

## SHANGHAI AMERICAN SCHOOL

Shanghai, April 5, 2019

This letter serves as a reference for Michael Iannini, with whom I had the pleasure to work extensively in my capacity of Deputy Head of School since I arrived at SAS in July 2016. At that time, Michael had already collaborated for years with the school on multiple professional development projects for faculty and support staff. Michael was then introduced to me as a valuable consultant and external resource, which he indeed proved and continues to prove to be.

Between 2016 and 2018, Michael and I worked on improving the professional development offering for our support staff, by making it more strategic, fair and equitable. Michael developed a needs analysis tool that provided baseline data and allowed to strategize optimal use of our funding to best support a larger number of our support staff, in a more strategic manner. Michael involved himself deeply in the project, spending several days a month in Shanghai over the course of 9 months to administer the needs analysis, train our managers and support them in the development of PD opportunities for their staff, and also develop such opportunities himself with his team at PD Academia. His contribution to our school has been very beneficial.

In parallel, the school enjoys its participation in the ACAMIS network and the professional development opportunities Michael develops within this organization. In the spring of 2018, SAS hosted a successful ACAMIS conference on marketing and development, the result of a collaboration between Michael and our Director of Marketing. Our leaders and teachers occasionally attend some other ACAMIS conferences in China.

In all his dealings with the school, Michael proved very professional, supportive, and geared toward improving the knowledge and skills of our faculty and staff. I am thankful for his contribution to building capacity at SAS.



Emmanuel Bonin  
Deputy Head of School