



CERTIFICATE OF COMPLETION

*Preparing Future Faculty Seminar*

dated at Ann Arbor, Michigan this first day of June, two thousand twenty-three.

In honor of your completion of the seminar requirements and dedication to the advancement of teaching in higher education and academic professionalism, the Horace H. Rackham School of Graduate Studies and the Center for Research on Learning and Teaching (CRLT), University of Michigan, present this certificate to

**Ramakrishnan Sundara Raman**

Michael J. Solomon

*Dean*

*Horace H. Rackham School of Graduate Studies*

Matthew Kaplan

*Executive Director*

*Center for Research on Learning and Teaching*