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Attn: Dr. Josep Bonet  
Director of the Chemical Engineering School  
Universitat Rovira i Virgili  
Av. Països Catalans, 26  
43007 Tarragona  
Spain  
email: josep.bonet@urv.cat

March 31, 2013

*Re: Appreciation Letter, Valuable Contribution by Your Colleague Teresa Torres*

Dear Dr. Bonet,

On behalf of the X-Culture Team, I would like to thank you for the valuable contribution made by Professor Teresa Torres to the X-Culture Project.

The X-Culture project is a large-scale experiential exercise designed to provide students with an opportunity to gain first-hand experience in international virtual collaboration.

A total of about 2,000 students from 77 universities in 43 countries on six continents participated in the project this semester. Working in virtual international teams for about eight weeks, the students develop a business proposal for a global company and provide a detailed plan for implementing the idea. Furthermore, the X-Culture Project is a platform for high-quality research on dynamics and performance in global virtual teams. The longitudinal multi-level data collected as a part of the project are used to study dynamics and performance in global in international workgroups. It also serves to aid our understanding of why some teams do better than others and what needs to be done to help international teams improve their performance.

Professor Teresa Torres's students participated in the X-Culture Project this semester.

The X-Culture project is very demanding for both the instructors and students. Communicating across time zones and cultures, handling a large amount of email traffic, meeting numerous deadlines, and coordinating work of people scattered around the planet are just some of the challenges that the project participants have to handle.

You can be proud of your faculty members and students – they all did exceptionally well.

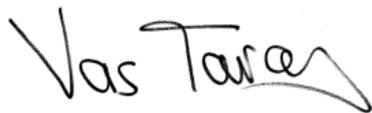
Professor Teresa Torres has been a very reliable partner who took the responsibilities related to the project very seriously, completed all tasks on time, worked diligently with the students, and responded promptly to students' questions and concerns. Moreover, Professor Teresa Torres showed a great interest in the research side of the project and has been actively participating in improving the design of our study, methods of data collection, and research paper development.

The students from your University did equally well. Based on peer evaluations and our performance records, your students came in very well prepared. They did a wonderful job of establishing contact with their international peers, put an impressive effort into working with their teams, made significant intellectual contributions, and made a very positive impression on their team members.

I understand that your personal support greatly contributed to the success of Professor Teresa Torres and the students from your University. Your support is necessary in such a challenging and demanding project like the X-Culture - and I sincerely thank you for that!

As the Project Coordinator, I would like to thank you, your colleagues and students for the job well done and for the valuable contribution your University made to the X-Culture project. We look forward to continued cooperation with your University on this and other projects in the future.

Most sincerely,

A handwritten signature in black ink that reads "Vas Taras". The signature is written in a cursive, slightly slanted style.

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