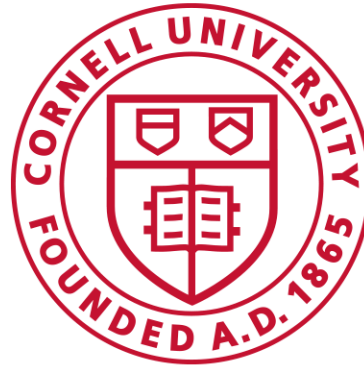


School of Industrial and Labor Relations

Cornell University



This is to acknowledge that

Frank J. Carr

has completed the certificate program entitled

Compensation Studies

This Seventeenth Day of March, 2020
through eCornell.

A handwritten signature in black ink, reading "Alexander J. Colvin".

Alexander J. Colvin, Kenneth F. Kahn '69 Dean
School of Industrial and Labor Relations
Cornell University