

February 15th, 2022

Pangyo, South Korea

To Whom It May Concern,



Let this letter serve to be an open commentary on my experience working alongside Ms. Heather Carreiro.

### **Heather As a Leader**

Heather's approach is a wonderful example of the agile framework, mindset, and execution. As a new leader at Korea International School (KIS), she immediately put structures in place to build a more organized, effective (agile), and inspiring Applied Learning department. As a member of this department, I reported directly to Heather for my work. I felt empowered, trusted, and supported at every turn. Working through quarterly reflection on our objectives and key results, I was still able to grow professionally during a pandemic that stalled many projects, ideas, and workflow around the school. This was a direct result of Heather's strategizing, forethought, and dedication to growing the capacity of those around her.

### **Heather As a Visionary**

Heather was able to put together a mission statement, skills scope and sequence, and vision for a huge program that had previously existed without some necessary constraints. Through deep analysis of the experiential education programs run at KIS, she was able to close gaps and eliminate shortcomings of original programming while simultaneously creating new experiences for the k-12 population on two different campuses. Her work towards accreditation through the Council of International Schools (CIS) has helped shape the vision and trajectory of the school in many facets including leadership structure, curriculum, and child safeguarding.

### **Heather as Energy**

It is impossible to be in a room with Heather for longer than 5 minutes without feeling inspired. She is a model of adaptability, values the positive over the negative, and, when necessary, can embrace the ready, fire, aim attitude. Her incessant focus on making herself, those around her, and everything she is involved with better is infectious.

Please do not hesitate to reach out with any questions about the content of this letter.

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