

August 1, 2003

Steven Belcher
Director, Human Resources

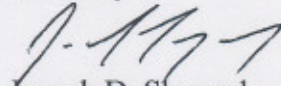
Re: Delegation of Signature Authority for Personnel Actions

In a letter dated August 1, 2003, President Merwin authorized me to further delegate approval of personnel actions. I hereby delegate to you authority to approve personnel actions within the Administrative Services Division.

Any personnel action affecting staff who report directly to me as Vice President will continue to require my recommendation and approval by the President.

I will periodically review how this delegation of authority is being exercised on behalf of the Administrative Services Division.

Sincerely,



Joseph D. Shepard
Vice President for Administrative Services