To Whom It May Concern:

I'm writing this letter of recommendation for Zach Fruhling. I have known Zach professionally for over 5 years. As a Program Director, and Administrator, for online courses I have worked and developed approximately 30+ courses with Zach. I have never worked with some more innovative, collaborative, efficient, and who displays an eye for quality control. I know that I would jump at the chance to work with Zach again and plan to utilize him in my future endeavors. I know that any program would greatly benefit from this creative academic.

Zach has an outstanding aptitude for human development on many levels. His personal strength is being a professional communicator who desires to be a teacher of his craft so that others can feel self-sufficient. He has worked in distance-learning and development for many years and knows that people can grow and learn from interpersonal contact in this way. He is relatable and has leadership skills which he is willing to use to mentor, direct and grow others around him.

For me, Zach and I have worked on project from designing programs from scratch, organizing instructors who have never taught or designed a course online before, reworked programs and updated them, developed programs into to Open Educational Resource programming, and many other things. Zach works quickly, he knows digital products inside and out, and is willing to do research to make your vision work.

I highly recommend Zach for any position in Higher Education or digital spaces. It is possible I could add several other paragraphs sharing his credentials and qualities but I think what is important, is that you can always count on him to represent you professionally; even in times of crisis. I implore you to take advantage of the asset that he can be to your future team.

Regards,

## Shannon M. Leinen, Ph.D, MBA



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