

TERRANCE LYNN KNECHT

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SENIOR INFORMATION TECHNOLOGY EXECUTIVE

Strategic Business Planning
Multi-Site Data Center Ops
M&A Integration
Infrastructure Development

ERP, CRM, EDI Implementations
Turnaround & High-Growth
Programming & Applications
Case Tools & Database Mgmt

B2B Partnerships
Multinational Operations
LAN & WAN Technologies
General Management Expertise

- Turned around an underperforming IT organization chronically over budget (\$6.8 million in 2000); slashed expenses 20% while maintaining service levels; developed projects worth \$66 million in corporate savings over six years; and implemented controls that achieved a 99% on-time project completion rate.
- Transformed United Payors & United Providers from a collection of start-up solutions to a fully integrated national organization based on a business-to-business Application Service Provider (ASP) model.
- Revamped and expanded the IT function at the largest US multilingual call center while positioning Lexi International as finalist for Computerworld Smithsonian Institute Award for the *Visionary Use of Information Technology in the Field of Business and Related Services* - accepted medal for company in Washington, DC.
- Successfully reengineered the technical infrastructure of the largest public broadcasting station.
- Delivered successes extensively covered by the media: articles in *Computerworld*, *Inc. Magazine*, *Info World*, and *PC Week*; television on *Small Business Today*; and advertising campaigns by IBM, Lucent and DEC.
- Keynote speaker at national/international events - World Computer Telephony Conference in Tokyo, American Telemarketing Association, IBM Product Announcement, and Lucent National User Group.

Recruited for challenging tasks throughout career; engineered repeated successes at building entire information and telecommunications infrastructures; directed staffs to 140 with \$42 million budget; and established partnerships with leading industry players, including IBM, DEC, Lucent, and Oracle.

PROFESSIONAL EXPERIENCE:

UNIVERSITY OF IOWA FOUNDATION Chief Information Officer

2004 to Current
Big Ten University

In a hands-on role, chartered a turnaround of the IT staff, created an effective infrastructure, build relationships with the University staff, and mapped a stable IT strategy.

- Recruited key members of IT staff while aligning IT with the business departments.
- Built new security infrastructure within a very heterogeneous environment.
- Shifted development environment from RPG400 to Java.

TRANSITIONAL ROLES

2003 to 2004

BLUE CROSS/BLUE SHIELD OF WISCONSIN Vice President and Chief Information Officer

Company Sold
2000 to 2002
\$1.4-B Healthcare Insurance Provider

Recruited to address acute organizational and support issues. Quickly addressed a chronic \$6.8 million over-budget condition; a consultant based IT staff; and a lack of visibility and participatory planning by the business units. Implemented procedures, structure and systems across all dimensions of an organization utilizing a direct chargeback system. Directed a staff of 140 with a \$42 million budget.

- Implemented a comprehensive IT project/resource tracking system that directly fed the financial chargebacks within the PeopleSoft financials. Other company units also implemented the system.
- Reduced the budget by 20% and closed IT "on budget" for first time in 5 years in 2001.
- Built a functioning relationship with the key outsourcing vendor (lawsuit pending when arrived) and saved the company \$2 million in 2001 on an \$18 million annual service contract.

United Payors & United Providers **Company Sold** Maryland 1997 to 2000
Chief Information Officer of United Payors & United Providers \$450-M *eHealth & Financial Services*

Unified activities in a multi-site, Application Service Provider (ASP) environment for the major health insurance companies. Partnered with Digital, MCI and Lucent to design and develop a national communications grid. Redesigned software applications to simplify IT operations. Simultaneously led projects in Y2K, acquisition consolidation and e-commerce, while developing the IT support at subsidiary sites. Provided IT services for sister dot-com company - HealthExtras. Supported six sites within a continual acquisition and consolidation mode. Directed a staff of 70 with a budget of \$15 million.

- Revitalized, recruited and trained IT technical and management teams.
- Developed detailed, comprehensive and mutually supporting, long-range strategies for all segments of IT technology, won approval of the plans by senior management and implemented same.
- Eliminated one full year off the normal Y2K development cycle.
- Renegotiated vendor contracts resulting in significant (25%) savings.
- Managed the planning and construction of the new American corporate headquarters.
- Implemented Office2000 within the MS Rapid Deployment Program before general product release.

LEXI INTERNATIONAL **Company Sold** L.A., California 1995 to 1997
Chief Information Officer & Vice President of IT \$250-M *National Telemarketing*

Introduced to the President through published articles and recruited as the Senior IT Executive for Lexi International, a sophisticated telemarketing organization operating the largest U.S. multilingual call center and serving major corporate clients (e.g., AT&T, Lucent, MBNA). Challenged to resolve critical issues negatively impacting the performance and profitability of the organization. Directed a staff of 50 including the Vice President of IS Marketing and three IT Directors. Managed \$3.5 million annual operating budget and \$2 million annual capital budget. Member of five person Senior Executive Team.

- Positioned Lexi as a finalist in the Computerworld Smithsonian Awards for the "Visionary Use of Information Technology in the Field of Business and Related Services," 1996.
- Rebuilt and expanded the entire IT function, all technical platforms, applications, software and network protocols. Revitalized and retrained IT professional, technical and management teams.
- Reengineered communication grid, installed new database (Oracle), led development of core business applications, created framework for data warehouse and implemented a client/server solution.
- Created high-impact recruiting/training program resulting in a diverse staff that cost-effectively met the high technical needs of the reengineering initiative. Drove several successful mentoring projects.
- Forged partnerships with strategic vendors resulting in cost and support advantages.

KCET-TV L.A., California 1991 to 1995
Director of Information Technology \$42-M *TV & Movie Production and TV Broadcasting*

Senior IT Executive with full responsibility for the strategic planning, development, implementation and IT leadership of the third largest public broadcasting station in the U.S. with broadcast transmission, production studio, call center and core business applications. Transitioned archaic technology infrastructure into state-of-the-art environment. Provided dynamic business leadership to drive a successful turnaround in a multi-site, multiple AS/400, multiple PBX environment. Directed a staff of 22, a \$2.5 million annual operating budget, and \$3 million in capital technology investments.

- Reengineered 21 applications in 24 months as environment shifted from batch to client/server. Installed Lawson financials and created a comprehensive communication grid over a multi-site/campus environment.
- Built a second data center for telemarketing utilizing CallPath/400, SYNON, and RAD techniques (featured in *Small Business Today* television production highlighting system efficiency, quality, productivity and performance). Brought facility to start-up in 90 days.

APRIA (formerly Abbey Home Healthcare)
Manager of Systems & Programming

Orange County, California 1987 to 1991
\$1-B Home Healthcare

A senior member of IT management team leading the infrastructure through a period of rapid change as the corporation grew from less than \$100 million in annual revenue to over \$500 million (currently \$1+ billion corporation). Participated in \$20+ million in technology acquisition and internal development including the rollout of 230 nationally distributed AS/400s. Led 11 month transition from mainframe to AS/400 for corporate systems, installed J.D. Edwards financials as the core ERP solution, developed sales and marketing applications using SYNON, consolidated nationally the payroll and HR functions, and recruited/trained professional and technical staff.

SOUTHERN CALIFORNIA EDISON
Information Systems Analyst

L.A., California 1985 to 1987
\$11-B Electricity Production

WELLS FARGO BANK (formerly Crocker Bank)
Senior Systems Programmer/Analyst (project leader) (1983 to 1985)
Head of Technical Services (1981 to 1983)
Manager of Computer Operations (1979 to 1981)

L.A., California 1979 to 1985
\$15-B International Banking

KAISER PERMANENTE
Data Center Supervisor

L.A., California 1977 to 1979
10-M Member HMO

EDUCATION:

MBA - GPA 3.9+ - Pepperdine University (held full time graduate status & full time position)
Extensive postgraduate technical work - various colleges/universities
BA - Economics, History, International Relations (Magna Cum Laude) - Texas Christian University
AA - Class Valedictorian - Southwestern Illinois College

Technical Training & Certifications:

Professional Certificate in Database Management Systems - UCLA - (8 courses) - 1997
Microsoft Certificate for Administration of SQL Server 6.5 - 1997
Microsoft Certificate for Implementing SQL Server Databases - 1997
Certificate in Midrange Computing (AS/400) - Mt. St. Antonio College (5 courses) - 1993
Novell Netware Manager Certificate - 1989
Professional Designation in Systems Programming - UCLA (7 courses) - 1984

TECHNICAL PROFICIENCY:

Operating Systems: OS/400, OS/390 & Z/OS, AIX, UNIX, Windows NT/2000/XP, NetWare
Languages: VB, RPG400, C/C++, COBOL, Assembler, HTML
Software: LANSA, Oracle, MS SQL Server, DB/2, SYNON, Obsydian, J.D. Edwards, Lawson, PeopleSoft, SAP, Oracle Financials, Great Plains Software
Hardware: PBX, Mainframe, Midrange (AS/400, RS/6000, DEC Alpha), LAN/WAN, and Citrix (thin client architecture)

TERRANCE L. KNECHT - ADDENDUM

MEMBERSHIPS:

CIO Forum of Big Ten Foundations – Member of “Big 10” University CIO organization.

Mississippi Delta Technical Council – Member of regional state organization.

Information Systems Security Association – Member of Milwaukee Chapter.

International Facilities Management Association - Member of DC & Wisconsin chapters.

CIO Forum – 1997 to 2001. Member of DC regional organization of CIOs.

PUBLICATIONS:

Microsoft Press Release – June 1999. Featured the participation and success of United Payors & United Providers in Microsoft’s Rapid Deployment Program of Office2000 prior to its general product release.

Computerworld - July 28, 1997. Featured in lead article on strategic partnerships with outsourcing vendors, highlighting the success of Lexi in outsourcing the building of their data communications grid.

CTI Reference Book for Japan - 1997. Featured for success in implementing CTI solution at Lexi.

Inc. Magazine - July 1996. Featured in article titled, “Wanted: Model CIO.”

Info World - May 20, 1996. Featured in lead article, “Tapping into Telephony.”

Challenging Tomorrow’s Changes - Nikkei BP (Japan) - 1996. Featured technology implementations.

Digital Equipment Corporation - 1995. Lexi’s network featured on Digital’s home page and in marketing movie. Movie recut for Comdex 1996.

Small Business Today (TV segment) - 1994. Featured technical reengineering and call center development at KCET in a TV program showcasing technology supporting business opportunities.

PC Week - 1994. Featured KCET’s economic management of AS/400 network (APPN & SNA).

Lucent Technologies - 1994. Produced marketing movie featuring KCET’s technology.

Information Edge -1993. Featured KCET’s successful technical reengineering initiatives.

PUBLIC SPEAKING ENGAGEMENTS:

Guest lecturer at universities in Wisconsin, Maryland and California (1995 to 2001).

Keynote Speaker - *World Computer Telephony Conference/Expo* - Tokyo, Japan - June 27, 1997. Presentation on the current technical direction of CTI and the critical issues influencing the management of complex technical functions by non-technical senior managers.

Keynote Speaker – IBM 1993 Product Announcement. Reviewed technical strategies at KCET.

Featured Speaker at national and international events including SYNON International User Conference, Midrange Expo, Lucent National User Group, Call Center Showcase and the American Telemarketing Association - 1992 to Present. Subjects included:

- Partnering with Your Strategic Vendors
- Strategies for Rapid Deployment of Technology
- Rapid Application Delivery
- Implementing High Tech Call Centers
- Non-Technical Management of Technical Areas
- Deploying IVR Solutions
- Creating and Managing Diversity in a Technical Environment