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## LETTER OF AFFIRMATION

To Whom It May Concern:

This is to confirm that virtually all academic departments at Northern Arizona University have voluntarily committed to participate in the Global Learning Initiative. While most departments are still involved in developing global learning outcomes, strategies to achieve these outcomes and an assessment framework, many have already implemented their commitments to global learning in the academic experiences of their majors. Global competence among graduates, the ultimate objective of the Global Learning Initiative, will manifest itself not as one generic set of skills, knowledge and dispositions, but in disciplinary terms. This is the least we can do to prepare our students for the increasingly interconnected and interdependent world in which we live.

Sincerely,

A handwritten signature in black ink, appearing to read "Harvey Charles", written over a horizontal line that extends across the page.

Harvey Charles, Ph.D.  
Vice Provost for International Education