

## Team SYS-ED

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**From:** Silvester Scott <scott.silvester@irs.gov>  
**To:** fberghel@mail.nysed.gov  
**CC:** dshapiro@sysed.com  
**Subject:** Re: David Shapiro  
**Sent:** Fri, 12 Dec 2003

**DEPARTMENT OF THE TREASURY  
INTERNAL REVENUE SERVICE  
CINCINNATI, OH 45202**

Learning and Education - Rm 6030  
550 Main St. Cincinnati, Ohio 45202

12 December 2003

Frank S. Berghela  
New York State Dept. of Education  
89 Washington Ave, Room 974 EBA  
Albany, NY 12234

Dear Mr. Berghela,

I've been requested to provide this letter of reference regarding David Mark Shapiro, associated with his application for renewal/expansion of his state certification. For the past seven years, through quality performance and bid competition, Mr. Shapiro has maintained an active position on our cadre of instructors of our computer software and hardware curricula. As such he has been routinely contracted through the USDA Graduate School to teach specific classes to our computer technicians at our sites throughout the country. The specific subjects have been varied, but all technical. The average course length is 32 hours.

Over the past seven years Dave has averaged about 15 classes (480 instructional hours) per year (over 3300 hours total). This does not reflect the considerable time that he obviously put into preparation and follow-up.

His demeanor has always been the epitome of professionalism. I have personally observed his instruction on multiple occasions over these years and have found him to be knowledgeable, thorough, student centered, and eager to please. We routinely ask our participants to complete a level-one feedback instrument for all of our training. This tool uses a 5-point (5 being the highest) scale to evaluate various elements including the instructor. I do not recall any instance where the average of the classes' feedback ever fell below 4.0 for Mr. Shapiro, and was generally at 4.5 or better in all instructional aspects.

Although my responsibilities no longer include technical content delivery; and as a result my contact with Mr. Shapiro is now infrequent, I do not hesitate in providing him with my reference. He has earned my admiration and respect

Sincerely,

M. Scott Silvester, M.Ed.  
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Formerly with IRS School of Information Technology - Cincinnati campus