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To Whom It May Concern:

It is my pleasure to write a letter of reference for Mr. Theodore Wills. During his tenure as a teacher at North Shore, he was a valuable long-term substitute who performed as a permanent faculty member. His command of math and the ability to address the needs of each student he taught was outstanding. Teaching Algebra I to 9<sup>th</sup> graders is difficult at best, but Mr. Wills worked effectively with New Arrival Center students in both co-teach and individual settings. He is very organized in the classroom, maintained discipline and also built relationships with his students.

With his numerous abilities, Mr. Wills will be an asset for your school and a valuable team member for whom ever hires him. Please feel free to contact me directly if you have any further questions.

Sincerely

A handwritten signature in black ink that reads "Richard Briggs". The signature is written in a cursive style with a large, prominent initial "R".

Dr. Richard Briggs