

Application Summary

Competition Details

Competition Title:	2019 CTL/BP Junior Faculty Teaching Excellence Award
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Award Cycle:	2019
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Application Information

Submitted By:	Morvarid Rahmani
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Primary School or Department

Scheller College of Business

Primary Appointment Title:	Assistant Professor
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Application Details

Proposal Title

Morvarid_Rahmani_Nomination_Package_2019

CTL/BP Junior Faculty Teaching Excellence Award Nomination Packet

Morvarid Rahmani
Assistant Professor
Scheller College of Business

January 28, 2019

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1. **Nomination Letter by Prof. Peter Thompson, Senior Associate Dean for Faculty and Research - Scheller College of Business**



peter.thompson@scheller.gatech.edu

28 January, 2019

Dear CTL Awards and Selection Committee:

On behalf of the Scheller College of Business, I am writing this letter to strongly recommend Professor Morvarid Rahmani for the CTL/BP Junior Faculty Teaching Excellence Award. I am unaware of anyone else in the Scheller College of Business who is more deserving of this award.

Professor Rahmani teaches the core Operations Management course in the full-time and evening MBA programs and a special topic course in the PhD program. Core classes in the MBA program are challenging to teach, while also critical for students and the college. The core classes are taken by all MBA students and usually senior faculty members are assigned to teach them. These courses are designed to introduce students to different business concentrations and help them make wise decisions during their MBA program (e.g., in choosing electives, concentration, internship, and certifications). It is very unusual for untenured faculty members to teach the MBA core classes and Professor Rahmani is an exception. As you know from her teaching ratings, she has done an excellent job in teaching the course in spite of the challenges.

More specifically, the Operations Management core is challenging to teach because it covers complex models and a large breath of topics that most MBA students are unfamiliar with. Class sizes are also large with about 80 students taking the core class every semester. Further, in the new MBA curriculum, the core Operations Management class is only half-semester in duration. This shortened time makes the material even more challenging for the students and difficult to teach for the instructor.

Professor Rahmani has completely redesigned the core Operations Management course. Particularly, she has altered the evaluation components, students' assignments, case studies, and readings. She uses new teaching tools (i.e., ForClass) and videos to make the content engaging, and covers several real world examples to make the content relevant to students' backgrounds. Many of her students have been inspired by her course, have chosen Operations Management as their concentration, and have taken jobs and internships with operations management groups at companies such as Home Depot, Delta, Amazon,

Porsche Consulting, and Georgia Pacific. These are notable achievements for the MBA students and for the College.

Professor Rahmani has also received high scores in her CIOS course evaluations on “Overall Teaching Effectiveness”. In recent years, her scores have ranged from **4.5** to **5.0**. This is especially commendable because core MBA classes are much harder to teach than MBA electives and undergraduate classes. It is important to note that when she started teaching the core Operations Management class, her ratings were less impressive. Professor Rahmani worked very diligently to improve the course and significantly improved her ratings.

As a result of Professor Rahmani’s teaching accomplishments, she was awarded the 2017 Brady Family Award for Faculty Teaching Excellence from the Scheller College of Business. In addition, she was featured at the Georgia Tech Alumni Magazine for her teaching achievements in summer 2017. She also served as the faculty advisor for the Scheller College MBA team that participated and won the first place at the national Deloitte Supply Chain Challenge. This is an honor for the College and a great achievement for the MBA team and Professor Rahmani.

Professor Rahmani was also named as a favorite MBA professor of many students who were interviewed by the Scheller College of Business. I would like to highlight some of those interview comments as they illustrate how Professor Rahmani has impacted students beyond the classroom, both professionally and personally:

MBA Student Farzeen Tejani – Published on Scheller News & Events on 05-05-2017 ([link](#))

“Who was your favorite MBA professor? Morvarid Rahmani – Professor Rahmani teaches the core Operations Management class and her excitement for the subject easily translates through her curriculum. She is engaging and truly cares to make sure students are able to keep up with the material. She offers and provides extra help, not only to better understand the material but has also helped several students with their recruitment process for operations careers. Professor Rahmani has a wealth of knowledge she is willing to share and is an asset to the Scheller name.”

MBA Student Hannah Lee– Published on Scheller News & Events on 04-28-2017 ([link](#))

“Who was your favorite MBA professor? Morvarid Rahmani, the core operations management instructor. Not only has she helped me professionally and personally, but I also hold her class as a standard for class execution. The semester that I took her class was the first full-time MBA cohort to have a condensed semester from 14 to seven weeks and the first in which she implemented ForClass. She was true to operations practice in how she implemented her curriculum. In light of all the changes, every couple of weeks, Professor Rahmani would gather systematic feedback from the class on how we thought we were doing and how we thought she was doing, and she would present that information back to us and then

modify the class accordingly. Professor Rahmani’s class was a live example of her area of expertise, and the elegance of that is remarkable.”

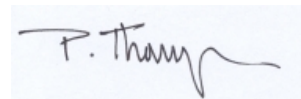
MBA Student Brooke Adams– Published on Scheller News & Events on 04-24-2017 ([link](#))

“**Who was your favorite MBA professor?** Professor Morvarid Rahmani was our core operations professor and while I admittedly already had an interest in operations, she inspired many of my classmates to take an interest in operations through case studies on cookie factories and how hot dogs are made. I am always inspired by women in male dominated fields, and hope to one day inspire other women as I move through my career.”

In addition to MBA teaching, Professor Rahmani has also developed (from scratch) and taught a doctoral level course, focused on “Managing Innovation,” for which she has received evaluation scores of 5/5. The syllabus includes a combination of topics and recent studies on innovation (e.g., idea generation, team and collaboration, contracting of innovative projects, etc.) as well as a term research project. Furthermore, Professor Rahmani has co-advised a Ph.D. student, Priyank Arora (who is now an Assistant Professor at University of Massachusetts Amherst), on his dissertation research paper, and served on three PhD dissertation committees: Narendra Singh (College of Business), Priyank Arora (College of Business), and Ethan Minier (College of Engineering).

In summary, I recommend Professor Rahmani for the CTL/BP Junior Faculty Teaching Excellence Award with no reservations. Please do not hesitate to contact me if you have any questions.

Sincerely,



Peter Thompson

Senior Associate Dean for Faculty and Research

Scheller College of Business

Georgia Institute of Technology

2. Reflective Teaching Statement

Teaching Philosophy:

I believe each student has a special path to success in their life and career, and that each classroom is like a unique community with high potential to thrive. My philosophy in teaching is that it is my responsibility to help students apprehend concepts from my course that they can apply in practice, and also to help the classroom reach its true learning potential for the subject of study. To achieve these goals, I embrace three principles: (i) I create a friendly, yet educational, and interactive environment in the classroom, where students feel confident and capable. I care about each student's success and do everything I can so that they can perform their best. (ii) I constantly look for ways to explain complex concepts in easy and understandable format, and relate them to real-life situations based on students' background. This helps them gain a more in-depth understanding of concepts and their applications. (iii) I develop innovative materials and assignments that help students not only succeed in my course, but also gain managerial skills and knowledge that they can apply in their personal and professional life, irrespective of their career choices.

"Dr. Rahmani has an exceptional ability to make complex concepts, such as operations, understandable to those with little experience or knowledge in the area"- Anonymous MGT 6501

During my time at Georgia Tech, I have taught in the full-time MBA, evening MBA, and the Ph.D. degree programs. I teach the core Operations Management course to both full-time and evening MBA students in a half-semester format. I also teach a doctoral level seminar to Ph.D. students, focused on "Managing Innovation and New Product Development".

Teaching the core Operations Management course can be challenging, as it is a getaway course for MBA students and therefore needs to be taught with utmost care and enthusiasm. Students take this course in their very first semester to learn about variety of operations management concepts (which majority of them are unfamiliar with). During a half-semester, I cover several topics, methods, and complex models, each of which deserves a full-semester course on its own. For each topic, I also introduce relevant elective courses offered by the college that students can take to delve deeper in that area. Given the short duration of the course and the variety of topics covered, I have designed the course very carefully so that students do not feel overwhelmed and be able to follow the course content step by step. This is also evidenced by the feedback I have received from my students.

"Dr. Rahmani is one of the best professors at Scheller for the following reasons: (1) She is extremely well organized. The material for the course was clearly laid out on day one. This

level of organization is unseen in other courses. (2) The material is adequately paced for a half-semester course. We learned the right amount of material in my opinion. (3) Dr. Rahmani has a deep and genuine concern for students and their learning. Class questions were answered thoughtfully, material was explained clearly, and she was very accessible for questions about the class.”- Anonymous MGT 6501

In addition, given the rapidly changing business world, I constantly modify the course content based on the latest events and actions. That is, my preparation for teaching this course is way beyond reviewing notes and books. For each session, I make sure I have a thorough understanding of current business challenges related to Operations, bring them to the class, and facilitate discussions around those topics. This will allow students see real-time implications of Operations Management concepts and tools.

“The structure of the course was strong, effectively integrating current events with subject matter as well as varying the media with lecture, articles, and videos.”- Anonymous 6501

“Professor Rahmani’s ability to bring in examples from outside of the classroom helped tremendously. The effort and energy were also second to none.”- Anonymous MGT 6501

I like to highlight that the quality and design of core MBA courses are critical for students, as they should be delivered in a way to help them choose their MBA concentration and career path. In addition, the quality and execution of core courses are critical for the Scheller College, because all students take these courses in their very first semester and thus these courses set the bar for the quality of the whole MBA program. For these reasons, the MBA office often closely monitors the MBA core classes to make sure they are designed and delivered at the highest quality. I am grateful to be among faculty members who have been teaching the core MBA courses at the Scheller College. The positive feedback that I have been receiving from my students and the college has made this experience even more rewarding.

“Prof Rahmani has been the best professor I have had during my MBA experience. I find the material and class discussion always relevant to the topic, and she does an excellent job of teaching. I had no operational management experience prior to the class, but I feel like I have some solid fundamentals that I could use.”- Anonymous MGT 6501

“Excellent professor and huge asset to the MBA program. Wished she taught more Operations classes.”- Anonymous MGT 6501

“This is the GOLD standard I’ve judged every course against. I would have loved the opportunity to compare all courses against this course. I believe that there is nothing to add to this course.”- Anonymous MGT 6501

Course Design and Development:

I **totally redesigned** the MBA course in summer 2015 (i.e., changed evaluation components, assignments, and readings), and since then, my evaluation scores (overall effectiveness) have been consistently above 4.5/5 with a median of 4.8/5 (see details in Table 1 on page 9).

Class participation and engagement are very important in MBA courses and often account for 10%-30% of students' grades. In order to **enhance my students' engagement and participation**, I leverage technology to create an environment where students can freely share their views and experiences. For that, I have incorporated videos, simulation games, and assignments on ForClass (a teaching platform) to my curriculum. In order to evaluate the effectiveness of these changes, each semester, I conduct a **mid-term survey** and specifically ask students about the effectiveness of such additions to the course. In total, 90% of students in my 16 sections (i.e., 439 out of 488) responded "Yes" to the question "Has the use of the videos, online platform, and real world examples enhanced your class participation and engagement?" Table 1 (on page 9) summarizes the statistics in each section. It is clear from the data that these changes have been very effective in boosting my students' participation and engagement. In addition, the CIOS comments that I have received from students about my course design were very positive and encouraging (see details on pages 10-11).

"Really enjoyed the use of ForClass to facilitate class discussion and the use of videos/articles that demonstrated the relevance of the topics that we were covering."

Anonymous MGT 6501

In addition, in order to stimulate my students' interests to the topics of operations management and help them apply the concepts in real-world situations, I have added the following three features to my courses:

- (i) **Students index cards:** I collect some background information from my students (i.e., educational background, years of work experience, and their prior or existing job). I review information from students' index cards, call on some students during class discussion, and guide them to make connections between their workplace and the topic of discussion.
- (ii) **Videos, news articles, and simulation games:** To give a broader view of the field to my students, I have chosen variety of videos from real-life examples, latest news articles, and simulations in various industries to illustrate the broad applications of Operations Management.
- (iii) **Personal reflection:** In order for students to be able to connect some of the concepts I cover in my course to real world situation, I have added the Personal Reflection assignment to my syllabus, for which students submit a 2-page write-up describing how one of the concepts from the course could have helped them in their previous job, or can help them in their current or future job. Many of my students have shared with me that they found this assignment as being one of the best aspects of the course.

“Professor Rahmani approached instruction through varied techniques, including videos, case studies, class discussion, word problems and simulations. Being exposed to the material through these varied approaches really helped to be able to describe the concepts and apply them.”- Anonymous MGT 6501

Other Teaching and Learning Initiatives:

I have been a representative of Georgia Tech at the Deloitte Supply Chain roundtables in 2016 and 2017, where the driving question was, "How can MBA programs and businesses better address the gender gap in Supply Chain?" Deloitte consulting, which is one of premier recruiters of business graduates, has realized a distinct decrease in the percentage of women employees in their supply chain unit (consisting of more than 1200 employees). They have been concerned about the fact that diversity in the pool of applicants for Operations and Supply Chain positions is getting worse year after year. Accordingly, we have started several initiatives at the Scheller College of business to help with this concern. For instance, I have served as a panelist in several sessions organized by the Deloitte consulting group for the Scheller College MBA students. In addition, I have incorporated a diverse set of activities to my curriculum to stimulate my students' interests to the topics, and help them with their career choices.

“Professor Rahmani has been an excellent mentor and guide when it comes to career counseling and coaching. I have approached her several times in order to prep for interviews, ask questions about careers in operations and to ask for help when writing my resume. Every single of those times I have left her office feeling confident and with enormous support from her behalf.” – Carolina Gomez MGT 6501

My other teaching and mentoring activities include the following: (i) I have developed (from scratch) and taught a doctoral level **seminar to Ph.D.** students, focused on “Managing Innovation and New Product Development” for which I received an evaluation scores of **5/5**. The syllabus includes a combination of topics and recent studies on innovation (e.g., idea generation, team and collaboration, contracting of innovative projects, etc.) as well as a term research project, (ii) I was the **faculty advisor** to the Scheller College MBA team that participated in the Deloitte Supply Chain Challenge in spring 2016, where they won **first place nation-wide**, (iii) I was a faculty advisor (one of four) of Georgia Tech Eco-Marathon Organization (consisted of 18 undergraduate engineering students) that participated in 2017 Shell Eco-Marathon challenge, and (iv) I have **advised a Ph.D. student**, Priyank Arora (who is now an Assistant Professor at University of Massachusetts Amherst), on his dissertation research paper, and served on three PhD dissertation committees: Narendra Singh (College of Business), Priyank Arora (College of Business), and Ethan Minier (College of Engineering).

3. Illustration of Teaching Excellence

Recent Teaching Awards and Activities:

Below is the list of teaching awards and recognitions I received in recent years:

- Recipient of the 2017 Brady Family Award for Faculty Teaching Excellence from the Scheller College of Business. This award is nomination-based (open to all ranks) and being offered to only one faculty member at the Scheller College in each academic year.
- Featured in the Georgia Tech Alumni Magazine in summer 2017. Each of Georgia Tech’s six colleges nominated one faculty member to share their experience on “how students learn.”
- Recognized as a 2016 Georgia Tech Face of Inclusive Excellence by Georgia Tech Institute Diversity for my teaching activities towards promoting diversity and inclusion.
- Invited as a panel speaker of CTL’s Engaging Conversation Panel in 2016.
- Admitted to the Georgia Tech Class of 1969 Teaching Fellow (2015) program by the Center for Teaching and Learning

Course Instructor Opinion Survey (CIOS) Scores:

Table 1 –Results of CIOS and Mid-term Surveys on Teaching Effectiveness

Semester	Course Number	Class Size	No. of Resp.	Response Rate	CIOS Instructor Effectiveness	“Yes” to Midterm Survey
Fall 2015	MGT 6501	33	31	93%	4.9	82%
Fall 2015	MGT 6501	33	33	100%	4.8	94%
Summer 2016	MGT 6501 - EM	36	30	83%	4.7	81%
Summer 2016	MGT 6501 - EM	28	26	93%	4.7	71%
Fall 2016	MGT 6501	40	36	90%	4.8	88%
Fall 2016	MGT 6501	40	37	92%	4.8	90%
Fall 2016	MGT 6501 - EM	23	19	83%	4.8	87%
Fall 2016	MGT 6501 - EM	25	21	84%	4.5	96%
Fall 2017	MGT 6501	41	30	73%	4.9	95%
Fall 2017	MGT 6501	41	36	87%	4.8	90%
Fall 2017	MGT 6501 - EM	20	20	100%	4.9	94%
Fall 2017	MGT 6501 - EM	18	13	72%	4.4	100%
Fall 2018	MGT 6501	40	40	100%	4.9	85%
Fall 2018	MGT 6501	40	39	97%	4.9	85%
Fall 2018	MGT 6501 - EM	20	20	100%	5	100%
Fall 2018	MGT 6501 - EM	13	13	100%	4.9	100%

Examples of Students' Comments on Instructor Effectiveness from CIOS:

Here are some quotes from fulltime and evening MBAs in my CIOS reports in four categories:

Teaching Style and Methodology

- *Prof Rahmani has been the best professor I have had during my MBA experience. I find the material and class discussion always relevant to the topic, and she does an excellent job of teaching. I had no operational management experience prior to the class, but I feel like I have some solid fundamentals that I could use.*
- *Professor Rahmani is hands-down the best core professor in terms of teaching methodology. She is very thorough, the work-load is well distributed, and she gives off the impression that she would consider her job incomplete if one of us (who **WANTED TO WORK**) finished the course without understanding the material. A few of our other professors could take a page out of her book.*
- *Dr. Rahmani is an exceptional instructor. She was great at using different methods, such as cases, quizzes, videos, etc. to facilitate learning.*
- *Prof Rahmani is wonderful! She is clearly brilliant and yet manages to pace the course to our speed. She is careful and perfectly organized. I wish more professors structured their courses like her's.*
- *Excellent professor and huge asset to the MBA program. Wished she taught more Operations classes.*
- *Dr. Rahmani is one of the best professors at Scheller for the following reasons: (1) She is extremely well organized. The material for the course was clearly laid out on day one. This level of organization is unseen in other courses. (2) The material is adequately paced for a half-semester course. We learned the right amount of material in my opinion. (3) Dr. Rahmani has a deep and genuine concern for students and their learning. Class questions were answered thoughtfully, material was explained clearly, and she was very accessible for questions about the class.*
- *Excellent professor. One of my favorites. Rahmani's organization, such as readings on T-square, and the pace of this course were the best I've seen so far at Scheller.*
- *Have to say, Prof. Rahman is my favorite prof at Tech! I think other professors should take cue from her in terms of how to structure a class.*

Communication and Enthusiasm

- *Prof Rahmani is one of the best professor's I've ever had. Very enthusiastic and great communicator.*
- *Exceptional Professor- stimulated great interest and discussions. Took feedback very meticulously.*
- *Amazing professor. Very passionate about material. Always a positive attitude. Wants students to succeed. Clearly explains concepts.*
- *One of the nicest and most understanding professors I've had. Also very knowledgeable about the subject matter.*
- *Prof Rahmani's clear passion for the subject matter made me more interested in paying attention. I've never been one who really grasps operations, but every so often we'd hit on a topic, or look at it from a new perspective, that made me want to learn more for the first time.*
- *Very passionate about the subject. Great leading of class discussion and understanding.*
- *Positive attitude and energy in class - made students want to come to class and contribute to discussions.*

Care for Students' Learning

- *I felt like the instructor really cared about us doing well, and she did everything she could so that we could do our best. She is one of my favorite instructors. She is clearly an expert in her field, but also makes it so that everyone can learn the content.*
- *She was one of the most kind and caring professors I have ever had. Clearly cares about the students and is very open to feedback.*
- *One of the most enthusiastic professor I had in the MBA. Really eager to help student.*
- *Dr. Rahmani has an exceptional ability to make complex concepts, such as operations, understandable to those with little experience or knowledge in the area.*
- *Dr. Rahmani has a great gift in explaining complicated concepts in an easily understandable format. She also makes the class light and fun during discussions.*
- *Extremely clear expectations, and no surprises whatsoever. She also clearly wanted us ALL to succeed and worked very hard to ensure we had all the tools she could give us to do so.*
- *Rahmani made this topic very interesting and accessible, especially for those of us with no ops experience.*
- *She engaged the class in a way that not many professors can. She made sure the class was interactive, interesting, and stimulating.*

Course Design and Content

- *This is the GOLD standard I've judged every course against. I would have loved the opportunity to compare all courses against this course. I believe that there is nothing to add to this course.*
- *Enjoyed the personal reflection as a chance to use class concepts in everyday life.*
- *Really liked the teaching style. Regular quizzes, ForClass questions everything was very helpful in learning many concepts in a short duration.*
- *I thought this was the best run class for the short semesters. . . I really enjoyed the real-life examples through the youtube videos and short articles. I would definitely keep them in the course schedule.*
- *The professor approached instruction through varied techniques, including videos, case studies, class discussion, word problems and simulations. Being exposed to the material through these varied approaches really helped to be able to describe the concepts and apply them.*
- *Able to clearly communicate complex material. The professor's ability to bring in examples from outside of the classroom helped tremendously. The effort and energy were also second to none.*
- *Really enjoyed the use of ForClass to facilitate class discussion and the use of videos/articles that demonstrated the relevance of the topics that we were covering.*
- *Really enjoyed this course and Professor Rahmani's teaching style, as well as her quick implementation for improvement after frequent feedback requests. Liked utilizing the ForClass.*
- *I loved the set-up of the course and how the assignments & quizzes were organized to make sure we were really understanding the material and keeping up.*
- *The structure of the course was strong, effectively integrating current events with subject matter as well as varying the media with lecture, articles, and videos.*

4. Letters of Support

4.1. Atalay Atasu, Dunn Family Endowed Professor and Area Coordinator at the Scheller College of Business

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24/1/2019

Dear CTL/BP Junior Faculty Teaching Excellence Award committee members,

It is my distinct pleasure to write this letter of support for Dr. Morvarid Rahmani's nomination for the CTL/BP Junior Faculty Teaching Excellence Award. Dr. Rahmani's teaching achievements and popularity at Georgia Tech are clear in the documentation of her own record, as well as in the Senior Associate Dean Thompson's support letter and the student testimonials provided in her nomination package. I therefore would like to provide a somewhat personal perspective on why I consider her a unique and stellar professor. In my opinion, there are three qualities that stand Dr. Rahmani apart:

First, Dr. Rahmani is a confident academic. Case in point is her willingness to take on a core MBA class as an assistant professor as soon as she joined the Scheller College. Teaching core classes in an MBA program is challenging for a particular reason. Our student body at Scheller consists of two typical profiles: those that come with a technical/analytical training and those with a social sciences training. Naturally, the strengths and interests of those profiles are quite distinct, and our core courses serve as a means to bring these two profiles as close as possible to a common baseline. Yet, it is very challenging to keep those two profiles engaged and interested in the core curriculum, especially in the context of the highly technical operations management core course. If one pulls the technical content bar lower to accommodate qualitatively skilled individuals, the quants get quickly bored and feel that they do not get much out of the core. If one focuses on more technical materials to accommodate the preferences of the quantitatively skilled individuals, the qualitatively skilled individuals have hard time to keep up. This has been, and still is the main challenge of teaching core operations management core in any business school setting. This was indeed the challenge Dr. Rahmani faced in her first year and she quickly organized her class and adapted a teaching style that was fit to this environment. What she did was impressive. She started individualizing the content to accommodate the two profiles' needs. She offered to meet the qualitatively skilled students outside the class to help them level their knowledge with others. She also started using new technology (ForClass) that would allow all students to prepare for case studies in a way that would match their skills. All these efforts in combination leads to a cohort of students that have a solid and level background in operations management, and it is much more effective to build on this solid foundation in our elective classes. I indeed benefit significantly from Dr. Rahmani's core training in my elective classes. In the end, we all benefit significantly from her efforts; not only our MBA students, but also other professors.

Second, Dr. Rahmani is a persistent innovator. She completely redesigned our core OM course a few years back, when the Scheller College of Business decided to focus core courses to 7 weeks to enable earlier elective exposure for our MBA students. It is clear that redesigning a core

course is a challenge for junior faculty. It is indeed a very challenging task for senior faculty with more research and administrative experience. Considering the student background variability I mentioned above, it is even harder to do so for an OM core. Yet, Dr. Rahmani took on this challenge. She designed and continuously improved this intense material for possibly one of the most effective deliveries in the Scheller College. She even found a way to bring her own research into our core curricula to provide our students the newest ideas on managing collaborative innovation from an operations perspective. I have frequently heard our MBA students complain about the challenges they face with intensified core curricula, but never regarding Dr. Rahmani's course. This is clearly driven by her innovative approaches, and her willingness to monitor and improve the course content persistently. It is therefore no surprise that Dr. Rahmani is a student favorite.

Third, Dr. Rahmani's contribution to the quality of student training and life at Scheller goes well beyond the MBA classroom. She has successfully advised a Ph.D student early in her career, and continues to teach a course on innovation specifically for our Ph.D. students. Again, she has successfully developed this course as an early career faculty and I believe our PhD students enjoy her teaching approach as much as our MBA students do. She also advises our MBA students in case competitions, and has even helped them win highly prestigious cases competitions such as that of Deloitte, one of the major strategy consulting companies, wherein we would like our students to take jobs upon graduation. This is a great example of the very best faculty-student interaction we expect from our colleagues.

Overall, Dr. Rahmani is an outstanding professor, who expends immense effort to give our students the best opportunities they can get out of our prestigious MBA program. She is also a great colleague and researcher. We are lucky to have Dr. Rahmani in our faculty to teach and train our students, and I strongly believe she deserves a recognition for these impressive efforts. I wholeheartedly support her nomination for the CTL/BP Junior Faculty Teaching Excellence Award.

Sincerely,

A handwritten signature in black ink, appearing to be 'Atalay Atas', written in a cursive style.

Atalay Atasu
Dunn Family Endowed Professor
Scheller College of Business
Georgia Institute of Technology

4.2. Ian Edelson, Fulltime MBA Candidate 2019

16 January 2019

From: Ian Edelson
Scheller College of Business
800 W. Peachtree Street NW
Atlanta, GA 30308

To: Katalin Dosa, Carol Sullivan, and Joyce Weinsheimer
Georgia Tech Center for Teaching and Learning
266 Fourth Street, NW
Atlanta, GA 30332

Dear Katalin Dosa, Carol Sullivan, Joyce Weinsheimer, and the Center for Teaching and Learning,

This letter emphatically supports Professor Morvarid Rahmani for the 2019 CTL/BP Junior Faculty Teaching Excellence Award. As a core professor, Dr. Rahmani teaches *Operations Management* to full-time and evening MBA candidates at Georgia Tech's Scheller College of Business. Her course was of exceptional quality: readings were compelling, examples were clear and carefully-engineered, and each lesson fit snugly into a well-articulated framework.

Dr. Rahmani's core *Operations Management* course is many students' first exposure to supply chain, a math- and concept-heavy discipline that shines under her superior pedagogy. Her use of mini-quizzes is illustrative of her approach. Each key topic is quizzed at the beginning of a subsequent class session, and Dr. Rahmani elicits students' help in walking her through the formulae and solutions immediately after the quiz has been collected. This helps cement the concept and ensures that no student is left behind. Several current MBA students were high school teachers before joining the MBA program; they praise Dr. Rahmani's classroom style as "excellent," and "consistent with the latest research in effective teaching strategies."

I took Dr. Rahmani's *Operations Management* course as a first semester MBA student and came away with a comprehensive understanding of supply chain fundamentals. This conceptual foundation enabled me to earn an internship with Deloitte's Supply Chain & Network Operations Consulting practice, and later to earn and accept a full-time role as an Operations Manager with Amazon. Dr. Rahmani is not only a credit to Scheller's core curriculum, but also a keen thinker and greatly valued voice in the field of supply chain management. There is no more deserving recipient of the CTL/BP Junior Faculty Teaching Excellence award than Professor Morvarid Rahmani.

Yours truly,
Ian Edelson,
MBA Candidate 2019

4.3. Daniel Diaz, Evening MBA Candidate 2020 and Team Leader at Southern Company

January 20, 2019

From: Daniel Diaz
Team Leader, Southern Company
62 Lake Mirror Road Bin 50061
Forest Park, GA 30297

To: CTL/BP Junior Faculty Teaching Excellence Award Committee Members
800 West Peachtree NW
Atlanta, GA 30308

Esteemed committee members of the CTL/BP Junior Faculty Teaching Excellence Award,

It is my distinct pleasure to support the nomination of Dr. Morvarid Rahmani for the CTL/BP Junior Faculty Teaching Excellence Award. I had the opportunity of meeting Dr. Rahmani in her core Operations Management course during my first semester in the Evening MBA program. To state that I was hesitant of the class would be an understatement. Nevertheless, Dr. Rahmani diffused my internal hesitancy through her passion for teaching and learning that very same night.

Throughout my time in her class, I was always impressed how approachable the topics were made by the use of real-life present examples, current newspaper articles (current as in articles posted days before class!), and the correlation to her research. Her innovative approach to education via the use of For Class, a fully integrative and cross-platform tool used to exacerbate in-class student interaction, was phenomenal! During the semester, Dr. Rahmani was able to respectfully squeeze the most out of every student in class as well as her office hours. I wholeheartedly believe we are all better students and critical thinkers because of her.

I know Dr. Rahmani is deserving of this award because she took this squared minded electrical engineer set in my ways and expanded my way of thinking beyond belief. She did this by employing each and every one of the criteria for this award and more! Her willingness to ensure all students understood the basis of the material, her conversations with us during our breaks, and her openness to our discussions made the class an incredible experience for all of us. Words escape me when trying to explain the amazing impact Dr. Rahmani has on Scheller's student body. She is clearly deserving of the CTL/BP Junior Faculty Teaching Excellence Award.

Sincerely,
Daniel Diaz
MBA Candidate, Scheller College of Business

4.4. Carolina Gomez, Fulltime MBA 2018 and Senior Global Operations Associate at Flexport

From: Carolina Gomez
Senior Global Associate at Flexport
600 Peachtree St NE 25th floor,
Atlanta, GA 30308

To: CTL/BP Junior Faculty Teaching Excellence Award Committee Members
800 West Peachtree NW
Atlanta, GA 30308

Esteemed Awards Committee,

I am pleased to write this letter of support on behalf of Professor Morvarid Rahmani. I first met Professor Rahmani in my core Operations Management class. Since then I have had the opportunity to interact with professor Rahmani multiple times and can honestly say she has been an inspiration for me to pursue a career in Operations Management. Professor Rahmani has had a positive impact in my decision to pursue a career in operations due to her bright, enthusiastic and hardworking demeanor. The dedication she has to her field and her passion to teaching her students makes her an excellent professional and role model.

Professor Rahmani introduced the concept of ForClass in her Operations Management Class. This platform allowed students to have an interactive take on the regular readings and homework assignments professors typically assign. ForClass was a great way to keep track of readings and become familiar with the topics through questions and videos that were directly related to the topics at hand. The questions assigned through ForClass was a great way for us as students to gauge our understanding of the topics and to see a different perspective on the readings and thus made it a fun way to learn more. Professor Rahmani's take on operations management introduced the concepts to us in a very real and practical way in which it was easy to understand.

My background before MBA is in finance and I had never before been exposed to any operations concepts much less and core operation classes to the detail of Professor Rahmani's class. She quickly made it clear that she was keen on us understanding and made her class an excellent environment and safe space for asking questions and becoming familiar with the topics. Professor Rahmani's class was very impactful in my professional development as she made me aware of the intricacies and the effect that operational choices have in the day to day activities of companies and ultimately on their profit and losses. One of the most memorable activities from that class was the assignment, Personal Reflection, in which Professor Rahmani challenged us to think of operations management in our

previous assignments/jobs/or life in general, essentially stressing the fact that operations permeates every aspect of our lives. This was a turning point for me in which I became convinced that this is what I wanted to pursue.

Additionally, to her remarkable work in the classroom section, Professor Rahmani has been an excellent mentor and guide when it comes to career counseling and coaching. I have approached her several times in order to prep for interviews, ask questions about careers in operations and to ask for help when writing my resume. Every single of those times I have left her office feeling confident and with enormous support from her behalf.

Professor Rahmani is an excellent professor and mentor and I could not be happier to support her for the CTL/BP Junior Faculty Teaching Excellence Award. I recommend her without hesitation and urge you to consider her candidature as an inspiring and strong female role model.

Kind regards,
Carolina Gomez
carolina.gomez@gatech.edu

January 22, 2019

From: Vikas Sharma
Scheller College of Business
800 W. Peachtree Street NW
Atlanta, GA 30308

To: CTL/BP Junior Faculty Teaching Excellence Award Committee Members
800 West Peachtree NW
Atlanta, GA 30308

Dear CETL and BP America award selection committee,

As a student and teaching assistant of Professor Morvarid Rahmani, I would like to extend my strong recommendation to Professor Rahmani for the CETL / BP Junior Faculty Teaching Excellence Award.

I joined Professor Rahmani's Operations class in the first semester of my MBA. From the day one it was very apparent that Professor Rahmani comes with a different level of commitment to the class. The thought-provoking questions, ideas and case study discussions catalyzed our learning process. Her simple and to the point teaching style made it very easy for everyone to understand otherwise some very difficult concepts, even for a person like me who had no experience in the operations management.

I never knew how she makes everything so easy to understand until I started working with her as her teaching assistant. As her teaching assistant, I saw her putting all the efforts to bring that learning experience in the class. She constantly seeks feedback from students and acts upon that immediately. Her passion to teach students in a meaningful and life changing way along with her zeal to learn more about the student's experience is commendable.

As her teaching assistant, I have also seen her ensuring that she provides as personalized experience to each student as possible. She systematically gives each students the opportunity to speak and contribute in the class even to students who may not be the brightest in the class. She always ensures that she is in direct contact with students and ask them to email her directly for any concern. In some cases, I have also seen her emailing to the students to check in if everything is going fine with them.

Professor Rahmani's subtle but consistent use of videos, short quizzes, online platform (ForClass), her prompt feedback on assignments, and her unique teaching methodology greatly enhance students' learning experience. She also introduces relevant elective courses at an early stage to help us make

better and more informed choices in our pursuit of this distinguished MBA Program. Her ability to cut through the maze of the vast Operations Management topics helps even the dullest choose a future path

Further, she focusses on the practical implementation of the classroom concepts. Because of her class, I was able to improve an inventory management system for a company during my internship. I have also heard many students talking about how they applied Professor Rahmani's class concept during their internship and made better business decisions. I personally know one of my friends who was previously looking for consulting jobs but, after Professor Rahmani's class, looking for a job in operation management because now he feels that operation management is very exciting and fun thing to do.

I strongly believe that Professor Rahamani is the most deserving faculty member at the Scheller College for the CTL/BP Faculty Teaching Excellence Award. She brings freshness to the operations subject, encourages ideation and motivates students immensely. She makes the overall learning experience of the core Operations Management course in a way that students can apply the learnings to their business organizations and achieve outstanding outcomes.

Sincerely,

Vikas Sharma

Vikas.sharma@gatech.edu