

Technology sourcing finds itself at the converging nexus of cloud solutions and infrastructure, procurement, risk, privacy, and information security—boundaries between traditional silos of technology roles and responsibilities are being erased. IT sourcing has evolved into an essential discipline at the very heart of the digital enterprise. I have implemented global greenfield programs in technology sourcing, governance, and category management; risk and controls; and data privacy and security. My wide-ranging technology experience supporting global enterprises brings added value to IT sourcing as a data-driven service discipline, a trusted advisor, and transformative organizational influence.

Experience

PM SOLUTIONS, 2017

IT Sourcing Management Consultant

- Technology sourcing support for the American Nurses Credentialing Center for product application re-engineering.

GARTNER, 2015

Research Director, Research Board

- Conducted industry research on behalf of the RB's Strategic Sourcing Research Board (SSRB) members, who typically report directly to the CIO or CTO and have IT sourcing strategy as a primary responsibility.

PEARSON EDUCATION, 2006 – 2015

Dual track in IT sourcing/supplier governance and data privacy/security. Joined Pearson's newly established global sourcing and governance program in 2006 as a consultant.

Technology Sourcing & Supplier Category Management Consultant/Manager, 2006 – 2012

Launched Global IT Strategic Supplier Sourcing and Vendor Governance organizational function. Drove organizational and cultural change through service-oriented business facilitation and added value. Gartner evaluated Pearson's IT strategic sourcing and supplier governance practice as best in class.

- Supported creation of global IT supplier sourcing and governance function. First initiative was selection of an additional strategic offshore IT services supplier partner.
- Created IT sourcing baseline: processes, artifacts (RFxs), and KPIs. Practices embedded into global standard project lifecycle.
- Built and managed over 80 RFPs end-to-end, spanning bespoke development, infrastructure, SW/HW maintenance, business software and services solutions (invoicing, T&E, S&M, CRM), productivity suites/ unified communications, and offshore services (ADM, RIM, customer service centers). Led cross-functional teams in RFP evaluation and contract negotiation: business stakeholders, program/project management and technology staff, Legal, and Finance.
- Created supplier catalog: domain skills RFI's, comparative global skill sets, services, rate cards.
- Created common pan-supplier customer satisfaction survey and process driving engagement quality and success. Results embedded in supplier HR recognition/reward processes and programs. Supplier feedback incorporated into recommended practices.
- Rationalized supplier spend. Partnered with ERP to clean data and mine data to normalize and categorize spend, identify and drive consolidation and volume savings. Conducted financial analysis and projections for all major sourcing initiatives.
- Identified, resolved service delivery issues with clients/suppliers.
- Instituted, projected four-quarters forward/tracked eight-back services pipeline of key services supplier spend (\$100M+) and sourcing-generated savings.
- Optimized \$80M+ H/W and S/W maintenance.
- Designed, authored supplier governance social media and intranet presences.

Privacy, Risk and Compliance—Principal Information Security Analyst, 2012 – 2015

Established Data Protection Center of Excellence. Drove compliance via technology and business communications.

- Advised/directed Lines of Business and Geographies on privacy and security compliance, process and technology controls, remediation, and improvements.
- Established metrics acquisition. Created, analyzed, reported privacy and data security compliance KPIs.

- Created GRC data classification visualization/reporting.
- Designed and configured global cloud Email SaaS DLP solution. Automated inspection globally for PCI, US and UK Email for PII, Canada for opt-out. Instituted T&E awareness program; reduced PCI violations > 95%.
- Audited global personally identifiable information (PII), identified 350 million records total, 100 million U.S.
- Progressed design of EU-based data inspection, federating incident storage and workflow. SME advisor to SOC regarding data acquisition and inspection architecture and configuration.
- Authored global ERP approach to privacy/security strategy.
- Mapped ISO 27002:13-based policies suite to current standards used in-house, including CCM, HIPAA, NIST, PCI-DSS in support of global policies standardization initiative.
- Designed, authored social media and collaboration presence for CISO and Privacy organizations.

Launched Global Data Privacy and Security Program, 2008 – 2012

- Authored program charter. Supported program creation and global roll-out.
- Conducted global compliance assessments for client and employee data.
- Created assessment/remediation progress and other program KPIs (e.g., PCI compliance) and data visualizations. Monthly presentations to global stakeholders, quarterly to Pearson board.
- Consulted to Lines of Business/Geographies on privacy and information security compliance and remediation.
- Created and content managed program intranet collaboration and archive sites.

Chase Manhattan Bank – JP Morgan Chase, 1992 – 2005

VP, Global Data Center Services, 2005

- Led post-insourcing redevelopment/redeployment of capacity management tools, systems support, and operational processes.

VP, Global Data Center Risk and Product Management, 2001 – 2005

- Partnered with Corporate, IT Audit and Desktop Management to create COBIT-based risk register and associated controls. Created and program-managed risk assessments and remediation, totaling 2,000+ total control items, covering all global data center production, development, disaster recovery, and business continuity services and products.
- Managed global software product assets, licenses, and maintenance across all platforms. Partnered with services supplier on pricing, maintenance, and issue resolution.
- Managed midrange (shared/web servers, legacy i-Series and OpenVMS) services portfolio.
- Tracked post-outsourcing ARC's and RRC's. Validated supplier billing, identified and resolved conflicts.
- Conducted enterprise-wide document management solution, trading floor BCP studies (business requirements, technology, finances) and recommendations.

VP, Global Capacity and Equipment Planning, 1996 – 2001

- Headed capacity and technology planning and acquisition for all corporate (U.S., U.K.) data center systems, including three dozen mainframes and 200+ large midrange systems. Grew mainframe capacity 20% year-over-year keeping hardware and software expenses level. Doubled shared server/web capacity annually.
- Instituted predictive capacity planning and service management across all systems.
- Envisioned and implemented leading-edge resource management practices: modeled all systems/images daily, mined operational alerts to prioritize service issues, monitored external web response. All results web-published with next-day availability.
- Authored plan and business case for global data center site consolidation and expansion. Developed proprietary supporting financial and occupancy models and analyses to project required footprint. After JP Morgan merger, consolidation plan was carried forward into global infrastructure outsourcing.
- Member of core management team outsourcing infrastructure support. Deal was worth \$5.6B over 7 years, with global data center services worth \$1.1B. Contracts SME on global data center capacity requirements and projections and large midrange platforms. Negotiated capacity planning, projected platform consolidation savings, final ARC's and RRC's.

VP, Global Midrange Systems Planning, 1994 – 1996

- Managed global midrange capacity/performance and technical planning. Responsible for midrange Chemical Bank M&A systems consolidation. Developed, instituted compute and storage chargeback.
- SME to global and domestic Telecom outsourcing to AT&T.

VP, Network S.W.A.T., 1993

- Member of/supervised network team addressing endemic inter-data center network issues (spanning, routing, failover, recovery).

VP, Midrange Technical Services, 1992 – 1993

- Managed midrange systems and network support. Core applications supported: CHIPS, FEDWIRE, S.W.I.F.T., Global Banking, all intra-bank financial messaging, and Money Transfer investigations.
- Managed data center move from Long Island to Brooklyn MetroTech.

Prior Career Progression

- **Digital Equipment Corporation** – Financial Industry Product/Consulting Services Manager, Senior Technologist
- **Bankers Trust Company** – AVP, Money Transfer Project Manager
- **Security Pacific International Bank** – AVP, Money Transfer Project Manager
- **Cooper Union** – Adjunct Professor, Structured Languages

Education

- **Cooper Union**, B.S. Engineering

Communications and Collaboration Tools Skillset

- Expert Microsoft Office; SharePoint, Jive, PHP

Memberships

- CAUCUS, Association of Technology Acquisition Professionals
- IAOP, International Association of Outsourcing Professionals
- IAPP, International Association of Privacy Professionals
- ISACA, formerly Information Systems Audit and Control Association

On the Web

- ITSOURCERS.COM, technology sourcing web site
- VECRUMBA.COM, professional CV