

16 February, 2022

Pangyo, South Korea

To Whom It May Concern,



I am pleased to write this open letter of reference for Heather Carreiro.

Heather hired me in late 2019 to work alongside her in the Applied Learning department of Korea International School (KIS) in order to help improve the outdoor educational trips for older students, while establishing an increased emphasis on nature education in the elementary school.

Before arriving in Korea, Heather, the other department members, and I kept in close contact. We met via Zoom to investigate our character strengths and developed cohesion before I set foot on Korean soil. She was transparent with me about the strengths of my new community and the areas that could use improvement - this helped prepare me for the work that lay ahead. In the uncertainty of starting a new job in a new area of the world, Heather helped to establish a sense of belonging and inclusion.

Heather is a leader with vision. She has been a major voice behind many of the school improvement projects. She assisted in the design and oversaw the transformation of previously unused outdoor spaces the campus has into play and learning areas for students of all ages. She made a proposal for CIS accreditation and set our community on that lengthy but prestigious path. Heather has also been a major contributing force behind the creation of several jobs, including my own, and that of our school's certified safeguarding coordinator.

Heather jumps into the action and pulls more than her weight to achieve goals like those mentioned above. With the students always at the heart of her actions, Heather has gone to curriculum meetings, presented at multiple board meetings, conducted professional development workshops, and even worked alongside Korean landscaping crews. There is no job that she is unwilling to try if it aligns with a vision she cares about.

All the while, Heather finds time to befriend, direct, and mentor colleagues from across the campus. I have gained from her leadership in countless ways and feel that my own leadership has improved in the time we have worked together. With her encouragement and guidance, I have run workshops, presented at conferences, directed committees, and built lasting educational programs. As a teacher looking for a change from the classroom, I consider myself fortunate to have had the opportunity to learn and grow from Heather each day. She saw in me potential, invested in my growth, and my future is brighter as a result.

In his Ted Talk for how great leaders inspire action, Simon Sinek explains, "We follow those who lead, not for them, but for ourselves." I believe that conversely, a good leader will act, not in selfishness, but to help others. Heather is a good leader because she serves those around her by bringing them with her on her journey towards excellence. She will bring whatever organization fortunate to hire on such a path.

Thank you for this opportunity to talk honestly and positively about Heather. Please contact me if I can be of further assistance to Heather's candidacy.

Sincerely,

A handwritten signature in black ink that reads "Robert H. Donisch II". The signature is written in a cursive style with a large, stylized 'R' and 'D'.

Robert H Donisch II

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