

February 9th, 2021

To Whom It May Concern,

This letter is an enthusiastic endorsement of Heather Carreiro for whatever position she is pursuing in your organization. I worked with Heather for a little over one year when I was Experiential Education Coordinator at Korea International School. In that time I came to know Heather as a personable, intelligent and empathetic leader capable of making a powerful impact on any school or business she is a part of.

In my time at Korea International School, I fulfilled many roles. In my last three years, I oversaw the Outdoor and Experiential Education department for the school, with a responsibility for more than 800 students who participated in annual overnight excursions with their classes. When Heather was hired as the Applied Learning Director, her role was to oversee these operations and revise the program moving forward, integrating Experiential Education with classroom activities and providing more opportunities for the school to move toward project based and service applications in classrooms. Although I was nervous initially about the idea of a new supervisor, Heather made a great initial impression, and put those fears to rest.

What struck me initially upon meeting her was her energy, intelligence and positive attitude. No matter what we were working on or how many unrealistic deadlines we were facing, Heather always managed to pursue every interaction with a smile and positive attitude. I found her sense of humor and easy demeanor to be instantly disarming, and she was a pleasure to collaborate with every day. She had a way of making the onerous organizational chores of the Experiential Education courses pass smoothly, adding additional efficiency and organization as we went along. She has seemingly boundless energy and is able to accomplish a staggering amount of work in what would take others a far greater amount of time to achieve.

The fall courses were behind us in 2020 when the pandemic began to tear at the fabric of education as we knew it. When virtual school was announced, Heather and I were en-route to a scouting trip for a course that we planned to develop. We spent the next month working from the Philippines, knowing that the future of our programming was unstable, to say the least. It was during this time that I got to know Heather on a more personal level, and it was then that I witnessed a few of her unique leadership characteristics— resilience in the face of change and adaptability. Although Heather is an assiduous planner, she is quick to pivot when her plans are derailed or modified. She showed a positive attitude and a willingness to adjust when we were asked to move from planning excursions with students to planning the school's reopening plan and overall Covid response.

Ultimately my takeaways from working closely with Heather for a year can be summarized in a phrase—“would rehire!” Heather did everything she promised and more. She is the type of person who can be trusted to improve existing systems and bring needed reforms where they are most applicable. In addition, Heather has a leadership knowhow and an easy demeanor that most employees will find confidence inspiring. She leads from a position of understanding and applies her knowledge of strengths in the workplace to build effective teams that can work toward a common goal. I recommend her strongly for any leadership position. Please let me know if I can be of any assistance with her application.

Sincerely,

A handwritten signature in black ink that reads "JOHN MILLER". The signature is stylized with a large, sweeping flourish at the end.

John Miller
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