LARRY BRANDOLPH, MBA
Associate Vice President and CISO

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Selected Areas of Achievement

- Spearheaded the technology innovation to create a virtual internal cloud platform supporting the University community. Increased efficiency, flexibility, quality while reducing operational support costs and allowing the community to support their initiatives and not supporting redundant back-office operations.
- Reduction of 80+ Data Centers and Server rooms through-out the organization into 45 fully managed and supported Data Center and Global Computer Facilities.
- Introduced virtual server technology for Microsoft Windows, saving $10M in hardware costs during the first three years of implementation. Personally credited for the first carbon credits energy savings within Connecticut.
- Analysis and review of over 149 products; reducing vendor maintenance operating expense by eliminating 14% of these as redundant products.
- Introduced several process improvement initiatives improving service quality by reducing 75% of production issues and eliminated 95% of repetitive and chronic problems.
- Implemented an ISO27001 Security Framework to substantially improved network security through several proactive initiatives including a data classification policy, vendor security review, guest system access and a data retention policy.
- Implemented a "Go Virtual" Desktop strategy and installed approximately 10,000 VMware VDI Desktops – Keynote speaker at VMworld 2008
- Enabled business process outsourcing for more than 10,000 individuals through the introduction of Citrix/Remote desktop technology.

Experience

Temple University, Philadelphia, PA   **2011 - Present**
Public research university with more than 39,000 undergraduate, graduate, and professional students are enrolled in over 400 academic degree programs offered at seven campuses and sites in Pennsylvania, and international campuses. Temple is among the nation's largest providers of professional education (law, medicine, podiatry, pharmacy, dentistry, and architecture), preparing the largest body of professional practitioners in Pennsylvania.

ASSOCIATE VICE PRESIDENT and CISO (2011 – PRESENT)

Senior executive leading the IT strategy, initiatives and execution critical to supporting the University growth directives. Direct report to the CIO and a member of the executive leadership team responsible to developing goals and objectives for all University application, infrastructure, network, telecommunications and security. Align the priority, resource allocation and funding for the University technology project portfolio in response to the goals and objectives developed by the executive team. Communicate University initiatives and establish an environment and culture necessary to support the professional growth, succession planning and operational efficiency critical to attaining these objectives.

- Leading a direct staff of more than 100 employees and consultants in the areas of Data Center Management, Wintel/Linux Platforms, Storage Area Network, Networking, Telephony, Telecommunication technologies and Security services, policies and compliance.
- Responsible for University budget $27M, software budget of $5M and the Office of Telecommunications Zero Based Profit Loss budget of $19M. Reduced the software budget by more than 5%. In the last three years reduced the Telecommunications rates by more than 18%.
- Orchestrated the design and implementation of our critical application infrastructure responsible for managing and directing all administrative and academic functions. This platform is recognized as the University's most valuable asset. Having fault tolerance and redundancy is critical to the delivery of our Information Technology services.
- Responsible for implementing IT change management process. In prior years more that 70% of IT changes were made within 24 hours causing unplanned outages due to system and human errors. Now all changes are planned and communicated; reducing system and human errors.

CIGNA, Inc., Philadelphia, PA   1994 — 2010
Leading global healthcare provider, with more than 30,000 employees' worldwide and annual revenue of $18.4B.

VICE PRESIDENT/HEAD OF INFRASTRUCTURE SERVICES (2008 – 2010)

Promoted as a key member of the IT Executive Leadership Team reporting to the CTO to define and implement enterprise-wide strategic direction for leadership/governance, service management, and integration service delivery. Combines breakthrough leadership with extensive industry knowledge to establish the Global technology roadmap that best meets corporate requirements for customer satisfaction, capability, and service quality. Lead more than 350 employees and consultants/outsourcing resources in ITIL best practices and key skills to ensure successful, seamless service delivery according to business objectives domestic and International. Conducts forecast analysis and administers operating budgets of $66M to maintain all aspects of the enterprise-wide IT infrastructure including operating platforms, software, solutions delivery, asset management, testing/quality assurance, operations support, disaster recovery, product lifecycle, and vendor operations management.

• Reduced operational costs and improved efficiency by spearheading the restructuring of several key operational/engineering activities, including the transition of a long-term desk-side support vendor contract to a new vendor as well as the creation of a new comprehensive service provider, the Work Space Computing Organization.
• Substantially improved network security through several proactive initiatives including reducing the number of security risk points and creating a process to deliver key security patches within 72 hours of release.
• Simplified desktop and end-user email/web service security by eliminating 21 products and transitioning to two outsource services increasing service quality and reducing costs.
• Improved average call resolution time by one minute for more than one million support incidents by deploying a custom information management tool to every end user support desktop.

DIRECTOR OF INFRASTRUCTURE ENGINEERING (2004 – 2008)

Building on a career of extensive information technology management experience, leverages expert technical skills and outstanding team building/coaching savvy to lead the strategic direction and tactical operations for the Distributed Technology, Directory Services, Messaging/Data Center Operations, and Distributed Testing Environments, supporting more than 2,500 servers across the US in addition to the 30,000+ employees globally. Created a culture of high performance for 29 internal staff and five consultants to provide effective, quality delivery of services across the enterprise. Administered an operating budget of $30M and managed vendor relationships to ensure ongoing support of various products and operations activities at established SLAs.

• Dramatically improved operational effectiveness by spearheading various department meetings that facilitated increased cross-functional communication and collaboration on issue resolution.
• Recognized "Thought Leader" in the creation of a business case to transition the Virtual Client from a proof of concept to one of the six largest deployments in North America.

SENIOR PROJECT ARCHITECT (1998 – 2004)

Brought on board to plan and manage all phases of the client and server product lifecycle. Led the enterprise design and architecture initiatives for Cigna's CORE infrastructure (directory services, client/distributed platform, backup devices, and storage network) serving 44,000 internal users, as well as the portal services, serving 10,000+ members.

ADDITIONAL EXPERIENCE

ADJUNCT PROFESSOR, Temple University, Fox School of Business Undergraduate Management Information Systems and Master of Health Informatics (2012-Present)

MICROSOFT CERTIFIED INSTRUCTOR, Temple University Career for Advanced Training Center (1999 – 2001) — *As a Microsoft Certified Trainer (MCT), taught the Microsoft Curriculums for Windows Platform NT 4.0 and 2000.*

BUSINESS SYSTEMS DIRECTOR, CIGNA HealthCare of Georgia (1994 – 1997) — Integral *team member in the support of the southern region, including the four Primary Care Centers and a Workers Compensation facility supporting Delta Airlines, as well as the definition and execution of IS strategic planning.*

EDUCATION • PROFESSIONAL DEVELOPMENT

Master of Business Administration, Technology Management — University of Phoenix

Bachelor of Humanities/Business — Pennsylvania State University, Middletown, PA

SPECIALIZED TRAINING
- Regional Leadership Forum (RLF) – Society of Information Management (SIM)
- Six Sigma Yellow Belt
- PMP Project Management – University of Colorado, Denver

PUBLICATIONS • PRESENTATIONS

VMWorld (2008)
- **Keynote:** The New Data Center: Virtualized and Green
- Real World Benefits of VDI at CIGNA

Directory Expert Conference Co-creator and Speaker (2003-2005)
- Leveraging Active Directory for Application Usage
- Active Directory Best Practice Design and Guidelines
- Regulatory Compliance and ITs impact on Directory Services

Research (2006)
- CO-Principal Investigator on Major Research Instrumentation Program (MRI) National Sceince Foundation (NSF) grant proposal for $500,000 cyber security development

PROFESSIONAL AFFILIATIONS

- Society of Information Management (SIM)
- Colonial Burlington Foundation (CBF) – Historic Burlington NJ - Board Member
- Avanta Security Council - Board Member
- NetPro Advisory Council – Board Member
- Antique Automobile Club of America (AACA) - Member
- Buick Club of America (BCA) – Member
- Ankokas New Jersey Regional AACA Car Club - Member