



November 14, 2014

Özalp Özer  
Ashbel Smith Professor  
Professor of Management Science  
Jindal School of Management  
The University of Texas at Dallas  
800 W. Campbell Road, SM 30  
Richardson, TX 75080

Dear Özalp,

I write to recognize and thank you for your outstanding teaching contributions to the MIT Sloan School of Management during your sabbatical, when you were here as a Visiting Professor of Operations Management during the 2013-2014 academic year, with an appointment through the summer of 2014. You taught two sections of 15.734 (Introduction to Operations Management) and coordinated various related activities in our MIT Executive MBA (EMBA) Program.

You had an extraordinary impact here, receiving abundant, extremely positive feedback from our EMBA students—the consistent and enthusiastic praise you received was truly remarkable. Their evaluations described you as “outstanding” and “phenomenal” (among the best instructors if not *the* best they experienced in the program). Many commented on your energy, passion, enthusiasm, work ethic, humor, and very helpful teaching methods, with “vital” handouts at the start of class and your effective mix of in-class activities that included team play, simulations, surveys, and guest speakers in addition to more typical lecture materials—“an exceptionally run course.” Students also commented on the tremendous and valuable impact your highly engaging and practical course had on them, marveling at how they were seeing and thinking about the world around them differently and immediately implementing what they learned from you in their various environments, both professionally and personally. Even those not initially interested in Operations Management were surprised at how much they enjoyed your course, and many student comments indicated you were among their favorite professors at MIT, which is quite an impressive accomplishment with our best-in-class faculty! You demonstrated exceptional commitment and service to the School in educating our EMBA students, who found your personal care to be a standout in their MIT experience as well.

In addition, your generous collegiality was appreciated by MIT Sloan faculty. Even before you began teaching, faculty colleagues found your positive presence and efforts to contribute to the group’s environment to be a noteworthy attribute.

On behalf of the Sloan School, I am grateful to you for your important contributions and dedicated efforts here at MIT Sloan. Any institution would be extremely fortunate to have you on its teaching faculty. I recommend you with great enthusiasm and without hesitation for any future teaching endeavors, based on your exceptional teaching performance and impact here at the highest echelon of academia, MIT Sloan.

With appreciation and best regards,

A handwritten signature in blue ink that reads "S.P. Kothari".

S.P. Kothari