

Thursday, May 18, 2023

Dear Members of the Search Committee,

It is truly my pleasure to write this letter of recommendation for an outstanding colleague, Scholar, and Teacher, Moon Oulatta. Dr. Oulatta was my colleague in the Department of Economics and Management at Gustavus Adolphus College for two years. During this time, I found him to be a generous, creative, and very knowledgeable person who was committed to his profession and to developing the knowledge and skills of his students. I state emphatically and without exaggeration that the academic institution that hires Dr. Oulatta will be rewarded with an excellent addition to their faculty.

During his short time at Gustavus, Moon Oulatta developed strong academic relationships with his students. His classes routinely included significant components of collaborative work between Dr. Oulatta and his students. I believe that this was true for each of the students in his classes and not only those who continued their research work with him after the semester concluded.

For example, our department awards prizes for the best original economic research paper and the best economic policy paper each year. This year 3 of the 9 papers submitted as original economic research were from Dr. Oulatta's 2022 econometrics classes and were papers that he continued to actively advise and work with the students almost a year after the course was completed. Also, Dr. Oulatta provided insightful analysis and direction for one of my student's independent study, *The Impact of the Brexit Referendum on Financial Markets: A Synthetic Control Analysis*. I am convinced that the resulting paper has very strong potential for publication. Finally, Dr. Oulatta collaborated with one of our students on a paper, *Monetary Policy and Asset Returns in Vietnam*, which was presented in Hanoi, Viet Nam in November 2022. The paper was ultimately presented by our student and his research assistant Duong Pham in Hanoi. This was certainly an impressive

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result and I mention it as an example of how Dr. Oulatta not only mentors his students, but he also empowered this student to accomplish something that was very remarkable.

Dr. Oulatta's teaching philosophy, broad research interests, vital private sector experience and other accomplishments are evident from his file. But I have seen the wonderful results of his contact with our students, something that, even if he was able to see this, his modesty would prevent him from sharing. I wish that we could have found a position for Dr. Moon Oulatta at Gustavus Adolphus College. Unfortunately, we could not. But our misfortune is potentially your good fortune, because wherever Dr. Moon Oulatta lands will be a much improved place.

Sincerely,



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