

BRUCE C. BARNES

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SUMMARY

Senior level executive with a strong multi-industry background. Strategic thinker with proven experience in leading large organizations, especially in the areas of customer-centric planning and execution, turnaround and change management, talent development, organizational design, process development, program/project leadership, performance management, and supplier relationships. Strong technology experience in areas of functional integration, architecture/standards management, electronic commerce, information security/privacy management, and risk/contingency management.

Mr. Barnes has previously been recognized by the industry press as one of America's top Chief Information Officers. Exceptional people management skills, professionally well-connected, often interviewed by the industry media, and noted recurring speaker at national industry events. Experience serving on several I/T industry senior advisory boards, and is a current faculty member at The Ohio State University.

PROFESSIONAL EXPERIENCE

BOLD VISION, LLC - Dublin, OH (<http://www.bold-vision.com/>) **2001 to Present**

A privately held management and consulting company, assisting organizations on a national scale concerning issues on technology strategy, planning, process and organizational design, customer/client relationships, and I/T related turnaround and change. The company also provides senior level I/T coaching and interim leadership, and it produces national forums designed to build active collaborative networks of senior leaders devoted to sharing best practices, renewing their skills on an ongoing basis, and raising the level of technical "literacy" within their overall organizations.

CEO and President

THE OHIO STATE UNIVERSITY - Columbus, OH **2003 to Present**

One of the largest and most highly ranked national public universities, with over 64,000 enrollees in 14 colleges. It enjoys a world-class innovative reputation in areas that include medicine, global climate change, agri-bio products and advanced materials.

Co-Founder; The "CIO Solutions Gallery" Series; The College of Engineering **2003 to Present**

Since its inception in 2003, originally out of The Ohio State University's Fisher College of Business, components of this nationally renowned professional peer-based series have been delivered in nearly twenty cities across the country, and senior executives from literally hundreds of noted organizations have participated on a recurring basis.

Lecturer; Department of Accounting and MIS; The Fisher College of Business **2009 to Present**

NATIONWIDE INSURANCE ENTERPRISE - Columbus, OH **1992 to 2001**

A Fortune 100 company and diverse international organization focused on products and services in the property & casualty insurance, financial services, and asset management. Annual revenue of approximately \$30 billion, with assets totaling over \$200 billion.

Vice President, Enterprise Technology Strategy and Planning **1998 to 2001**

Reporting to the global CIO, charged with enterprise responsibility for all top-level technology strategy, planning, architecture development, talent and standards management, new technology assessment/integration, and information risk management. Also accountable for the development/implementation of core management and measurement methodologies for assuring I/T efficiencies and business effectiveness. Personal results included:

- Established, defined and implemented enterprise level management and governance processes concerning overall I/T strategy formulation, architecture development, and standards management.
- Established an integrated enterprise level advanced technology R&D function.
- Established and implemented an enterprise level Office for information security, privacy, and risk management. Highlights included:
 - Defining/implementing the role of Chief Information Security Officer,
 - Developing/issuing global information security architectures, policies, and guidelines, and
 - Developing a global plan for the achievement of Nationwide's security related desired state.

- Established and implemented an enterprise level model and template regarding I/T's role and responsibilities in corporate merger and integration activities.
- Established and implemented recognized "best of breed" management processes concerning Nationwide's technology supplier relationships, since highlighted in national industry publications.
- Led the development of an enterprise-level program office function.
- Led the development/implementation of Nationwide's first enterprise level eCommerce strategy.

Chief Information Officer, Nationwide Financial Services

1994 to

1998

Reporting to the President, responsible for all technology planning and delivery for Nationwide Financial Services, a once NYSE public/now private company with annual revenue of \$12 billion and assets of over \$100 billion. I/T staff approximately 1100, with an annual technology budget of about \$150 million. Personal results included:

- Achieved formal national industry recognition for an aggressive migration from mainframe-centric computing to a multi-tiered architecture.
- Re-designed the I/T function, improving overall productivity while significantly reducing the rate of rise in NFS technology budgets/expenses. Top staff retention during this period exceeded 97%.
- Established a company-level process for assuring the alignment of business and technology strategies, project prioritization, and resource assignment. Efforts resulted in the reduction of an applications development project backlog of 1100 non-integrated efforts (\$400M in requests) to an integrated and optimized list of 28 efforts (\$60M in requests).
- Senior team participation in the corporate IPO development and execution in 1997.

Associate Vice President, Common Systems; Nationwide Life Insurance

1992 to 1994

Reporting to the Life Company Operations Officer, responsible for all applications development support for the fast-growing variable annuities business, as well as all technical operations and infrastructure support for all of Nationwide Life's product and distribution channels.

PHP BENEFIT SYSTEMS, INC. - Columbus, OH

1987 to

1992

The largest and fastest growing privately owned HMO in Ohio at that time, supporting over 150,000 members in a real-time environment with sales in excess of \$200 million per year. As a part of the senior cabinet, played a vital role in accomplishing a major company turnaround during my tenure, moving from a net operating loss to a position of significant net gain. Also was an original founding member of the nationally known Managed Care Executive Group.

Vice President and Chief Information Officer

1988 to 1992

Reporting to the President, responsible for all technology related planning and services delivery.

Director, Data Services

1987 to 1988

Reporting to the VP of IS, responsible for all data center operations, hardware/software support, systems performance/capacity management, data base administration, and overall I/T security.

ONLINE COMPUTER LIBRARY CENTER (OCLC, INC.) - Dublin, OH

1976 to 1987

An international automated library products and services organization with over \$150 million in annual revenue, OCLC served over 6,000 corporate, public, academic, and private libraries throughout the world.

Manager, Special Projects Applications

Reporting to the VP of IS, responsible for all development and implementation of new/unique product offerings not linked to existing corporate products and/or services. Developed and implemented OCLC's international automated inter-library loan resource sharing system.

CONTROL DATA CORPORATION - Washington, D.C.

1974 to

1976

An international company providing automated computing systems and services.

Software Instructor/Analyst

Responsible for the planning, preparation, and presentation of on-site technical training classes for all of Control Data's 3000/6000 series U.S. customers.

UNITED STATES ARMY; Captain, Medical Service Corps

1970 to 1974

EDUCATION

Bachelor of Science in Comprehensive Sciences from The Ohio State University

PUBLICATIONS

Rush, James and Barnes, Bruce; Microcomputers For Libraries: Product Review and Procurement Guide; 1984

Rush, James and Barnes, Bruce; Review and Survey of Microcomputer and Software for Library and Information Science Applications; A Report for the Federal Library Committee; 1983.