



La Universidad Nacional Autónoma  
de México



*otorga a*  
**Alicia Isabel Adriana Barceña Ibarra**  
*el título de*  
**Bióloga**

*en atención a que demostró tener hechos los estudios conforme a los planes autorizados por el Consejo Universitario y haber sido aprobada en el examen profesional que sustentó el día 12 de mayo de 1977, según constancias archivadas en la misma Universidad.*

*Por mi Raza hablará el Espíritu*  
*Dado en la ciudad de México Distrito Federal,*  
*el día 22 de febrero de 2007.*

*El Secretario General*

*Lic. Enrique Del Val*

*El Rector*

*Dr. Juan Ramón de la Fuente*



# HARVARD UNIVERSITY

AT CAMBRIDGE IN THE COMMONWEALTH OF MASSACHUSETTS

THE PRESIDENT AND FELLOWS OF HARVARD  
COLLEGE, acting on the recommendation of the  
Faculty of Government,

John Fitzgerald Kennedy School of Government,  
and with the consent of the Honorable and Reverend  
the Board of Overseers, have conferred on

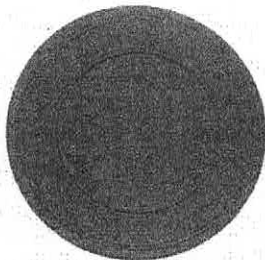
ALICIA BÁRCENA

the degree of Master in Public Administration.

In witness whereof, *by authority duly committed to us,*  
*we have hereunder placed our names and the University*  
*seal on this eleventh day of June in the Year of Our Lord*  
*nineteen hundred and eighty-seven and of Harvard College*  
*the three hundred and fifty-first.*

D.C. BOK  
PRESIDENT

G.T. ALLISON, JR.  
DEAN OF THE FACULTY



*This is to certify that the above-named Alicia Bárcena, having fulfilled all the requirements for the degree of Master in Public Administration, received on June 11, 1987, a diploma in substance as above.*

Attest:

July 26, 2006

  
Secretary

QUOD FELIX FAUSTUMQUE SIT

# UNIVERSITAS OSLOENSIS

EX AUCTORITATE SIBI LEGIBUS DELATA  
FEMINAM DOCTISSIMAM

Alicia Bárcena Ibarra

DOCTOREM HONORIS CAUSA

RITE CREATAM PRONUNCIAT

QUOD HIS LITTERIS  
SIGILLO UNIVERSITATIS MUNITIS TESTAMUR

OSLOAE DIE II MENSIS SEPTEMBRIS ANNI MMXIV

  
RECTOR UNIVERSITATIS

  
DIRECTOR UNIVERSITATIS

