

Henry G. Torres

CAREER STATEMENT

A proven track record in management of small to large business operations. Over 20 years of professional experience leading and managing medium and large organizations with proficiency in managing complex projects and assignments with a high focus on information systems and technology. A high-energy team leader known for exceeding goals and accomplishing objectives. Continues to expand knowledge as a university educator of students and faculty in the fields of information technology and course management and learning systems.

CAREER HIGHLIGHTS

Assistant Vice Chancellor, CIO

Arkansas State University, Jonesboro, AR (February 2013 – Present)

Responsible for leading a team of sixty information technology professionals in applications development and support of academic and campus technology that includes classroom learning and teaching technologies, student admissions, finance and administration, online course technology, wireless and network telecommunications, and many others. In addition to CIO responsibilities currently responsible for operations of the AState IT Store carrying over \$400,000 of on-hand inventory resulting in over \$1.2 million in annual sales.

Director, Interactive Teaching & Technology Center

Arkansas State University, Jonesboro, AR (July 2008 – February 2013)

Head of a computer center focused on working with learning and teaching technologies. The mission revolves around enabling faculty to integrate and utilize technology as a tool that will enhance how they teach. Assistance is provided campus wide to all faculty by training and supporting them in their implementation and use of software so that sound teaching principles are delivered with the right technology that will provide a higher learning opportunity for their students.

Senior Lecturer of Computer & Information Technology

College of Business, Arkansas State University, Jonesboro, AR (August 2002 – June 2008 (presently as adjunct))

Teach computer & information technology courses such as Management Information Systems, Systems Analysis and Design, Micro Computer Applications, and graduate level Survey of Statistics/Operations Management. Successfully completed various small business technology installations and created summer technology camps for underprivileged junior high school students by use of competitive grant funding. Published articles in three academic journals and have completed over 20 technology entrepreneurial presentations to local and regional economic development councils.

Director, Rural Sourcing, Inc.

Rural Sourcing, Inc., Jonesboro, AR (January 2004 – June 2008)

Assigned as faculty liaison with a 50% teaching load, was responsible for the startup and development of this computer programming outsourcing company that hires new college graduates to compete for work from companies that would otherwise take work off-shore. Responsibilities included developing the business plan, the proforma, the operating procedures and hiring/mentoring computer programmers while leading business development to \$1.6 million in annual revenue with an average of 14 programmers.

Independent Consultant

Work Flow and Business Process Improvements, Arkansas – Texas – Arizona – California (March 2000 – present)

Independently consult with small to large businesses, warehouse and manufacturing companies to assist in methods and process improvements. Practices focus on improving effectiveness of hiring, motivating and retaining personnel; improving workflow, methods and business productivity; streamlining paper/office work handling, material handling, manufacturing process improvements, floor layout improvements, office automation and systems/technology recommendations. This includes documenting policies, procedures, manuals and work flow diagrams.

Global Children's Network, Inc., Phoenix, Arizona - San Jose, Ca. (March 2000 – October 2000)
Internet Youth Portals – *kewlminds.com* (Az) and *awz.com* (Ca)

Responsibilities included all operational functions in the start up of this Internet company. Responsible for the Technology Design Team, and Operations, Artistic, and Content Management Teams. This start up company was focused on on-line youth communities that would provide chat, instant messaging, desktop tools, music and opportunities to earn money by answering surveys, testing products and click through. Revenue models were B2B via collection of marketing research data specific to behaviors of this age group, with plans for B2C e-commerce and future licensing of technology modules.

Senior Vice President

Frederick's of Hollywood, Inc., Hollywood California (October 1998 – February 2000),
Mail Order, e-Commerce, and 204 Retail Stores

In addition to CIO responsibilities, was acting COO for 6 months. Responsibilities included Information Technology, Warehouse Distribution-Logistics, Call Center Operations, Real Estate-New Store Construction and Corporate Services. Responsible for opening 14 new stores from site selection to grand opening – working with mall and strip mall landlords leasing and contracts, equipment procurement and set up teams. Responsible for building the Internet team that revamped the web site and re-launched a working e-commerce solution. This resulted in increasing orders from 150 per day to over 600 per day and increased overall Internet sales by 300%. Other projects consisted of selecting and piloting a new POS system for 204 stores, and designing and implementing a Merchandise Planning and Allocation system that included stores, catalog and Internet channels of distribution.

Senior Vice President, CIO

CSK Auto, Inc., Phoenix, Arizona (April 1997 - October 1998)
Checker, Shucks, & Kragen Auto Parts Stores, 1100 total

Responsible for a \$23 million operating budget consisting of applications development, data center, re-engineering, hardware support, LAN services, telecommunications, and help desk services. Staff consisted of 104 members including 1 VP and 4 Directors. Reorganized top management and refocused on core competencies. Reduced IT staff turnover to 19% from 39% prior year. Created the Information Technology strategy that directed activity to meeting growth of up to 2000+ stores at various intervals. Performed as co-chairman of the acquisition and conversion of 83 additional retail stores. Was an instrumental presenter to the funding organizations that resulted with the company filing and completing an Initial Public Offering.

Vice President, Information Technology and Re-Engineering

CSK Auto, Inc., Phoenix, Arizona (February 1996 - April 1997)

Responsible for a \$21 million operating budget consisting of applications development, data center, re-engineering, hardware support, LAN services, telecommunications, call center operations and help desk services. Staff consisted of 170 members including 1 VP, 6 Directors and 66 call center staff members. Created tracking and measurement guidelines to support an executive steering committee. Reduced IT staff turnover to 39% from 58% prior year (excludes call center). Executed a tactical plan to progressively become proactive versus reactive in all support activities. Created and implemented an 18-month Information Technology strategy to meet company objectives and aligned systems development with the overall company goals.

Vice President, Re-Engineering

CSK Auto, Inc., Phoenix, Arizona (September 1995 - February 1996)

Responsible for relocating from an existing Distribution Center to a new Distribution Center within 6 weeks of planning and coordinating the move. Successfully lead the team to complete the physical move over a 4-day weekend utilizing 300 people and transporting over 250 trailer loads of product. Additional responsibilities included, 7 staff members, managing all store and distribution systems and material handling automation and integration consisting of over \$6 million. This included totally re-engineering and revamping the DC systems, a re-layout and construction of a new DC, equipment procurement/set up; developing and installing predetermined labor standards, implementing an associate scheduling system, the expansion of facilities, re-profiling of product for efficiency gains, and introducing wire guided turret trucks.

Director, Store Operations

CSK Auto, Inc., Phoenix, Arizona (December 1993 - September 1995)

Responsible for leading a team that designed developed and installed store labor standards and implemented an associate scheduling system. Responsible for monitoring and maintaining labor management in the stores equal to over \$90 million annually. Lead the team responsible for the design, development, hardware selection and implementation of a new Unix POS system for 540 stores. Lead the team that re-engineered and implemented a new-store site selection and construction process. This included creating an on-line tracking system for real estate, construction and new store setup. This included working with real estate personnel, construction personnel, equipment procurement and setup teams, landlords and strip mall construction coordinators. Improvements led to increasing new store openings from 54 per year to 150 per year.

Operations Coordinator

Sams Club, Inc./Wal-Mart Stores, Inc., Bentonville, Arkansas (September 1992 - December 1993)

Responsible for special projects specifically regarding improving Club sales and profitability. Examples of projects implemented are: profiled product in planograms based on movement, worked with the team introducing an RF receiving system, tested and introduced conveyor register systems, created labor forecasting and monitoring guidelines, project leader for PACE Club acquisition, project leader for international start-up of Puerto Rico and Hawaii Clubs, including coordinating construction, equipment procurement layout/setup and grand openings with operations and merchandising staff at corporate office.. Last assignment held was as an international merchant and analyst – Mexico City.

Store Operations Coordinator

Wal-Mart Stores, Inc., Bentonville, Arkansas (July 1991 - September 1992)

Responsible for special projects specifically regarding improving store sales and profitability. Standardized receiving/stocking operations and new layouts in all Stores. Analyzed productivity in stockrooms and introduced new material handling equipment. Introduced new methods and equipment for layaway processing and storage. Created functional specifications for the RF receiving system, and the garden center portable register system. Assisted in design of the NCR 3 dimensional register table scanners and the extended register conveyor belt. Worked closely with store planning to planogram merchandise and design store layouts for the first Puerto Rico W-M stores. Worked with the first Puerto Rico store during start up and created labor balancing guidelines to include the imposed island labor regulations for all future operations.

Industrial Engineer - Distribution

Wal-Mart Stores, Inc., Bentonville, Arkansas (April 1989 - July 1991)

Part of a team that designed Wal-Mart's 5th generation distribution centers that are fully automated with RF technology and wire guided turret trucks. Designs included product types such as bulk, conveyable, seasonal and apparel. Developed functional specifications, implemented and performed rollout to DCs of a real time process control system and system monitor. This included management of conveyor systems and order filling labor balancing, labor standards and scheduling. Developed a pick module profile program for use of optimizing the location and profiling of warehouse merchandise. Developed functional specifications, implemented and lead the roll-out to 8 DCs of a Paperless pick system (Pick to Lights) for the break-pack modules and 2 Put to Light systems for the seasonal push modules.

Operations Manager - Mail Order Division

Neiman-Marcus, Dallas, Texas (January 1988 - April 1989)

Managed all aspects of operations: Receiving, Return Goods, Stocking, Merchandise Cleaning/Alterations, Order Filling and Packing. Developed a computer tracking system for collection of quality control statistical data. Developed operating procedures for the new Mail Order Distribution Center. Developed specifications for order filling software for new facility. Developed a labor tracking, balancing and scheduler for the mail order call center. Developed and implemented standard receiving policies and procedures for all Neiman-Marcus stores.

Manager, Receiving & Return Goods - Mail Order Division

Neiman-Marcus, Dallas, Texas (July 1987 - January 1988)

Management responsibilities included garments on hangers, couture, case pack and break pack merchandise. Analyzed and redesigned facility layout for method and productivity improvements. Cross-trained staff and personnel in operating procedures for both departments. Developed and implemented standard operating procedures and policies in all operations. Trained management staff to utilize an IBM P.C. for daily tracking of all operations. Developed a computer-forecasting model for labor scheduling of staff levels in all operation areas.

Industrial Engineer - National Distribution Center

Neiman-Marcus, Dallas, Texas (January 1986 - July 1987)

Managed and maintained a wage incentive program for five departments with 37 distribution center operations. Trained associates to use principles of motion economy for work simplification and increase of productivity. Established time standards and standardized workflow of new operations within the distribution process. Developed the facility design for Neiman-Marcus' Cosmetic Distribution Center. This included: procurement of necessary equipment - Process flow analysis - Organizing and guiding the use of a CPM chart through implementation - Supervising management through start-up and Developing time standards and implementing a labor scheduling system.

VOLUNTEER ASSOCIATIONS

Hispanic Community Services, Inc. – 2002 to present – Chairman of the Board, a humanitarian non-profit organization focused on assisting the Hispanic population of Northeast Arkansas.

Accelerate Arkansas, Inc. – 2005 to present - Board member and strategic planning committee member, a statewide non-profit organization focused on bringing knowledge based work to the state of Arkansas.

United Way of NEA – 2006 to 2008 – Board member and participated in various outreach sub-committees, a regional agency supporting 19+ regional non-profits.

Parenting and Childbirth Education Services, Inc. – 2004 to 2007 - Board member, a non-profit organization focused on assisting pregnant teens prepare for childbirth and becoming good parents.

PUBLICATIONS

Published Articles

“Shoe Warehouse Case: Application of Strategic Information Principles”, Journal of the International Academy for Case Studies, Volume X, 2006

“Teaching Entrepreneurship to At-Risk Students in the Mississippi Delta”, Journal of Entrepreneurship Education, Volume 7, 2004

Submitted / Non-Published Articles

“Stimulating Learning Success In The Classroom Through Motivation”, Academy of Educational Leadership Journal, submitted February 27, 2004.

EDUCATION

Henderson State University Arkadelphia, Arkansas
Masters in Business Administration
Graduation, May 2002

Texas Tech University Graduate School Lubbock, Texas
Earned 13 credit hours for M.S. Industrial Engineering
August 1985 to December 1985

Texas Tech University Lubbock, Texas
B.S., Industrial Engineering
Graduation, August 1985

South Plains College Levelland, Texas
Associate Degree in Applied Science
Graduation, May 1983

*References provided upon request.