

Varadarajan “Varada” Krishnaswamy, MBA

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PROFESSIONAL PROFILE

Executive Leadership and Management Portfolio and Program Management • Technology Leadership

Talented, highly productive management professional with 20+ years of progressive leadership experience with "big picture" focus to driving programs, change initiatives, solutions, and steer the company toward its goals. Realistic, disciplined, and creative; "can-do" approach with factual analysis and participative leadership that follows naturally from the ability to influence and manage real-time/real-world situations. Synthesize and adopt new ideas/concepts into strategies for business development.

Proven ability to implement solutions utilizing an optimal blend of organizational norms, people, process, technology and physical infrastructure to solve “thorny” problems and deliver on strategic goals. Strive to understand the underlying foundation of knowledge; systematically inquire complex problems by reasoning from first principles; constantly seek new challenges for professional and business growth. Experience in managing cross-functional teams, strategic technology programs, and high-risk projects. Executive MBA, Change Management, and ITIL certificate.

Qualified for executive leadership and management positions that will benefit from strengths in:

- ✓ **Situational leadership** successfully directing multiple \$MM programs and cross-disciplined teams.
- ✓ **Change management** that provides solid foundation for solution development strategies and business decisions.
- ✓ **Technology delivery** experience to deliver 99.6% uptime availability of systems across multiple data centers

PROFESSIONAL EXPERIENCE

FREDDIE MAC, McLean, VA (2013 – Present)

Congress chartered Freddie Mac in 1970 with a public mission to stabilize the nation's residential mortgage markets and expand opportunities for homeownership and affordable rental housing. Freddie Mac's statutory mission is to provide liquidity, stability, and affordability to the U.S. housing market.

Enterprise Program Management Office (2013 – Present)

Director for Enterprise Program Management Office contributing and driving solutions for change management, operations, reporting and analytics. Partnered across cross-functional teams on program and change management activities.

- Directed cross-disciplined groups to enhance the integrity, credibility, and traceability of end-to-end systems, dependencies, processes, and data to influence practices and beliefs deterring delivery of organizational objectives.
- Designed and crafted systems to deliver transparency on projects, methodologies, resources, and deployments while traversing complexity across multi-disciplinary operations of technology, projects, accounting, and financial planning.
- Delivered solutions for program management, financial, and operational performance. Completed the transition of cross-divisional manual reporting operations to business intelligence platform realizing \$20M annual cost savings.
- Delivered a cross-disciplined effort to integrate processes, systems, and data resulting in transparent, consistent, and meaningful program and project information to realize, measure, and monitor \$500M annual initiatives.
- Participated as a principle member to design and deliver people management, training, and communication strategies for CFO Council, senior leadership, and change management teams.

THE COLLEGE BOARD, Reston, VA (2010 – 2013)

The College Board is a mission-driven not-for-profit organization that connects students to college success and opportunity. The membership association consists of more than 5,900 of the world's leading educational institutions and is dedicated to promoting excellence and equity in education.

Program Management and Business Technology (2010 – 2013)

Consulting director for Office of the CIO contributed as part of business technology transformation & planning team with responsibilities for driving technical resources and solutions to support core business and technology initiatives. Coordinated &

collaborated with cross-functional team members on program and change management.

- Principal member of PMO for business technology initiatives, financial planning, portfolio planning, and project governance
 - Developed and delivered portfolio dashboards to monitor financial and health snapshot for senior management.
- As a subject matter expert established the **Project Review Board** for portfolio alignment and funding authorization, review board team included the CIO & divisional VPs.
- Completed fiscal year (2012 & 2013) project & portfolio management planning, transformation technology portfolio planning, project prioritization, financial reporting, forecasting exceeding \$10M portfolio.
- Completed multi-year program to transition the web applications to an .org top level domain correctly reflecting the not-for-profit status.
 - Delivered under budget and within schedule following a five-year struggle with ineffective delivery management.
 - Developed and delivered dashboards to critical information, allowing clear communication of information to stakeholders through high-level of coordination of data sources.

AMERICAN SOCIETY OF CIVIL ENGINEERS (ASCE), Reston, VA (2002 – 2010)

The oldest national engineering society in the U.S. and the world's largest publisher of civil engineering information; provider of lifelong learning tools to include conferences and continuing higher education. Non-profit organization with \$65M+ in assets.

Manager, Knowledge Management & Technology (2007 – 2010)

Selected as key counsel to the CIO and contributor to the technology leadership team with responsibilities for driving technical resources and solutions to support core business systems and infrastructure. Consulted on business growth strategies, E-Commerce solutions, CMS, and Customer Relationship Management (CRM) systems. Collaborated with cross-functional team members for advice on integrated technology information for continuous process improvements.

- Hand-picked at the 11th hour to turn around corporate project after 2 years of unsatisfactory results. Devised **Google Search Taxonomy** solution, unified search, and negotiated 11% vendor service discount, bringing projects in under budget for successful completion within 6 months and by final due date.
- Rapidly executed delivery of **Amazon Cloud infrastructure** in response to the urgent need for servers to support pilot software. Installed scalable solution with backup strategy in one day at a reduced price compared to rack based servers.

Manager, Web Services & Technology (2002 – 2007)

Recruited to provide leadership and technology expertise in web and application services development during turbulent times and undergoing significant growth. Established S.M.A.R.T. Goals and executed comprehensive process improvement strategies that purged inefficiencies and cut costs. Provided technical guidance and consultation to CIO.

Hired and managed teams for the design and implementation of 49+ unique high-quality Web sites. Sustained the growth of more than 100 Web sites utilizing creative, cost-efficient hardware/software infrastructure. Developed more than a dozen online business/service applications. Centralized Web sites, reducing update and refresh times from years to weeks. Changes delivered more than double the number of unique visitors from ~70,000 to 162,000 in 3 years. Met all deadlines.

- Revamped outdated communication tools by building and delivering new Web service and product line for 400 local affiliates realizing \$100K annual cost savings.
- Maintained high availability Service Level Agreements (SLAs) at 99.6% for enterprise infrastructure and architecture (EI&A).

Previous Career Experience: Held key technology management, development and mentoring positions with Progressive Technology Consultants, Inc., Blue Chip Computer Consultants, LLC and Hindustan Level Limited in Bangalore, India.

EDUCATION • CERTIFICATION

Ph.D. Business Management , Virginia Tech-Pamplin College of Business, VA	Current
Executive MBA , Virginia Tech-Pamplin College of Business, VA	2008
Systems Management & Software Technology , National Institute of Information Technology, India	1998
Bachelor of Engineering , University Visveswaraya, College of Engineering, India	1996

Certifications: Prosci Change Management Practitioner; ITIL (V3) Service Lifecycle & Service Capability Streams; ITIL Foundation in IT Service Management; SQL Server Design & Implementation