



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. had a research stay in our group at the University of Texas at Austin from March 30 through April 3, 2015. We discussed issues about our ongoing joint research on districting plans in the recycling of waste electric equipment.

Sincerely,

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

Jonathan F. Bard  
Professor