

# TERRANCE KNECHT

20 Shagbark Court | Iowa City, IA 52246 | 319-471-2751  
[tlk@terranceknecht.com](mailto:tlk@terranceknecht.com) | [www.tknecht.com](http://www.tknecht.com) | [LinkedIn](#)

## Former Fortune 500 CIO - Certified SAFe, Agile, Scrum & PMP Facilitator

This former military officer has held CIO/VP roles in 6 organizations in multiple verticals including healthcare, education, and data management. Known for ability to fix the most complex IT issues (as showcased in cover article “The Fixers” in *Computerworld* magazine); recognized SAFe, Agile, and PMP thought leader, practitioner, advocate, trainer, and coach. Uniquely qualified as facilitator with multiple industry professional certifications and designations:

**Scaled Agile Framework [SAFe Program Consultant] Scrum Alliance [Certified Scrum Professional – Product Owner; Certified Scrum Professional – Scrum Master]; Project Management Institute [Agile Certified Professional; Project Management Professional]; SCRUM.org [Professional Scrum Developer; Professional Scrum Product Owner; Professional Scrum Master]; ISACA [CGEIT; COBIT]; ITIL; CISSP**

## PROFESSIONAL EXPERIENCE

### **ZS ASSOCIATES**

#### **Solution Delivery Consultant**

Thousand Oaks, CA 2011 to 2019  
*International Consulting Company*

Recruited to turnaround project for biotech client Amgen with staff of 100 from ZS and Amgen. Participated in the conversion of the environment from strictly Waterfall to an Agile/Kanban/Scrum methodology through education, training, avocation, facilitation, and the development of project management and corporate playbook. Tasked with creating and facilitating SAFe, Agile, and PMP training programs for ZM staff and corporate client. Led lectures, class discussions, and case study exercises to educate staff and foster collaboration and retention of material. Developed face-to-face and distance learning-experiences aligned with SAFe, Agile, and PMP training methodologies.

***Built training program from the ground up and achieved 100% participant pass-rate on all certification exams.***

- Delivered SAFe certification classes and PMP preparatory classes.
- Developed a 4-day new hire training program for new ZS employees focusing on Agile and PMP methodologies.
- Consistently achieved a 5 out of 5 satisfaction score on all training.

***Took control of and delivered on enterprise-level \$14M IT consulting project for biotech client Amgen that was significantly behind schedule, under-committed by stakeholders, and over budget.***

- Redefined project scope and timeline to justify expenses and manpower and ensure success.
- Engineered ZS’s distinction as “IS Supplier of the Year” by Amgen for 2 consecutive years.
- Original project and successor projects cemented the IT relationship between Amgen and ZS Associates.

### **UNIVERSITY OF IOWA FOUNDATION**

#### **Chief Information Officer & AVP**

Iowa City, IA 2004 to 2010  
*Big Ten University*

***Redesigned failing system with no architectural plan into single storage, VMware based, clustered server environment to support secure, financially sound, state-of-the-art infrastructure.***

- Upgraded applications to single MS-SQL environment while implementing SharePoint and project management strategies to increase organizational efficiencies.
- Implemented new fundraising software and project portfolio management strategy.

### **MID-DELTA HEALTH SYSTEMS**

#### **MIS Consultant & VP/General Manager**

Mississippi 2003 to 2004  
*Healthcare Provider*

Recruited to move stalled technical environment forward quickly. Completed implementation of 2 major systems: Financials (Great Plains) and Clinical/Billing (InfoSys-Homesys) while upgrading branches.

**BLUE CROSS/BLUE SHIELD OF WISCONSIN**  
**Chief Information Officer & VP**

**Company Sold**

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

Recruited to address acute organizational and support issues. \$60M budget; Staff: 200.

***Quickly resolved chronic \$6.8M over-budget condition and developed procedures, structure, and systems across organization utilizing direct chargeback system.***

- Implemented IT project/resource tracking system that directly fed financial chargebacks to PeopleSoft financials. Program was so successful, it was named a best practice and implemented by other departments.
- Reduced budget by 20% and closed IT "on budget" for first time in 5 years.
- Saved \$2M annually on \$18M service contract by building key relationship with outsourcing vendor.

**UNITED PAYORS & UNITED PROVIDERS**  
**Chief Information Officer**

**Company Sold**

Rockville, MD 1997 to 2000  
*\$450-M Health & Financial Services*

Unified activities in a multi-site, Application Service Provider (ASP) environment for major health insurance companies. Partnered with Digital, MCI, IBM and Lucent to design and develop a national communications grid (6 sites). 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. Directed a multi-site 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 from senior management for the plans, 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.

Between 1991 and 1997, held Chief Information Officer roles at **LEXI INTERNATIONAL** and **KCET-TV (PBS)**

---

### EDUCATION

---

**MBA** - GPA 3.9+ - Pepperdine University (held full time graduate status and full-time position)  
**Extensive postgraduate technical work** – UCLA/USC (equivalent BS MIS)  
**Postgraduate work in International Economics & International Relations** – University of Denver  
**BA - Economics, History, International Relations** (*magna cum laude*) - Texas Christian University

---

### TECHNOLOGY LEADERSHIP: REPRESENTATIVE PUBLICATIONS & PUBLIC SPEAKING ENGAGEMENTS

---

PMI Presentation (May 2017) titled "Agile as a Disrupter"

ISACA Presentation (April 2012) titled "Frameworks for Predictability: COBIT, ITIL and PMBOK"

*Computerworld* (June 2007). Featured in cover article titled "The Fixers: Turnaround CIOs" in a career review

Keynote Speaker - *World Computer Telephony Conference/Expo* - Tokyo, Japan (June 27, 1997) titled "Critical Issues Facing Non-Technical Senior Managers"

*Inc. Magazine* (July 1996) titled "Wanted: Model CIO." Describes how Terrance was recruited to Lexi International

Computerworld-Smithsonian Institute Award (June 1996) for "Visionary Use of Information Technology"

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

Session Presenter at IBM COMMON Conference (1993) titled "Rapid Application Development (RAD)"