

CURRICULUM VITAE

RUSSELL R. TORRES

Assistant Professor of Business Analytics
Department of Information Technology and Decision Sciences
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HIGHER EDUCATION

Doctor of Philosophy	August 2015	Business Computing Information Systems Dept. of Information Technology & Decision Sciences College of Business University of North Texas Denton, Texas
Master of Science	December 2000	Management Information Systems Dept. of Information and Operations Management Mays Business School Texas A&M University College Station, Texas
Bachelor of Science	December 1997	Bio-Environmental Science Dept. of Plant Pathology and Microbiology College of Agriculture and Life Sciences Texas A&M University College Station, Texas
Dissertation Title:	Organizational Competency through Information: Business Intelligence and Analytics as a Tool for Process Dynamization	

RESEARCH AND TEACHING INTERESTS

Research Interests

Business Intelligence and Analytics (BI&A)

- Mechanisms which improve the efficiency and effectiveness of BI&A solutions
- The use of BI&A for business process monitoring and reconfiguration
- Alignment of BI&A with other organizational capabilities and goals
- The characteristics of BI&A that improve organizational performance

Business Process Management (BPM)

- Design features of BPM systems that optimize participant performance
- The impact of process characteristics and IT configurations on process participant motivation
- Factors which influence process knowledge among process participants

Teaching Interests

- Business Intelligence and Analytics
- Business Statistics
- Programming
- Database Management
- Web-based Information Systems and e-Commerce
- Business Process Management
- Information System Security
- Systems Analysis and Design
- Project Management

RESEARCH AND PUBLICATIONS

Journal Articles

7. Kappelman, L. Mclean, E., Johnson, V., Torres, R. R., Maurer, C., & Nguyen, Q. (In Press) "The 2016 SIM IT Trends Study," *MIS Quarterly Executive*.
6. Kappelman, L. Mclean, E., Johnson, V., Torres, R. R., Maurer, C., & Nguyen, Q. (2016) "Guest Editorial: A Preview of the 2016 SIM IT Trends Study," *MIS Quarterly Executive* (15:4).
5. Kappelman, L. Mclean, E., Johnson, V., & Torres, R. R. (2016) "The 2015 SIM IT Issues and Trends Study," *MIS Quarterly Executive* (15:1).
4. Kappelman, L. Mclean, E., Johnson, V., & Torres, R. R. (2015) "Guest Editorial: A Preview of the 2015 SIM IT Trends Study," *MIS Quarterly Executive* (14:4).
3. Torres, R. R., and Sidorova, A. (2015) "The Effect of Business Process Configurations on User Motivation," *Business Process Management Journal* (21:3), pp.541-563.
2. Johnson, V., Torres, R. R., Phillips, B., and Rahnamaee, A. 2014. "Continued Usage of Location-Based Services: Privacy Risk Impact on Motivation and Adoption," *Information Quarterly* (1:1), pp. 1–17.
1. Torres, R. R., Johnson, V., and Imhonde, B. (2014). "The Impact of Content Type and Availability on eBook Reader Adoption," *Journal of Computer Information Systems* (54:4), pp. 42-51.

Journal Articles Under Review

2. Johnson, V., Kiser, A., Washington, R., & Torres R. R. "Overcoming Long-lasting Barriers in M-Payment Service Adoption: The Impact of Privacy Risk on M-payment Service Adoption," *Computers in Human Behavior*.
1. Torres, R. R., Sidorova, A., & Jones, M. "Enabling Firm Performance through Business Intelligence and Analytics: A Dynamic Capabilities Perspective," *Journal of Management Information Systems*.

Books

1. Sidorova, A., Evangelopoulos, N., Torres, R. R., and Johnson, V. 2013. *A Survey of Core Research in Information Systems*, New York, New York, USA: Springer US.
Reviewed in: *ACM Computing Reviews*, Nov 5, 2013, Review# CR141701, by Robert M. Lynch.
http://www.computingreviews.com/review/Review_review.cfm?review_id=141701

Book Chapters

1. Sidorova, A., Torres, R. R., and Al Beayez, A. 2015. "The Role of Information Technology in Business Process Management," in *Handbook on Business Process Management 1*, J. vom Brocke and M. Rosemann (eds.), (2nd ed.) Heidelberg, Germany: Springer, pp. 421–444.

Academic Conference Proceedings and Presentations

19. Torres, R. R., Sidorova, A., Al Beayez, A. 2016. "Motivation in Business Processes: The Role of Process Support, Process Complexity, and Process Visualization in the Development of User Competence," Presented at the *Forty-Seventh Annual Decision Sciences Institute Conference*, Austin, Texas, November 19-22, 2016.
18. Kappelman, L., Mclean, E., Torres, R. R., Peterson, B. 2016. "Results of SIM's 2016 IT Trends Study: A Presentation and Panel," Presented at *SIMposium*, Uncasville, Connecticut, October 23-25, 2016.
17. Torres, R. R. 2015. "Business Intelligence and Analytics and the Ability to Seize Opportunities: The Role of Personnel Expertise," Presented at the *Forty-Sixth Annual Decision Sciences Institute Conference*, Seattle, Washington, November 21-24, 2015.
16. Johnson, V., Torres, R. R., & Negahban, A. 2015. "Adoption of M-Payment Services: A Privacy Perspective," Presented at the *Forty-Sixth Annual Decision Sciences Institute Conference*, Seattle, Washington, November 21-24, 2015.
15. Kappelman, L., Mclean, E., Johnson, V., & Torres, R. R. 2015. "Results of SIM's 2016 IT Trends Study: A Presentation and Panel," Presented at *SIMposium*, Charlotte, North Carolina, November 1-3, 2015.
14. Torres, R. R., & Sidorova, A. 2015. "Business Intelligence and Analytics as a Foundation for Organizational Dynamic Capabilities," Presented at the *21st Americas Conference on Information Systems*, Fajardo, Puerto Rico, August 13-15, 2015.
13. Johnson, V., Torres, R. R., & Negahban, A. 2015. "The Impact of Privacy Risk on M-payment Service Adoption," Presented at the *Fourteenth Annual Security Conference*, Las Vegas, Nevada, May 19-21, 2015.
12. Torres, R. R. 2015. "An Experimental Examination of Award Visualization and Competition in Workflow Automation Systems," Presented at the *Forty-Sixth Annual Meeting of the Southwest Decision Sciences Institute*, Houston, Texas, March 11-14, 2015.

11. Torres, R. R., & Sidorova, A. 2014. "Motivation in Business Process Management Systems: The Effect of IT Design Choices and Process Characteristics," Presented at the *Forty-Fifth Annual Decision Sciences Institute Conference*, Tampa, Florida, November 22-25, 2014.
10. Guenthner, J., Evangelopoulos, N., & Torres, R. R. 2014. "Text Analytics of Digital Media Comments," Presented at *Analytics 2014*, Las Vegas, Nevada, USA, October 20-21, 2014.
9. Sidorova, A. & Torres, R. R. 2014. "Business Intelligence and Analytics: A Capabilities Dynamization View," Presented at the *20th Americas Conference on Information Systems*, Savannah, Georgia, USA, August 7-10, 2014.
8. Torres, R. R., Johnson, V., Rahnamaee, A., & Phillips, B. 2014. "Location Based Service Use: The Role of Trust and Privacy," Presented at the *20th Americas Conference on Information Systems*, Savannah, Georgia, USA, August 7-10, 2014.
7. Gerhart, N., Johnson, V., & Torres, R. R. 2014. "The Impact of Privacy Concerns on Mobile Banking: Adaptation of the IS Continuance Model," Presented at the *Thirteenth Annual Security Conference*, Las Vegas, Nevada, May 21-23, 2014.
6. Torres, R. R., Johnson, V., Rahnamaee, A., & Phillips, B. 2014. "Location Based Services: A Multi-Entity Trust View," Presented at the *Forty-Fifth Annual Meeting of the Southwest Decision Sciences Institute*, Dallas, Texas, March 11-15, 2014.
5. Johnson, V. & Torres, R. R. 2013. "The IS Discipline: A Comparison of Text Mining Techniques," Presented at the *Forty-Fourth Annual Decision Sciences Institute Conference*, Baltimore, Maryland, November 16-19, 2013.
4. Johnson, V., Torres, R. R., Phillips, B., & Rahnamaee, A. 2013. "Continued Usage of Location-Based Services: Privacy Risk Impact on Motivation and Adoption," Presented at the *Twelfth Annual Security Conference*, Las Vegas, Nevada, April 10-12, 2013.
3. Johnson, V. & Torres, R. R. 2013. "The Role of Content and Motivation on Mobile Technology Adoption," Presented at the *Big XII+ MIS Research Symposium*, Stillwater, Oklahoma, April 5-7, 2013.
2. Johnson, V., Torres, R. R., & Imhonde, B. 2012. "Mobile eBook Reader Adoption: Content Availability and the Influence of Hedonic and Utilitarian Forces," Presented at the *DIGIT Workshop of the Thirty-Third International Conference on Information Systems*, Orlando, Florida, December 16, 2012.
1. Torres, R. R. 2012. "Developer-Led Adoption of Open Source Software Libraries: A Conceptual Model," Presented at the *Eighteenth Americas Conference on Information Systems*, Seattle, Washington, August 9-11, 2012.

Working Papers

4. The Role of Personality Traits in Mobile Device Use. Target Journal: *International Journal of Mobile Communications*. Target Submission: 2/2017.
3. Decoupling the Antecedents of Business Intelligence and Analytics Success: The Role of Information Quality and BI&A User Qualifications. Target Journal: *Information and Management*. Target Submission: 2/2017.
2. Informing Competitive Action: An Information-Centered View of Dynamic Capabilities. Target Journal: *Organization Science*. Target Submission: 4/2017.
1. A Qualitative Investigation of the Relationship between Business Intelligence and Analytics and Business Process Change. Target Journal: *European Journal of Information Systems*. Target Submission: 7/2017.

TEACHING EXPERIENCE

University of Texas at Dallas

Courses Taught		
Course	Name	Description
ITSS 4300	Database Fundamentals	Introduces the basic concepts for the design and development of relational databases and database management. Topics include entity-relationship data model, logical database design, data administration, Structured Query Language, and database management issues, such as concurrency control, data security, and integrity. A database management system software package is used to implement working database systems.
MIS 6320	Database Foundations	The course provides database knowledge for non-MIS business students to function effectively in their functional area. The course covers conceptual data modeling with the entity-relationship diagram, the fundamentals of relational data model and database queries, and the basic concepts of data warehousing. Structured Query Language will be used extensively. Applications of databases for accounting, finance, marketing, and other areas of business will be emphasized. May not be used to fulfill degree requirements in MS Information Technology and Management.
MIS 6324	Business Analytics with SAS	This course covers theories and applications of business analytics. The focus is on extracting business intelligence from firms' business data for various applications, including (but not limited to) customer segmentation, customer relationship management (CRM), personalization, online recommendation systems, web mining, and product assortment. The emphasis is placed on the 'know-how' -- knowing how to extract and apply business analytics to improve business decision-making. Students will also acquire hands-on experience with business analytics software in the form of SAS Enterprise Miner.
MIS 6356	Business Analytics with R	This course covers theories and applications of business analytics. The focus is on extracting business intelligence from firms' business data for various applications, including (but not limited to) customer segmentation, customer relationship management (CRM), personalization, online recommendation systems, web mining, and product assortment. The emphasis is placed on the 'know-how' -- knowing how to extract and apply business analytics to improve business decision-making. Students will also acquire hands-on experience with business analytics software in the form of R.

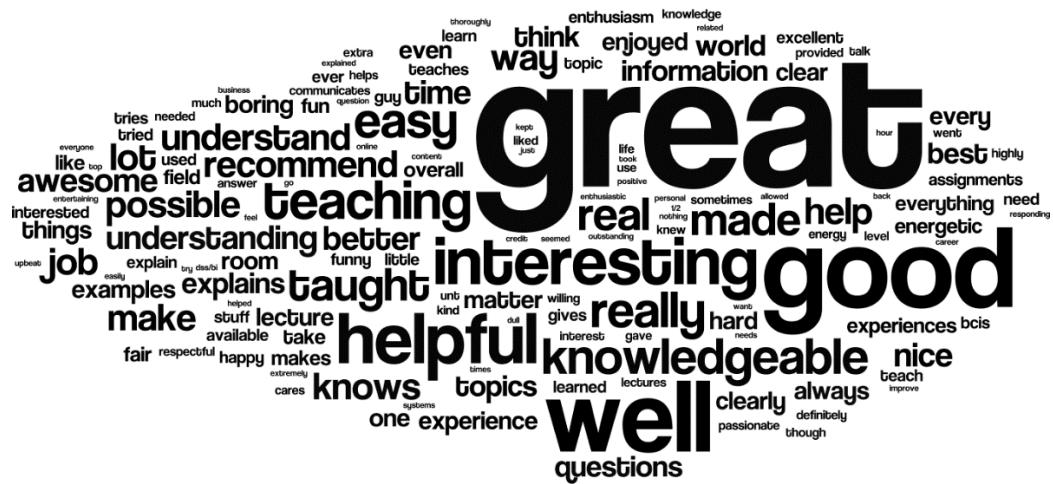
University of Mary Hardin-Baylor

Courses Taught		
Course	Name	Description
BADM 6330	Business Process Management	A study of the design of an organization's structure and business processes with a primary focus on applying the concepts and techniques of business process analysis. Students will learn and apply the techniques of lean and six-sigma to improve the business processes of an organization. Workflow management, process management and modeling notation will be covered. Methods of introducing and implementing information technologies to enable process management and organizational change are examined. Appropriate software will be used to aid students in business process analysis.
BCIS 6340	Decision Support and Business Intelligence	This course focuses on the use and application of information systems to support the decision making process. It includes a coverage of decision making theory and models, tools and techniques. Topics include decision support systems, executive information systems, knowledge-based systems, neural networks, expert systems and group support systems including web-based decision support systems. Relational database management, data warehouse, business intelligence, and data mining concepts will also be addressed. Students will learn to use systems to support decision making, and industry tools that support these concepts will be discussed and used.
BCIS 6395	Systems Development and Implementation	This course focuses on issues related to design, construction, testing and implementation of business application software. Students will analyze a business problem and develop a software application to address the business requirements. Software project management techniques will be employed to track and report progress. Students will present a working prototype of their application. (Students typically take this course in their final semester)

University of North Texas

Courses Taught		
Course	Name	Description
BCIS 2610	Introduction to Computers in Business	Study of the introductory concepts of computing in business; basic computer components, computer history and programming.
BCIS 3610	Basic Information Systems	Theory, capabilities, applications, benefits, liabilities and economics of business computer information systems. Using the computer to solve business problems. Management information systems and computer-based decision support emphasized. Use of standard support application packages.
DSCI 2710	Data Analysis with Spreadsheets	Collection, description and analysis of numerical data. Data presentation, tables, charts and graphs, descriptive statistics, analysis of time series and index numbers, sampling techniques and distributions, estimation, confidence intervals, with applications in quality control and productivity.

Student Comments Regarding Teaching*



- * Word cloud generated from student comments in teaching evaluations. The size of the word corresponds to how frequently it appears in student comments. Common English words removed as well as the words instructor, professor, subject, student, course, class, material, Mr., Russell, and Torres.

PROFESSIONAL EXPERIENCE

University of North Texas

Assistant Professor of Business Analytics (2017-Present)

The University of North Texas is a public institution of higher-learning serving approximately 33,000 students in the Dallas-Fort Worth Metroplex. Selected duties include:

- Teaching undergraduate and graduate level courses in business analytics
- Teaching undergraduate and graduate level courses in information technology
- Conducting research on information systems and business analytics topics

University of Texas at Dallas

Clinical Assistant Professor (2016-2017)

The University of Texas at Dallas is a public institution of higher-learning serving approximately 25,000 students in the Dallas-Fort Worth Metroplex. Selected duties include:

- Teaching graduate courses in the Master of Science in Business Analytics program
- Teaching undergraduate courses in the Information Technology program
- Conducting research on information systems and business analytics topics

University of Mary Hardin-Baylor

Visiting Assistant Professor (2015-2016)

The University of Mary Hardin-Baylor is a private Christian institution of higher-learning serving approximately 3,000 students in central Texas. Selected duties include:

- Teaching graduate courses in the Master of Science in Information Systems program
- Curriculum development and improvement
- Conducting research on information systems topics

University of North Texas

Teaching Fellow and Research Assistant (2012-2015)

The University of North Texas is a public institution of higher-learning serving approximately 33,000 students in the Dallas-Fort Worth Metroplex. Selected duties include:

- Assisting with ongoing research in the Department of Information Technology and Decision Sciences
- Teaching undergraduate courses in Business Computing Information Systems

Accenture

Senior Manager, Manager, Consultant, Analyst (2001-2015)

Accenture is a leading multinational management consulting, technology services, and outsourcing company. During my tenure the company expanded its strategy from a pure consulting focus to include other lines of business and quintupled in size. Selected duties include:

- Duties ranged from the design, development, and implementation of custom solutions to the management of multimillion dollar, multiyear contracts during my transition from an entry-level programmer to an executive
- Managed both technical and non-technical (budgets, contracts, etc.) aspects of ongoing projects
- Served clients on a range of engagements including custom development, application renewal, business impact assessment as well as IT assessment, integration, transformation, and operations
- Implemented solutions for numerous clients in industries such as aerospace, financial services, telecommunications, and government
- Provided internal and external training on topics such as object-oriented programming, test-driven development, software patterns, and cryptography

Consultative Experience

IT Operations <i>Federal Government</i>	<ul style="list-style-type: none">• Managed the operations and maintenance of an application serving 60,000 employees• Provided oversight and direction for development, testing, configuration management, and operations support• Worked to improve testing quality and efficiency as well as introduce and improve automated processes used in configuration management, infrastructure management, and testing• Managed contracts and budgets for multimillion dollar, multiyear engagement
Business Impact Assessment <i>Major Financial Services Company</i>	<ul style="list-style-type: none">• Assessed impact of data center consolidation of an online banking solution for a financial services company and its customers• Created initial impact reports estimating high-level financial, technical, and legal exposure related to service interruption• Categorized over 700 customers in terms of technical integration type, technical proficiency, customer loyalty, and strength of relationship

IT Transformation <i>Major Aerospace Company</i>	<ul style="list-style-type: none"> • Performed analysis for enterprise upgrade of Documentum content management software • Performed estimation and developed initial project work plan • Established technical approach for upgrade • Identified and planned for required modifications to over 50 integrated custom applications • Completed infrastructure assessment
IT Assessment <i>Major Telecommunications Company</i>	<ul style="list-style-type: none"> • Assessed the technical architecture associated with a sales enablement system at a major US telecommunications company • Reviewed development, data, integration, and execution architecture to identify issues along with remediation actions • Established and staffed a long-term technical architecture team
IT Transformation <i>Federal Government</i>	<ul style="list-style-type: none"> • Managed the integration of two large custom applications and transformation of the underlying infrastructure including migrations of: <ul style="list-style-type: none"> ◦ Operating System (Windows 2000 to Solaris) ◦ Database (IBM DB2 to Oracle) ◦ Workflow Management Solution (IBM WebSphere MQ Workflow to Documentum BPM/BPS) ◦ Content Management Solution (IBM Content Manager to Documentum) • Designed custom data migration software to migrate over 14 TB of data while business applications remained online
IT Integration <i>Federal Government</i>	<ul style="list-style-type: none"> • Developed application architecture to integrate packaged scanning and workflow automation solutions with a custom case management system • Managed multiple releases from design through deployment • Served as quality lead to analyze software development practices, develop project templates, process flows, and development tools
Custom Development <i>State Government</i>	<ul style="list-style-type: none"> • Developed application architecture and performed development for an externally facing customer self-service case management solution • Translated legacy COBOL functionality into a web-based, J2EE solution • Coordinated with development teams on other ongoing projects to achieve seamless integration
Application Renewal <i>State Government</i>	<ul style="list-style-type: none"> • Performed application development for an internal case management solution • Developed user interface, data access, business service, and integration components • Served as a subject matter expert for J2EE application architecture

Custom Development Major	• Performed application development for a case management/billing system
<i>Telecommunications Company</i>	• Developed user interface, data access, business service, and integration components
	• Executed performance tests, identified performance optimization opportunities, and optimized performance through code modification and tuning

Texas A&M University

Technology Coordinator, Office of Distance Education for the Agriculture Program (1997-2001)

The Office of Distance Education for the Agriculture Program was created to provide support for the delivery of distance education classes for the College of Agriculture and Life Sciences and the Texas Agricultural Extension Service. Selected duties included:

- Worked with the Distance Education Coordinator to develop a cohesive distance education strategy
- Designed and developed multiple web applications to provide standardized distance education services
- Managed office and distance education technology infrastructure
- Provided training to faculty, staff, and students on topics including web page development, web site management techniques, effective distance education presentation strategies, and videoconferencing basics

PROFESSIONAL ASSOCIATIONS

- Association for Information Systems (AIS): Member
- Decision Sciences Institute (DSI): Member
- Phi Kappa Phi Honor Society: Member
- Society for Information Management (SIM): Member

SERVICE

Service to the Academy

Member, ICIS 2015 Sponsorship Team

The International Conference on Information Systems (ICIS) is the premier academic conference on information systems and attracts the top researchers in the field from around the world. Members of the sponsorship team are responsible for marketing and promotion of ICIS with the goal of securing financial sponsors for the conference.

University Service

Jindal School of Management Information Technology Committee

The IT Committee is responsible for analyzing IT needs and identifying appropriate technology solutions for the Jindal School of Management.

Community Service

Dallas Advisory Board Member – Back on My Feet

Back on My Feet (BoMF) is a national for-purpose 501(c)3 organization that uses running to help those experiencing homelessness change the way they see themselves so they can make real change in their lives that results in employment and independent living. The organization's mission is to use running to create self-sufficiency in the lives of those experiencing homelessness. The Dallas Advisory Board supports BoMF Dallas-Fort Worth by providing strategic and operational guidance, fundraising, support of BoMF events, and expanding the organization's outreach.

Volunteer Instructor, Computer Classes – Project Hope

Project Hope seeks to eliminate homelessness in the North Texas area by providing a program of coaching, training, education, opportunity, and hope to all people who want to move from an impoverished lifestyle to a sustainable, quality lifestyle. The program focuses on seven areas: family, faith, education, career, budget, health, and personal issues. Volunteer Instructors in the Computer Classes program teach a series of classes on basic computer programs to participants including: Introduction to Computers and the Internet, Microsoft Excel for Budgets, Microsoft Word for Resumes, and Microsoft PowerPoint for Presentations.

ACADEMIC HONORS AND AWARDS

University of North Texas

- Masters and Doctoral Fellowship, 2011-2015
- Business Computer Systems Ph.D. Scholar Award 2015
- Americas Conference on Information Systems (AMCIS) Doctoral Consortium Fellow, Savannah, Georgia, 2014
- International Conference on Information Systems (ICIS) Doctoral Consortium Fellow, Auckland, New Zealand, 2014

Texas A&M University

- Texas A&M University INFO Department Scholarship, 1998
- C.J. Wrightsman Education Fund, Inc. Scholarship, 1993-1997
- National Hispanic Scholarship Fund, 1993, 1997
- Elks National Foundation Scholarship, 1993
- Hispanic Association for Culture and Education Scholarship, 1993
- League of United Latin American Citizens Scholarship, 1993
- Texas A&M President's Achievement Award, 1993
- VFW Voice of Democracy Scholarship, 1993
- Wal-Mart Foundation Community Scholarship, 1993