

WATERSHORE AND BEACH ADVISORY COMMITTEE

Two (2) vacancies with terms ending 12-11-2025 and 12-11-2026, representing the following preferred, but not required categories: 2 - At-Large.

Duties

The Watershore and Beach Advisory Committee advises and makes recommendations regarding use or preservation of the following areas within the city limits: the waterfront, the beaches, and the natural bodies of water, including, but not limited to: Gulf of Mexico, bays, rivers, and creeks, excluding the Marina area as defined by Section 2-264.

Composition

Nine (9) members appointed by the City Council for two-year terms. Membership in one or more of the following categories is preferred but not required: Scientist, i.e., Marine Biologist, Engineer, Environmentalist, owner or representative of a hotel or condominium located on North Padre Island or Mustang Island, and a board member of the Corpus Christi Convention & Visitors Bureau. The Chairperson of the Watershore and Beach Advisory Committee shall act as an advisor to the Parks and Recreation Advisory Committee and vice versa.

Creation/Authority

Section 2-80, Code of Ordinances, Ord No. 027408, 9/11/07; Ord. No. 027523, 12/11/07; Ord. No. 029985, 10/22/13; Ord. 032058 - 3-17-2020

Meets

1st Thursday of every month at 5:30 p.m.,
1201 Leopard St. Staff Conference room 1st floor

Members size

9

Term length/limit

2 years / 6 years

Staff Liaison

Martha Lawhon

Name	District	Term	Appt. date	End date	Appointing Authority	Position	Status	Category
Armon D. Alex	District 3	1	1/24/2023	12/11/2024	City Council		Not seeking reappointment	
Janie Gifford	District 4	Partial	3/19/2024	12/11/2025	City Council		Resigned	
Glenn A. Duhon Jr.	District 3	Partial	3/19/2024	12/11/2025	City Council		Active	
Kathryn Hyatt	District 1	1	12/12/2023	12/11/2025	City Council		Active	CVB
Ruben Macias Jr.	District 5	2	12/7/2021	12/11/2025	City Council		Active	
Harrison A. McNeil	District 4	3	1/14/2020	12/11/2025	City Council	Chair	Active	Environmentalist
Gonzalo E. Diaz	District 3	1	2/11/2025	12/11/2026	City Council		Active	
Larisa A. Ford	District 4	3	1/14/2020	12/11/2026	City Council	Vice-Chair	Active	Scientist
Scott A. Lawson	District 5	2	8/31/2021	12/11/2026	City Council		Active	

WATERSHORE AND BEACH ADVISORY COMMITTEE

Applicant List

Name	District	Status	Category
Ross R. Garcia	District 4	Applied	At-Large Environmentalist
Melanie Holland	District 5	Applied	At-large
Mohan Rao	District 5	Applied	At-Large Engineer Environmentalist

Application for a City Board, Commission, Committee or Corporation

Profile

Ross _____ R _____ Garcia _____
 First Name Middle Initial Last Name

 Email Address

 Street Address

Corpus Christi _____ TX _____ 78418 _____
 City State Postal Code

 Primary Phone

 Alternate Phone

What district do you live in? *

District 4

Current resident of the City of Corpus Christi?

Yes No

If yes, how many years?

27

GEO Consultants Corporation _____ CAD/GIS Specialist _____ CAD/GIS Specialist _____
 Employer Job Title Occupation

Work Address - Street Address and Suite Number

325 Kentucky Avenue

Work Address - City

Kevil

Work Address - State

Kentucky

Work Address - Zip Code

42053

Work E-mail address

garciar@geoconsultantscorp.com

Ross R Garcia

Preferred Mailing Address

Home/Primary Address

Which Boards would you like to apply for?

WATERSHORE AND BEACH ADVISORY COMMITTEE: Submitted

Interests & Experiences

Are you a Nueces County registered voter?

Yes No

Do you currently serve on any other City board, commission or committee at this time? If so, please list:

Not currently

Education, Professional and/or Community Activity (Present)

With a strong foundation in Geographic Information Sciences and Drafting and Design, I've built a successful career spanning over 10 years in the fields of engineering, surveying, and environmental science. Currently, I'm honored to be part of Leadership Corpus Christi's esteemed Class 53, where I'm further developing my leadership skills and deepening my connections within the community. Additionally, I'm an active member of Kings Crossing Church of Christ, where I'm committed to serving and growing alongside a community of like-minded individuals.

If you applied for multiple boards, which boards are you most interested in serving on, in order of preference? (Limit to top three)

- ***Island Strategic Action Committee***: With over 10 years of residency on Padre Island and a career spanning multiple disciplines, I'm confident that my input would be invaluable in shaping the island's future development. - ***Water, Shore, and Beach Advisory Committee***: As a lifelong resident of Flour Bluff and Padre Island, I've developed a deep appreciation for our coastal environment. My experience and advice, combined with my background in environmental sciences, would be assets in preserving our beaches and natural waterways. - ***Padre Isles Management District***: As a property owner and registered voter in the district, I'm eager to contribute my voice to the board. My goal is to help secure necessary funding and ensure that the district remains a wonderful place for my family, friends, and community to enjoy. These boards align with my values and expertise, and I'm excited about the prospect of serving and making a positive impact.

Why are you interested in serving on a City board, commission or committee?

I'm eager to serve on a City Board, where I can make a tangible impact and contribute to the betterment of our community. By lending my voice and expertise, I aim to amplify the perspectives of fellow citizens, ensuring their concerns and ideas are heard and valued. Through collaborative effort, I'm excited to help drive positive change and foster a brighter future for our city.

Upload a Resume

Are you an ex-Officio member of a City Board, commission or committee?

Yes No

No person shall be appointed by the Mayor or Council Members to serve on more than one board, commission, committee or corporation at the same time. If you currently serve as a voting member for a board, commission, committee or corporation are you willing to resign your current seat to serve on another board, commission, committee or corporation?

Yes No

Are you a current candidate in an election for a non-city public office?

Yes No

Do you currently serve as an elected official for a non-city public office?

Yes No

Will you seek re-election to the non-city public office? If not in a non-city public office, please enter N/A

N/A

Demographics

Gender

Male

Code of Ethics - Rules of Conduct/Conflicts of Interest

Do you represent any person or organization in any claim or lawsuit or proceeding involving the City?

Yes No

Do you, your spouse, your business or your spouse's business have a City contract?

Yes No

Does your employer or your spouse's employer have a City contract?

Yes No

Are you involved with any activities or employment that would conflict with the official duties on the City boards for which you are applying?

Yes No

Are you, your spouse, your business or your spouse's business involved in any pending bid, proposal or negotiation in connection with a contract with the City?

Yes No

Do you or your spouse have a pending claim, lawsuit or proceeding against the City?

Yes No

If you answer "Yes" to any of the questions above, please explain or ask to speak with the City's Legal Department. If you answer "NO" to all questions above, please enter N/A.

N/A

Board-specific questions (if applicable)

Question applies to CORPUS CHRISTI CONVENTION & VISITORS BUREAU

The Convention & Visitors Bureau Board must include representatives from certain categories. Do you qualify for any of the following categories? *

None of the above

Question applies to ISLAND STRATEGIC ACTION COMMITTEE

ISAC preferred representatives from certain categories. Do you qualify for any of the following categories? *

- Padre Isles Property Owners Association Member
 Environmental Group Representative
 Person who resides on Mustang Island or who is an employee of a Mustang Island property owner

Question applies to WATERSHORE AND BEACH ADVISORY COMMITTEE

The Watershore & Beach Advisory Committee must include members representing certain categories. Do you qualify for any of the following categories? *

Environmentalist

The Reinvestment Zone No. 6 members must own real property in the zone or be an employee or agent of a person that owns real property in the zone. Do you qualify?

Yes No

Verification

City Code Requirement - Residency

As a board, commission, or committee member, you will be asked to adhere to City Code of Ordinances, Section 2-65, which states that all members of City boards and commissions, including ad hoc committees, appointed by the City, must be residents of the city. A move outside the city limits of the city by any member shall constitute automatic resignation from the particular board or commission on which such member served.

I Agree

City Code Requirement - Attendance

As a board, commission, or committee member, you will be asked to adhere to City Code of Ordinances, Section 2-61, which provides that absences from more than 25% of regularly scheduled meetings during a term year on the part of any board, commission, or committee member shall result in an automatic termination. An absence shall be deemed unexcused unless excused by the board, commission or committee for good cause no later than its next meeting after the absence.

I Agree

Consent for Release of Information

I understand that if any member of the public makes a request for information included in this application or in any attachment (e.g. resume or supporting documentation) for appointment it is subject to and must be disclosed under the Texas Public Information Act. I understand that under the Texas Public Information Act, my home address and home telephone number is subject to public disclosure unless I am elected or appointed to the position which I seek. I hereby consent to the release of my home address and home telephone number should it be requested under the Texas Public Information Act prior to my possible appointment or election. I hereby release the City of Corpus Christi, and its agents, employees and officers, from any and all liability whatsoever if the information must be released pursuant to the Texas Public Information Act.

I Agree

Oath

I swear that all of the statements included in my application and attached documents, if any, are true and correct.

I Agree

Ross Garcia

Objective To obtain a position where I can contribute the best of my skills and efforts for the growth of the organization.

Experience

January 2021 – Present Hanson Professional Services Corpus Christi, TX

Cad Technician | Civil | Roadway

- Perform engineering calculations, utilize computer software for analysis and design, and work efficiently with other team members for project completion.
- Design and support preparation of construction plans for roadway planning and design projects.
- Understand and apply CAD standards to a variety of projects.
- Process survey data and assist with plans, profiles, cross-sections, 3-D modeling, Pipe Networking, Generating surfaces, and other related requirements as part of the overall bidding/construction documents.
- Collaborate with other technical staff.
- Perform roadside safety analysis, maintenance of traffic design, roadway drainage design, traffic analyses, and construction observation.
- Other duties as assigned.

March 2018–Sept. 2021 LNV Inc. / Ardurra

Corpus Christi, TX

Cad Technician | Oil & Gas | Survey

- General Land Surveying
 - Boundary Surveys
 - ALTA/ACSM Title Surveys
 - TSPS Category 1a Land Title Surveys
 - Subdivision Platting and Layout
 - Preliminary Centerline/Alignment Staking
 - Construction Staking
 - Precision Layout Services
 - Aerial Mapping Control
 - Monitor Well Surveys

- Engineering Design and Support Surveys

Topographic Surveys
Right-of-Way Surveys
Roadway Design and Layout Surveys
3D Laser Scanning
Horizontal and Vertical Control Surveys
As-Built Surveys
Utility Location Surveys
Hydrographic Surveys
Volume Surveys

- OIL & GAS

Well Location Staking
Mineral Lease and Unit Designation Surveys
Well Permit Plats
As-drilled Completion Plats
Landowner Exhibits
Facility and Pad Site Surveys
Road Layout and Staking
Pipeline/Easement Staking and Locating
Plan and Profile Alignment Sheets
Route Surveys
T-4 Permit Mapping
TxDOT Pipeline Bore Permitting
Gathering System Mapping

Aug. 2014-2018

Voss Engineering

Corpus Christi, TX

Civil Technician

- Civil Construction documents for Grading, Paving & Drainage plans
- Foundation Plans and Details for Residential & Commercial Properties
- Subdivision Layouts
- Plat Amendments for Residential and Commercial Properties
- Boundary Survey Drawings for Residential and Commercial Properties

May 2014–Aug. 2014

Landscape Architecting

Corpus Christi, TX

Landscape Architect Assistant

- Duties consisted of Generating landscapes on AutoCAD after obtaining dimensions from location.
- Solving how much square footage and material will be needed per location.

June 2013–Aug. 2013

American Bureau of Shipping

Houston, TX

Mechanical Engineering Intern

- Duties consisted of: Generate design review letters, type approval design assessments.
- Creating projects and tasks in Company website which included EOA's (Extension of Approvals), and additional reviews for previously approved

products. Clients may have made some modifications to a previously approved product. Product must still meet ABS requirements.

- IRC (Independent Review Certificates), Check sheets (to determine what type of certificates the component needs to obtain an ABS approval.)
- Correlated project numbers with task numbers to distribute to the respective engineers it was assigned to.

Education Aug. 2012-2017 Del Mar College Corpus Christi, TX

August 2017 Associates of Science Geographical Information Systems
August 2017 Certificate Drafting and Design.

License Unmanned Aircraft Systems Pilot (Drone)

Software MicroStation, AutoCad, Civil3D, Carlson, ArcGIS, Microsoft Office, Revu, Microsoft 360, Pix4D, DJI GO 4

Project List Stonegate Subdivision Development
Lago Vista Subdivision Development in Corpus Christi, Tx
Multiple large ALTA Surveys.
Extension of Approval for Large Sections of an Offshore Drilling Rig
Residential Street Repair Program in Corpus Christi, Tx
Multiple WWTP
Traffic Control Plans for Events in Corpus Christi, Tx
UAS Flight Inspection of boiler at Coal Plant in Joppa, Il
UAS Flights for Construction Monitoring for Green Lake in Portland, Texas
UAS Flights of Multiple City Parks for current conditions - Park Restoration Plan

Application for a City Board, Commission, Committee or Corporation

Profile

Melanie _____ Holland _____
First Name Last Name

Email Address

Street Address

Corpus Christi _____
City

TX _____
State

78413 _____
Postal Code

Primary Phone

Alternate Phone

What district do you live in? *

District 5

Current resident of the City of Corpus Christi?

Yes No

If yes, how many years?

34

Texas State Aquarium _____
Employer

Corporate Partner
Coordinator _____
Job Title

Non-Profit Development _____
Occupation

Work Address - Street Address and Suite Number

2710 N shoreline BLVD

Work Address - City

Corpus Christi

Work Address - State

Texas

Work Address - Zip Code

78402

Work Phone

3618811270

Melanie Holland

Work E-mail address

mholland@txstateaq.org

Preferred Mailing Address

Home/Primary Address

Which Boards would you like to apply for?

WATERSHORE AND BEACH ADVISORY COMMITTEE: Submitted

Interests & Experiences

Are you a Nueces County registered voter?

Yes No

Do you currently serve on any other City board, commission or committee at this time? If so, please list:

N/A

Education, Professional and/or Community Activity (Present)

United Corpus Christi Chamber of Commerce Ambassador + Member Je'Sani Smith
Foundation Volunteer Portland Chamber of Commerce Member

If you applied for multiple boards, which boards are you most interested in serving on, in order of preference? (Limit to top three)

N/A

Why are you interested in serving on a City board, commission or committee?

As a lifelong local and beach enthusiast, I have always had a deep appreciation for our coastline. Since joining the Texas State Aquarium, my passion for conservation and rescue has grown, and I recognize the vital role our beaches play in both. I would love the opportunity to contribute to keeping them safe, clean, and enjoyable for everyone.

Are you an ex-Officio member of a City Board, commission or committee?

Yes No

Are you a current candidate in an election for a non-city public office?

Yes No

Do you currently serve as an elected official for a non-city public office?

Yes No

Will you seek re-election to the non-city public office? If not in a non-city public office, please enter N/A

N/A

Demographics

Gender

Female

Code of Ethics - Rules of Conduct/Conflicts of Interest

Do you represent any person or organization in any claim or lawsuit or proceeding involving the City?

Yes No

Do you, your spouse, your business or your spouse's business have a City contract?

Yes No

Does your employer or your spouse's employer have a City contract?

Yes No

Are you involved with any activities or employment that would conflict with the official duties on the City boards for which you are applying?

Yes No

Are you, your spouse, your business or your spouse's business involved in any pending bid, proposal or negotiation in connection with a contract with the City?

Yes No

Do you or your spouse have a pending claim, lawsuit or proceeding against the City?

Yes No

If you answer "Yes" to any of the questions above, please explain or ask to speak with the City's Legal Department. If you answer "NO" to all questions above, please enter N/A.

N/A

Board-specific questions (if applicable)

Question applies to WATERSHORE AND BEACH ADVISORY COMMITTEE

The Watershore & Beach Advisory Committee must include members representing certain categories. Do you qualify for any of the following categories? *

None of the above

The Reinvestment Zone No. 6 members must own real property in the zone or be an employee or agent of a person that owns real property in the zone. Do you qualify?

Yes No

Verification

City Code Requirement - Residency

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I Agree

City Code Requirement - Attendance

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I Agree

Oath

I swear that all of the statements included in my application and attached documents, if any, are true and correct.

I Agree

Application for a City Board, Commission, Committee or Corporation

Profile

Dr Mohan Rao
Prefix First Name Last Name

Email Address

Street Address

Corpus Christi
City

TX
State

78414
Postal Code

Primary Phone

Alternate Phone

What district do you live in? *

District 5

Current resident of the City of Corpus Christi?

Yes No

If yes, how many years?

12

Texas A&M University
Corpus Christi
Employer

Professor
Job Title

Professor
Occupation

Work Address - Street Address and Suite Number

6300 Ocean Drive, Unit 5808

Work Address - City

Corpus Christi

Work Address - State

TX

Work Address - Zip Code

78412

Work Phone

(361) 825-2458

Dr Mohan Rao

Work E-mail address

mohan.rao@tamucc.edu

Preferred Mailing Address

Home/Primary Address

Which Boards would you like to apply for?

WATERSHORE AND BEACH ADVISORY COMMITTEE: Submitted

Interests & Experiences

Are you a Nueces County registered voter?

Yes No

Do you currently serve on any other City board, commission or committee at this time? If so, please list:

No

Education, Professional and/or Community Activity (Present)

Education: PhD (Management Science/Business Administration); MTech (Chemical Engineering) Professor of Operations Management, College of Business, TAMUCC

If you applied for multiple boards, which boards are you most interested in serving on, in order of preference? (Limit to top three)

WATERSHORE AND BEACH ADVISORY COMMITTEE AIRPORT BOARD ARTS & CULTURAL COMMISSION

Why are you interested in serving on a City board, commission or committee?

I am a long-time resident of this community. I want to use my knowledge, expertise and interests to help improve the services for our community.

[Upload a Resume](#)

Are you an ex-Officio member of a City Board, commission or committee?

Yes No

No person shall be appointed by the Mayor or Council Members to serve on more than one board, commission, committee or corporation at the same time. If you currently serve as a voting member for a board, commission, committee or corporation are you willing to resign your current seat to serve on another board, commission, committee or corporation?

Yes No

Are you a current candidate in an election for a non-city public office?

Yes No

Do you currently serve as an elected official for a non-city public office?

Yes No

Will you seek re-election to the non-city public office? If not in a non-city public office, please enter N/A

N/A

Demographics

Gender

Male

Code of Ethics - Rules of Conduct/Conflicts of Interest

Do you represent any person or organization in any claim or lawsuit or proceeding involving the City?

Yes No

Do you, your spouse, your business or your spouse's business have a City contract?

Yes No

Does your employer or your spouse's employer have a City contract?

Yes No

Are you involved with any activities or employment that would conflict with the official duties on the City boards for which you are applying?

Yes No

Are you, your spouse, your business or your spouse's business involved in any pending bid, proposal or negotiation in connection with a contract with the City?

Yes No

Do you or your spouse have a pending claim, lawsuit or proceeding against the City?

Yes No

If you answer "Yes" to any of the questions above, please explain or ask to speak with the City's Legal Department. If you answer "NO" to all questions above, please enter N/A.

N/A

Board-specific questions (if applicable)

Question applies to WATERSHORE AND BEACH ADVISORY COMMITTEE

The Watershore & Beach Advisory Committee must include members representing certain categories. Do you qualify for any of the following categories? *

- Engineer
- Environmentalist

The Reinvestment Zone No. 6 members must own real property in the zone or be an employee or agent of a person that owns real property in the zone. Do you qualify?

Yes No

Verification

Dr Mohan Rao

City Code Requirement - Residency

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I Agree

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I Agree

Consent for Release of Information

I understand that if any member of the public makes a request for information included in this application or in any attachment (e.g. resume or supporting documentation) for appointment it is subject to and must be disclosed under the Texas Public Information Act. I understand that under the Texas Public Information Act, my home address and home telephone number is subject to public disclosure unless I am elected or appointed to the position which I seek. I hereby consent to the release of my home address and home telephone number should it be requested under the Texas Public Information Act prior to my possible appointment or election. I hereby release the City of Corpus Christi, and its agents, employees and officers, from any and all liability whatsoever if the information must be released pursuant to the Texas Public Information Act.

I Agree

Oath

I swear that all of the statements included in my application and attached documents, if any, are true and correct.

I Agree

MOHAN RAO, Ph.D., CFPIM, ACUE
College of Business, OCNR 315
Texas A&M University-Corpus Christi
361-945-6339, [REDACTED]
<https://online.tamucc.edu/faculty/mohan-rao/>

EDUCATION

- Ph.D.** Business Administration (Major: Management Science), The University of Alabama, Tuscaloosa, Alabama, 1988.
Dissertation: *A Knowledge-Based Methodology for Productivity Analysis*.
- M.S.** Management Sciences, University of Waterloo, Canada, 1983.
- M.S.** Chemical Plant Engineering, National Institute of Technology, Warangal (REC-W, JNTU), India, 1976.
- B.S.** Chemical Engineering, Osmania University, Hyderabad, India, 1974.
- CFPIM** *Certified Fellow in Production and Inventory Management, American Production and Inventory Control Society, 1993.*
- ACUE** *Certificate in Effective College Instruction, Association of College and University Educators and the American Council on Education, 2021.*

EXPERIENCE

- 2020-Present Professor, Department of Decision Sciences and Economics, College of Business, Texas A&M University-Corpus Christi.
- 2012-20 Associate Professor, Department of Decision Sciences and Economics, College of Business, Texas A&M University-Corpus Christi.
- 2008-12 Assistant Professor, Department of Business Systems, Analysis & Technology, Moody College of Business Administration, the University of Louisiana at Lafayette.
- 2000-08 Associate Professor, Department of Computer Information Systems & Quantitative Methods, College of Business Administration, The University of Texas-Pan American.
- 1995-00 Associate Professor, Department of Accounting & Computer Information Systems, College of Business Administration, Texas A&M University-Kingsville.
- 1990-94 Associate Professor, Department of Information & Decision Sciences, Franklin P. Perdue School of Business, Salisbury State University.
- 1987-90 Assistant Professor, Department of Management & Information Systems, College of Business & Industry, Mississippi State University.

TEACHING

- **Winner of the 2023-2024 Excellence in Teaching Award, TAMUCC.**
- **Fulbright Specialist.** Helped develop a Business Analytics Program at the Technical University of Moldova (May-July 2024).

- Recipient of the 2022 Federation of Business Disciplines **Outstanding Educator Award** at the 2022 FBD/SWDSI Conference in New Orleans on March 2, 2022.
- Nominated for the student choice **Digital Innovator of the Year Award** for 2020, 2021, and 2022.

Taught: Operations Management, Business Analytics, Quantitative Methods for Decision Making, Management Science, and Decision Support Systems and Expert Systems.

Introduced Data Analytics program at TAMUCC. Developed and taught Business Analytics courses using Tableau, SAP Predictive Analytics, and other software. The Data Analytics concentration became the most popular in our rapidly growing Online MBA program. Played a key role in developing a Business Analytics major and minor at TAMUCC. Wrote the proposal to get membership in the SAP University Alliances Program. Led the MIS/COB team successfully to integrate SAP into the COB curriculum. Developed and taught online graduate and undergrad Operations Management courses with lecture videos, online proctoring, and several other innovations. Earned a 4.67 (out of 5) student evaluation rating despite over 100 students and rigorous online proctored exams. Consistently received top ratings in peer evaluations.

PUBLICATIONS

Refereed Journal Articles:

1. Changchit, C., Changchit, C., Cutshall, R., Pham, L., & Rao, M. (2023). Understanding the Determinants of Customer Intention to Use Mobile Payment: The Vietnamese Perspective. *Journal of Global Information Management (JGIM)*, 31(1), 1-27.
2. Rao, M. (2021). Evaluating Performance in the Golf Course Industry using the PPP Model. *Int'l Journal of Productivity and Quality Management*, 32(3), 344-368.
3. Rao, M., Chhabria, Gunasekaran & Mandal (2018). Improving Competitiveness through Performance Evaluation using the APC model: A Case in Micro-Irrigation. *International Journal of Production Economics*, 195(C), 1-11 (A*).
4. Rao, M. (2018). Enhancing Student Engagement and Immediate Feedback with Clickers and Response Cards. *International Journal of Innovation and Learning*, 24(1), 81-97.
5. Rao, M. (2015). The effectiveness of a web-based homework and testing software for operations management. *International Journal of Services and Standards*, 10(4), 227-243.
6. Rao, M. (2015). A performance measurement application for a wastewater treatment plant. *International Journal of Services and Standards*, 10(3), 134-147.
7. Rao, M. P. & Phusavat, K. (2013). Evaluating the Performance of A Wastewater Plant Using the APC Model. *International Journal of Services and Standards*, 8(4), 347-367.
8. Rao, M. P. & Mandal, P. (2012). Evaluating the impact of IT investments: Use of a multi-period profit-linked productivity measurement model. *International Journal of Business Information Systems*, 9(3), 278-294.
9. Rao, M. P. & Mandal, P. (2011). Linking the Impact of IT Investments to Productivity and Profitability. *International Journal of Enterprise Information Systems*, 7(2), 34-49.

10. Rao, M. P. & Mandal, P. (2007). Information Technology in Maquiladoras: An Exploratory Study of Usage and Perceptions. *International Journal of Enterprise Information Systems*, 3(4), 51-68.
11. Rao, M. P. (2007). From a Black Hole to a Hole-in-One. *Management Accounting Quarterly*, Winter 2007, 8(2), 32-46.
12. Rao, M. P. (2006). A Performance Measurement System Using a Profit-linked Multi-factor Measurement Model. *Industrial Management and Data Systems*. 106(3), 362-379.
13. Rao, M. P., Miller, D. M. & Lin, B. (2005). PET: An Expert System for Productivity Analysis. *Expert Systems with Applications: An International Journal*, 29(2), 300-309.
14. Rao, M. P. & Miller, D. M. (2004). Expert Systems Applications for Productivity Analysis. *Industrial Management and Data Systems*. 104(9), 776-785.
15. Rao, M. P., Teran, N. & Savard, M. (2004). Improving Workflow in Home Healthcare Industry: A Case Study. *Journal of International Technology & Information Management*, 13(1&2), 61-71.
16. Rao, M. P., Youssef, M. & Stratton, C.J. (2004). Can TQM Lift a Sinking Ship? A Case Study. *Total Quality Management & Business Excellence*, 15(2), 161-171.
17. Rao, M. P. (2001). Prosta metoda polaczenia wydajnosci i zysku. *Controlling i Rachunkowosc Zarzadcza*, December, 8-12. Polish translation of the IMA award-winning article "A Simple Method to Link Productivity to Profitability," *Management Accounting Quarterly*, 1(4), 12-17.
18. Rao, M. P. (2000). A Simple Method to Link Productivity to Profitability. *Management Accounting Quarterly*, 1(4), 12-17. Winner of the Institute of Management Accountants Certificate of Merit Award.
19. Rao, M. P. (2000). Town and Gown Partnership: A Win-Win Strategy. *Economic Development Review*, 16(4), 86-89.
20. Rao, M. P. (1993). Optimal Base-Period Data for Productivity Measurement. *International Journal of Operations & Production Management*, 13(8), 37-44.
21. Miller, D. M. & Rao, P.M. (1989). Analysis of Profit-Linked Total-Factor Productivity Measurement Models at the Firm Level. *Management Science*, 35(6), 757-767.
22. Rao, P.M., et al. Mass Transfer Studies in Rotating Perforated Disc Contactor. *Chemical Engineering World*, 75-76.

Chapters:

1. Rao, M. P., & Mandal, P. (2013). Linking the Impact of IT Investments to Productivity and Profitability. In M. Tavana (Ed.), *Competition, Strategy, and Modern Enterprise Information Systems* (pp. 214-229). Hershey, PA: Business Science Reference. doi:10.4018/978-1-4666-2464-1.ch011.
2. Mandal, P. & Rao, M. P. (2009), Chapter III: Information Technology Usage in Maquila Enterprises, in *Global Implications of Modern Enterprise Information Systems: Technologies and Applications* (Ed. A. Gunasekaran), Information Science Reference, (ISBN 978-1-60566-146-9), 32 – 48.

3. Hall, N. & Rao, M.P. (1993). Expert Systems to Support Managerial Diagnosis and Evaluation, in *Information Technology & Organizations: Challenges of New Technologies* (Ed. Khosrowpour), 154-173.
4. Rao, M. P. & Miller, D.M. (1988). A Formal Methodology for Productivity Analysis Using Knowledge-Based Technology, in *Productivity Management Frontiers-II* (Ed. Sumanth et al), 70-79.

Refereed Proceedings:

1. Rao, M., Schuchs Carr, I. & Ververthi, N. (2024). Creating an Efficient Syllabi Preparation Tool: The Class Schedule Template Generator. *Proceedings of the 2024 Southwest Decision Sciences Institute Conference*, Galveston, April 2024.
2. Rao, M., Kamara, A & Ibrahimov, A. (2023). Happiness Index: A Cross-national exploratory study. *Proceedings of the 2023 Southwest Decision Sciences Institute Conference*, Houston, March 2023.
3. Pham, L., Changchit, C., Changchit, C. & Rao, M. (2023). Mobile Payment Adoption – The Vietnamese Perspective. *Proceedings of the 2023 Southwest Decision Sciences Institute Conference*, Houston, March 2023.
4. Rao, M. & Ververthi, N. (2022). Transitioning Performance Evaluation Applications from Excel to Tableau. *Proceedings of the 2022 Southwest Decision Sciences Institute Conference*, New Orleans, March 2022.
5. Rao, M. & Kamara, A. (2022). A Mathematical Comparison of the Profit-Linked Multifactor Productivity Measurement Models. *Proceedings of the 2022 Southwest Decision Sciences Institute Conference*, New Orleans, March 2022.
6. Rao, M. & Ververthi, N. (2021). Efficient Data Cleansing with Self-Service Data Prep Tools. *Proceedings of the 2021 Decision Sciences Institute Conference*, November 2021.
7. Rao, M. (2020). Comparing profit-linked performance measurement models using real-world data. *Proceedings of the 2020 Southwest Decision Sciences Institute Conference*, San Antonio, TX. 781-786, March 2020.
8. Rao, M. and El-Houbi, A. (2019). Analyzing and Predicting Student Retention and Graduation Rates. *Proceedings of the National DSI Conference 2019*, New Orleans, November 2019.
9. Rao, M. (2019). Analyzing the Profit-linked Multifactor Productivity Measurement Models. *Proceedings of the National DSI Conference 2019*, New Orleans, November 2019.
10. Harris, S. and Rao, M.P. (2019). Using a Measurement Model to Uncover Problem Areas and Improve Performance in an Engineering Firm. *Proceedings of the 2019 Southwest Decision Sciences Institute Conference*, Houston, 1371-1376, March 2019.
11. Rao, M.P. (2018). Evaluating Performance Issues in Local Government Using the PPP Model. *Proceedings of the National DSI Conference 2018*, Chicago, November 2018.
12. Rao, M.P. (2018). Using the PPP Model to Analyze Performance at a Micro-Irrigation Company. *Proceedings of the 2018 Southwest Decision Sciences Institute Conference*, Albuquerque, NM. 1291-1294, March 2018.

13. Rao, M.P. and Hernandez, A. (2017). Using the APC Model to Identify Performance Issues in a County. *Proceedings of the 2017 National DSI Conference, Washington, DC, November 2017.*
14. Rao, M.P. (2017). Choosing a Base-Period in Multi-factor Productivity Analysis Using the APC model. *Proceedings of the 2017 Southwest Decision Sciences Institute Conference, Little Rock, AR. 1541-1543.*
15. Rao, M.P. and Chhabria, R. (2016). Performance Evaluation of a Micro-Irrigation Company Using the APC model. *Proceedings of the National DSI Conference 2016, Austin, November 2016.*
16. Rao, M.P. (2016). Improving the Operational Efficiencies of Small Health Clinics. *Proceedings of the 2016 Southwest Decision Sciences Institute Conference, Houston. 1001-1005.*
17. Rao, M.P. (2015). Business Intelligence Applications Using Multifactor Measurement Models. *Proceedings of the 2015 Southwest Decision Sciences Institute Conference, Houston. 641-647.*
18. Rao, M.P. (2014). Using Clickers to Engage Students. *Proceedings of the 2014 Decision Sciences Institute Conference, Tampa.*
19. Rao, M.P. (2014). Clicking to Make Students Ticking. *Proceedings of the 2014 Southwest Decision Sciences Institute Conference, Dallas. 1671-1674.*
20. Mandal, P., Bagchi, K. and Rao, M. (2014). Behavioral and Social Issues in IT Development and Adoption. *Proceedings of the 2014 Southwest Decision Sciences Institute Conference, Dallas. 1641-1649.*
21. Rao, M.P. (2006). Measuring the Success of Information Systems: Case Study of a University Student Services System. *Proceedings of the 2006 Southwest Decision Sciences Institute Conference, Oklahoma City.*
22. Rao, M.P. (2005). Raising a Stink over Performance Measurement: Case Study of a Sewage Treatment Plant. *Proceedings of the 2005 Decision Sciences Institute Conference, San Francisco.*
23. Rao, M.P. (2005). Performance evaluation of a golf course using the PPP model. *Proceedings of the 2005 Southwest Decision Sciences Institute Conference, Dallas.*
24. Rao, M.P., Mandal (2004). An Exploratory Study of e-Commerce in Maquiladoras. *Proceedings of the 2004 DSI Conference, Boston. 4151-4156.*
25. Rao, M.P., Mandal (2004). Evaluating the Impact of IT Investments on University Student Services: A Case Study. *Proceedings of the 2004 Southwest DSI Conference, Orlando. 131-139.*
26. Rao, M.P., McKenna (2003). Performance Evaluation of a Wastewater Treatment Plant Using a Multi-factor Productivity Measurement Model. *Proceedings of the 2003 DSI Conference, Washington, DC.*
27. Rao, M.P., McKenna (2003). A Productivity Measurement System for a Waterworks Plant. *Proceedings of the 2003 DSI Conference, Washington, DC.*
28. Rao, M.P., McKenna & Celtek (2003). A DSS for Performance Evaluation of a Waterworks Plant. *Proceedings of the 2003 Southwest DSI Conference, Houston, 373-377.*

29. Rao, M.P., Teran, N. & Savard (2003). Improving Workflow at a Home Healthcare Business: A Case Study. *Proceedings of the 2003 Southwest DSI Conference*, Houston, 378-383.
30. Rao, M. P. (2002). Evaluating the Impact of IT Investments Using the PPP Model. *Proceedings of the 2002 DSI Conference*, San Diego.
31. Rao, M. P. (2002). Productivity Evaluation: How Can Expert Systems Technology Help? *Proceedings of the 2002 Asia-Pacific DSI Conference*, Bangkok, Thailand.
32. Vinaja, R. & Rao, M. P. (2000). Intelligent Agents and Artificial Intelligence: Are Agents Truly Intelligent? *Proceedings of the 2000 Southeast Informs Meeting*, Myrtle Beach.
33. Rao, M. P. (2000). Linking IT Impact on Productivity to the Bottom Line with a Simple Model. *Proceedings of 2000IRMA Conference*, Anchorage, 255-258.
34. Rao, M. P. (2000). Using Two LP Models for Productivity Evaluation. *Proceedings of the 2000 Western DSI Meeting*, Maui, 965-967.
35. Rao, M. P. (1998). University-Community Partnership – A Win-Win Strategy, *Proceedings of the 1998 DSI National Meeting*, Las Vegas, 574-576.
36. Rao, M. P. & Stratton, C.J. (1998). Using TQM Strategy to Save a Company, *Proceedings of the 1998 Southwest DSI Conference*, Dallas, 53-55.
37. Rao, M. P. (1997). Classroom Education with No Books. Best paper award winner in the Educational Innovation Track *Proceedings of the 1997 Southeast Informs Meeting*, Myrtle Beach, 110-111.
38. Rao, M.P. (1997). Student Perceptions on Teaching Methods of PC Application Software, *Proceedings of the 1997 Southeast Informs Meeting*, Myrtle Beach, 133-135.
39. Kennedy, J.M., Rao, M. P. & VanZante, N. (1996). Do Weiner et al. [1972] Attributions Expressed Initially by Managers Toward a Supervisor Incurring an Unfavorable Operations Variance Affect the Managers' Subsequent Disclosures of Supervisor Background Information? *Proceedings of the 38th Annual Mountain Plains Management Conference*.
40. Rao, M. P. & Hall, N. (1994). Evaluation of an Expert System for Productivity Analysis, *Proceedings of the 1994 Midwest DSI Conference*, Cleveland, 59-61.
41. Rana, K. & Rao, M. P. (1994). An Assignment Model for Drivers to Make Deliveries From Distribution Center to Retail Stores, *Proceedings of the 1994 Midwest DSI Conference*, Cleveland, 219-221.
42. Rao, M. P., Hall, N. & Rana, K. (1993). A Profitability Maximization Model for Productivity Analysis, *Proceedings of the 1993 DSI National Meeting*, Washington, DC, 1809-1811.
43. Rao, M. P. & Hall, N. (1993). Productivity Management Using Spreadsheet Software, *Proceedings of the 1993 DSI National Meeting*, Washington, DC, 1758-1760.
44. Rao, M. P. (1993). Potential for Expert Systems in Productivity Management, *Proceedings of the 1993 Southeast TIMS Conference*, Myrtle Beach, SC, 308-310.
45. Hall, N. & Rao, M. P. (1993). A Fuzzycalc Implementation of STRATASSIST - A DSS for Strategic Planners, *Proceedings of the First European Congress on Fuzzy and Intelligent Technologies (EUFIT)*, Aachen, Germany.
46. Hall, N. & Rao, M. P. (1993). Fuzzy Decision Support Systems, Invited Paper, *Proceedings of the North American Fuzzy Information Processing Society*, Allentown, PA, 16-25.

47. Hall, N. & Rao, M. P. (1993). Maximize Information Resources for Strategic Planning with a Fuzzy Strategic Decision Support System, *Proceedings of the 1993 Information Resources Management Association Int'l Conference*, Salt Lake City, Utah, 290-294.
48. Hall, N. & Rao, M. P. (1993). Implementing Fuzzy Decision Support for Strategic Planners, *Proceedings of the 1993 Southeast DSI Meeting*, Chattanooga, TN.
49. Rao, M. P., Hall, N. & Salimian, F. (1992). Evaluation of Gross Corporate Product, *Proceedings of the 1992 DSI National Meeting*, San Francisco, CA, 1623-25.
50. Rao, M. P. & Rana, K. (1992). Base-Period Data Validation in Productivity Analysis: An LP Approach, *Proceedings of the 1992 Southeast TIMS Conference*, Myrtle Beach, SC, 548-552.
51. Hall, N. & Rao, M. P. (1992). STRATASSIST - A Strategic Planner's Fuzzy Expert Consultant, *Proceedings of the 3rd Int'l Conference of the Information Resources Management Association*, 181-184.
52. Hall, N. & Rao, M. P. (1991). STRATASSIST - A Fuzzy Expert Consultant for Strategic Planning, *Proceedings of the World Congress on Expert Systems*, 116-123.

WORKBOOK: *Operations Management Workbook*, 108 pages.

PAPER PRESENTATIONS

1. Measures for improving operational excellence and financial sustainability of the local governments. *2025 Southwest Decision Sciences Institute Conference, Tulsa, OK, March 2025.*
2. Academic Integrity Panel Discussion, *2023 Decision Sciences Institute Conference, Atlanta, GA, November 2023.*
3. An Efficient Solution to Create Class Schedules in Preparing Syllabi. *2023 Decision Sciences Institute Conference, Atlanta, GA, November 2023.* (with Isla Schuchs Carr)
4. Academic Integrity Panel Discussion, *2023 Southwest Decision Sciences Institute Conference, Houston, TX, March 2023.*
5. Class Schedule Templates Save Time in Preparing Syllabi. *2023 Southwest Decision Sciences Institute Conference, Houston, TX, March 2023.* (with Isla Schuchs Carr)
6. Developing Performance Dashboards using the revised PPP model. *2022 Decision Sciences Institute Conference, Houston, November 2022.*
7. Pursuing Happiness, *Faculty Development Leave Reception, TAMUCC, October 19, 2022.*
8. Data Preparation using Self-Service Data Prep Tools. *2021 Northeast Decision Sciences Institute Conference, Virtual, March 2021.*
9. Multifactor performance evaluation using visual analytics. *2020 Decision Sciences Institute Conference, San Francisco (Virtual), November 2020.*
10. Data Analytics Curriculum with a focus on the Introductory course content. *2020 Southwest Decision Sciences Institute Conference, San Antonio, TX, March 2020.*

11. Comparative Analysis of the APC and PPP Models: A Micro-Irrigation Company Case. *2019 Southwest Decision Sciences Institute Conference, Houston, March 2019.*
12. Best Practices in Planning a US Regional DSI Conference. Workshop Panel Member and Presenter. *National DSI Conference 2017, Washington, DC, November 2017.*
13. Making Online Operations Management and Similar Quantitative Courses Effective. Panel Chair and Presenter. *National DSI Conference 2016, Austin, November 2016.*
14. Improving the Survival Odds of a Health Clinic. *2015 Decision Sciences Institute Conference, Seattle. November 2015*
15. Developing a Dashboard with Multifactor Measurement Models. *2014 Decision Sciences Institute Conference, Tampa. November 2014*
16. Globalization versus Triple Bottom Line. *18th Western Hemispheric Trade Conference. TAMIU, Laredo, April 24, 2014*
17. Enhancing Student Engagement: The Role of Clickers and Discussion Boards. *Poster presentation at 2013 FYI, TAMUCC. August 28, 2013*
18. Evaluating the Impact of Triple Bottom Line. *19th International Interdisciplinary Conference on the Environment. Portland, Oregon, June 14-17, 2013*
19. Enhancing Student Engagement: The Role of Clickers to Discussion Boards. *2013 Southwest Decision Sciences Institute Conference, Albuquerque. March 2013.*
20. Total-Factor Productivity Measurement Models: Best Kept Secret. *Faculty Research Series presentation, College of Business, TAMUCC, October 2012*
21. Studying the Effectiveness of MyOMLab in Teaching Operations Management. *2012 Southwest Decision Sciences Institute Conference, New Orleans. March 2012.*
22. To Use or Not to Use MyOMLab: Effectiveness and Perceptions of it. *2011 Decision Sciences Institute Conference, Boston. November 2011.*
23. A Review of Domain Names and Domain Name Registrars. *2008 Southwest Decision Sciences Institute Conference, Houston. March 2008.*
24. Using Adobe Photoshop Software for Diagnosing Citrus Nematode Infestation. *2008 Indian Subcontinent Decision Sciences Institute Conference. January 2008.*
25. Image Processing - A Cost Effective, Diagnostic Tool for Parasitic Nematode Assay. *2007 Decision Sciences Institute Conference, Phoenix. November 2007.*
26. Computer Literacy Course: An Empirical Study. *2006 Decision Sciences Institute Conference. San Antonio, November 18, 2006.*
27. Students' Views on Computer Literacy Course. *2006 Decision Sciences Institute Conference. Oklahoma City, November 18, 2006.*
28. Computer Literacy Course: To be or Not to be. *2006 Southwest Decision Sciences Institute Conference. March 2006.*
29. Performance Evaluation of the Ebony Golf Course. *City of Edinburg, April 14, 2004.*
30. Performance Evaluation of a Golf Course: A Case Study. *2004 Southwest DSI Conference. Orlando, March 2-6.*
31. The Impact of IT Investments on University Student Services: A Case Study. *2003 DSI Conference, Washington, DC, Nov.*

32. A Report on the *AAHE Conference on Faculty Roles & Rewards*. College of Business Administration, UTPA, April 20, 2001, with Cortes.
33. Evaluating the Impact of IT Investments Using a Multi-period Implementation of a Multi-factor Productivity Model. Southeast Informs Meeting, Myrtle Beach, SC, Oct 5-6, 2000, with Vinaja & Rydl.
34. CIS/MIS Careers and Education. Texas A&M System Educators' Conference, San Antonio, March 1, 99.
35. Total-factor Productivity Analysis with Optimal Standards. DSI National Meeting, Las Vegas, Nevada, November 1998.
36. Prediction of Corpus Christi's Ozone Levels with Traditional and Neural Network Models. Southwest DSI Conference, Dallas, March 1998.
37. TQM as a Key Strategy to Survive: A Case Study. National DSI Conference, San Diego, November 1997.
38. Town and Gown Partnership: A Win-Win Strategy. SE Informs meeting, Myrtle Beach, Oct 2-3, 1997.
39. Total-factor Productivity Analysis with Optimal Standards. DSI National Meeting, Orlando, November 23-27, 1996, with Kennedy.
40. Determinants of Foreign Market Entry: Implications for Entering India. The Association of Indian Economic Studies Summer Conference, Bombay, May 30-31, 1996.
41. STRATASSIST in FuziCalc: A Fuzzy DSS for Strategic Planning. DSI Meeting, Washington, DC, 1993.
42. A Profitability Model for Total-Factor Productivity Analysis. TIMS/ORSA, Chicago, 1993.
43. An Assignment Model for Drivers Making Deliveries from a Distribution Center to the Retail Stores. TIMS/ORSA national meeting, Chicago, May 1993.
44. Some Quantitative Models for Manufacturing Productivity Analysis. TIMS/ORSA, Las Vegas, May 1990.
45. Just-in-time Technique for Office Environment. ORSA/TIMS Meeting, New York, 1989.
46. A Knowledge-Based System for Productivity Analysis. ORSA/TIMS, St. Louis, 1987.
47. Evaluation of Profit-Linked Total-Factor Productivity Measurement Models at the Firm Level. TIMS/ORSA National Meeting, New Orleans, May 1987.

Articles in Progress:

1. (Under review) Enhancing Fiscal Transparency and Accountability: The APC Model in Local Government Performance Measurement. *Local Government Studies (A)*
2. (Under review) Using Multiple Base Periods for Multifactor Performance Measurement. Target: *Computers & Industrial Engineering (A)*.
3. Performance Evaluation Applications: A Transition from Excel to Tableau. Target: *Journal of Organizational and End User Computing (B)*.
4. An Efficient Tool to Prepare Class Schedules and Syllabi. Target: *Studies in Higher Education (A)*.

5. Data Prep Applications using Tableau Prep. Target: *Decision Sciences Innovative Education Journal (C)*.
6. Data Analytic applications for Student retention and enrollment management. Target: *Journal of Computer Information Systems (A)*.
7. Happiness Index: A Cross-national exploratory study. Target: *Social Indicators Research*.
8. Comparative Analysis of the PPP and rPPP Models. Target: *Industrial Management and Data Systems (A)*.
9. Analysis of profit-linked multifactor productivity models at the firm level using real-world data. Target: *International Journal of Operations & Production Management (A)*.

GRANTS/FUNDING ACTIVITIES

- \$5,000 Grant “Multifactor performance evaluation using visual analytics,” approved by the University Research Enhancement Program for AY 2019-20, April 2019
- \$18,500 Grant “The Innovative Redesign of BBA-MIS Program to Prepare Students For the Future,” TAMUCC for AY 2013-14, September 1, 2014 – August 31, 2015 (with Chuleeporn Changchit, Robert Cutshall, Timothy Klaus, Joseph Mollick)
- \$3,448 Grant funds approved by the Research Enhancement Grant Committee, College of Business, TAMUCC for AY 2013-14, May 2013
- \$1,000 Grant received from *The Center for Faculty Excellence*, TAMUCC, for the Communities of Practice (CoP) in Course Re-Design project, Spring 2013.

SERVICE ACTIVITIES

Professional Service:

Leadership Role:

- *Council Member, Southwest DSI, 2023-Present*
- *Fulbright Specialist Roster, August 2021-Present (4-year tenure)*
- *Fulbright Specialist at Technical University of Moldova, May-July 2024*
- *Member, Member Services Committee, DSI, 2022-2023*
- *Member, Nominating Committee, Southwest DSI, 2021-2022*
- *Vice President, Decision Sciences Institute, 2020-2022*
- *DSI Board of Directors Member, 2020-2022*
- *Chair, DSI Member Services Committee, 2020-2022*

- *Past President, Southwest DSI, 2018-2019*
- *Member, DSI and Regions Bilateral Presence Ad Hoc Committee, 2018-2019*
- *President, Southwest DSI, 2017-2018*
- *Board Member, Federation of Business Disciplines, 2017-2018*
- *Editorial Board Member, International Journal of Services and Standards, 2016-*
- *Proceedings Editor, 2018 Southwest DSI Conference Proceedings*
- *President-Elect, Southwest DSI, 2016-2017*
- *Program Chair, Southwest DSI Conference, 2015-2016*
- *Proceedings Editor, 2017 Southwest DSI Conference Proceedings*
- *Proceedings Editor, 2016 Southwest DSI Conference Proceedings*
- *Program Chair-Elect, Southwest DSI Conference, 2014-2015*
- *Proceedings Editor, 2015 Southwest DSI Conference Proceedings*
- *Proceedings Editor, 2014 Southwest DSI Conference Proceedings*
- *Proceedings Editor, 2013 Southwest DSI Conference Proceedings*
- *Proceedings Editor, 2012 Southwest DSI Conference Proceedings*
- *Proceedings Editor, 2011 Southwest DSI Conference Proceedings*
- *Proceedings Editor, 2009 Southwest DSI Conference Proceedings*
- *Member, DSI Programs and Meetings Committee, 2007-09*
- *Proceedings Editor, 2006 Southwest DSI Conference Proceedings*
- *Vice President - Finance, Southwest DSI, 2003-06*
- *Track Chair, Research Pedagogy Track, Southwest DSI, Dallas, 2014*
- *Track Chair, Research Pedagogy Track, Southwest DSI, Albuquerque, 2013*
- *Track Chair, Management Information Systems Track, Southwest DSI, Dallas, 2005*
- *Track Chair, DSS, Intelligent Sys & Knowledge Mgmt Track, SWDSI, Orlando, 2004*
- *Track Chair, DSS, Intelligent Sys & Knowledge Mgmt Track, SWDSI, Houston, 2003*
- *Track Chair, DSS, Intelligent Sys & Knowledge Mgmt Track, SW DSI, St.Louis, 2002*
- *Track Chair, MIS/DSS Track, Southwest DSI, New Orleans, 2001*
- *Judge (one of three) of the Gracie 2001 Programming Competition*
- *Track Chair, IT, MIS, AI, DSS, ES Track, Southeast Informs, Myrtle Beach, SC, 2000*
- *Judge (one of three) of the Gracie 2000 Competition*
- *Track Chair, Educational Innovation Track, Southeast Informs, Myrtle Beach, 1998.*

External Reviewer:

- **Promotion to Associate Professor Dossier** of Dr. Xiaoguang Tian, Doermer School of Business, Purdue University Fort Wayne, Fort Wayne, IN 46805, May 2024.
- **Promotion to Full Professor Dossier** of Dr. Venugopal Gopalakrishna-Remani, Soules College of Business, The University of Texas at Tyler, Tyler, Texas 75799, USA, September 2023.
- **Promotion to Full Professor Dossier** of Dr. Mohammed Merhi, Judd Leighton School of Business and Economics, Indiana University South Bend, USA, July 2022.
- **Tenure and Promotion Dossier** of Dr. Venugopal Gopalakrishna-Remani, Soules College of Business, The University of Texas at Tyler, Tyler, Texas 75799, USA, September 2021.
- **Tenure and Promotion Dossier** of Dr. Xianghui (Richard) Peng, Penn State Erie, The Behrend College, Black School of Business Erie, USA, August 2021.
- **Tenure and Promotion Dossier** of Dr. Kittipong Boonme, Texas Woman's University, Denton, College of Business, Texas, USA, 2020.
- **Tenure and Promotion Dossier** of Dr. Mohammed Merhi, Judd Leighton School of Business and Economics, Indiana University South Bend, USA, May 2018.
- **Doctoral Thesis:** Doctor of Technology thesis entitled *Optimizing the Provision of Local Government Services* by Mr. George Spry, Deakin University, Australia, 2009.

Editorial Activities:

- Proceedings Editor, *2018 Southwest DSI Conference Proceedings*
- Proceedings Editor, *2017 Southwest DSI Conference Proceedings*
- Proceedings Editor, *2016 Southwest DSI Conference Proceedings*
- Proceedings Editor, *2015 Southwest DSI Conference Proceedings*
- Proceedings Editor, *2014 Southwest DSI Conference Proceedings*
- Proceedings Editor, *2013 Southwest DSI Conference Proceedings*
- Proceedings Editor, *2012 Southwest DSI Conference Proceedings*
- Proceedings Editor, *2011 Southwest DSI Conference Proceedings*
- Proceedings Editor, *2009 Southwest DSI Conference Proceedings*
- Proceedings Editor, *2006 Southwest DSI Conference Proceedings*

Reviewer for Journals:

- *Journal of Computer Information Systems*
- *International Journal of Production Economics*
- *International Journal of Production Research*

- *International Journal of Services and Standards*
- *Expert Systems with Applications: An International Journal*
- *Management Science*
- *Journal of Organizational and End-User Computing*
- *Journal of Global Information Technology Management*
- *Int'l Journal of Information Systems & Change Management*
- *IIE Transactions*
- *Industrial Management and Data Systems*
- *Journal of International Technology & Information Management*
- *Int'l Journal of Management and Enterprise Development*
- *Int'l Journal of Management Reviews*
- *Int'l Journal of Services, Economics and Management*
- *Computer Standards & Interfaces*
- Reviewed chapters for the book *Creating Business Value with Information Technology: Challenges and Solutions* (Ed: Namchul Shin), 2001, Idea Group.
- Reviewed manuscript of Textbook
Stern & Stern: *Structured COBOL Programming, 9th Edition, 2000*, John Wiley.

Paper Reviewer:

- SWDSI, 2001-Present; NEDSI, 2021; ICIS-2005; IACIS Pacific 2005; DSI 2002-; 1997, 1993; GITM World Conf. 2001; IRMA 2000; Southeast Informs, 2000, 1997; MW-DSI 1994;.SE-DSI 1994.

Session Chairperson:

- *18th Western Hemispheric Trade Conference*. TAMIU, Laredo, April 24, 2014
- DSI 2022, 2021, 2007, 2005, 2003; NEDSI, 2021; SWDSI 2004-2019; Southeast Informs, Oct 2000, IRMA 2000
- Southeast Informs, Oct 2000, IRMA 2000; National DSI Meeting, November 1997; TIMS/ORSA National Meetings, October 1989, May 1990, and May 1993.

Paper Discussant:

- SW-DSI, 2001, 2002; Southeast Informs, Oct 2000, DSI, IRMA 2000; November 1997; SE-Informs, October 1997; MW-DSI, April 1994; SE-DSI, March 1994; DSI, Nov. 1993; SE-TIMS, October 1993.

University Service:

Leadership Role:

- Creator, Course Schedule Template Generator, TAMUCC, Fall 2023-Present
- Chair, Budget Analysis Committee, Faculty Senate, TAMUCC, August 2023-2024
- Faculty Senate Executive Committee, TAMUCC, August 2022-2024
- Faculty Senator, TAMUCC, Jan 2020-2024
- Course Coordinator, Operations Management, January 2022-Present
- Coordinator, TAMUCC-SAP University Alliances Program, 2014-2024
- Faculty Mentor, McNair Scholars Program, TAMUCC, Sep 2017-Present
- Certified Title IX Designated Reporter, March 28, 2021-Present
- Informal Faculty Advisor to India Student Association, 2012-Present
- Co-Chair, COB Faculty Annual Evaluation Task Force, College of Business, TAMUCC, February 2023-July 2023
- Parliamentarian, Faculty Senate, TAMUCC, August 2022-2023
- Faculty Panelist, 2021 ACUE Panel at New Faculty Orientation, August 12, 2021
- Chair, Technology Task Force, College of Business, TAMUCC, April 2019-2021
- Chair, Research Plan Task Force, College of Business, TAMUCC, April 2019-2020
- Ad-hoc Student Recruiter of Indian students. Visited with 4 agencies and met with potential students and their families in India, June 2018
- Organizer, SAP Analytics Workshop, TAMUCC, June 29- July 1, 2015
- OM Course Coordinator, BSAT Department, the Univ of Louisiana Lafayette, 2008-12
- Chair, University Curriculum Committee, UTPA, 2003-04
- Chair, CIS Faculty Search Committee, 2002-03
- Faculty Advisor to the AITP Chapter, UTPA, 2000-2001
- Vice-Chair, Council for Assessment and Planning, TAMUK, 1999-2000
- Faculty Advisor to the Computer Technology Association, TAMUK, 1996-2000
- Faculty Advisor to the Indian Student Association, TAMUK, 1996-2000
- Chair, Senate Committee on Ethics, TAMUK, 1998-99
- Chair, Subcommittee of Enrollment Management, TAMUK, 1996-97
- Co-chair, Community Economic Development Team, TAMUK, 1996-97.

Selected Memberships:

- University Budget Advisory Committee, TAMUCC, May 2021-Present
- International Education Committee, Apr 2024-Present
- Study Abroad Scholarship Committee, May 2022-Present
- Graduate Faculty Representative, 2023-Present
- Shared Governance Ad Hoc Committee, Faculty Senate, Apr-Aug 2024
- Faculty Promotion and Equity Review Committee, Apr 2023-2024
- Budget Requests Working Group, University Budget Advisory Committee, Oct 2023-2024
- Faculty Qualifications Committee, COB, TAMUCC, September 2022-2023
- Post-Tenure Review Committee, COB, TAMUCC, September 2021-2022
- Graduate Faculty Representative, Xiaojun Qiao's Doctoral Dissertation Committee, 2023
- Strategic Planning Committee, COB, TAMUCC, September 2022-2023
- COB Student Success Subgroup of Strategic Planning Committee, Apr-Aug 2023
- CIO Search Committee, TAMUCC, Sep 2022-2023
- COB Task Force, Data Analytics, Jan 2022-Sep 2022
- COB Task Force, Internationalization, Jan 2022- Sep 2022
- University Technology Council (Senate Rep), TAMUCC, Apr 2020-Jan 2022
- Academic Affairs (University Curriculum) Committee, Aug 2020- Jan 2022
- Affordable Tools Committee (Senate Rep), TAMUCC, Aug 2020- Jan 2022
- Local Conference Organizing Committee for Strengthening Coastal Bend Infrastructure through the Improvement of Science Communication, March 2021-Present
- COB Liaison to the Library for MIS area, TAMUCC, Sep 2017- Present
- Faculty Hearing Committee Pool, TAMUCC, 2020-Present
- MIS Field of Study Advisory Committee, Texas Higher Education Coordinating Board (THECB), 2018-Present, Committee Member, May 2018 – Present
- Graduate Faculty Member, TAMUCC, 2012-Present
- COB Dean Search Committee, TAMUCC, Dec 2020-May 2021
- Budget Analysis Committee, TAMUCC, Feb 2020-Aug 2021
- Faculty Affairs Committee, Feb 2020-Aug 2020
- Open Educational Resources Community of Practice, TAMUCC, Jan 2020-May 2020
- Learning Management System (LMS) Review Committee, TAMUCC, Feb 2020-2021
- Information and Digital Literacy Task Force, Quality Enhancement Plan (QEP), TAMUCC, January 2019-2021

- COB Assurance of Learning Assessor/Rater 2017-2020
- COB Curriculum Management Committee, TAMUCC, Sep 2014- 2017
- University Undergraduate Council, TAMUCC, Sep 2013- 2017
- Graduate Faculty Representative, Dissertation Defense/Final Examination, 2017
- Momentum 2020: Strategic Planning Committee, TAMUCC, May 2013-14
- Student Engagement and Success Subcommittee, TAMUCC, May 2013-14
- COB Graduate Council, TAMUCC, Sep 2013-2015
- Graduate Faculty Member, the University of Louisiana at Lafayette, 2009-12
- International Business Committee, Moody College of Business Administration, 2008-12
- ULL Budget Task Force Committee: Administrative & Support Structures & Organization Committee (ASSOC), 2008-09
- Faculty Senator, UTPA, 2006-2008
- IDEEL Task Force (Dedicated to Continuous Quality Improvement), UTPA, 2005-07
- Graduate Faculty Member, UTPA, 2001-08
- University Curriculum Committee, UTPA, 2001-03
- CoBA's AACSB Taskforce on Curriculum Content and Evaluation, UTPA, 2000-01
- CoBA Curriculum Committee, UTPA, 2000-03
- Ph.D. Student Program Advisory Committee, 2001-03
- Assessment, Budgeting and Planning Committee, TAMUK, 1998-99
- Student Assessment Team, TAMUK, 1998-99
- Graduate Council, TAMUK, 1999-2000
- Senate Committee on Evaluation of SEIs, TAMUK
- Search committee for Assistant VP for Academic Affairs, TAMUK
- Search committee for the Director of Distance Learning, TAMUK
- Graduate Curriculum Subcommittee, School of Business, Salisbury State University
- Faculty Composition & Development Committee, School of Business, SSU
- AACSB Self Study Report Preparation Committee, Salisbury State University
- Graduate Long Range Planning Committee, Salisbury State University
- Graduate Faculty Member, MSU, 1987-90
- Departmental Self Study for AACSB Reaccreditation, Mississippi State University.

Community Service:

- Interviewed on the impact of Railway Strike on supply chain operations in Coastal Bend and South Texas by Jonathan McElvy, **The News of San Patricio County**, Coastal Bend Publishing, Nov 30, 2022
- Kiii TV 3 News in Corpus Christi – Celebrating AAPI Heritage Month of May 2021
- Founder and CEO, **Desi Foundation**. (December 2014 - Present). Raised \$20,000. Several students received scholarships.
- Executive Committee Member, Coastal Bend India Association, Corpus Christi, TX, 2020-2021
- Solo Photography Exhibition: *Europe Through My Lens – Photography by Mohan Rao*. November 5, 2015 – January 29, 2016, at Mary and Jeff Bell Library, TAMUCC. All proceeds from canvas print sales went to support scholarships at TAMUCC.
- Captain of the Judging Team for Overall Senior Projects, 2011 Region VI Science and Engineering. The team selected the best of the best and the runner-up. The winner went on to compete in the International Science and Engineering Fair
- Captain of a Judging Team for Senior projects, 2010 Region VI Science and Engineering
- Member of Futuro McAllen. Made presentations on McAllen's development and its future.
- Led the North McAllen community against the commercialization of properties amid a residential neighborhood.
- Made presentations at the City Hall and discussed community and economic development issues with city leaders.

PROFESSIONAL DEVELOPMENT:

- NAFSA Region III Conference, Corpus Christi, NAFSA: Association of International Educators, November 6-9, 2022.
- ACUE *Certificate in Effective College Instruction, Association of College and University Educators and the American Council on Education, 2021.*
- Title IX Designated Reporters Course Completed, March 28, 2021
- SWDSI Webinar Series: "Wild Card Wednesday" Robert J. Pavur, University of North Texas. SWDSI Wild Card Wednesday on March 3, 2021.
- SWDSI Webinar Series: "Humanizing Your Online Course". Queen Booker, Metropolitan State University, SWDSI Teaching Tuesday on February 16, 2021.
- SWDSI Webinar Series: "Using PRISMA to perform a guided systematic literature review." Will Senn, Emporia State University, SWDSI Methods Monday on January 25, 2021.
- SWDSI Webinar Series: "Survey Development for Research and Customer Feedback". Victor Prybutok, University of North Texas. SWDSI Methods Monday on Sep 21, 2020.

- SWDSI Webinar Series: “How to teach Dashboard building for mobile platforms” presentation by Gina Harden, Stephen F. Austin State University, SWDSI Teaching Tuesday on September 29, 2020.
- SWDSI Webinar Series: “Creating a Teaching Portfolio” presentation by Gayle Prybutok, University of North Texas, SWDSI Wild Card Wednesday, October 7, 2020.
- SAP Analytics Workshop, TAMUCC, June 29- July 1, 2015
- SAP University Alliances Winter Workshop, Huntsville, Jan 5-8, 2015
- SAP Training, TAMUCC, May 3-5, 2013
- SAP University Alliances Academic Conference 2013, Milwaukee, Feb 21 - 23, 2013
- New Faculty Seminar Series, The Center for Faculty Excellence, TAMUCC, Aug12-May 13.
- Engaging Learners: Student-centered teaching strategies and WebEx, The Office of Distance Education and Learning Technologies (ODELT) workshop, Spring 2013
- Blackboard Learn 9.1 - Create and Edit content items, ODELT workshop, Spring 2013
- Camtasia for lecture capture, ODELT workshop, Spring 2013
- Sustainability Planning Meeting, a four-hour brainstorming session for curriculum development on sustainability for South Texas, Research Coordination Network CE3SAR, TAMUCC, May 30, 2013

HONORS AND AWARDS

- **Mace Carrier**, TAMUCC 2024 Summer Commencement Ceremony.
- Winner of the 2023-2024 **Excellence in Teaching Award**, TAMUCC.
- Fulbright Specialist. Helped develop a Business Analytics Program at the Technical University of Moldova (May-July 2024).
- Recipient of the 2022 Federation of Business Disciplines **Outstanding Educator Award** at the 2022 FBD/SWDSI Conference in New Orleans on March 2, 2022.
- Nominated for the student choice, 2022 Digital Innovator of the Year Award
- Fulbright Specialist Roster, August 2021-Present (4-year tenure)
- Nominated for the student choice, 2021 Digital Innovator of the Year Award
- ACUE Certificate in Effective College Instruction, Association of College and University Educators and the American Council on Education, 2021.
- Nominated for the student choice, 2020 Digital Innovator of the Year Award
- Vice President, Decision Sciences Institute, 2020-2022
- President, Southwest Decision Sciences Institute, 2017-2018
- Program Chair, Southwest Decision Sciences Institute, 2015-2016

- Faculty Advisor to a winner of the Gracie 2001 Programming Competition
- Faculty Advisor to the two winning teams of the Gracie 2000 Competition
- Selection to the 3-judge panel of the Gracie Competition 2000 (Grace Hopper Student Programming Competition) by Micro Focus.
- Selection to the 10-member Leadership Kingsville class of 2000 by the Chamber of Commerce
- Winner of the BEST PAPER award for the Educational Innovation track, Southeast Informs 1997
- CFPIM Certified Fellow in Production and Inventory Management, American Production and Inventory Control Society, September 1993
- Beta Gamma Sigma, 1989
- Outstanding Graduate Research Assistant, Dept. of Management Science, U. of Alabama, 1986-87
- General Motors Fellowship, University of Alabama, 1985-1986.
- Vice President & Co-founder, International Student Association, University of Alabama, 1984-1985.
- President, India Student Association, University of Waterloo, 1982-1983.
- State Merit Scholarship, 1967-73.

APPLIED RESEARCH & INDUSTRY EXPERIENCE

1983-87 **Project Consultant/Graduate Assistant**, University of Alabama.

- Associated with the Alabama Productivity Center.
- Contributed to the Alabama Productivity Center Newsletter.
- Conducted a plant-wide productivity audit at the local General Motors plant. Projects such as this identified more than a million-dollar cost savings a year in operating expenses and saved the plant from closing. This project led to the audit of supplies.
- Conducted productivity audit of supplies and the tool crib. Identified over \$71,000 a year of potential cost savings in terms of time and expenditures. The next project led to the development of alternatives that could further save between \$11,500 and \$35,500 a year.
- Conducted a feasibility study of a production scheduling system for Alabama Metal Industries Corp (AMICO), Birmingham, Alabama. Identified their problems, developed and presented alternatives, and recommended solutions that improved customer service, on-time delivery, reduced inventory, and material handling, and increased productivity, sales, and profits. Management was extremely pleased with the findings and the solutions.
- Directed the detailed design of a hybrid production scheduling system for AMICO.
- Developed a multiple regression model for Alabama Power Company to forecast audit manhours and improve audit efficiency.

- Led the team to identify quality and efficiency problems in the production and distribution of the newspaper at Birmingham News, Birmingham, Alabama.
- Developed an expert system prototype for productivity analysis on Symbolics with KEE.
- Developed a file manager using COBOL for the Int'l Student Affairs, Univ. of Alabama.
- Developed and evaluated alternatives to improve productivity in using the Tool Crib.

1978-79 **Cost & Scheduling Engineer**, Foster Wheeler-Tehran Junub Consortium, Ahwaz, Iran. The project included the engineering, procurement, and construction of the Ahwaz Steel Complex, with a capacity of 5 million tons of steel per year, for the National Iranian Steel Industries Company.

- Responsible for preparing material take-offs, cost coding, quantity-adjusted budgets, job schedules, physical progress measurement, labor productivity evaluation reports, and monitoring and updating CPM networks and job schedules.
- Coordinated and monitored the preparation of monthly cost reports, critical reports, and labor forecasts.

1977-78 **Quality Control Engineer**, Etko Organization's sugar factory at Miandoab, Iran. Processing capacity of 2,000 tons of Beet/day.

- Responsible for quality assurance
- In charge of the quality control laboratory
- Supervised six technicians

1976-77 **Process Engineer**, Patrico Food Processing Company, Hessarak, Iran. Production of a variety of instant foods and baby foods.

- Assisted the plant manager in all areas of production.
- Supervised ten employees

1974-75 **Engineer Trainee**, KCP Sugar factory, Vuyyur, A.P., India. Cane crushing capacity of 5,500 tons per day.

- Acquired practical experience in analyzing the design, layout, and operation of all mechanical units in the plant.