

TERRANCE KNECHT

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INFORMATION TECHNOLOGY LEADER

Recruited for challenging tasks throughout career; engineered repeated successes at building entire information and telecommunications infrastructures; directed small to large staffs up to 200 with up to \$60 million budget; and established partnerships with leading industry players, including IBM, DEC, Lucent, and Oracle.

- **Technology Implementations.** Directed the University of Iowa Foundation's largest software system implementation (CRM), a transition from a mainframe-centric to a web/network environment.
- **Turnarounds.** Rejuvenated an underperforming organization chronically over budget (over \$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 at BC/BS.
- **High Growth.** Transformed United Payors & United Providers from a collection of start-up solutions to a fully integrated and consolidated national organization to support aggressive growth and acquisition activity.
- **Restructurings.** Revamped and expanded the IT function at the largest US multilingual call center company 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*.
- **Infrastructure Development.** Successfully designed the technical infrastructure of the largest studio public broadcasting station and built a new high-tech call center.
- **Thought Leadership.** Delivered successes extensively covered by the media: articles in *Computerworld* (July 2007 feature article, [The Fixers](#)), *Inc. Magazine* ([Wanted: Model CIO](#)), *InfoWorld* ([Tapping into Telephony](#)) and *CTI Reference Book for Japan*; television on *Small Business Today*; advertising campaigns by IBM, Lucent and DEC; and speaker at local/national/international events including World Computer Telephony Conference in Tokyo.

AREAS OF EXPERTISE

IT Portfolio Management
ERP & CRM Implementations

B2B Partnerships
Information Systems Security

M&A Integrations
Multi-Site Operations

Certified Information Systems Security Professional (CISSP) • Certified in the Governance of Enterprise IT (CGEIT) Project Management Professional (PMP) • Information Technology Infrastructure Library Certification (ITIL) Control Objectives for Information and Related Technology Certificate (COBIT) • MBA (Pepperdine University)

PROFESSIONAL EXPERIENCE

UNIVERSITY OF IOWA FOUNDATION **Chief Information Officer & AVP**

Iowa City, IA 2004 to 2010
Big Ten University

Redesigned a failing system with no architectural plan to a single storage, VMware based, clustered server environment with an integrated e-vaulting solution to support a secure, financially sound, state-of-the-art infrastructure.

- Created a stable, optimized and homogeneous environment to eliminate previous concerns and ensure a more nimble platform for adding new solutions while allowing the implementation of a robust security infrastructure (ISO 27001/27002 and PCI).
- Shifted applications to a single MS-SQL 2008 environment from a heterogeneous DB/2, Oracle and Informix one. Heavily implemented SharePoint and project management strategies to increase organizational efficiencies.
- Aligned IT with business units, created governance groups and implemented project portfolio management.

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- Partnered with a leading software vendor to develop and implement a new, internationally deployed, MS-SQL 2008 based, fundraising CRM software. Initiated two user groups for the product to address software functionality concerns needed for the *Go Live* and to build relationships with peer organizations.
- Developed strong staff with strategic certifications: CISSP, PMP (3), Ethical Hacker, Certified Business Continuity Planner (CBCP), CTT+ Technical Trainer, CGEIT, web development (2), extensive MS SQL and business intelligence classes (14), and COBIT.
- Rebuilt strained relationships with the University IT staff and better utilized cross-department resources.
- Maintained IT services during the Flood of 2008 (500 year flood).

BLUE CROSS/BLUE SHIELD OF WISCONSIN

Company Sold

Chief Information Officer & VP

Milwaukee, WI 2000 to 2002
\$1.4-B Healthcare Insurance Provider

Recruited to address acute organizational and support issues. Quickly solved a chronic \$6.8 million over-budget condition (COBIT); a consultant based IT staff; and a lack of visibility and participatory planning by the business units. Developed procedures, structure and systems across all dimensions of an organization utilizing a direct chargeback system. Directed a staff of 200 with a \$60 million budget.

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

UNITED PAYORS & UNITED PROVIDERS

Company Sold

Chief Information Officer

Rockville, MD 1997 to 2000
\$450-M Health & 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 65 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 US corporate headquarters.
- Rolled out Office 2000 within the MS Rapid Deployment Program before general product release.

LEXI INTERNATIONAL

Company Sold

Chief Information Officer & VP of IT

L.A., CA 1995 to 1997
\$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, profitability and survivability 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.

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- 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 (PBS)

Director of Information Technology

Recruited to Lexi International

\$42-M TV & Movie Production and TV Broadcasting

L.A., CA 1991 to 1995

Selected for Senior IT Executive role 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 build out of 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 Software 2000 ERP and created a comprehensive communication grid over a multi-site/campus environment.
- Built a second telemarketing data center for the support of the PBS station network 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.

EDUCATION

MBA - GPA 3.9+ - Pepperdine University (held full time graduate status & full time position)

Extensive postgraduate technical work - various colleges/universities - equivalent BS MIS

BA - Economics, History, International Relations (*Magna Cum Laude*) - Texas Christian University

MEMBERSHIPS

ISACA – Member of East Iowa chapter • *Iowa CIO Forum Iowa* • *Contingency Planners* (Business Continuity)

Project Management Institute Association (PMI) – Member of East Iowa chapter

Information Systems Security Association (ISSA) – Member of East Iowa, Milwaukee and DC chapters

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

Professional Association for SQL Server (PASS) • *International Cyber Threat Task Force*

TECHNOLOGY LEADERSHIP

ERP and CRM: JD Edwards, Software 2000, BB Enterprise CRM, SunGard (IFAS), MS Dynamics GP, PeopleSoft, Oracle; SharePoint; e-vaulting; VMware; Cisco; NetApp; Tivoli Storage Manager; MS SQL 2008: Reporting Services (SSRS), Integration Services (SSIS), Analysis Services (SSAS); Visual Studio 2008 Team Foundation Server (TFS); i.Support & Remedy; Oracle; DB2; EMC Imaging (ApplicationXtender)