



John Miller, CEO
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September 7, 2015

Re: Letter of Recommendation for Heather Carreiro

It is my pleasure to write a letter of recommendation for Heather Carreiro. I met Heather through her implementation of Agile in her school. Agile is a highly innovative way to grow 21st Century learners, where students work together in self-organizing teams and iterative learning cycles. It is the same approach companies like Google and Facebook are using to create innovative products and services adapted to the classroom for extreme 21st Century readiness.

Heather as an Innovator of 21st Century Learning

On her own, she was able to transform her classroom using Agile to be highly self-directed and collaborative in very short time. This tells me she is an innovator, willing to experiment wisely with new ideas, and the practical discernment to adapt it to her context. I use her work as a case study in my Agile Classroom workshops.

Heather as a Model of 21st Century Skills

Her impact to grow an authentic 21st Century Learning grew beyond the classroom. She influenced her school leadership team to use Agility for school operations. By doing so, she helped leadership model the 21st Century skills they hoped the staff and students would embrace.

Heather as a 21st Century Change Agent

Agile on its own is a cutting edge management practice, but, what impressed me the most was Heather's ability to energize people around change. At the beginning of the 2015/2016 school years, she organized, professional development for 21st Century learning, by recruiting experts from around the world. Unlike other PD sessions, where teachers groan and want to get back to the real work, she inspired them, tapped into their motivations, and made clear the purpose of how these sessions are relevant to them in growing 21st Century learners.

Heather as a 21st Century Leader

From working with her remotely and on her campus, I witnessed first hand the exemplar 21st Century Leader she is. I saw how she filled the vacuum of leadership during a critical time when there was no Principal for the school and more than half

of the staff positions needed to be filled. She took on the work of four people to ensure the school opened with the best staff for their students. She formed single handedly the most positive, innovative, teacher team I have ever seen. I believe many wanted the position because of Heather's infectious energy, positivity, and vision.

Above all else, school culture is the most important job of leadership. This is what Heather has done at the American Academy. A culture that I believe was heavily influenced by her contagious style of positivity, participatory decision making, and a strong bias for action. With her leadership, she taps into the best of her staff and colleagues, and aligns them to bigger purpose, and produces quick wins that re-energizes everyone. She builds real community, where staff are just not coworkers, but care for and support one another inside and outside the school walls.

Heather is a rare leader that I wish all schools had to lead into to a schoolwide 21st Century learning culture. I am continually inspired by her and I know you and your staff will be too. Please contact me directly with any inquiries.

Sincerely yours,

A handwritten signature in black ink that reads "John Miller". The signature is written in a cursive, slightly slanted style.

John Miller