



THE ALTERNATIVE  
DISPUTE RESOLUTION  
ACADEMY (ADRA)

# CERTIFICATE OF COMPLETION

**Is Awarded To**

Charlotte Norris

**For Course**

ADR Profession – A Quasi Legal Practice (5CME Gen incl. 3CME

Ethics)

Guno Ritfeld J.D.

December 17, 2015

Certificate:3656-2320-650: