



GRADUATE PROGRAM IN OPERATIONS RESEARCH & INDUSTRIAL ENGINEERING  
THE UNIVERSITY OF TEXAS AT AUSTIN

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To Whom It May Concern:

This is to acknowledge that Professor Roger Z. Rios and Monica Elizondo, her graduate student, had a research stay in our group at the University of Texas at Austin from April 14 through 21, 2014. We discussed issues about our ongoing joint research on developing new models and effective solution techniques for districting plans in the recycling of waste electric equipment and check upon Monica's thesis progress.

Sincerely,

A handwritten signature in cursive script that reads "Jonathan F. Bard".

Jonathan F. Bard  
Professor