



**NICHOLAS C. DONOHUE**  
*president & chief executive officer*

March 26, 2012

Mr. Charles Fadel  
Founder and Chairman,  
Center for Curriculum Redesign  
Visiting Practitioner  
Harvard University  
Graduate School of Education  
Cambridge, MA 02138

Dear Charles,

We are pleased to support the Center for Curriculum Redesign. This work is consistent with Nellie Mae Education Foundation's focus on student-centered approaches to learning and the strategies we employ to promote change and improvement in education.

The focus of this exciting project also aligns with needs to continuously improve the articulation of learning goals. Developing effective processes for this kind of work and producing clearer, more appropriate renditions of educational outcomes is central to steering educational systems to more effective approaches to teaching, learning and assessing.

Sincerely,

A handwritten signature in black ink, appearing to be 'NCD', written over a horizontal line. The signature is fluid and cursive.

Nicholas C. Donohue