team reported directly to her while, at other times, we collaborated on joint initiatives. I have seen firsthand and often her professional temperament, character, judgment, and values in both positive and difficult work situations, and they are beyond reproach. Kelly brought a positive energy to the agency, an unwavering commitment to the people, an ability to focus on results and ignore distractions unrelated to the job at hand, and an open mind for different perspectives.

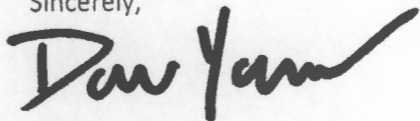
I remember when Kelly became the CDO and inherited four disparate teams, including mine. Her first priority was to reach out and engage all team members, seek different viewpoints, and learn about individual work goals. Over the next year, she continued to emphasize effective team building and communication and respect for different personalities. Kelly always welcomed my and my team's strong voices, even when she or others disagreed.

I also remember a later time when Kelly led a larger CDO office after merging with the investigative analytical team. The merger not only doubled the data analytics operation in size, but added to its diversity. Kelly aligned the new organization to maximize effectiveness, promoted teamwork, and prioritized staff learning and development. It was no easy task given a finite budget and competing priorities, but Kelly approved several merit-based promotions that mirrored the team's diversity.

At first, I knew Kelly simply as a work colleague. In time, I also got to know her as a person. Kelly the person exhibits the professional demeanor, aptitude, perspective, values, and focus that would serve Alaska and the Department of Administration well. I am certain that Kelly's efforts and contributions will make me and my daughter proud. I recommend you approve her nomination.

Thank you for your time and considering this letter in your deliberations.

Sincerely,

A handwritten signature in black ink, appearing to read "Dan Yacobucci". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

David Yacobucci



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

February 21, 2019

Alaska House State Affairs Committee
Representative Zack Fields, Co-Chair
State Capitol Room 511
Juneau AK, 99801

Dear Co-Chair Fields,

I am writing to offer my recommendation for Kelly Tshibaka to serve in a leadership position in the state government. Upon her arrival to my office, the United States Postal Service Office of Inspector General (OIG) in late 2015, Kelly was appointed to an executive position as the first Chief Data Officer (CDO). She was responsible for a component comprised of approximately 55 employees and contractors with various skill sets including data analysts, investigators, and forensic auditors.

Early on, Kelly was challenged to merge teams from different parts of the organization under one umbrella to create the first CDO office in the OIG. This required her strong leadership and vision to ensure that her team provided expert analysis and complex research capabilities for OIG investigations and audits. Kelly oversaw the expansion of the OIG's use of data analytics and predictive data modeling tools to identify vulnerabilities and develop investigative and audit leads. In no time, this component became the leader in its discipline among federal Inspectors General—a community of 73 Federal OIG offices across government. Because of her strong leadership and great communication skills, Kelly was frequently asked to participate on panels and represent the OIG in many forums highlighting the game-changing investigative and audit results her team supported.

Kelly's dedication and commitment speaks volumes and is reflected in the successful team she built. In addition, Kelly has developed lasting relationships with key stakeholders that our organization will benefit from in the years to come. She has been a trustworthy, engaged member of our executive team, and I take great pleasure in recommending her for this new position.

Sincerely,

A handwritten signature in black ink, reading "Tammy L. Whitcomb", is positioned above the printed name.

Tammy L. Whitcomb
Inspector General

Daryl A. Kreml
darylkreml@yahoo.com

February 18, 2019

Senate State Affairs Committee
Senator Mike Shower, Chair
BY EMAIL: jake.almeida@akleg.gov

Re: Nomination of Ms. Kelly Tshibaka to be Commissioner, Dept. of Administration

Honorable Senator Shower and Committee:

I am writing to commend to you Ms. Kelly Tshibaka, a woman of the highest integrity, intellect, and professionalism. It has been my privilege to know Ms. Tshibaka for more than twenty years, having met her when we were both enrolled at Harvard Law School. Immediately following law school, we both served in the Federal government where Ms. Tshibaka quickly established a reputation as a high-performing, management-minded, inter-agency leader. Among the many talents for which I would gladly recommend her, without reservation, allow me to highlight three.

First, Ms. Tshibaka has the rare ability to create and maintain order among people and systems in complex organizations. In each role along her professional journey, she has quickly developed a strong command of core objectives and has aligned her people and her financial resources to those objectives. She understands data, people, trends, priorities, and outcomes in equal measure and possesses the ability to listen carefully, pivot appropriately, and bring along her stakeholders at every level. If, as I suspect, the Commissioner of the Department of Administration must be proficient in systems and adept with people, I can assure you that, with Ms. Tshibaka, you get both.

Second, Ms. Tshibaka is uniquely big-picture driven while highly attentive to detail. This attribute of her work was a motivation for her recruitment to the Office of the Director of National Intelligence ("DNI") from the Inspector General of the U.S. Department of Justice early in her career. I was a Legal Advisor to the Director of Central Intelligence when the DNI role was created and, subsequently, was consulted on Ms. Tshibaka's recruitment. In that role, and since, she has consistently advanced her reputation for aligning every detail to a vision-based outcome.

Third, while she is a person of clear identity and strong personality, Ms. Tshibaka embraces the diverse identities and personalities of her teams to achieve broad-based objectives. Her increasing scope of responsibility within the Federal government, and the diversity of the agencies she has served, demonstrates this well. On a personal note, I can say that Ms. Tshibaka's wedding remains the only one I have ever attended that included Jewish, Muslim, Christian, Asian, African, and Caucasian members of the bridal party. If that sounds like the beginning of a joke, it is not. It is, instead, reflective of the character and relationships of Ms. Kelly Tshibaka. She is a personable and inclusive leader.

Please do not hesitate to reach out if I can provide additional information or insights in support of Ms. Tshibaka's nomination.

Sincerely,

Daryl A. Kreml

February 25, 2019

Glenn A. Fine
108 Grafton Street
Chevy Chase, MD 20815

Alaska House State Affairs Committee
Co-Chair Jonathan Kreiss-Tomkins
State Capitol Room 411
Juneau AK, 99801

Co-Chair Zack Fields
State Capitol Room 511
Juneau AK 99801

Re: Recommendation for Kelly Tshibaka

Dear Senate Affairs Committee:

I am writing this letter to recommend Kelly Tsibaka for the position of Commissioner of the Department of Administration for the State of Alaska.

I have known Kelly for over 15 years. When I was the Inspector General of the Department of Justice from 2001 to 2011, I hired Kelly as a special counsel to me in that office. She did an outstanding job in a very sensitive and important role.

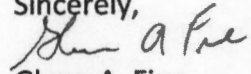
From an early stage, she handled high profile matters with skill, objectivity, and thoroughness. She is able to bring together divergent views from many people to reach supportable and reasonable conclusions and results. She exhibited initiative and can handle matters independently and professionally. She is a strong writer and thinker. She also is adept in addressing matters in sensitive environments, where people have strong opinions. She is adept at translating a vision into actionable, tangible results.

I have also watched her career develop even beyond her role in the Department of Justice Office of the Inspector General. I have seen her branch out into many important positions in the federal Inspector General community. She has handled those varied assignments with dedication and integrity.

Kelly assimilates information and concepts easily, and she becomes a leader in whatever field she takes up. She understands how to implement change. I have confidence that she can be entrusted to solve complex organizational problems and implement solutions that will result in greater efficiency and effectiveness.

I know that Kelley will perform her duties in Alaska with skill, objectivity, and energy. I recommend her highly.

Sincerely,



Glenn A. Fine

Scott Wilson

Inspector General

Federal Trade Commission (Retired)

1883 Ashwood Run
The Villages, Florida 32162
352-205-6516
scootwils@aol.com

February 15, 2019

Senate State Affairs Committee
Senator Mike Shower, Chair
Capitol Room 510
Juneau, AK 99801

Subject: Nomination of Kelly Tshibaka for Commissioner for the Department of
Administration

Dear Senator Shower,

I am writing you to highly recommend Kelly Tshibaka for the subject position. She served as my legal counsel and chief investigator during the time I was the Inspector General at the Federal Trade Commission (FTC). In my 16 years as a Senior Executive at five agencies, I worked with and observed hundreds of leaders in the Federal Government. **None were of higher caliber than Ms. Tshibaka.** I believe I have the standing to make that judgment given that I twice received the Presidential Rank Award, an honor bestowed on the top five percent of Senior Executives for meritorious service over a five year period.

Only a handful of senior leaders I observed over the years possessed the full range of competencies to be highly effective leaders and change agents. **Ms. Tshibaka was one of those rare leaders.** During the time that I worked with her, she demonstrated the ability to not only form a strategic vision for our organization, but also to implement the tactical plans and change initiatives to deliver on it. As a result, the Office of Inspector General completed work that led to sweeping recommendations geared at helping FTC management significantly improve on the delivery of their core mission, which in this case was consumer protection. Ms. Tshibaka worked very closely with the responsible management officials to reach agreement on the actions to be taken; thereby achieving a "win-win" for both the agency and consumers throughout the United States.

Ms. Tshibaka excels at garnering the support and cooperation of her staff and stakeholders. She is highly respected by those who work for and with her because she listens and respects each person for their diversity of opinions and ideas. It's not just lip service with Ms. Tshibaka. She enacts the positive change needed to make her organization better, factoring in feedback and breakthrough ideas from both her staff and the many stakeholders she serves. She views stakeholders as "partners" and always focuses on providing a high level of customer service to meet their needs.

One of the primary reasons that Ms. Tshibaka has been so successful is her exceptional communication skills. During my time with her, she often prepared briefing documents for presentation to Congressional and/or agency staff and followed up in meetings by clearly and convincingly articulating the positions she was advocating for.

Finally, I might add that Ms. Tshibaka's integrity and desire to do the right thing are beyond reproach. We need more people like her in government leadership positions.

Please feel free to contact me should you have any questions.

Sincerely,

Scott Wilson

February 11, 2019

Senate Finance Committee
Senator Bert Stedman, Co-Chair
State Capitol Room 518
Juneau AK, 99801

Mr. Chairman,

I am writing to testify to the integrity, fidelity and temperament of Ms. Kelly Tshibaka, the governor's nomination for Commissioner of the Alaska Department of Administration. I have known Kelly and her husband Niki for over nine years, and I can think of no finer candidate to fill this challenging post.

As background, I retired as a Captain from the US Navy in October 2017 after a 27-year career. During my time in service I had the privilege of being assigned to a variety of influential assignments, including commanding officer of a tactical carrier aviation squadron, a Congressional Fellow for a US Senator, a Department of Defense liaison officer at the National Counterterrorism Center, and Director of the Navy and Coast Guard wounded warrior program. I also served as a Department of Defense program manager overseeing multi-million-dollar programs at the US Special Operations Command, the Defense Intelligence Agency, and Navy Installations Command.

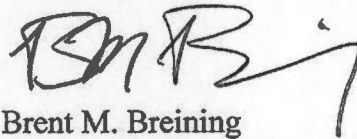
My relationship with Kelly has been predominantly within the church setting. We also briefly overlapped in a professional setting when we both worked in the same building under the Director of National Intelligence in 2013. My wife, son, and I have attended The Lighthouse Fellowship in Alexandria, Virginia since November 2009. During this time, Kelly co-pastored with her husband Niki and assumed the role of senior pastor in October 2017. I have had the opportunity to closely observe her conduct within the church setting as well as within their home with how they raise their five children. I have to say that Niki and Kelly are some of the finest people I have ever had the pleasure of knowing and they have modeled for us the art of compassionate leadership.

Over the 12 years that they have pastored The Lighthouse Fellowship they have created a culture that is both inclusive and welcoming. Throughout the years the church has been home to one of the most socio-economically, ethnically, and politically diverse congregations that I have ever been a part of. Despite what might be perceived by outsiders as a challenge, they have fostered a culture that values diversity and mutual respect of other's beliefs. This is a rarity in today's environment, and I believe Kelly will foster that same culture at the Department of Administration. The Lighthouse Fellowship has never been a large congregation due to our mission of identifying and launching people into their God-given leadership roles, but we are recognized as having produced the most licensed pastors per capita within our denomination. The average congregant stays for a couple years and then moves on to other challenges and ministry assignments.

After my retirement I came onboard as a staff pastor at The Lighthouse Fellowship and have worked directly for Kelly in her role as senior pastor. In this capacity I have had the opportunity to observe her in an administrative and leadership setting. I have found that she has a remarkable ability to digest information, quickly formulate a strategic direction, and move everyone out in unity of purpose. This has been especially apparent over the last 18 months as she has successfully led the church through a strategic reimagining that has completely redefined our direction and purpose. During this challenging process she successfully implemented a strategic communication plan that helped our congregation embrace the new vision of the church, and I am happy to say that our attendance has remained stable throughout.

In closing, I would like to offer my strongest possible endorsement for Kelly Tshibaka to fill the post of Commissioner of the Alaska Department of Administration. In the time that I have known her she has remained unabashedly proud of her heritage as an Alaska native and I am confident that she will serve her home state with integrity and distinction. I may be reached at email: brent.breining@gmail.com or cell: 360-969-4544.

Very Respectfully,

A handwritten signature in black ink, appearing to read 'Brent M. Breining', with a stylized flourish at the end.

Brent M. Breining
Captain, US Navy (Retired)
2021 Hoover Lane
Alexandria, VA 22308

Senate State Affairs Committee
Senator Mike Shower, Chair
Capitol Room 510
Juneau, AK 99801
Email to: jake.almeida@akleg.gov

Dear Senator Shower:

I am writing today to urge the Alaska Senate to confirm Gov. Dunleavy's appointment of Kelly Tshibaka as Commissioner of Administration. I have known Kelly since we were classmates at Harvard Law School back in 2000. Over the last 19 years Kelly has been my classmate, my pastor, and my friend. I have come alongside her as she planted churches in Boston and in the Washington, D.C. area that ultimately became viable and successful. She also has the ability to work across the aisle. I should know...I am a card carrying Democrat and lifelong liberal who works as counsel at the Service Employees International Union ("SEIU"), a union united by the belief in the dignity and worth of workers and the services they provide and is dedicated to improving the lives of workers and their families and creating a more just and humane society.¹ To be clear, I am NOT writing on my employer's behalf, but rather on my own behalf as someone who has partnered alongside her for almost 20 years. Based on that experience, I have no doubt that she has the integrity, grit, grace, and skills to be an effective Commissioner of Administrator for the State of Alaska.

It should be clear that Kelly and I do not share similar political beliefs. In fact, on most political issues, Kelly and I tend to be very far apart. However, the fact that I have collaborated with Kelly consistently for the better part of the last nineteen years should speak volumes about her ability to work with the State of Alaska's varied constituencies, including progressive groups and labor. A major reason I moved to Washington, D.C. involved my desire to come alongside Kelly and her husband as they worked to plant their church. Over the years I saw how she handled thorny issue after thorny issue at our fledgling church with a very diverse constituency with a deft hand. She was able to broker a balance between factions in our church who deeply cared about social justice issues and those who did not share that same fervor. Typically, those types of factions cause churches to split, but she was able to hold it together.

Kelly and I have been able to have open and frank conversations about a number of difficult political issues including gun control, the minimum wage, labor rights, the role of media, and the relationship between church and state. I specifically remember how we spoke about gun control, and she told me about how as a teen in Alaska she had to handle a gun in order to hunt. I told her stories about being shot as a teenager in inner-city Chicago, and how it led me to support further gun control. While Kelly and I have not fundamentally changed our positions, our interactions have allowed us to grow in our mutual respect for one another, and more importantly, a better understanding of each other's positions and fruitful conversations about what a reasonable compromise looks like.

That skill is crucial for navigating the difficult conversations she will have to have with disparate and conflicting stakeholders, including bargaining with the state's labor unions. I firmly believe that Kelly is a

¹ I am writing this letter solely in my personal capacity. Nothing in this letter should be seen as a statement or endorsement of the SEIU in any way, shape, or form.

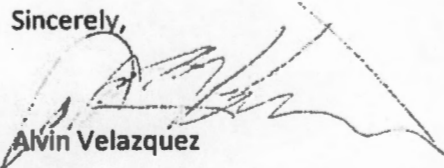
person who "accepts the premise" that collective bargaining is a legitimate way to resolve disputes and achieve compromise on tough issues. My nearly 20 years of experience engaging with her as a classmate, parishioner, friend, and political sparring partner have confirmed that bias.

I also have no doubt that the people of Alaska can trust her with their tax dollars, as I have with my own money. When we were in law school, Kelly fundraised for an acting group in a lower income area of Boston. When I asked her why she was willing to run a long race for that purpose, she told me it was because she wanted the kids in Dorchester to have the resources to succeed. She asked me to donate, and I ended up donating a large amount for a student from the inner city because I believed in her ability to run the raise, and get that money to where it needed to go. True to form, that is exactly what happened! Even though Kelly and I disagree about the role of the government in people's lives, we could come together and agree to get money raised for a cause that was near and dear to both our hearts.

I should note that I do not regularly write these types of letters, especially in today's hyper-partisan environment. However, I felt compelled in this instance to do so because the people of Alaska are getting a hyper talented, thoughtful, and effective protector of their tax dollars. I have seen Kelly make tough decisions, but I know she will do so an open enough mind to look for effective solutions and meaningful compromise. It is for that reason that I urge the Senate to confirm Kelly Tshibaka.

Thank you for your time and attention to this letter.

Sincerely,

A handwritten signature in black ink, appearing to read "Alvin Velazquez", with a stylized flourish extending from the end of the signature.

Alvin Velazquez

February 12, 2019

Senate Finance Committee
Senator Stedman, Co-chair
State Capitol Room 518
Juneau AK, 99801

Senator von Imhof, Co-Chair
State Capitol Room 516
Juneau AK, 99801

Esteemed Senators,

I write you in support of Kelly Tshibaka, the governor's nomination for Commissioner of the Alaska Department of Administration. My knowledge of her and her character date back from just shortly after she finished Law School and began working for the Federal Government. Knowing that I was looking for bright, innovative take-charge people to serve voluntarily in the non-profit sector, someone I respected highly (because of those same traits) recommended Kelly to me. That recommendation was one of the most singular in my life—and I'm passing along the favor.

Though I retired from Academia some time ago, my PhD (UCLA, 1982) is in the field of Higher Education—the study of colleges/universities as systems. I was especially keen on organizational change and leadership development. For the last 15 years 65% of my consulting and lecturing work has been international (as I write this I'm just returning from Uganda and the Netherlands). The simple theory I teach—and the practices for how to actually implement it—is that the greatest change in an organization happens when the workers within that entity are inspired and believed in by their leaders.'

Ms. Tshibaka excels in this arena. Her internal drive and intellectual energy create positive momentum in everyone around her. She is, at once, both *no-nonsense* about expected results from those who work for her, and yet she retains an understanding/compassionate persona people feel they can appeal to if they are getting stuck.

Kelly is highly innovative, but you will discover that she has an incredibly high level of propriety; in other words, she 'sticks to the book' and faithfully carries out her assignment exactly as prescribed, but she is utterly unafraid to try different strategies to do her job well. She is bold without being pushy (except toward any who are just 'putting in their time'). Knowing her as I do, I can promise that she will bring order to disorder, and she will quickly build teams among the various departments. People like working for her—even though she will be stern and demanding when necessary.

As a resident of California, I don't understand, exactly, all that the Commissioner of the Department of Administration oversees in Alaska. If you're looking for someone who will maintain the status quo, or someone who will tell you all the reasons why they cannot implement meaningful change, you will not be pleased with Kelly Tshibaka.

However, if you are hoping to confirm someone who instigates and manages change, a person who executes agreed-to priorities, sets strategic goals, and achieves results through flexibility and team building, you will not find a finer daughter of Alaska for the job.

Sincerely,
Daniel A. Brown

February 12, 2019

Dear Senate State Affairs Committee;

I am writing this letter of professional reference for Kelly Tshibaka, nominee for Alaska State Commissioner for the Department of Administration. By way of background, I am a rising Associate Professor of Medicine at the University of Louisville School of Medicine, where I am a practicing cardiologist, medical educator, and published biomedical researcher. I completed all of my medical training at Johns Hopkins University School of Medicine, graduating at the top of my class with multiple awards. It was during my time in Baltimore that I first met Kelly, and I have been her close friend for the last 16 years.

Although we work in varying fields, I feel well suited to speak to Kelly's professional and personal qualities, as both her friend and as a professional woman. I have observed Kelly not only in the intimacy of her home and family, but also in the context of her natural leadership roles. Over the years, we have spoken at length about how to face and overcome challenges in the professional workplace, and I have seen Kelly's career develop and blossom. It is my great honor to write this letter in strongest and unequivocal support of Kelly as a professional, a leader, and as a compassionate human being.

There is no doubt as to Kelly's superior intellect, sharp mind, superb analytic capabilities, and her remarkable ability to quickly learn the nuances of any topic/field. What makes these skills all the more effective, however, is her intellectual humility and willingness to learn. Many extremely capable people naturally assume they are right; Kelly, on the contrary, is always willing to accept a different perspective, new information, and seeks continual growth. This marriage of impressive skill with honest humility and openness make her a particularly excellent leader, especially in new roles or situations. Kelly quickly assimilates available information, assesses and analyzes the data, charts a course of action, and seeks input from team members and her own leaders to continually course adjust as the winds and conditions dictate. She is the opposite of dogmatic, but she is also no push-over. Like a straight, tall shoot of bamboo, she is both strong and flexible, allowing her to grow and excel in any field of work.

Kelly is a servant-leader. This means that her express goal is to promote and champion the people she leads. Instead of seeking to self-promote, Kelly actively looks for opportunities to let her team grow and shine. This style of leadership (which I have also seen reflected in her parenting) is actually more work than the typical top-down management; instead of doing everything herself, she will take the time and effort to teach or allow for growth in her staff. She realizes that while this may take longer or be less efficient the first time around, in the long run it leads to a high-performance team with members whose skills are expansive, allowing for efficient and effective functioning.

I count myself truly honored to call Kelly one of my closest friends, and to be one of the small handful of people who know her personality and character best. Over the past 16 years, I have watched Kelly in every imaginable situation, good, bad, and mundane. I have seen her

character and resolve tested, and I can truly say that Kelly is a woman I admire, respect, and seek to emulate. In every season of life, she is reliably motivated to do good on behalf of others, even when the cost to herself is great. She seeks justice and peace, and she is willing to do the hard work in pursuit of both. Whether deciphering how best to parent her children with different personalities, caring for friends in deep crisis, offering wisdom during crucial moments of decision in my own life, or deciding how best to approach her co-workers, Kelly does what is right and does it with great love. While her faith is a strong motivator for Kelly's actions, her faith is not a wall to segregate or to cower behind. Her faith brings greater love and unity with her fellow human, rather than separation.

I have rarely met so capable, talented, and wonderfully complex a person as Kelly Tshibaka. I have witnessed her up close and personal, and I am no stranger to a workplace with high stakes, high ethical standards, and high intensity. I can say with total confidence and no reservations whatsoever that Kelly Tshibaka is the highest caliber of professional, leader, and human being that I have had the privilege to know. Any organization she is a part of is made better because of her. Any person privileged to serve with her will grow, be challenged, and ultimately be promoted beyond what they thought possible. She is loyal. She is talented. She is wise. She is the real deal, and I am honored to know her.

Please do not hesitate to contact me if I can be of any assistance in this process, or if I can further endorse this remarkable woman.

Sincerely,

Lorrel E. Brown, M.D.
Rising Associate Professor of Medicine, University of Louisville School of Medicine
Program Director, Cardiovascular Fellowship Training Program