



This certificate acknowledges that

James Marsden

has completed the certification requirements to become a

Certified CMMI Associate

with all rights, privileges, and honors.

Handwritten signature of Daniel Torrens in black ink.

Daniel Torrens
COO, CMMI Institute

Handwritten signature of Kirk Botula in black ink.

Kirk Botula
CEO, CMMI Institute

08/20/2020

Date