

## ADMINISTRATIVE RESUME

### Biographical Sketch

**Can Saygin, Ph.D.***(Pronunciation: John Sigh-Guhn)*

Senior Vice President for Research and Dean of the Graduate College

Professor of Manufacturing and Industrial Engineering

The University of Texas Rio Grande Valley (UTRGV)

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Dr. Saygin currently serves as Senior Vice President for Research and Dean of the Graduate College at the University of Texas Rio Grande Valley (UTRGV), where he has demonstrated transformative leadership in advancing the institution's research mission and graduate education. Under his leadership since August 2022, UTRGV has achieved remarkable growth in research performance, with sponsored project awards increasing from \$97 million to \$200 million, research doctoral degrees growing by 58%, and significant expansion of research infrastructure and support services.

Prior to UTRGV, Dr. Saygin held several senior leadership positions at the University of Texas at San Antonio (UTSA), where he played a pivotal role in the institution's achievement of both Carnegie R1 status and National Research University Fund eligibility. His roles included Senior Associate Vice President for Research, Senior Vice Provost for University Planning, and Senior Vice Provost for Institutional Intelligence and Strategic Initiatives. He also served as Interim Dean of the Graduate School, where he achieved a 40% increase in graduate enrollment through strategic improvements to admissions processes and student support services.

Throughout his administrative career, Dr. Saygin has consistently exhibited the ability to drive institutional transformation through strategic vision, innovative leadership, and data-driven decision-making. He has developed comprehensive frameworks for research administration, implemented faculty and staff development programs, and established partnerships with national laboratories, federal agencies, and industry leaders.

As a scholar, Dr. Saygin holds a Ph.D. in Mechanical Engineering from the Middle East Technical University (Ankara, Turkey) with a focus on advanced manufacturing and automation. His academic career includes faculty positions at the University of Toledo-Ohio, Missouri University of Science and Technology, and UTSA. He has received numerous accolades for teaching excellence, including the UTSA President's Distinguished Achievement Award and the University of Texas System Regents' Outstanding Teaching Award. His research has been funded by prestigious organizations including the Air Force Research Lab, National Science Foundation, U.S. Department of Defense, and various industry partners.

Dr. Saygin's leadership philosophy emphasizes empowering faculty and staff through innovative support structures, fostering collaborative data-driven decision-making environments based on accountability, and maintaining a strong commitment to timely institutional transformation as the end goal. His experience advancing Hispanic-serving institutions, combined with his track record in academic administration and strategic planning, demonstrates his ability to lead complex organizations toward ambitious goals while maintaining focus on institutional mission and stakeholder needs.

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| <b>PROFESSIONAL EMPLOYMENT HISTORY</b> |
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**ACADEMIC**ORCID <https://orcid.org/0000-0002-4728-996X>Scopus [Scopus Author ID: 56091035900](#)

**8/2022 – present: Professor of Manufacturing and Industrial Engineering**, College of Engineering and Computer Science, University of Texas Rio Grande Valley (UTRGV).

**09/2012 – 7/2022: Professor of Mechanical Engineering**, University of Texas at San Antonio (UTSA).

**08/2006 – 09/2012: Associate Professor (tenured) of Mechanical Eng**, UTSA.

**09/2005 – 08/2006: Associate Professor (tenured)**, University of Missouri – Rolla (UMR\*), Engineering Management and Systems Engineering (EMSE) Department, Rolla, Missouri.

\* Since 2008, UMR is MS&T “*Missouri University of Science and Technology*”

**02/2000 – 09/2005: Assistant Professor (tenure-track)**, UMR, EMSE.

**08/1999 – 02/2000: Lecturer**, UMR, EMSE.

**08/1998 – 08/1999: Visiting Assistant Professor**, University of Toledo, Mechanical, Industrial, and Manufacturing Engineering Department (MIME), Toledo, Ohio.

**09/1997 – 08/1998: Post-Doctoral Research Associate / Adjunct Faculty**, University of Toledo, MIME, Flexible Manufacturing Systems Laboratory (Director: Dr. F. Frank Chen), Toledo, Ohio.

**1989-1997: Graduate Research/Teaching Assistant** in Production Engineering and Design, Mechanical Eng. Dept., Middle East Technical University, Ankara, Turkey.

**ADMINISTRATIVE**

**08/01/2022 – present: Senior Vice President for Research and Dean of the Graduate College**, University of Texas Rio Grande Valley (UTRGV).

**04/01/2020 – 07/31/2022: Senior Associate Vice President for Research**, (UTSA).

**07/01/2019 – 03/31/2020: Senior Vice Provost for University Planning**, UTSA.

**06/14/2018 – 02/25/2019: Interim Dean of Graduate School, Provost Office**, UTSA.

**01/03/2018 – 06/30/2019: Senior Vice Provost for Institutional Intelligence and Strategic Initiatives, President’s Office**, UTSA.

**11/13/2017 – 03/01/2018: Advisor to President for Strategic Initiatives, President’s Office**, UTSA.

**09/15/2016 – 03/01/2018: Associate Vice President for Research, Office of Sponsored Project Administration (OSPA)**, UTSA.

**09/01/2015 – 11/13/2017: Director, Center for Advanced Manufacturing & Lean Systems (CAMLs)**, UTSA.

**05/15/2013 – 09/15/2016: Assistant Vice President for Research, OSPA**, UTSA.

**03/2012 – 05/2013: Dean’s Fellow for Strategic Initiatives**, College of Engineering, UTSA.

**11/2008 – 05/2013: Center Director, Interactive Technology Experience Center (iTEC) – K-12 STEM Center**, College of Engineering, UTSA.

**09/2007 – 12/2011: Director of Graduate Programs (Graduate Advisor of Record) in Mechanical Eng Dept:** MS in Mech Eng, MS in Advanced Manufacturing and Enterprise Engineering, and PhD in Mech Eng.

**10/2006 – 5/2011: Director of the Machine Shop**, College of Engineering, UTSA.

**06/2004 – 08/2006: Co-Director of the Auto-ID Research Group**, University of Missouri-Rolla (UMR).

**06/2000 – 08/2006: Director of the Integrated Systems Facility**, UMR, Engineering Management and Systems Engineering (EMSE) Department, Rolla, Missouri.

**2005-2006: Undergraduate Advisor for Manufacturing**, UMR, EMSE.

**EXECUTIVE LEADERSHIP & ADMINISTRATIVE EXPERIENCE****THE UNIVERSITY OF TEXAS RIO GRANDE VALLEY (UTRGV)****Senior Vice President for Research and Dean of the Graduate College****(August 2022 – Present)**

When I joined UTRGV in August 2022, the Division of Research had 47 staff members and an annual budget of \$3.2 million. The division was primarily focused on fundamental research administration functions, including pre-award, post-award, grants accounting, and research compliance, which encompassed regulatory compliance committees and animal care operations. Clinical and translational research efforts were being developed under the School of Medicine, with a dotted reporting line to me.

In just under three years, the division has grown to 77 staff members and a \$6 million annual budget. To prepare for R1-level operations, I established new functions within the division. Under separate assistant vice president positions, we introduced Research Analytics to handle data, operational metrics, and key performance indicators through dashboards, reports, and communications; Research Enhancement, aimed at faculty research development programs and broader faculty development in collaboration with the provost's office; and Research Integrity, which focuses on ensuring all aspects of research compliance are met. In close collaboration with the president and the dean of the medical school, I enhanced clinical and translational research capabilities and successfully integrated them into the institution's broader research operations.

In collaboration with the leadership of Financial and Business Affairs, I led a thorough review of the UTRGV budget to ensure the proper coding of both restricted and unrestricted funds. This review resulted in several corrections to source (fund) and use (function) codes, contributing to a \$4.5 million increase in research expenditures for FY 23.

Additionally, I formed a Research Communications team to strategically support research events and activities, helping to shift the overall research culture. Two directorates were established within Research Operations: Technology Commercialization and Contracts & Industry Agreements. a directorate for Export Compliance was established under Research Integrity. New staff positions were added to strengthen clinical and translational research operations within the division, ensuring seamless integration of the School of Medicine's research capabilities with the broader institution.

As the dean of the Graduate College, my primary focus was on improving degree completion rates. I implemented strategies and milestones mapping processes to enhance the upstream functions of recruitment, admissions, and enrollment, which fall under the Student Enrollment and Student Affairs division. To further support these efforts, I introduced a new associate dean role for doctoral recruitment and hired a dissertation writing specialist. I also established several funding opportunities for doctoral students and faculty. Additionally, I collaborated closely with the provost and deans to streamline pathways and reduce the time to degree completion.

In Fiscal Year (FY) 2022, UTRGV ranked 193rd in the NSF HERD rankings with total research expenditures of \$64.4 million. In FY23, our total research expenditures increased to \$82.4 million, improving our ranking to 186th. For FY24, our total research expenditures surpassed \$90 million, with our ranking to be announced in 2025 after the submission of the NSF HERD report in January.

In FY22, the University of Texas Rio Grande Valley (UTRGV) submitted 467 proposals, achieved \$27.4 million in restricted research expenditures, had 343 faculty members serving as Principal Investigators (PIs) or Co-Principal Investigators (Co-PIs) on proposals, and received \$97 million in sponsored project awards. By FY24, UTRGV submitted 602 proposals, reached \$42.6 million in restricted research expenditures, involved 416 faculty members as PIs or Co-PIs, and secured \$200 million in sponsored project awards.

In the Academic Year (AY) 2022, UTRGV awarded 43 research doctoral degrees, followed by 45 in AY23. Through the successful implementation of our degree completion strategies, we reached a total of 68 research doctoral degrees in AY24.

In the 29 months since I began serving as Senior Vice President for Research and Dean of the Graduate College, UTRGV has met the criteria to be designated as an Emerging Research University (ERU) by the Texas Higher Education Coordinating Board (THECB), making us eligible for National Research Support Funding (NRSF) from the State of Texas. Given our current trajectory in research performance, UTRGV is on track to achieve Carnegie R1 status in the 2028 Carnegie classification cycle.

### **Faculty-focused Strategic Initiatives and Policies (UTRGV)**

- Share Credit Percentage Policy: I introduced the Shared Credit policy, which assigns a percentage of credit to faculty members based on their intellectual contributions to a proposal, award, and expenditures. This policy applies to all senior personnel roles (PI, Co-PI, and other roles as defined by sponsors) and allocates credit (as Dollar amount multiplied by the shared credit percentage) to departments and colleges, not just the PI's department. The Shared Credit policy encourages collaborative research by ensuring that all faculty members and their departments are recognized for their contributions.
- Indirect Cost (IDC) Revenue Return, Allocation, and Distribution Policy: I revised the IDC revenue return and allocation model to increase the "generating units" percentage from 20% to 30%. This change follows the shared credit model, ensuring a fair distribution of funds among all faculty who contribute to a grant, regardless of whether they are the Principal Investigator (PI) or Co-PI.
- Faculty Award for Maximizing Expenditures (FAME) Program: This incentive program is designed to recognize and reward faculty members who achieve \$50,000 or more in externally sponsored project expenditures by the end of each fiscal year. Eligible faculty receive a one-time payment of 0.5% of their total expenditures, with a cap of \$5,000 if the amount exceeds this threshold.
- Deans Research Council (DRC): I established the Deans Research Council to foster strong connections with the colleges. The DRC meets monthly to facilitate communication between the deans and the Division of Research. My AVPs also meet monthly with Associate Deans for Research, while my Associate Deans in the Graduate College meet with Graduate Associate Deans to ensure ongoing collaboration.
- Faculty Research Orientation Day: Aimed primarily at new faculty but open to all faculty members, this one-day orientation event takes place at the beginning of each Fall semester. The goal is to introduce key staff members to faculty and familiarize them with the essential processes they will use throughout the year.
- 50/50for3: This partnership program involves the Division of Research and a participating College/School, each covering half of an FTE's salary for three years. After this period, the College assumes full responsibility for the salary. The FTEs play a strategic role in either Pre-Award or Post-Award functions, aligned with the College's research objectives. Training opportunities are provided to ensure successful onboarding and the integration of these positions.
- Establishing Research Pathways: This initiative was launched to identify high-growth areas and foster multidisciplinary collaboration among UTRGV faculty. It supports the university's goal of achieving Carnegie R1 status and aids in categorizing research for targeted marketing and outreach. Currently, there are seven pathways: Societal Transformations, Living on the US-Mexico Border, Human Health, Technology and Innovation, Environment and Sustainability, Space Sciences, and Data Sciences, Analytics, and Security.

The Research Pathways initiative was supported by transforming research operations and enhancing faculty research development capabilities to maximize UTRGV's success in securing sponsored project awards. In FY23, UTRGV received \$98M in sponsored project awards, and in FY24, this amount increased to \$200M. Below is a list of successful proposals:

- The University of Texas Rio Grande Valley Diabetes Center of Excellence, The Valley Baptist Legacy Foundation, 2024, \$30M.
- Research Center for Minority Institutions (RCMI) - Minority Health and Health Disparities Research focusing on Cancer, U.S. Dept of Health & Human Services, 2024, \$18.4M.
- A Mental Health Initiative for Non-traditional School in the Rio Grande Valley, U.S. Department of Education, 2023, \$16.8M.
- UTRGV Diversity Center for Genome Research, U.S. Dept of Health & Human Services, 2024, \$10.6M.
- University Transportation Center for Railway Safety (UTCRS), Smart Technologies for Safer Railways, U.S. Department of Transportation, 2023, \$10M.
- Omic Approaches to Factor VIII Inhibitor Development in Hemophilia Patients of Mexican Descent, U.S. Dept of Health & Human Services, 2024, \$9.7M.
- South Texas Center of Excellence in Cancer Research, Cancer Prevention & Research Inst. of TX (CPRIT), 2023, \$6M.
- Target 2030: The University of Texas Rio Grande Valley (UTRGV) Research Strategic Plan to Reach R1 Status, U.S. Department of Education, 2024, \$5M.
- America's Additive Foundry (AAF): Secure U.S. Supply of Tactical Alloys through Additive, Hybrid, and Intelligent Manufacturing, U.S. Department of Defense, 2024, \$5M.
- Child Care Access Means Parents in School (CCAMPIS), U.S. Department of Education, 2023, \$4M.
- Texas Agricultural Communities Creating Equitable Service Success, U.S. Department of Agriculture, 2023, \$3.5M.
- Rio Grande Valley Alzheimer's Resource Center for Minority Aging Research: Partnerships for Progress, U.S. Dept of Health & Human Services, 2023, \$3.2M.
- A Cultural Wealth Model for Latinx Student Success, U.S. Department of Education, 2023, \$3M.
- AI Research and Innovation for Smart Environments - Empowering Minorities in Autonomous Robotics and Infrastructure Monitoring, National Science Foundation, 2025, \$2.8M.
- UTRGV Regional Workforce & Enterprise Development Facility Remodel, U.S. Department of Commerce, 2024, \$2.4M.
- Partnerships for Climate-Smart Commodities, U.S. Department of Agriculture, 2023, \$1.3M.
- Trustworthy AI for Transportation Cyber-Physical Systems, National Science Foundation, 2024, \$1.2M.
- Remote-sensing and Analytics for Integrating Science Education with NASA SMD to Strengthen Student Research Capacity, NASA, 2024, \$1.2M.
- Formalizing Organized Research Units: In collaboration with the provost, we reviewed more than 60 centers across UTRGV and evaluated them for their performance in proposals, awards, and expenditures. Nineteen of these centers were officially designated as Organized Research Units (ORUs). Reporting to a dean or the Senior VP for Research, these units are monitored annually and are eligible to receive indirect cost revenue funding. The South Texas Space Sciences Institute (STSSI) and the Marine Ecosystems Institute (MEI) report directly to me within the Division of Research. Additionally, the Center for Advanced Manufacturing Innovation and Cyber Systems (CAMICS) is undergoing restructuring to become the Advanced Manufacturing Institute, which will also report to me and operate at the Division of Research level in 2025.

- Faculty Research Enhancement Workshops: In collaboration with the provost's office, we offer workshops in essential areas such as proposal writing, grant management, and team building. These workshops are customized to meet the specific needs of individual departments and colleges, with the ultimate goal of increasing proposals submissions and scholarly activities.
- Faculty Travel: With a \$5M grant from the U.S. Department of Education, we created faculty clusters within the Research Pathways initiative. These clusters are supported through organized trips to strategic events and sponsor meetings, promoting collaboration and visibility for these faculty groups.
- Faculty Research Fellows Program: Our annual Faculty Research Fellows program supports 13 faculty members, providing personalized coaching, group workshops, and funding for post-doctoral support and stipends in areas that are crucial to UTRGV's research priorities. Five of these 13 fellows are part of the NIH Engagement and Access for Research-Active (EARA) Institutions program.
- Large-Scale Proposal Development: To enhance our ability to pursue large-scale grant opportunities, we have expanded the Research Enhancement team. Once the necessary team structure and proposal components are in place, the pre-award team takes over to manage the proposal submission process.
- Research Compliance Training and Awareness: In partnership with Homeland Security on Project Shield America, we offered faculty essential training on export control regulations and security protocols. The Research Integrity unit provided tailored guidance, training, and resources, collaborating closely to address compliance gaps. This ensures that faculty align their research practices with regulatory standards and institutional policies, covering areas such as Export Controls, Foreign Influence, Conflicts of Interest in Research, Intellectual Property, Human Subjects' Research, Animal Subjects' Research, Laboratory Animal Procedures, and Biomedical Research Awareness.

### **Graduate Student Success (UTRGV)**

- Financial Support for Doctoral Degree Completion: A portion of the Division of Research's Indirect Cost (IDC) revenue is allocated to cover 3 credit hours of tuition and fees for doctoral students in their final semester. Additionally, I offer a completion scholarship of \$1,750 upon the successful completion of their doctoral degree. Using the same funding source, faculty serving as the chair of the dissertation committee receive \$750 per degree upon its completion.
- Doctoral Hooding Ceremony: To foster a research culture and provide a distinct recognition for doctoral graduates, I established a standalone 2-hour doctoral hooding ceremony. Previously integrated into the institutional commencement ceremony, this event lacked sufficient visibility, and the new format ensures that doctoral graduates receive the attention and celebration they deserve.
- Customized Student Orientation Events: We have created a series of tailored graduate student orientation events to better meet the unique needs of our diverse student body.
- A New Office Suite: Due to limited physical space, the Graduate College faced challenges in hosting effective open-house events and providing adequate support services. In Fall 2024, the Graduate College moved from a 1,600-square-foot office suite to a larger 2,600-square-foot space. This expansion will enable us to offer a wider range of in-person services, workshops, and training more efficiently and conveniently.
- Associate Dean for Degree Progression: I redefined the role of the Associate Dean for Degree Progression to focus on eliminating policy gaps, addressing inefficiencies, and correcting misinterpretations of existing

policies to streamline the progression process for students by engaging effectively with the institutional graduate programs committee.

- Associate Dean for Doctoral Recruitment: I created a new Associate Dean position for Doctoral Recruitment. In addition to traditional recruitment efforts, this role focuses on building connections between UTRGV's undergraduate programs and our master's and doctoral programs for internal recruitment, as well as exploring partnerships with other universities that do not offer doctoral programs.
- Dissertation Writing Support: Approximately 30% of doctoral students faced delays in graduation due to challenges with writing their dissertations. To address this, in Fall 2024, I established a new position for a Dissertation Writing Specialist and hired a full-time FTE to provide targeted support, helping to eliminate these delays and ensure timely graduation.

### **Analytical Tools, Dashboards, and Reporting (Developed at UTRGV Division of Research)**

(<https://www.utrgv.edu/research/departments/research-analytics/index.htm>)

- Automated Research and Grant Organizer (ARGO): A comprehensive platform designed to streamline the Sponsored Program Intake process, award acceptance, and overall workflow. It facilitates role-based access for efficient management of proposal routing, compliance alerts, time-stamped lead time data, and reporting.
- Control Tower: UTRGV's centralized hub for end-to-end visibility and management of research operations. It provides real-time data, analytics, operational metrics, and key performance indicators to ensure operational awareness and transparency.
- Research Productivity Dashboard: Offers a comprehensive view of both external and internal research expenditures across all units at UTRGV. It enables analysis of metrics, trends, and patterns over time to facilitate direct comparisons, track growth, and identify opportunities for improvement.
- Award and Proposal Summary Dashboard: Provides a detailed overview of research proposals and awarded funds across colleges, departments, and sponsors at UTRGV. It allows users to track funding requests, awards, and trends, offering insights into the success of research initiatives.
- Organized Research Units (ORUs) Productivity Dashboard: Helps evaluate the performance of ORUs across multiple years based on proposals, awards, and expenditures.
- Carnegie Classifications Dashboard: Enables "what-if" analysis related to expenditures and research doctoral degrees. It visually compares institutional progress across different years.
- National Science Foundation (NSF) Higher Education R&D (HERD) Dashboard: Provides a detailed view of institutional expenses, categorized according to NSF HERD categories. It enables comparisons with other institutions across different timelines, disciplines, and categories.
- Integrated Postsecondary Education Data System (IPEDS) Dashboard: Facilitates comparisons of institutions across years, disciplines, and IPEDS categories.
- Project Burn Rate Dashboard: Offers a project-level view of expenditures and balance over time to ensure timely spending. It enables stakeholders to monitor spending patterns, identify potential funding issues, and correct data inaccuracies efficiently.
- Indirect Cost (IDC) Revenue Dashboard: Calculates and displays IDC revenue on a monthly basis according to the IDC distribution and allocation policy, eliminating the need to wait for year-end closing.

- **Degree Progression Monitoring Dashboard:** Tracks the academic progress of students who have completed a major semester (Fall/Spring), allowing program coordinators to update student records in real-time and streamline tracking of key milestones and program completion.
- **Earn Rate Dashboard:** Monitors the academic progress of doctoral students by analyzing their credit hours earned and time spent in the program. It categorizes students into progressing, fast progressing, and slow progressing zones using a scatter diagram, allowing program coordinators to advise students for timely completion.
- **Dissertation Chairs Dashboard:** Tracks and manages the assignment of dissertation chairs and advisors to doctoral students, the number of students earning dissertation hours, and enrollment in dissertation courses.
- **Doctoral Students Information Dashboard:** Provides a comprehensive overview of UTRGV's doctoral student population, tracking key academic progress indicators such as dissertation credit hours, academic standing, degrees awarded, and detailed student information.

#### **Information Technology Tools and Software Platforms from EXTERNAL Vendors (UTRGV)**

- **REDCap:** A web-based application used for the collection and management of data in research studies. (<https://project-redcap.org/>)
- **TDX (TeamDynamix):** A ticketing system designed to support and enhance research compliance operations. (<https://solutions.teamdynamixpreview.com/TDClient/1965/Portal/Home/>)
- **Submittable:** A web-based platform used to collect, review, and manage the “limited submissions” process. (<https://www.submittable.com/>)
- **Academic Analytics:** Provides institutional scholarly performance data, enabling comparisons at the faculty, department, college, and university levels. (<https://academicanalytics.com/>)
- **Navigate:** A customer relationship management (CRM) tool designed to monitor and interact with graduate students. (<https://eab.com/solutions/navigate360/>)

#### **Major Capital and Research Facility Renovation Projects (UTRGV)**

UTRGV is on track to achieve Carnegie R1 status in the 2028 Carnegie classification cycle. Achieving R1 research status requires substantial investment in research infrastructure to support academic excellence, particularly in student and faculty success. In alignment with this goal, I initiated several major research facility renovation projects in key areas crucial to UTRGV's R1 aspirations. To kickstart these projects, I collaborated with the president and the executive leadership team, developed institutional performance projection models, conducted feasibility studies, and performed financial analyses.

- **Advanced Manufacturing Facility:** A \$4M project funded by institutional funds, set for completion in February 2025.
- **Workforce, Economy, Research, and Community (WERC) Complex:** A project with \$3.4M from an EDA grant and \$7M in institutional funds, to start in 2025.
- **Marine Ecosystems Facility at Port Isabel:** A \$20M major capital project (pending Board of Regents approval).
- **Expansion of Railway Testing Facility:** Renovations in the Engineering Department (\$1M – to be completed in 2025) and land acquisition for a new railway safety facility (\$15M – planning stage).
- **Antenna Arrays for Space Sciences Research:** A \$2M project currently pending institutional approval.
- **Sustainable Agriculture and Community Garden:** A \$1M project currently pending institutional approval.



- **Establishing a Cancer Research Center (\$18.4M grant from NIH RCMI):** We are enhancing the R&D capabilities at the McAllen Biomedical Research Facility through office renovations and the creation of a "Core Facilities" model. Currently, this initiative is in the planning and feasibility stage.  
<https://www.utrgv.edu/newsroom/2024/10/3/utrgv-awarded-184m-nih-grant-to-establish-cancer-research-center.htm>
- **Center for Urban Ecology:** An applied research, education, and training facility at Quinta Mazatlan (<https://www.quintamazatlan.com/>) to be completed in 2025. This project was started before I joined UTRGV, but I took the lead in driving its development.

### **Campus Communications Strategies (UTRGV)**

(<https://www.utrgv.edu/research/news/index.htm>)

I established a Research Communications team within the Division of Research to closely collaborate with the University Marketing and Communications Division. This team is dedicated to increasing the visibility and impact of UTRGV's research, ensuring that it reaches both internal and external audiences, and ultimately enhancing the university's research reputation.

My communication strategies include staying engaged with the faculty senate, attending faculty recognition and convocation events at the college level, conducting faculty satisfaction surveys to assess the effectiveness of the services provided by the Division of Research, sending congratulatory letters to faculty for Research Awards, distributing e-Newsletters to highlight faculty achievements, and publishing the UTRGV Research Annual Report and Monthly Newsletters.

The inaugural annual research report I developed showcases faculty achievements by spotlighting a diverse group of faculty members from all colleges and schools.

([https://www.utrgv.edu/research/\\_files/documents/annual-reports/fy23annualreport.pdf](https://www.utrgv.edu/research/_files/documents/annual-reports/fy23annualreport.pdf))

### **Formal External Partnership (UTRGV)**

- Collaborative Research Agreement, Federal Railway Administration (FRA) of the US Department of Transportation, Railway Safety, Edinburg, Texas, scheduled for January 15-16, 2025.
- Collaborative Research Agreement, Universidad de las Américas Puebla (UDLAP) - Mexico, Applied R&D in Engineering, McAllen, Texas, Mar 18, 2024.
- Collaborative Research Agreement, NVTX Energy (<https://nvtxenergy.com/>), Energy Solutions in Battery Development and Energy Storage, McAllen, Texas, July 23, 2024.
- MOU w/ Oak Ridge National Laboratory (ORNL), STEM Education and Research, Oak Ridge, Tennessee, Oct 5, 2023.

### **External Committees (UTRGV)**

- Texas Semiconductor Innovation Consortium Representative on Strategy & Planning for Advancement & Research in Chips (SPARC) Subcommittee (Office of the Governor), since Aug 2023.
- Executive Committee of APLU's Commission on Information, Measurement & Analysis (APLU), effective Nov 2023 – Nov 2026.

- Negotiated Rulemaking Committee Member on Restricted Research Expenditures (THECB), July 2023 - Aug 2024.
- Texas Alliances for Graduate Education and the Professoriate (TX AGEP) Internal Advisory Board Member (UT System institutions on doctoral education), since Oct 2023.
- Board Member of Quinta Mazatlan (<https://www.quintamazatlan.com/>), McAllen, Texas, since 2023.

### Proposals, Grants, and Contracts (UTRGV)

I remained actively involved in proposal writing in two key areas: manufacturing, which aligns with my academic background, and research infrastructure and graduate programs:

1. Can Saygin (PI), "Texas Institute for Electronics (TIE) Next-Generation Microelectronics Manufacturing (NGMM) Center (TNC)", In Collaboration with UT Austin, Department of Defense - Defense Advanced Research Projects Agency (DARPA), 7/15/2024-7/14/2029, \$2,500,000, **Funded** (Graduate Student funding).
2. Can Saygin (PI), "Target 2030: The University of Texas Rio Grande Valley (UTRGV) Research Strategic Plan to Reach R1 Status", U.S. Department of Education, 9/1/2024-8/31/2028, \$5,000,000, **Funded**.
3. James Li (PI), Can Saygin (Co-PI/UTRGV point of contact), A Federal Plus-Up Initiative, "Convergent Manufacturing", Army Research Laboratory, \$1.5M **Funded** for FY24, CRADA signed for FY25-28 for ~\$15M (not guaranteed).
4. Can Saygin (PI), "RESCUE: Renewable Energy for Sustainable, Continuous, Uninterrupted Ecosystems", The National Academies of Sciences and Engineering, 9/1/2027-8/31/2032, \$20,000,000, Under Review.

### Senior Leadership Related Invited Lectures, Presentations, Panels, and Workshop (UTRGV):

1. **SAYGIN**, C., PETRESCU, C., and THOMAS, L., "Preparing for Uncertainty: Strategic Planning at Critical Junctures", CGS Pre-Conference Workshop (50+ attendees), Council of Graduate Schools (CGS) 2024 Annual Meeting, St. Louis, Missouri, Dec 4-7, 2024.
2. **SAYGIN**, C., "Building a Regional Research University: From Vision to Precision", 2024 NSF CREST/HBCU Meeting (100+ attendees), Keynote Speech, McAllen, Texas, Nov 19, 2024.
3. **SAYGIN**, C., "Developing Strategies for Achieving Institutional Mission", 2024 NSF CREST/HBCU Meeting (100+ attendees), McAllen, Texas, Nov 19, 2024.
4. VLASTIMIL\*, K., COUGHLIN\*, D.R., HASSEN\*, A.A., TOBIN\*, J., and **SAYGIN**, C., "Winds of Change: Advancing Wind Energy Developing Strategies for Achieving Institutional Mission", A Joint Announcement by \*Oak Ridge National Laboratory (ORNL) and UTRGV on Wind Energy Policies (70+ online attendees), Nov 15, 2024.
5. **SAYGIN**, C., "From Vision to Precision: UTRGV's Research Mission", Academic Analytics Breakfast Session, APLU 2024 Annual Meeting (50+ attendees), Orlando, Florida, Nov 12, 2024.
6. **SAYGIN**, C. and SINGH, A., "The Power of Dashboards: From Operational Awareness to Strategic Intelligence", Research Administration Demonstration (RAD) Series, Webinar (500+ online attendees), Organized by New York University, Nov 8, 2024.

7. GAST, S., GUNJA, M., and **SAYGIN**, C., "2025 Carnegie Classification Updates and the Potential Impact on APLU Institutions", Webinar Organized by APLU CIMA (150+ online attendees), Sara Gast and Mushtaq Gunja are w/ American Council on Education (ACE), Sept 27, 2024.
8. **SAYGIN**, C. and SINGH, A., "Operational Awareness and Strategic Intelligence: Achieving Research Goals", Workshop on Dashboards, 2024 Commission on Information, Measurement, and Analysis (CIMA) Summer Meeting (100+ attendees), APLU, July 14-16, 2024.
9. **SAYGIN**, C., "UTRGV and Emerging Research University Status", A radio interview, CBS 4, McAllen, Texas, Sept 27, 2023.
10. **SAYGIN**, C. and misc. panelists, "Higher Education and Economic Impact", Panel organized by Rio Grande Valley Partnership as part of the 2023 Valley Legislative Tour (100+ attendees), eBridge Center for Business and Commercialization, Brownsville, Texas, Feb 7, 2023.

### **Professional Development Program for Division of Research Staff (UTRGV)**

Over the past decade, I have developed a series of professional development workshops, as part of my transformational leadership approach, centered around discussions of ideas drawn from a selected set of books. These books serve as the foundation for strategic conversations aimed at fostering professional growth and driving operational improvements within the Division of Research. Every six months, I assign a new book, followed by a day-long workshop. The books featured in my UTRGV workshop series are as follows:

1. *Start With Why* by Simon Sinek
2. *Turn the Ship Around* by L. David Marquet
3. *The Five Dysfunctions of a Team* by Patrick Lencioni
4. *The Speed of Trust* by Stephen M.R. Covey
5. *Atomic Habits* by James Clear

**THE UNIVERSITY OF TEXAS AT SAN ANTONIO (UTSA)****(August 2006 – August 2022)**

From 2013 to 2022, I held progressively senior leadership positions at the University of Texas at San Antonio (UTSA), where I played a key role in advancing strategic initiatives across research, university planning, and institutional transformation. My career was defined by transformative contributions that significantly propelled the university's strategic objectives. Notably, I was instrumental in securing UTSA's eligibility for the State of Texas' National Research University Fund (NRUF) in 2021 and in achieving Carnegie R1 status in January 2022. To reach these milestones, I devised and executed comprehensive research administration strategies that boosted research expenditures and performance, while introducing streamlined business processes within the Office of Research to enhance operational efficiency and align with institutional goals.

In collaboration with the President and Provost, I developed and implemented a strategic planning model focused on three foundational pillars: student success, research growth, and operational excellence. I led various presidential initiative task forces, including those focused on strategic enrollment, research excellence, and data governance. Additionally, I established the University Planning division to drive strategic growth and foster innovative excellence.

As Interim Dean of the Graduate School, I spearheaded initiatives that resulted in a 40% increase in graduate enrollment. I also led significant organizational reforms, including streamlining admissions processes, reducing administrative staff, and reallocating over \$3 million to support graduate research and scholarships.

Throughout these roles, I consistently demonstrated leadership in strategic planning, operational improvement, and institutional growth, playing a pivotal role in elevating UTSA's research and academic profile.

**Senior Associate Vice President for Research (April 2020 – August 2022)**

In early 2020, as the pandemic began, institutional priorities shifted, and the Carnegie R1 target became significantly more urgent and time-sensitive. As a result, President Taylor Eighmy asked me to transition back from my role as Senior Vice Provost for University Planning to Senior Associate Vice President for Research in the Office of Research, where I had initially started my administrative career in 2013 as Assistant Vice President for Research.

My primary responsibility was to mitigate the pandemic's impact on research expenditures by revising policies and implementing effective processes aimed at achieving the highest possible expenditure metrics. Before the pandemic, two major goals had been established for UTSA. First, the university aimed to qualify for the State of Texas' National Research University Fund (NRUF) based on research performance metrics from FY20 and FY21. Second, UTSA sought to attain the Carnegie R1 Classification, denoting "very high research activity," a prestigious marker identifying top-tier research institutions in higher education. With the pandemic looming in early 2020, I shifted focus back to the Research Office to lead efforts toward these ambitious NRUF and R1 objectives. By Fall 2021, we met the criteria for NRUF eligibility, and in January 2022, UTSA was officially designated as an R1 institution by Carnegie.

As Senior Associate Vice President for Research, I managed a team consisting of three Assistant Vice Presidents (AVPs) and the Director of Research IT, overseeing a total of 67 staff members. The AVP units under my leadership included Sponsored Projects Administration, Research Support, and Research Finance. My responsibilities covered the full spectrum of research administration, from proposal development and contracts/industry agreements to post-award management and billing/reporting. I also oversaw the budget and internal operations of the Research Office.

In addition, I played a key role in Research IT, designing and supervising the development of various workflow platforms and dashboards that integrated multiple users and metrics, all aligned with the institution's key performance indicators. To ensure effective communication and progress toward the NRUF and Carnegie R1 goals, I regularly met with the President, Provost, Deans, Associate Deans for Research, Faculty Senate, and leaders of Centers/Institutes to discuss UTSA's research performance, particularly in terms of research expenditures.

My key accomplishments in the role of Senior Associate Vice President for Research from April 2020 to August 2022 include:

- Met NRUF criteria and achieved Carnegie R1.
- Developed multiple versions of the Carnegie R1/R2 Projection Model and supported President Eighmy in strategic decision-making.
- Restructured the Research Office budget to better align with UTSA's strategic initiatives.
- Created a three-year Research Office budget model to ensure long-term financial planning and sustainability.
- Collaborated with the Provost, Graduate School Dean, and UTSA Internal Audit on meeting NRUF criteria, regularly briefing the President on progress.
- In response to the increasing volume of proposals and active projects, reorganized the central pre- and post-award operations into two distinct but connected units: Pre-Award Administration and Post-Award Administration. I aligned the Post-Award team with Grants Accountants to streamline billing and financial reporting processes.
- Partnered with the AVP of the Institute for Economic Development (IED) to establish a self-sufficient pre/post-award unit, streamlining operations and preventing bottlenecks.
- Developed new dashboards and workflow automation platforms that connected faculty with research administrators, facilitating the process from proposal submission to account monitoring and project closeouts.
- Collaborated closely with the Vice President for Development and Alumni Relations to ensure accurate financial coding of gifts and endowments, maximizing their impact on research expenditures.
- Established an annual evaluation process for Centers/Institutes to assess their performance and alignment with research goals.
- Restructured Core Facilities to enhance service delivery and proactively meet the needs of researchers.

#### **Senior Vice Provost for University Planning (July 2019 – April 2020)**

In June 2019, I was tasked with establishing a new division, University Planning, which was designed to drive strategic growth and foster innovative excellence. Reporting to the Provost, this division encompassed three key functional areas, with several project managers reporting directly to me and overseeing a portfolio of institutional projects across academic affairs, research, business affairs, and the President's office:

- Major Capital Projects (\$10M and above): My team supported UTSA's academic mission and strategic vision by assisting with the long-term planning of the physical environment. This included optimizing space utilization to support the university's evolving needs and objectives.

- **Information Technology and Automation:** We provided project management support for the integration of both existing and new IT tools and platforms, ensuring they met user requirements and were aligned with process and data mapping. Additionally, we focused on automation to create a more efficient and agile organization.
- **Administrative and Business Process Reengineering:** This area involved evaluating and rethinking policies, processes, and procedures across the institution. We asked critical questions like “Why do we do what we do, and how do we do it?” to assess administrative and business processes, identify areas for improvement, and implement improvement projects.

My key accomplishments in the role of Senior Vice Provost for University Planning from July 2019 to April 2022 include:

- Hired project coordinators and project managers to establish a Project Management Office (PMO) under the three key operational pillars.
- Hired a Director of Major Capital Projects to lead large-scale initiatives.
- Collaborated closely with the Vice President for Information Management and Technology (VPIMT) on IT/Automation projects, including the implementation of FMI Space Management Software, Banner upgrades, DegreeWorks, Salesforce, and Maxient.
- Worked with the Vice President for Business Affairs (VPBA) to identify and streamline internal procedures, roles, and responsibilities for efficiently managing major capital projects at UTSA.
- Partnered with the University of Texas System’s transition team to restructure UTSA as an independent entity capable of managing its own major capital projects. I coordinated this effort with UTSA Facilities and external consultants to reduce risk and ensure business continuity.
- Negotiated a \$750K funding allocation from the University of Texas System to support UTSA’s transition out of their operations.
- Developed protocols to address delays in the new Science and Engineering Building's completion timeline. By collaborating with contractors and implementing monthly review metrics, I mitigated delays and ensured the project was completed on schedule.
- Negotiated with contractors to secure a \$400K contingency fund, enabling the timely start of the Guadalupe Student Hall construction in September 2019.
- Implemented DocuSign and LucidChart to enhance process improvement across the division.
- Led space management and scheduling initiatives, working with various software platforms such as 25Live and FM Interact.
- Collaborated with the University Architect to reassess and optimize space usage across the campus.

### **Senior Vice Provost for Institutional Intelligence and Strategic Initiatives (November 2017 – July 2019)**

(Initially started as “Advisor to President on Strategic Initiatives” November 2017 – March 2018)

President Taylor Eighmy envisioned my role in his office as the System Architect for two key areas: (a) Strategic Planning and Execution for institutional initiatives, and (b) the Annual Evaluation Method for Vice Presidents (VPs). I developed and implemented a strategic planning and execution model focused on three core pillars: student success, research growth, and operational excellence. This framework was designed to align institutional goals with measurable outcomes and key performance indicators,

ensuring sustainable progress across all areas of the university. For more information on this model, please refer to the following publication:

**SAYGIN, C.**, "KPIs Drive Strategic Planning and Execution", *Planning for Higher Education Journal*, Vol.47, No.4, July-September 2019.

<https://go.gale.com/ps/i.do?p=AONE&u=anon~bd05b6f&id=GALE|A603504395&v=2.1&it=r&sid=googleScholar&asid=7160de69>

In this role, I worked closely with the Provost on several key initiatives within Academic Affairs:

- Initiated the new Faculty Workload policy based on measurable metrics, expected outcomes, and measurable targets defined at assistant, associate, and full professor levels for each college.
- Developed college-specific metrics, targets, and dashboards for student success, enrollment, and research expenditures.
- Led the digitization of the workflow in Digital Measures for annual faculty performance evaluations.
- Oversaw the planning, implementation, and execution of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) institutional accreditation process.

At the institutional level, my key accomplishments as Senior Vice Provost for Institutional Intelligence and Strategic Initiatives from November 2017 to March 2018 include:

- Operationalized the Strategic Plan to align initiatives with the university's long-term goals.
- Directed and managed the process of developing, refining, monitoring, and reporting on the implementation of strategic initiatives, including creating metrics at VP levels, data analytics, and turning data into actionable information.
- Contributed to the preparation of strategic initiative plans, reports, briefings, and presentations for senior leadership.
- Provided strategic consultation to senior university administrators on various initiatives and issues.
- Collaborated with Vice Presidents (VPs) to develop key metrics and performance indicators aligned with the university's objectives to assess institutional performance.
- Conducted systematic reviews of university-wide processes to identify opportunities for business process improvements across all VP units.
- Reviewed, analyzed, and strategized based on university-wide data through the Institutional Research unit to support decision-making.
- Provided project management leadership for the planning and implementation of university-wide strategic initiatives, utilizing project performance metrics.
- Led/co-led key university-wide projects, including strategic enrollment (with Salesforce implementation), data governance, campus master plan, research excellence, and downtown revitalization.
- Facilitated the development of the UTSA Dashboard, providing guidance to the Senior Leadership Team to align processes and priorities.
- Facilitated the establishment of new VP units, including the Vice President for Strategic Enrollment and Vice President for Student Success, based on an institutional analysis of existing units.
- Coordinated the elimination of the Vice President for Community Service (VPCS) unit and reorganized its subdivisions under other relevant VP units.
- Chaired the search committee for recruiting a new Vice President for Information Management and Technology (VPIMT), established the role as a new VP unit.

From 2017 to 2020, I served on several presidential initiative task forces or led/co-led several key initiatives, including:

- Presidential Initiative on Student Success (with EAB as consultants), Member of the Task Force, 09/2017-2020.
- Presidential Initiative on Strategic Enrollment (with RNL as consultants), Member of the Task Force, 09/2017-2020.
- Presidential Initiative on Finance Budget Model: Incentivized Resource Management (Huron as consultants), Member of the Steering Committee, Member of the Task Force, 09/2017-2020.
- Presidential Initiative on Research Excellence, Member of the Task Force, 01/2018-2020.
- Presidential Initiative on Campus Master Plan, Member of the Task Force, 09/2018-2020
- Strategic Initiative on Data Governance and Integrity, Chair of the Task Force, 01/2018-2020.
- Presidential Initiative on Downtown Campus Expansion/Enhancement, Chair of the Curriculum Sub-Committee, 01/2018-2020.
- Presidential Initiative on Preventing Sexual Assault and Misconduct, Co-Chair of the Data Governance and Reporting Committee, 01/2019-2020.
- SACSCOC Reaffirmation of Accreditation 2020, Office of Institutional Intelligence (was reporting to me at the time together with Institutional Research unit), 2017-2020.

#### **Interim Dean of the Graduate School (June 2018 – March 2019)**

To ensure continuity of several institutional initiatives related to graduate programs and research, I volunteered to serve as Interim Dean of the Graduate School while continuing my role as Senior Vice Provost for Institutional Intelligence and Strategic Initiatives, following the departure of the Graduate School Dean in June 2018. After discussions with the president and provost, it was clear that my role during this interim period would be to implement significant changes while the search for a permanent dean was underway. My leadership led to a 40% increase in graduate enrollment in Spring 2019 compared to Spring 2018 through the following major changes.

These actions were instrumental in enhancing the efficiency and effectiveness of the Graduate School, contributing directly to the growth in enrollment and improved operations:

- Organizational Restructuring: Reduced the Graduate School staff from 35 to 21, transforming the operation into a leaner, more efficient organization.
- Eliminating Bureaucracy: Removed unnecessary admission requirements that were frequently waived, which streamlined the admissions process and reduced lead time.
- Rolling Admissions: Implemented a rolling admissions process to respond more effectively to prospective students' needs.
- Real-time IT Solutions and Data Availability: Developed IT queries to provide real-time, actionable information to academic colleges for timely decision-making.
- Revised Admission Workflow: Redesigned the admissions process from a long, sequential workflow to a parallel processing system between the Graduate School and academic colleges, improving efficiency.



- Standardized DegreeWorks Templates: Revised DegreeWorks to create standardized templates for all graduate programs regarding coursework.
- Electronic Forms: Eliminated most paper forms and converted them into electronic formats, reducing administrative burden.
- Restructured Budget and Financial Resources: Shifted from a centralized, bureaucratic financial structure to one that offered academic colleges greater flexibility and autonomy. Over \$3M in funding was reallocated to support recruitment, graduate research assistantships, and scholarships across 7 academic colleges, with a primary focus on 25 PhD programs.
- Space Reorganization: Facilitated the successful swapping of office spaces between the Graduate School and the Honors College to create a student-centric environment for the Honors College, all while managing the significant process changes underway.

#### **Associate Vice President for Research (September 2016 – March 2018)**

#### **Assistant Vice President for Research Administration (May 2013 – September 2016)**

I began my administrative tenure at UTSA as Assistant Vice President for Research in May 2013, overseeing the Office of Sponsored Project Administration (OSPA) within the Office of the Vice President for Research (VPR). In September 2016, I was promoted to Associate Vice President for Research, expanding my responsibilities to include research support. The OSPA team, which comprised 37 staff members, managed three primary functions: Research Service Centers, Grants and Contracts Financial Services, and Contracts and Industry Agreements, all aimed at supporting UTSA's research mission—facilitating growth, enabling productivity, and pursuing excellence.

During my first six months in the role, my primary focus was on instilling a culture of accountability by implementing operational metrics, key performance indicators, and refining business processes for core functions. I also placed an emphasis on fostering personal development for staff. In the subsequent six months, I directed efforts to enhance productivity, undertaking a comprehensive review of all IT platforms and tools used in research administration across UTSA, including Peoplesoft.

In 2014, I spearheaded the development of a strategic framework to guide UTSA's pursuit of Tier One status, which culminated in the creation of "Accelerate 2025: UTSA's Framework for Top Tier Research." This framework provided the foundational roadmap for the university's research growth, and we successfully achieved the Accelerate 2025 targets in 2021.

#### **Director, Center for Advanced Manufacturing and Lean Systems (CAMLS) (September 2015 – November 2017)**

The Center for Advanced Manufacturing and Lean Systems (CAMLS) was established in 2007 following the joint arrival of Dr. F. Frank Chen and myself at UTSA in 2006. The primary mission of CAMLS was to foster a multidisciplinary environment where faculty from various disciplines could collaborate with industry partners on applied research and development (R&D) projects. During my tenure as Director of CAMLS, I concentrated on advancing applied research, providing industrial training, promoting economic development, and engaging in community outreach initiatives.

#### **Director, Interactive Technology Experience Center (iTEC), College of Engineering (November 2008 – May 2013)**

The Interactive Technology Experience Center (iTEC) was a K-12 STEM initiative initially funded by the AT&T Foundation for its first four years. Its primary objective was to inspire young individuals by creating an environment where they could explore how engineering, science, and technology influence both our lives and the future of the world. The mission of iTEC was to encourage young people to pursue

careers in engineering by showcasing advanced technologies and engaging them in interactive activities that fostered technical skills, critical thinking, self-confidence, communication, and leadership.

As Director of iTEC, my responsibilities included coordinating the research and development efforts of six faculty members, managing a budget of \$1.5M over four years, establishing a state-of-the-art facility for K-12 students and teachers, and demonstrating engineering and technology through interactive methods to enhance awareness and interest in the field.

Towards the conclusion of the initial funding period (2008-2010), I developed a new business model to ensure the center's long-term sustainability. Under my leadership, starting in 2011, iTEC began generating sufficient revenue to become self-sustaining and expand its operations. The revised business model included a portfolio of programs, such as spring break and summer camps serving over 1,000 students annually, an annual robotics competition with approximately 1,500 attendees, and year-round outreach through the "iTEC on Wheels" program, which reached a dozen schools.

### **Major Industry Outreach in San Antonio**

#### **Alamo Manufacturing Partnership (AMP) 2013-2015:**

The Alamo Manufacturing Partnership (AMP) was designated as a Manufacturing Community by the U.S. Department of Commerce in July 2015 under its Investing in Manufacturing Community Partnership (IMCP) program. I served as the federal point of contact for the AMP initiative, which was co-led by the University of Texas at San Antonio (UTSA) and the San Antonio Manufacturers Association (SAMA).

I led a team of consortium partners in a four-month proposal development effort from December 2013 to March 2014, which included the following organizations (listed alphabetically): Alamo Colleges, Bexar County Economic Development Department, Center for Advanced Manufacturing & Lean Systems (UTSA), City of San Antonio Economic Development, City of Seguin Economic Development, Institute of Economic Development (UTSA), San Antonio Economic Development Foundation, San Antonio Manufacturers Association, Southwest Research Institute, Texas Manufacturing Assistance Center, and Workforce Solutions Alamo.

Although we did not receive the designation during the 2013-2014 cycle, we submitted a second proposal in 2014-2015. This time, our efforts were successful, and AMP received the Manufacturing Community designation in July 2015.

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| <b>MAJOR SERVICE ACTIVITIES at UTSA (August 2006 – August 2022)</b> |
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#### **Departmental Committees (Mechanical Eng):**

- ME Department Comprehensive Periodic Evaluation (CPE) Committee, Member, Fall 2017.
- ME Department Faculty Promotion and Tenure Review Advisory Committee (DFRAC), Member, Fall 2017.
- ME Department Faculty Promotion and Tenure Review Advisory Committee (DFRAC), Chair, Acad Yr 2015-2016, Acad Yr 2016-2017.
- ME Faculty Search Committee for Robotics/Manufacturing/Mechatronics, Chair, 2014–2015.
- ME Faculty Merit Review Committee, 2014-2015.
- ME Financial Management System, Advisor to the Chair, 09/01/2012– 09/01/2013.
- ME Faculty Search Committee for Energy, 09/01/2012– 05/2013.
- ME Graduate Programs Committee, Chair, 09/01/2007 – 09/01/2012.

- ME Faculty Search Committee for Manufacturing, Chair, 09/01/2011– 09/01/2012.
- Software and PC Lab Cmmt, 09-12/2006.
- Faculty and Chair Search Cmmt, 10/2006 – 04/2007.
- ABET and Undergraduate Catalogue Cmmt, 10-12/2006.

#### **College of Engineering (UTSA):**

- Biomedical Engineering (BME) Department Comprehensive Periodic Evaluation (CPE) Committee, Member, Fall 2017.
- College Faculty Review (Promotion/Tenure) Advisory Committee (CFRAC), member, 09/2017-2020.
- College Faculty Review (Promotion/Tenure) Advisory Committee (CFRAC), member, 09/30/2013-9/30/2014.
- College Faculty Development Leave Committee, member, 09/30/2013-9/30/2015.
- COE Executive Committee (CECC), Member, 03/2012-05/2013.
- Task Force for Graduation and Retention Rates in COE, 09/01/2012-12/15/2012.
- College Faculty Review (Promotion/Tenure) Advisory Committee (CFRAC), member, 09/01/2012-12/15/2012.
- College of Eng – Graduate Programs Cmmt, 10/2006 – 10/2010.
- College of Eng – College Academic Policy and Curriculum Cmmt (undergrad), 10/2006 – 10/2010.  
(As a Member of the CAPCC, I developed a proposal for an undergraduate program in Industrial and Manufacturing Engineering in May 2009 per Dean Agrawal's request. The proposal included a detailed list of courses and comparison with other similar programs in the nation. CAPCC recommended this program to the Dean for consideration).
- College of Eng Strategic Plan (Oct-Dec 2007) – I led the effort in revising the strategic plan and rewriting it in a new format.

#### **University-level Committees and Academy Memberships:**

- Provost Council, 2019 – 2020.
- Deans Council, 2019 – 2020.
- Construction Project for School of Data Science and National Security Collaboration Center (Downtown campus expansion), Member of the Steering Committee, 09/2018-2020.
- Member of the President's Senior Leadership Team (SLT), 9/2017 – 6/2019.
- Search Committee for Communications Manager in the President's Office, Member, 3/2019-4/2019.
- Search Committee for Vice President for Information Management and Technology (VPIMT), Chair, 7/1/2018-11/15/2018; Worked with Korn Ferry International (Recruitment Firm); Recruited Kendra Ketchum.
- Search Committee for Senior Vice Provost for Strategic Enrollment, Member, 02/2018-2020.
- Search Committee for Asst Vice Provost for Business Intelligence, Member, 10/2018-1/2019.
- UTSA's Strategic Planning UTSA Blueprint on President's Cabinet, 03/2017 – 8/2017.
- UTSA's Strategic Planning Task Force for UTSA Blueprint, Eight people advising directly the President on priorities, strategies, and deployment based on collective input from the campus, 05/2015-08/2017.
- UTSA Peoplesoft e-Forms Deployment Committee, 05/2016 – 05/2017.
- UTSA Peoplesoft SciQuest Procurement Platform Deployment Project, Executive Committee, 09/2016 – 09/2017.
- Hiring Committee for Associate Vice Provost for Financials in Provost Office, 09/2016-12/2016.

- UTSA's Strategic Planning Team for UTSA 2020 Blueprint, Focus Groups: 1) Enhance Business Processes, 2) Increase Expenditures, 02/2015-09/2016.
- UTSA PeopleSoft Task Force, 02/2015-09/2016: formed by President Romo to resolve immediate PeopleSoft issues at UTSA by working closely with the UT System and consultants.
- UTSA President's Executive Leadership Committee (ELC), 09/2014-02/2017.
- UTSA PeopleSoft Steering Committee, Member, 08/2013-03/2016.
- UTSA Academy for Distinguished Teaching Scholars, Member, 01/2013–08/2022.
- UTSA Online Learning Steering Committee, Member, 01/2013–02/2017.
- College of Business, Department of Management Science and Statistics, Faculty Search Committee for Cloud/Big data/Informatics/Healthcare, Member, 10/1/2015 – 5/1/2016.
- University Libraries Committee, Member, 09/2012 – 08/2014.
- UTSA Graduate Council, Member, 09/2007-08/2018.
- UTSA Graduate Council Committee on Graduate Programs and Courses, Chair, 09/2011-12/2012.
- UTSA Graduate Council Executive Committee, Member, 01/01/2012-12/15/2012.
- UTSA HOP (Handbook of Operating Procedures) Review/Revisions, 05/2007-05/2008.

#### **University of Texas (UT) System Level Committees:**

- UT System "Robotic Process Automation (RPA)" Operating Committee, Member, (06/06/2019 – 2020)
- Chancellor's Initiative on Long Range Financial Planning at Each Institution, Member, (4/2/2019 – 2020)
- UT System Strategic Planning and Peer Selection Task Force, Member, UTSA Representative (10/15/2017 – 3030)
- UTShare PeopleSoft Executive Committee, (02/2015-01/2016) This was the highest level committee at the UT System level making executive decisions in regards to "Shared IT Services" (including PeopleSoft) at University of Texas institutions.
- UT System PeopleSoft Task Force, (11/2014-01/2016) The goal was to find solutions to common PeopleSoft issues. The Task Force included UT-Arlington (Jeremy Forsberg, AVP-Research) and UT-El Paso (Manuela Dokie, AVP-Research) in addition to UTSA (Can Saygin, AVP-Research). The effort includes consultants from the Huron Consultants Group. Richard St. Onge (Assoc Vice Chancellor, UT System) is coordinating the effort.
- UT System – PeopleSoft Cost Analysis Committee, (11/2015 – 01/2016)
- UT System – PeopleSoft Business Process Alignment Committee, (11/2015 – 01/2016)
- UT System-Level "Systems Engineering" Effort, (05/2014-2015) At the request of the UT System through Michelle Atchison, Associate Vice Chancellor for Federal Relations, four UT System universities—the University of Texas at Arlington, the University of Texas at Austin, the University of Texas at El Paso, and the University of Texas at San Antonio—collaborated to establish the Systems Engineering Advanced Research Group (SEARG), affiliated with the national Systems Engineering Research Center University Affiliated Research Center (SERC-UARC) at the Stevens Institute of Technology. As the lead representative at UTSA, I coordinated the efforts to establish this group and formalized it as a consortium through an agreement signed by all four UT campuses.
- UT System Effort Certification and ECRT 4.5 Deployment Task Force, (08/2013-08/2015) Eleven UT institutions were involved with deployment of ECRT 4.5 for Effort Certification. As the UTSA lead, I led the UT system-wide effort to map the current business processes and propose future business processes to smooth transition into ECRT 4.5.