

CHARLES NUNEMAKER
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SENIOR EXECUTIVE

**New Business Development • Strategic Planning • Project Management
Information Systems Development and Strategy • Distribution Partner
Development • Management Development • Large Client Management • Litigation
Support • Start-up Management (Business and Product) • Financial Management and
Forecasting • Emerging Technology Planning and Implementation
Acquisition Analysis and Management • Licensed Agent**

SUMMARY

An analytical, results-oriented executive with a record of improving performance of administrative operations while reducing operating expenses and staffing levels in multimillion-dollar departments of companies with significant customer service and data processing requirements.

Successful management and administration background includes extensive experience in startup, growth, reorganization, operational streamlining and business consolidation situations.

PROFESSIONAL ACCOMPLISHMENTS

ITS LIFE & HEALTH CONSULTING, Dallas, TX 2002 to Present
Senior Consultant

Responsibilities include leading/managing various special projects to include full spectrum of system selection process, hardware and equipment purchases, system implementation, temporary line management and operational improvements.

COMPUTER SCIENCES CORPORATION, Dallas, TX 1998 to 2002
Director, Operations

Management Responsibilities

Managed the Houston and Dallas Business Processes Outsourcing offices. Responsibilities included all life insurance New Business/ Underwriting, Policy Administration, Information Systems, General Accounting and sales support operating functions. Managed administration of 1.3 million policies, staff of 350 and annualized outsourcing services revenues in excess of \$40.0 million.

Assumed management of an existing Houston life insurance company. Reorganized and streamlined the management structure and consolidated functional units to result in lower operating costs while delivering improved service.

Directed the implementation and development of Dallas insurance service center. Recruited and hired staff for administration of 1.1 million life, disability income and other health policies which grew from 100,000 policies in two years.

Representative Projects

Streamlined New Business/Underwriting operation producing over 25,000 applications per year to improved service and reduced staff.

Managed to higher than planned margins while meeting or exceeding service standards.

Implemented technology and operational enhancements facilitating 70% increase in policies under management with staff increase of only 15%.

Directed administrative function for 15 conversions from multiple legacy systems to a common system platform. The annualized savings derived from common platform exceed \$10 million annually.

Managed implementation and administration of two Internet based term insurance projects. Responsibilities included coordinating with client, various service providers and technical resources.

Lead role in management of a project to install Automated Work Distributor, an imaging workflow system. The expected savings is a 30 percent staff reduction and an improved level of service.

Successfully directed seven consolidation and relocation projects impacting over 200 people and over 1 million policies. Each required extensive transition planning and coordination with clients, vendors and other service providers.

SOUTHWESTERN FINANCIAL SERVICES COMPANIES, Dallas, TX 1989 to 1998

Vice President of Life Administration

Vice President of Insurance Systems

Managed the life administrative operations. Responsibilities included Underwriting, Policy Issue, Customer Service, Premium Accounting, Commission Accounting and Life Claims.

Directed the successful consolidation of new business/underwriting, customer service and administrative operations, including management information systems, of seven companies representing tens of millions of dollars in business to this large financial services corporation. The reorganization allowed for staff reductions of about 30 percent to fewer than 200 people and resulted in savings of about \$2 million from a total annual expense budget of \$12.5 million.

Reorganized and streamlined the management structure of the combined administrative operation, reducing the number of senior executives more than 50 percent, with savings exceeding a half-million dollars annually.

Directed a newly formed systems department bringing together key operating support functions - information services, telecommunications, model office, systems and procedures -- improving service to internal customers through more efficient administrative systems and PC-based applications, procedural reviews and project management while reducing staff from more than 80 people and saving in excess of \$1 million annually.

Managed a business-consolidation project under contract to an outside holding company, generating five years of forecasted profits in two years.

Directed 10 internal consulting projects in workflow analysis and documentation, improving operations, reducing staff and cutting other expenses for more than a half-million dollars in annual savings.

PHILADELPHIA LIFE INSURANCE COMPANY (SFSC), Dallas 1985-89
SOUTHWESTERN LIFE INSURANCE COMPANY (SFSC), Dallas

Vice President, Individual Insurance Services

Assistant Vice President, Policyholders Services/Policy Issue

Directed the successful reorganization and consolidation -- along with extensive transition planning -- relating to the move of a 150-person services operation from Philadelphia to Dallas as part of a \$1.2 billion acquisition while effectively maintaining service to field marketing personnel and customers on various business lines.

Reduced overall staffing about 40 percent over two and a half years -- including proportionally larger management reductions -- saving about \$2.5 million annually.

Implemented improvements in operations, automated systems, audit systems and controls, training programs and recruiting that significantly improved production, quality and customer service to support the rapid growth of this financial services company, ultimately reducing work backlog 90 percent and allowing for staff reductions of about 20 percent.

SECURITY BENEFIT LIFE ASSURANCE COMPANY, Topeka, KS 1972-85

Assistant Vice President Policy Services

Directed a major system conversion through a pilot company that mirrored operations, testing system capabilities and training personnel before full-scale implementation.

EDUCATION

Bachelor's degree from Washburn University, Topeka, KS

CERTIFICATIONS

Fellow of Life Management Institute
Chartered Life Underwriter
Chartered Financial Consultant