



STATE OF TENNESSEE

Oath of Office

I, Susan Hubbard, do solemnly swear that as a member of Launch Tennessee, I will support The Constitution of the State of Tennessee and The Constitution of the United States and that I will perform with fidelity the duties of the office to which I have been appointed and which I am about to assume. So help me God.

This the 12 day of June, 2023.

Susan Hubbard
Member Signature

State of Tennessee

County of Morgan

I, Susan Pauline Noe

Have this day administered the oath of office to Susan Hubbard, a member of Launch Tennessee as prescribed and required by law.

This the 12th day of June, 2023.

Susan Pauline Noe
Notary Public

My Commission Expires: March 18, 2026



For Secretary of State Use

Susan Hubbard is being appointed to Launch Tennessee as a Representative of the Public Sector for a term beginning June 8, 2023 and ending June 30, 2024. This seat was formerly held by Dr. Thomas Zacharia.

RECEIVED

JUN 12 2023

Secretary of State
Division of Publications