



SUSTAINING CIO LEADERSHIP IN A *CHANGING* ECONOMY

MIT CIO

THE 6TH ANNUAL · MIT SLOAN CIO SYMPOSIUM
MAY. 20. 2009 · MIT KRESGE AUDITORIUM



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DEAR SYMPOSIUM ATTENDEES,

Welcome to MIT! We are pleased you have joined us for the 6th Annual MIT Sloan CIO Symposium. We organize this Symposium each year to bring together thought-leaders and practitioners in discussions that will help you become better business leaders and technologists. We trust you will have a great day today.

The Symposium offers the unique opportunity to access the latest thinking and research at MIT, gain practical insight into innovative technologies, and build connections to your peers. What is different this year? It is more international: countries across the globe, including the US, Asia, Europe and the Mid East, are represented among the CIOs, government officials and corporate executives who are speaking and attending. It is more innovative and collaborative: new ways to connect with other attendees before, during, and after today's event include LinkedIn, our Pathable-driven Community, webcasts and podcasts, and the CIO Corner, our blog. We also have over a dozen committed organizational partners from international and professional industry associations who have worked with us across the globe.

The theme of the 2009 MIT Sloan CIO Symposium is "Sustaining CIO Leadership in a Changing Economy." As we all know, this year has presented an unprecedented set of challenges. The economic turmoil puts even more pressure on you to produce more with less, to stay ahead of the curve by having your voice heard in key business decisions at the highest levels of the organization, and to sustain your leadership of both business and technology. The 2009 MIT Sloan CIO Symposium will arm you with high-impact insights during one concentrated day of lively discussions that will help you succeed in the next 364 days of the year.

Within the theme we highlight Cloud Computing and Virtualization. It is difficult to escape debate about the merits of cloud computing. How much should you embrace this enabling

technology? How will you handle data security? The Cloud Computing panel discussion, as well as our sessions on Green IT, Outsourcing, Connected Healthcare Systems, and Governance, Risk and Compliance, will help sift through the issues and challenges, with the goal of helping you find the best solution for your company.

In the Virtualization track, we will address the hardware and software technologies that enable CIOs to squeeze more productivity from their data centers and the impact of distributing applications and data outside of the traditional organizational structure. The Virtual Organization panel originated with the observation of the Obama campaign's use of technology, which enabled mobilization of many more people without diluting the campaign's focus. How can businesses leverage this model? The Enterprise 2.0 panel discussion will build on this topic, to help you make sense of questions about the technologies, business policies and new thinking needed for the new model to take shape in an organization. In total, this forum opens the opportunity for you to look beyond your day-to-day projects in order to explore the ideas and solutions that will improve your company's performance.

On behalf of the MIT Sloan Alumni Club of Boston; our Co-Organizers, The MIT Center for Digital Business and the Boston Chapter of the Society for Information Management; our partners; and the many dedicated volunteers who have worked tirelessly since October to bring you this event, we welcome you to MIT. In particular, we thank our sponsors for their generous contributions in the current economy. And we thank you, our attendees. We value your participation and look forward to your continued connection during the year. Without you listening, asking questions, talking with each other and advancing your companies and your careers, we would not have nearly as much fun.

Sincerely,



MR. CHRISTOPHER REICHERT

Executive Chair, MIT Sloan CIO Symposium
Director MIT Sloan Alumni Club of Boston



DR. GRAHAM RONG

2009 Event Chair
MIT Sloan CIO Symposium

WELCOME LETTER



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Dear Attendee,

On behalf of the MIT Center for Digital Business (CDB), I would like to welcome you to the 2009 MIT CIO Symposium. Along with the Sloan Alumni Club of Boston and SIM, the Center is pleased to once again be your co-host for this event.

Our theme for the 2009 CIO Symposium is “Sustaining CIO Leadership in a Changing Economy” – a changing economy indeed. As history has shown, difficult economic times negatively affect most aspects of our businesses and our lives. One aspect that does not change is innovation. In fact, the old adage “necessity is the mother of invention” is particularly apt. CIOs are forced to do a better job this year, with far less budget than last year. Innovation – and invention – is the tool to what can be seen as an impossible circumstance.

What better place on earth than MIT to join a forum of practitioners and academics alike to not only discuss the difficulties of our current business environment, but also to receive some guidance and insight about what to do this year, and next. A number of MIT Sloan Faculty and Research Scientists will provide content from their research. Erik Brynjolfsson of the CDB will discuss his new work on how organizations can best take advantage of digital information to distance leaders from laggards. Jeanne Ross and George Westerman will present recent work from the Center for Information Systems Research (CISR), focusing on organizations that are IT savvy, as well as leadership in governance, risk and compliance. Tom Malone of the Center for Collective Intelligence (CCI) continues to heighten our awareness of the future of our work force and work environment. Andrew McAfee of the CDB will present the latest on Enterprise 2.0, a phrase which he coined. Michael Siegel is leading the CDB

research in Digital Health. This impressive list of MIT speakers is complemented by nearly 50 leaders from industry who are in the battle zone of cutting cost, driving innovation, and providing IT leadership in their firms. MIT makes for a truly unique environment for bringing these diverse stakeholders together, for you, at the MIT CIO Symposium.

The Center for Digital Business has co-hosted this event along with the Sloan Alumni Club of Boston since its inception. It is the only public forum where we describe the results of our latest research. This research is conducted in collaboration with our corporate sponsors, most of which are here today. And while we are often in the role of adding fuel to the fire of innovation, our faculty are very knowledgeable about the needs (and constraints) of industry because of our close collaboration with them.

Please feel encouraged to contribute your thoughts, perspectives and experiences today. Thanks for your attendance, and welcome to MIT and the 2009 MIT CIO Symposium.

Sincerely,



MR. DAVID VERRILL

Executive Director
MIT Center for Digital Business
MIT Sloan School of Management
Massachusetts Institute of Technology

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Dear Attendee,

On behalf of the Boston Chapter of the Society for Information Management, it gives me great pleasure to welcome you to the 2009 MIT Sloan CIO Symposium. This represents our sixth year partnering with MIT on this inspirational one-day leadership conference.

The economic downturn has touched all of us, and nowhere has the impact been more profoundly felt than in Information Technology departments where CIO's are called upon to play a strategic role in helping their organizations do more with less in challenging times. This requires innovation, leadership, agility, and experience. I'm sure you'll leave this year's conference with many ideas and best practices to help your organization remain healthy and vibrant in challenging times.

For those of you not familiar with SIM, the Society for Information Management is the premier International CIO Professional Organization serving today's and tomorrow's IT leaders. With over 3700 members nationwide, SIM's mission is to deliver business value through IT leadership.

The Boston Chapter of SIM, was founded 30 years ago, and is by far the largest Chapter in the nation with over 440 members in our ranks.

For those of you who have traveled from afar, SIM has 31 chapters with a presence in most major metropolitan areas of the US. You can learn more about the chapter nearest you by visiting SIMNET.ORG.

Local Chapters are an excellent way to leverage the wealth of IT resources in your region and build a network of professional relationships.

For those of you who are local to the Boston area and not currently members, I invite you to visit our booth to learn more about the rich array of programs that we offer our membership. Our programs address the entire life cycle of IT Leadership from emerging IT Leaders to CIOs of our region's largest and

most influential corporations and academic institutions. I'd like to mention just a few of the programs and benefits that our members enjoy:

We offer affinity-based Roundtables for IT Professionals at all levels of their careers: Practitioners Roundtables for the Direct Reports of CIOs, (tomorrow's IT Leaders), CIO Roundtables, Roundtables for Consultant's, and a SIM Silver Roundtable for members contemplating or approaching retirement age.

We sponsor the Regional Leadership Forum – which is an intense professional development program designed to build tomorrow's leaders.

We offer a program called "Sharpening the Leadership Saw – which is comprised of quarterly half-day book and leadership forums for all SIM members interested in improving their leadership skills.

We host Monthly evening events – which feature prominent industry speakers and provide valuable networking time before and after the event.

And we sponsor an Annual Golf Tournament

If you haven't done so already, please stop by our booth, meet some of our members and officers, and learn more about what our organization has to offer.

Sincerely,



MS. JO HOPPE

President
Boston SIM

SCHEDULE

7:30 - 8:30 AM	OVAL TENT	REGISTRATION & CONTINENTAL BREAKFAST
8:30 - 8:45 AM	KRESGE AUDITORIUM MAIN	WELCOME REMARKS
8:45 - 9:45 AM	KRESGE AUDITORIUM MAIN	CEO KEYNOTE/KEYNOTE PANEL
9:45 - 10:45 AM	KRESGE AUDITORIUM MAIN	ACADEMIC KEYNOTE PANEL: THE FUTURE OF IT
10:45 - 11:15 AM	KRESGE LOBBY	COFFEE/NETWORKING BREAK
11:15 - 12:30 PM	KRESGE AUDITORIUM MAIN	CIO KEYNOTE PANEL: CIO LEADERSHIP AND THE BOTTOM LINE
12:30 - 1:45 PM	OVAL TENT STRATTON - 20 CHIMNEYS STRATTON - MEZZANINE	LUNCH + KEYNOTE SPEAKERS 1 & 2
1:45 - 3:00 PM	1. KRESGE AUDITORIUM LITTLE KRESGE 2. STRATTON SALA DE PUERTO RICO 3. KRESGE AUDITORIUM MAIN	1. CONNECTED HEALTHCARE SYSTEMS Dr. Michael Siegel, Senior Lecturer; Principal Research, Scientist, MIT Sloan School of Management Dr. John Halamka, CIO, Harvard Medical School Mr. Dennis Giokas, Chief Technology Officer, Canada Health Infoway Gregory Veltri, CIO, Denver Health and Hospital Dr. Richard C. Mindess, CEO and Medical Director, Lower Merrimac Valley Physician Hospital Organization Mr. Ed Park, CTO, athenahealth, Inc.
3:00 - 3:30 PM	KRESGE LOBBY	COFFEE/NETWORKING BREAK
3:30 - 4:30 PM	1. KRESGE AUDITORIUM LITTLE KRESGE 2. STRATTON SALA DE PUERTO RICO 3. KRESGE AUDITORIUM MAIN	1. OPPORTUNITIES & CHALLENGES FOR OUTSOURCING Ms. Christine Ross, Vice President, Research Director, Forrester Mr. Som Mittal, President, NASSCOM Mr. Brian Keane, CEO, Dextrys Mr. Gary Swart, CEO, oDesk Mr. Shekar Pannala, CIO, Enterprise eCommerce Services The Bank of New York Mellon
4:30 - 4:45 PM	KRESGE LOBBY	COFFEE/NETWORKING BREAK
4:45 - 5:15 PM	KRESGE AUDITORIUM - MAIN	2009 MITCIO AWARD PRESENTATION
5:15 - 6:15 PM	KRESGE AUDITORIUM MAIN	KEYNOTE PANEL: CLOUD COMPUTING
6:15 - 7:30 PM	KRESGE LOBBY	COCKTAIL RECEPTION & NETWORKING

Mr. Christopher Reichert, Executive Chair, MIT Sloan CIO Symposium, Director, MIT Sloan Alumni Club of Boston

Dr. Graham Rong, 2009 Event Chair, MIT Sloan CIO Symposium

Dr. David Schmittlein, John C Head III Dean, MIT Sloan School of Management

Dr. Wade Roush, Chief Correspondent, Xconomy

Mr. Bob Brennan, President and CEO, Iron Mountain

Mr. Alan Trefler, CEO, Pegasystems

Mr. James Champy, Chairman of Consulting, Perot Systems Corporation

Mr. Joseph W. Alsop, Co-Founder and former Chief Executive Officer, Progress Software Corporation

Mr. Gary Beach, Publisher Emeritus, CIO Magazine

Prof. Erik Brynjolfsson, Schussel Professor of Management and Director, MIT Center for Digital Business (CDB)

Prof. Thomas Malone, Patrick J. McGovern Professor of Management and Director, MIT Center for Collective Intelligence (CCI)

Dr. Jeanne Ross, Director, Center for Information Systems Research (CISR)

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Prof. Erik Brynjolfsson, Director, Center for Digital Business at MIT

Mr. Bob Greenberg, General Manager, Information Technology Optimization, IBM

RADM Elizabeth Hight, Rear Admiral, Vice Director, Defense Information Systems Agency

Mr. Stephen F. Schuckenbrock, President, Large Enterprise, Dell Inc.

Ms. Jo Hoppe, CIO, PAREXEL International Corporation

1. UNIFIED INFORMATION ACCESS

Mr. Ali Riaz, CEO, Attivio

Location: Mezzanine

2. CLOUD COMPUTING

Mr. Chris Barbin, CEO, Appirio

Location: 20 Chimneys

2. GOVERNANCE, RISK AND COMPLIANCE

Dr. George Westerman, Research Scientist, Center for Information Systems Research (CISR)

Ms. Karen Kotowski, SVP and CIO, SALLIE MAE, INC.

Dr. David Blaszkowsky, Director, Office of Interactive Disclosure, US Securities and Exchange Commission

Mr. Shawn Banerji, Managing Director, Global Technology Sector, Russell Reynolds Associates

Mr. J. Kent Crawford, Founder & Chief Executive Officer, PM Solutions

Mr. Scott Mitchell, Chairman and CEO, Open Compliance and Ethics Group

3. THE VIRTUAL ORGANIZATION

Dr. Irving Wladawsky-Berger, Chairman Emeritus, IBM Academy of Technology, Professor of Engineering Systems, MIT (Visiting)

Ms. Lorie Buckingham, CIO, Avaya

Mr. Simon Crosby, CTO of the Virtualization and Management Division, Citrix Systems

Mr. Bilal Husain, Director of eServices Projects, Saudi eGovernment Program, Saudi Arabia

Mr. John Stone, President, CrossTech Partners, LLC

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2. GREEN IT MATTERS: GREEN IS IN

Ms. Maryfran Johnson, Editor in Chief, CIO Magazine and Events

Mr. Justin Lindsey, CTO, Netezza

Ms. Atti Riazi, Senior Partner and Chief Information Officer, Ogilvy and Mather Worldwide

Mr. Kevin Coyne, President and CEO, e3 solutions

Mr. John Niemoller, President and COO, Perillon

3. ENTERPRISE 2.0

Prof. Andrew McAfee, Visiting Associate Professor, Center for Digital Business at MIT

Mr. Marco Pacelli, CEO, Clickfox

Mr. Sid Probst, CTO, Attivio

Mr. Raheel Retiwala, CTO, Monitor Analytics and Clearway Technology Partners

Mr. Geoffrey Oblak, General Partner, Ascent Venture Partners

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Prof. Glen L. Urban, David Austin Professor of Marketing, Dean Emeritus, MIT Sloan School of Management, Chairman, MIT Center for Digital Business

Mr. Brian Watson, Editor in Chief, CIO Insight

Mr. Ron Markezich, Corporate VP, Microsoft Online

Mr. Ed Bugnion, VP, Cisco

Mr. Emil Sayegh, GM, Mosso, Rackspace Cloud

Mr. Bill Rogers, Chief Information Officer and VP of Information, Technology, Goss International



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DR. DAVID SCHMITTLEIN

John C Head III Dean
MIT Sloan School of Management



David Schmittlein joined the MIT Sloan School of Management as John C Head III Dean in October, 2007. His focus, since arriving on campus, has been to broaden MIT Sloan's global visibility, work with the faculty to create new high-quality management education programs, develop enhanced educational opportunities for current students, and to develop and disseminate business knowledge that has impact and will stand the test of time. He has also reached out to the many members of MIT's alumni community to gain their valuable insights on MIT Sloan and management education. Prior to his appointment at MIT Sloan, Dean Schmittlein served on the faculty at The Wharton School of the University of Pennsylvania from 1980 until 2007. While at Wharton, he was the Ira A. Lipman Professor and Professor of Marketing. He also served as Interim Dean during July 2007 and as Deputy Dean from 2000-2007. In addition, he was chair of the editorial board for Wharton School Publishing. Dean Schmittlein received a Ph.D. and M.Phil. in Business from Columbia University and B.A. in Mathematics (magna cum laude) from Brown University. His research assesses marketing processes and develops methods for improving marketing decisions. He is widely regarded for his work estimating the impact of a firm's marketing actions, designing market and survey research, and creating effective communication strategies.

Dr. Schmittlein has served as a consultant on these issues for numerous firms, e.g. American Express, American Home Products, AT&T, Bausch & Lomb, Boston Scientific, Ford Motor Company, Gianni Versace S.p.A., Hewlett-Packard, Johnson & Johnson, Lockheed Martin, Pfizer, Revlon, Siebe PLC, The Oakland Raiders, The Quaker Oats Co., and Time Warner. He

has over forty publications, most in leading journals in Marketing, Management, Economics and Statistics. He has been an area editor for Marketing Science and a member of the editorial board for the Journal of Interactive Marketing, Journal of Marketing Research, Marketing Letters and Marketing Science.

Dr. Schmittlein serves on the International Advisory Board for Groupe HEC, on the Academic Advisory Board for the China Europe International Business School (CEIBS), the International Advisory Council of the Guanghua School of Management of Peking University, and the Advisory Board for the School of Economics and Management of Tsinghua University. He serves on the World Economic Forum's Global Agenda Council for Marketing and Branding. He has been a visiting professor in the Faculty of Economics at Tokyo University, and a Distinguished Scholar in Residence at Washington University's John M. Olin School of Business. He has received awards for his research, his editorial work, and his teaching. His observations and research have been cited often in the popular press, including Advertising Age, Business 2.0, Business Week, China.com, Computerworld, Fortune, NPR's Marketplace, People's Daily Online, Reuters, The ABC Evening News with Peter Jennings, The Economist, The Financial Times, The Los Angeles Times, The Philadelphia Inquirer, The New York Times, The Wall Street Journal, U.S. News & World Report and USA Today.

Dr. Schmittlein is a member of the American Marketing Association, the American Statistical Association, and the Institute for Operations Research and Management Sciences (INFORMS).

CEO KEYNOTE

CEO KEYNOTE | 8:45 - 9:45

How fast a business can grow depends in part on how well its managers have mastered their information-technology tools. That means the decisions of CIOs---choosing systems for usability, balancing innovation against performance, mitigating risk, and optimizing resource use---directly affect the bottom line. Moreover, companies adjusting to economic change often turn to their CIOs to foster business transformation and discover new revenue generating opportunities. In this panel, CEOs of leading organizations will talk about how they see the CIO's evolving role; how the CIO can help the CEO make better decisions; and how CIOs can go beyond questions of hardware and software to help improve overall business performance.



DR. WADE ROUSH

Chief Correspondent
Xconomy



Wade Roush is Chief Correspondent for Xconomy. He is a veteran science and technology writer whose recent work has focused on consumer Internet technology, including search, social computing, geocomputing, Web services, online virtual worlds, and the visual Web. As a staff member at MIT's "Technology Review" from 2001 to 2006, Wade served as senior editor, San Francisco bureau chief, and executive editor of TechnologyReview.com, and helped lead the magazine to a nomination as National Magazine Award finalist in 2006. Before joining "TR", he was the Boston bureau reporter for "Science", managing editor of supercomputing publications at NASA Ames Research Center, and Web editor at e-book pioneer NuvoMedia. Wade graduated Magna cum Laude in the history of science from Harvard College in 1989 and earned a PhD in the history and social study of science and technology from MIT in 1994. His work has appeared in "Science", "Technology Review", "IEEE Spectrum", "Encyclopaedia Britannica", "Technology and Culture", "Alaska Airlines Magazine", and "World Business", and he has been a guest of CNN, CNBC, NECN, WGBH and NPR.



MR. JOSEPH W. ALSOP

Co-Founder and former Chief Executive
Officer
Progress Software Corporation



JOSEPH ALSOP is the co-founder and former chief executive officer of Progress Software Corporation, a global supplier of application infrastructure software used to develop, deploy, integrate and manage business applications. Joe led Progress from its founding to its current position as a global software industry leader with annual revenue exceeding one half billion dollars. Alsop has over 25 years of management and technical experience in the computer industry.

Alsop received his B.S. degree in Electrical Engineering from the Massachusetts Institute of Technology and attended the Sloan School of Management at MIT.

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MR. BOB BRENNAN

President and CEO
Iron Mountain



Bob Brennan became president and chief executive officer of Iron Mountain in June 2008, after having been the company's president and chief operating officer since November 2005. As president and CEO, Brennan develops and implements global operating strategies to drive growth, enhance customer service, and ensure consistency and efficiency across the organization. He oversees the company's operations in North America, Europe, Latin America and Asia Pacific, the worldwide Digital business unit, as well as all enterprise support functions including human resources, information technology, security and global standards. Brennan first served as Iron Mountain's president of North America when he joined in November 2004 through the acquisition of Connected Corporation, where he was chief executive officer. Prior to Connected, Brennan was a general manager with Cisco; he also served as CEO of American Internet prior to its acquisition by Cisco. Earlier in his career, Bob held a series of increasingly senior general management positions at MicroAmerica and Merisel, both leaders in the distribution of technology products. Brennan holds a bachelor's degree in psychology from Manhattan College.



MR. JAMES CHAMPY

Chairman of Consulting
Perot Systems Corporation



Jim Champy, Chairman of Perot Systems' consulting practice, is recognized throughout the world for his work on leadership and management issues and on organizational change and business reengineering. His first book, REENGINEERING THE CORPORATION: A Manifesto for Business Revolution, sold more than 3 million copies.

Champy's latest writing is a series of books for the Financial Times Press. The first volume – OUTSMART! - was published in April of 2008, and shows how to achieve breakthrough growth by consistently outsmarting your competition. The second volume in the series, INSPIRE!, Why Customers Come Back, will be published in April of 2009.

Champy earned his BS in 1963 and his MS in Civil Engineering in 1965 from M.I.T., and a JD degree from Boston College Law School in 1968. He is a life member of the MIT Corporation, Massachusetts Institute of Technology's Board of Trustees, and serves on the Board of Overseers of the Boston College Law School. He is also a member of the Board of Directors of Analog Devices, Inc.



MR. ALAN TREFLER

CEO
Pegasystems



Alan Trefler is the Founder and Chief Executive Officer of Pegasystems. He also serves as Chairman of the Pegasystems Board of Directors. Alan also oversees the global sales function for Pegasystems. Alan has consulted extensively in the use of advanced technologies, customer service processing, expert systems, and work automation. He has frequently presented to international audiences, and has written for major publications. Alan has been profiled in such publications as The Boston Globe, Forbes, and Inc. Magazine; and was granted a U.S. Patent in 1998 for Pegasystems' distinctive Inherited Rule-Based Architecture, which provides the framework for Pegasystems' rules-based Business Process Management (BPM) solutions. Alan's interest in computers and expert systems originates from collegiate involvement in tournament chess, during which time he achieved a Master rating, and was co-champion of the 1975 World Open Chess Championship. Alan holds a degree with distinction in Economics and Computer Science from Dartmouth College.

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INFORMATION AVAILABILITY: EXPLOITING THE FULL VALUE OF INFORMATION TO DRIVE BUSINESS

By Sid Probststein, CTO, Attivio, Inc.

Year after year, analyst survey results show that CIOs view their top priority to be aligning with business strategy and objectives while controlling costs. To address the imperative to improve business alignment, many IT organizations have shifted their focus to delivering services rather than technology and to managing these services based on business priorities. To succeed here, IT has been bridging technology silos and assessing service quality from the end user's perspective. But making sure all IT assets are managed to meet business needs is only part of the challenge. For many of the services IT supplies to the business, the service is only as good as the information it relies on. After all, what is IT ultimately delivering for the business? It's the information that matters - technology is the enabler, but the information is the true business gold.

Today, critical information is created and stored in many formats - data, documents, emails, blogs, and so on. When information a user needs is distributed across more than one type and system, assembling and analyzing the information is a largely manual task that invites errors - errors of omission, of timeliness, of expertise on the part of the person doing the compiling and connecting. Bridging these information silos and creating the effect of a universal information pool from which intelligence is readily retrieved is a key need for both IT and business.

Unified Information Access (UIA) provides the solution to this long-standing problem of information isolation. UIA ingests all types of content and data, creating a universal index and allowing integration and retrieval of all types of content and data with one simple, search-style query. Users win on both ends: the method of seeking information is simple, and the pool of information is complete. The best UIA platforms retain explicit data relationships as well as identifying implicit ones, ensuring that the aggregated information is intelligent and relational - which in turn ensures that users get the information they need quickly.

One of the most important strategic missions of IT organizations is providing immediate access to timely, complete information to

enable a transaction or business process. Often the requests are ad hoc and complex, requiring access to more than one source to be effective. True UIA platforms provide this ad hoc access to retrieve data and content with the precision of SQL and the simplicity of a search interface. And the results aren't just a list of documents and records to review. Instead, results are presented in the context of a robust user interface that allows further analysis. For example, the display may include not just complete customer history and the status of a current transaction, it can also show an assessment of that customer's relative value to the business, their opinion of your company, and other factors such as what kinds of promotions motivate them to purchase additional products or services.

So what should you be thinking about today to deliver on business expectations for easier and faster access to this comprehensive information? Are there changes you can make that will return value quickly and be worth the cost and time investment in a tight economy? Do you really need to do anything at all?

In "Predictions 2008 - Information Infrastructure Will Master Information Chaos" analyst firm Gartner stated that "by 2011, IT will allocate 75% of information management resources... to integrate and analyze a blend of traditionally structured and diverse data types, whereas today 75% of resources are focused only on structured data." So if you want to avoid falling behind your competitors, yes, you need to act on unifying your information now.

A UIA platform allows you to replace your search engine, but you can start incrementally by implementing one strategic project, such as a Voice of the Customer solution to give sales and customer support staff immediate and complete information about customers. By selecting a UIA platform that supports rapid development, you can get this project up and running quickly. With metrics in place to prove the value, you can demonstrate another example of IT alignment with business goals and the value of agile technology in supporting business transactions.

THE FUTURE OF IT

ACADEMIC KEYNOTE | 9:45 - 10:45

Nobody questions the influence of IT on the development of our businesses, but everyone is keen on understanding how to accurately measure the benefit of IT, how to make your organization "IT savvy", and what is the next disruptive change brought on by IT. The current economy exacerbates each of these questions, with leaders and laggards growing further apart. This panel features world renowned faculty members of MIT's Sloan School who will debate these questions and share their views on new IT leadership roles. They will discuss what 21st century CIOs must do to digitally enable, measure and govern the collective business and human intelligence of their firms. And they will offer insights on what capabilities IT leaders must provide to enable their firms to effectively compete in today's global economy.



MR. GARY BEACH

Publisher Emeritus
CIO Magazine



Gary has been in the technology media business since 1981 serving in management roles at McGraw-Hill and International Data Group where he was the Publisher of Network World, Computerworld and CIO Magazine. His current focus as Publisher Emeritus of CIO Magazine is on the state of science, technology, engineering and math education in America. He publishes a blog on cio.com entitled "Science and Math Imperative" addressing this issue. For 10 years Gary has written a column in the print edition of CIO Magazine. He is often quoted in The New York Times, CNBC Squawk Box, CNBC Closing Bell, The San Francisco Chronicle, USA Today and the AP. For four years he provided technology commentary for National Public Radio's All Things Considered and Morning Edition programs. Gary is a graduate of Manhattan College.



PROF. ERIK BRYNJOLFSSON

Schussel Professor of Management and Director
MIT Center for Digital Business (CDB)



Erik Brynjolfsson explores how advances in information technology contribute to business performance and organizational change. He directs the MIT Center for Digital Business, a research initiative that analyzes the business uses of the Internet and other digital technologies. His projects include a study of information worker productivity, a valuation method for intangible organizational capital, calibration of increased product variety online (a.k.a. the "long tail"), and an analysis of optimal pricing strategies for digital goods. In a related work, Brynjolfsson is assessing how investments in computers and networks alter economic growth, industry structure, and labor demand.



PROF. THOMAS W. MALONE

Patrick J. McGovern Professor of Management and Director
MIT Center for Collective Intelligence (CCI)



Thomas W. Malone is the founder and director of the MIT Center for Collective Intelligence. Malone teaches classes on leadership and information technology, and his research focuses on how new organizations can be designed to take advantage of the possibilities provided by information technology. In an article published in 1987, Malone predicted many of the major developments in electronic business over the last decade: electronic buying and selling, electronic markets for many kinds of products, “outsourcing” of non-core functions in a firm, and the use of intelligent agents for commerce. Malone is an inventor with 11 patents. He has also published more than 50 articles, research papers, and books. Malone has been a co-founder of three software companies and has consulted and served as a board member for a number of other organizations. Before joining the MIT faculty in 1983, Malone was a research scientist at the Xerox Palo Alto Research Center (PARC) where his research involved designing educational software and office information systems.



DR. JEANNE W. ROSS

Director
Center for Information Systems Research (CISR)



Jeanne W. Ross is Director and Principal Research Scientist at the MIT Sloan School’s Center for Information Systems Research where she lectures, conducts research, and directs executive education courses on IT management practices. Her research examines organizational and performance implications of enterprise initiatives related to enterprise architecture, IT governance, outsourcing, and business agility. Her work has appeared in major practitioner and academic journals, including *Sloan Management Review*, *Harvard Business Review*, *the Wall Street Journal*, *MISQ Executive*, *MIS Quarterly*, *the Journal of Management Information Systems*, *IBM Systems Journal*, and *CIO Magazine*. She is coauthor of two books: *IT Governance: How Top Performers Manage IT Decision Rights for Superior Results* and *Enterprise Architecture as Strategy: Creating a Foundation for Business Execution* through Harvard Business School Press. Her third book, *IT Savvy: What Top Executives Must Know to Go from Pain to Gain* will be published in June 2009. Jeanne is a founding senior editor and former editor in chief of *MIS Quarterly Executive*.



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Founded in 1998, the MIT Center for Digital Business is the largest research center in the history of the MIT Sloan School of Management. We are funded entirely by corporate sponsors whom we work with closely in directed research projects. The Center has supported more than 45 faculty, and performed more than 60 research projects.

Our mission is to join leading companies, visionary educators, and some of the best students in the world together in inventing and understanding the business value made possible by digital technologies. Our interactions are a dynamic interchange of ideas, analysis, and reflection intended to solve real problems.

Examples of Current Focused Research Projects

- ▣ Applications as Platforms
- ▣ Collaboration and Trust in IT
- ▣ Deriving Competitive Advantage from IT
- ▣ The Business Implications of Enterprise 2.0
- ▣ Productivity and Internal Knowledge Markets
- ▣ Web Site Redesign for Individual Cognitive Style
- ▣ Measuring the Productivity of Information Workers
- ▣ Improving Hospital Operational Efficiency and Risk Management with Systems Dynamics
- ▣ Using Systems Modeling to Predict, Manage and Improve Software Application Development and Maintenance

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John Chambers - CEO, Cisco Systems

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Tommy Buzzell - Financial Assistant

CIO LEADERSHIP AND THE BOTTOM LINE

CIO KEYNOTE | 11:15 - 12:30

Information technology has become a key differentiator in business models and strategy, which puts a premium on CIO leadership to balance the cost of innovation with performance and drive a company's bottom-line.

The CIO must be flexible and responsive to market demands, continue to streamline organizational structure, and facilitate business transformation. Moreover, CIOs are also called upon to discover and grow new revenue opportunities derived from IT investments.

In this panel, CIOs of leading corporations will take a critical look at these multiple demands and how they are responding to the evolution of their roles from traditional managers of cost centers to leaders with accountability for business performance.



PROF. ERIK BRYNJOLFSSON

Schussel Professor of Management and Director
MIT Center for Digital Business (CDB)



Erik Brynjolfsson explores how advances in information technology contribute to business performance and organizational change. He directs the MIT Center for Digital Business, a research initiative that analyzes the business uses of the Internet and other digital technologies. His projects include a study of information worker productivity, a valuation method for intangible organizational capital, calibration of increased product variety online (a.k.a. the "long tail"), and an analysis of optimal pricing strategies for digital goods. In a related work, Brynjolfsson is assessing how investments in computers and networks alter economic growth, industry structure, and labor demand.



MR. ROBERT M. GREENBERG

General Manager
Information Technology Optimization
IBM



Bob is General Manager of IBM's global Information Technology Optimization business unit within the Global Technology Services division, focused on helping enterprises obtain greater energy efficiencies, better service levels, and lower costs in their computing environments.

A thirty year veteran of IBM, he has held numerous senior executive positions within the company's development, manufacturing, and services divisions. Among them, he founded the Highly Parallel Supercomputing Systems laboratory establishing IBM's premier supercomputer and commercial data parallel processors. He has also been the director of technology for Enterprise Systems, and the vice president of strategy and architecture for IBM's mid-range UNIX product family.

Bob has also served as IBM's global CIO and vice president responsible for world-wide IT operations and business transformation. Additional responsibilities within that scope included building on-demand information technology solutions and services to enable IBM's enterprise growth.

He is a member the corporation's Integration and Values Team, as well as the IBM Academy of Technology Board of Governors.

He received his degrees from the Massachusetts Institute of Technology.



RADM ELIZABETH A. HIGHT

Rear Admiral, Vice Director
Defense Information Systems Agency



RADM Elizabeth A. Hight is the Vice Director of the Defense Information Systems Agency (DISA). She helps lead a worldwide organization of more than 6,600 military and civilian personnel responsible for planning, developing, and providing interoperable, global net-centric solutions that serve the needs of the President, Secretary of Defense, Joint Chiefs of Staff, the combatant commanders, and other Department of Defense (DoD) components.

RADM Hight graduated Magna Cum Laude from Huntingdon College in 1974 and joined the Navy in March 1977. Her first duty station was Naval Communications Area Master Station Western Pacific, Guam where she was the High-Frequency Receiver Site Division Officer.

RADM Hight's awards include the Defense Superior Service Medal (with Oak Leaf Cluster), Legion of Merit (with Gold Star in lieu of second award), Defense Meritorious Service Medal, Meritorious Service Medal (with Gold Star in lieu of third award), Navy Commendation Medal, Navy Achievement Medal and Air Force Master Space Badge. She is a graduate of the Defense Systems Management College, the Naval Post-graduate School with a master's degree in Telecommunications Systems, and George Washington University with a master's degree in Information Systems.



MS. JO HOPPE

CIO
PAREXEL International Corporation



Jo Hoppe serves as CIO of PAREXEL Intl., a leading global CRO providing clinical trials management, drug development and regulatory consulting to the pharmaceutical and biotechnology industries.

With more than 20 years of experience in IT, product development, and operational management, Ms. Hoppe has led technology strategy and information systems innovation at complex, global organizations in a variety of industries. Prior to joining PAREXEL, Ms. Hoppe was the CIO of Pegasystems, a BPM company, where she was responsible for designing, building and marketing a comprehensive portfolio of technology solutions. Previously, she served as EVP and CIO of CMGI, CTO of uBID, and CIO of Addison Wesley Longman.

She holds several advisory positions, including serving as President of the Board of Directors for the Society for Information Management, Boston Chapter, and as a Board Advisors for Future Forward, a technological think-tank sponsored by The Boston Globe columnist Scott Kirsner. She has also been an advisor to the Massachusetts Archive Foundation run by the Secretary of State. Her work has been featured in Computerworld and CIO magazine.



MR. STEPHEN F. SCHUCKENBROCK

President, Large Enterprise
Dell Inc.



Stephen F. Schuckebroek serves as president, Large Enterprise, leading the delivery of innovative and globally consistent Dell solutions and services to the world's largest corporate IT users.

Prior to his current role, Mr. Schuckebroek was senior vice president, Global Services, and Dell's chief information officer. In these roles, he led Dell's multibillion-dollar services business with global responsibility for Dell's enterprise service offerings, and as CIO oversaw the company's worldwide information systems and technology infrastructure.

Prior to Dell, Mr. Schuckebroek was co-chief operating officer and executive vice president of global sales and services for EDS. Before joining EDS in 2003, he was chief operating officer of The Feld Group, an IT consulting organization.

As global CIO for PepsiCo from 1998 to 2000, Mr. Schuckebroek developed and established the Business Solutions Group. He served as global CIO for PepsiCo's Frito-Lay from 1995 to 1998.

Mr. Schuckebroek earned a bachelor's degree in business administration from Elon University.

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SIM Cultivates IT Executive Excellence by:

Enhancing leadership skills through the Regional Leadership Forum

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Providing leading-edge research through the Advanced Practice Council

Offering CIO-related events, such as SIMposium 2009 (Seattle, Washington)

For more than thirty years the Boston Chapter of SIM has been the meeting place for information technology executives, leading IT consultants, academicians, and senior business executives who play key roles in the use of information technology in their organizations. Boston SIM offers a collaborative exploration of best practices, trends, and lessons learned for those who shape and influence the management and use of IT.

Join us and collaborate in the management revolution that is changing the way the world communicates, educates, and conducts business. Chapter membership puts you in the middle of a global community that is harnessing the power of knowledge, information and technology. SIM is an international organization for top information executives. It helps IS leaders to develop their management techniques for the strategic use of information and computing technology. SIM has more than 30 local Chapters across the nation and 1,500 Members from more than 500 major organizations.

Get to know us at the Boston SIM Annual Golf Outing, taking place June 17, 2009 at Cyprian Keyes Golf Club in Boylston, MA. Visit www.boston.sim.org for more information and to register.

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MR. CHRIS BARBIN

CEO
Appirio


Chris has been CEO of Appirio since 2006, guiding it to become one of the leaders in cloud computing. In 2008, InformationWeek hailed Appirio as “One of the Top 20 Cloud Computing Startups You Should Know” and Cloud Computing Journal featured Appirio as one of the “Top 100 Cloud Computing Companies in the World.” Chris brings extensive operations, consulting, professional and technical experience to Appirio, helping grow year over year company revenue by more than 300 percent and assisting hundreds of enterprises like Dolby Labs, Flextronics, Genentech and Qualcomm to accelerate their path to cloud.

Previously Chris served as CIO and SVP of business operations at Borland Software, where he pioneered the company’s move to an on-demand IT applications architecture. It was in this role that Chris realized the early benefits and game changing potential of cloud computing. This experience led him and three other “reformed enterprise software executives” to create Appirio - a products and professional services company dedicated to accelerating the adoption of on-demand in enterprises.



MR. ALI RIAZ

CEO
Attivio


Ali I. Riaz is CEO of Attivio, creators of the Active Intelligence EngineT (AIE), a unified information access platform that extends enterprise search capabilities across documents, data and media. Ali brings to Attivio extensive management experience in propelling early-stage companies into large, corporate leaders through effective, scalable client programs, product offerings, and business operations.

Before joining Attivio, he was President and CEO of GetConnected, Inc. (GCi, now WhiteFence), a market-leading transaction processing platform enabling the sale of digital services. Prior to that, he served as President and Chief Operating Officer of Fast Search & Transfer (FASTT, now Microsoft), a global enterprise search company.

Ali has experience in both small and large organizations, having held executive positions with Computer Sciences Corporation (CSC) and Novartis International, Inc. Ali holds an MBA degree from Loyola Marymount University in Los Angeles, California.

LUNCH KEYNOTE 1: ALI RIAZ UNIFIED INFORMATION ACCESS: INTEGRATING UNSTRUCTURED DATA INTO ANALYTIC ENVIRONMENTS

Search and BI operate in parallel worlds. Search retrieves documents of interest, whereas BI supports analyses of transactional database information. Search is simple to use, but results — hit lists rather than answers — often lack business relevance and usefulness. BI is powerful and creates business value, but is inflexible and difficult to use. Further, the estimated 80% of business-useful information that originates in unstructured form is not accessible via conventional BI tools. Please join Mr. Riaz as he discusses how you can rapidly deploy Unified Information Access solutions to integrate all your information assets, while cutting costs and increasing performance.

LUNCH KEYNOTE 2: CHRIS BARBIN CLOUD COMPUTING: TODAY’S FAD OR THE FUTURE OF IT?

In today’s economic environment, CIOs are under pressure to continue to support their businesses while operating budgets are slashed by 20-30% and capital expenditures are being all but eliminated. This environment is driving more and more enterprises to investigate the cloud, which promises quantifiable cost savings, rapid time to value and innovation that drives the business.

However, enterprises face two challenges as they investigate the cloud. First, almost every IT vendor has recast their message to be aligned with cloud computing in some form, and many are twisting the definition to align better with their own business models. Second, given the complexity of most enterprise IT portfolios and the plethora of cloud offerings in the marketplace, it’s not clear where to start and how to chart the path forward.

In this session, Chris will clarify what cloud computing is and isn’t, provide real-life examples of the benefits of cloud computing and explain how large organizations can make the transition.

LUNCH KEYNOTE 1 & 2 - 12:30 - 1:45

CONNECTED HEALTHCARE SYSTEMS

SESSIONS: CONNECTED HEALTH | 1:45 - 3:00

One of the major contributors to the rising healthcare cost in the United States is the siloed nature of the healthcare system. Much discussion has centered on reforms necessary to change the system. To move from talk to action, transforming the current disconnected system to a new collaborative one, both public and private leadership is needed.

This session will consider how healthcare organizations must work together in a network of connected healthcare systems to eliminate gaps in quality services for all citizens. Session topics will include: business models for sustainable connected healthcare systems, regulatory frameworks and funding models, and the role of government and industry in building a secure interoperable personal health information exchange infrastructure that complies with HIPAA Privacy Rule.



DR. MICHAEL SIEGEL

Senior Lecturer; Principal Research Scientist

MIT Sloan School of Management



Michael Siegel is a Principal Research Scientist at the MIT Sloan School of Management. He is currently the Director of the Digital Health Special Interest Group at the MIT Center for Digital Business and Co-Director of the PROductivity from Information Technology (PROFIT) Project. Dr. Siegel's research interests include the intelligent integration of information systems, data semantics, data standards, web-based information extraction and integration, improvement in healthcare safety, operations and management using health information systems and dynamic modeling, information technology in financial risk management and global financial systems, applications of computation social science to analyzing state stability, and information security. His recent work on improving hospital operations using Hospital Information Systems and System Dynamics modeling has resulted in management changes to hospital work environments at major hospitals. His work in benchmarking commercial Value-at-Risk software systems has been very well received by academics, practitioners and regulators. He has addressed the Federal Reserve Bank, academic and international audiences on these and other topics.



MR. DENNIS GIOKAS

Chief Technology Officer
Canada Health Infoway



Dennis Giokas is responsible for the overall electronic health record solution architecture, standards, security, privacy, and technology toolkits at Canada Health Infoway and is instrumental in defining the strategy for the EHR solutions. Mr. Giokas has over 24 years of experience in the information management and information technology field and he has previously held executive positions at Sapient Corporation, most recently as Vice-President and Managing Director of its Canadian subsidiary.



DR. JOHN HALAMKA

CIO
Harvard Medical School



John D. Halamka, MD, MS, is Chief Information Officer of Beth Israel Deaconess Medical Center, Chief Information Officer of Harvard Medical School, Chairman of the New England Health Electronic Data Interchange Network (NEHEN), CEO of MA-SHARE (a Regional Health Information Organization), Chair of the US Healthcare Information Technology Standards Panel (HITSP), and a practicing Emergency Physician.

As Chief Information Officer of Beth Israel Deaconess Medical Center, he is responsible for all clinical, financial, administrative and academic information technology serving 3000 doctors, 14000 employees and two million patients. As Chief Information Officer of Harvard Medical School, he oversees all educational, research and administrative computing for 18000 faculty and 3000 students. As Chairman of NEHEN he oversees the administrative data exchange in Massachusetts. As CEO of MA-SHARE he oversees the clinical data exchange efforts in Massachusetts. As Chair of HITSP he coordinates the process of electronic standards harmonization among stakeholders nationwide.



DR. RICHARD C. MINDESS

CEO and Medical Director
Lower Merrimac Valley Physician Hospital
Organization



Richard C. Mindess, M.D. – Newburyport, MA is the CEO and Medical Director of the Lower Merrimac Valley Physician Hospital Organization (LMVPHO) and the Whittier Independent Practice Association (Whittier IPA). He is also the President and CEO of Wellpoint, a subsidiary of the Whittier IPA. Wellpoint was created to manage, grow and sustain the Greater Newburyport Health Information Exchange which began as part of the Massachusetts eHealth Collaborative Pilot Project. The LMVPHO, the Whittier IPA and Wellpoint is developing an electronic health information network which includes 95% of physician offices, the local hospital (Anna Jaques Hospital), local labs and imaging centers. In the future, patients will have the ability to access the network via a patient portal.

Prior to joining the LMVPHO, Dr. Mindess practiced Orthopedic Surgery from 1983 – 2007. During his tenure, he held numerous titles including Assistant Chief of Surgery, as well as Chief of Surgery. Dr. Mindess is a member of several Medical Associations, has written articles for publication and received the 2008 Massachusetts Medical Law Report, “Leaders in Quality” Award.



MR. ED PARK

Chief Technology Officer and HIPAA
Security Officer
athenahealth, Inc.



Over his 11 year tenure as the Chief Technologist for athenahealth, a leading provider of Internet-based electronic health record and practice management services to medical groups, Mr. Park helped build the Company’s web-native platform, athenaNet®, that today supports close to 20,000 medical providers across 40 states and houses over 30 million patients records daily. He currently serves on the Certification Commission for Healthcare Information Technology (CCHIT), Interoperability Work Group, which recommends criteria and testing to ensure data portability in the use of electronic health records.

Mr. Park also served as co-chair of the National Alliance for Health Information Technology’s (NAHIT) Technology Leadership Committee. The NAHIT organization was a co-founder of CCHIT. Prior to this, he served as a member of the Technology Leadership Committee, which advised on a consensus-driven definition of healthcare information interoperability that was adopted industry-wide and used in support of Senate Bill 1418, House Resolution 4157 and the Safe Harbors/Anti-kickback Rules.

He received his Bachelor of Arts degree in computer science from Harvard University, graduating magna cum laude.



MR. GREGORY VELTRI

CIO
Denver Health and Hospital



Gregory Veltri is the Chief Information Officer for the Denver Health and Hospital, Colorado’s largest safety net health care systems. Mr. Veltri has been recognized as a leader in healthcare technology and most recently been awarded the 2008 CIO Top 100 Award from CIO Magazine and Computerworld’s Premier 100 award in recognition of his leadership integrating advanced technology solutions in healthcare.

Mr. Veltri is a HIMSS Fellow and currently serves on the Colorado Chapter of HIMSS. He has authored numerous articles and given many presentations on various aspects of Healthcare Information Technology and obtaining value from technology investment.

Under Mr. Veltri’s leadership Denver Health has grown into a technology innovator that drives enterprise changes in workflow and process that increase efficiencies, reduce cost, enhance the way care is delivered and how quality outcomes are measured.

IT GOVERNANCE, RISK MANAGEMENT, COMPLIANCE

SESSIONS: IT GOVERNANCE | 1:45 - 3:00

Organizations face increasing regulation and government scrutiny. In the US alone, federal agencies pass more than 4,000 final rules annually, and local and national regulators around the world enact many thousands more. Collectively, the use of IT to respond to these requirements results in billions of dollars in expenditures. Even so, the need for compliance and transparency continues to grow. Virtually no organization is immune from these voluntary and involuntary obligations, from our neighborhood library to a global bank.

This session will explore the current state of IT governance, risk management, and compliance with the overlay of emerging concerns given the present global economic crisis.



DR. GEORGE WESTERMAN

Research Scientist
Center for Information Systems Research
(CISR)



George Westerman is a Research Scientist in MIT Sloan's Center for Information Systems Research (CISR) and faculty chair for the course IT for the Non-IT Executive. His research and teaching examine management challenges at the interface between IT and business, including risk management, innovation, and CIO leadership. His book "IT Risk: Turning Business Threats into Competitive Advantage" was named one of 2007's top ten managerial books by CIO Insight Magazine. In addition, he has published research in numerous journal article and case studies. Prior to earning his doctorate at Harvard Business School, George gained 15 years of experience in engineering and IT management. He is a noted speaker and management advisor on IT management topics.



MR. SHAWN BANERJI

Managing Director
Global Technology Sector
Russell Reynolds Associates

RUSSELL REYNOLDS ASSOCIATES

Shawn Banerji is a member of the Information Officers and Business and Professional Services Practices within the Technology Sector at Russell Reynolds Associates. Based in New York, Shawn recruits chief information and technology officers across a variety of industries, including banking and insurance, publishing and media, as well as process industries such as energy and distribution. Shawn also has extensive experience in the technology and business process outsourcing marketplace. This includes shared/business services search work for large corporations as well as extensive work for private equity investors and their portfolio companies.



DR. DAVID BLASZKOWSKY

Director, Office of Interactive Disclosure
US Securities and Exchange Commission



The US Securities and Exchange Commission appointed David Blaszkowsky in October 2007 to start and lead its new Office of Interactive Disclosure, which is chartered to develop and implement interactive data standards (including XBRL) for financial reporting and other disclosures, and to develop and carry out strategies and policies to improve disclosures and their use through interactive data standards.

David joined the SEC after a private sector career in consulting and financial information, most recently as a director leading several equity research and analytic information businesses for Standard & Poor's in NY. Before that, David was the Director of Strategic Planning and Development for McGraw-Hill's Construction Information Group (where he also worked on an early industry-specific XML standard), and held financial planning and reengineering roles at Fidelity Investments in Boston. David's earlier career was in management consulting, at McKinsey & Company, as well as at Price Waterhouse and Gemini Consulting. David trained in economics at the University of Chicago, receiving a BA, and earned his MBA in finance and marketing at Northwestern University's Kellogg School of Management. David lives, with his wife and 2 daughters, in Boston.

Shawn has more than a decade of executive recruiting experience and joined Russell Reynolds Associates in 1999. Prior to executive search, Shawn worked in the advertising industry at Ogilvy & Mather.

Shawn is a member of the Society for Information Management, the Financial Services Technology Consortium, the Indian American Council and TiE. In addition, he serves on the Advisory Boards of several emerging technology and services companies that utilize global resourcing operating models.

Shawn received his B.A. from the University of Richmond and his M.A. from the University of Westminster, London. He is fluent in Bengali, English and Hindi.



MR. J. KENT CRAWFORD

Founder & Chief Executive Officer
PM Solutions



Kent Crawford is the founder and CEO of PM Solutions, a project management consulting and training firm. His experience spans more than twenty five years, where he has been responsible for the development of systems requirements and the functional design of integrated project management systems for a number of Fortune 500 organizations. Mr. Crawford advocates the use of Project/Program Management Offices as a mechanism to support effective governance, regulatory compliance, and consistent delivery.

He is the Former President and Chair of the Project Management Institute (PMI). During his tenure in office, Mr. Crawford implemented innovative programs, which resulted in an astounding fifty percent membership growth for the Institute. His leadership in PMI has been widely recognized as a primary driver in PMI's success.

A prolific speaker and advocate of the profession, Mr. Crawford is also the award-winning author of *The Strategic Project Office: A Guide to Improving Organizational Performance*, *Optimizing Human Capital with a Strategic Project Office*, *Project Management Maturity Model: Providing a Proven Path to Project Management Excellence*, and *Project Management Roles & Responsibilities*.



MS. KAREN KOTOWSKI

SVP and CIO
SALLIE MAE, INC.



Karen oversees strategic planning, development, operations and management of information technology supporting Sallie Mae. Karen has 30 years experience in business and information systems innovation and management in the financial services industry. Prior to joining Sallie Mae, Karen was Executive Vice President of Development Services at US Bancorp. In this role, Karen had responsibility for all applications development and the overall enterprise architecture. Before US Bancorp Karen was Sr. Director for PricewaterhouseCoopers' Mortgage Banking consulting business where she performed as the mortgage banking subject matter expert and managed delivery in the financial services arena both domestic and internationally. Karen also served as Network Services Director at Northern States Power (now Excel Energy), Vice President Mortgage Systems for Home Saving of America, and was a Principal at Transaction Technology, Inc., Citicorp's research and development technology organization. Karen holds a Bachelor of Science degree with highest distinction from Marion College and received the McGraw Hill, Top 100 Women in Computing 1996.



MR. SCOTT MITCHELL

Chairman and CEO
Open Compliance and Ethics Group



Mr. Mitchell serves as the Chairman and CEO of nonprofit think tank Open Compliance & Ethics Group (www.oceg.org). OCEG's community of practice includes over 20,000 practitioners from a number of professions and industries.

Mr. Mitchell is also the Chairman of DoubleDrum Capital, a venture capital firm that focuses on early stage technology companies. Over the past 7 years, Mr. Mitchell has founded and funded a number of small and mid-sized technology companies where he serves on the board. In this capacity, Mr. Mitchell has observed and realized tangible value from implementing Principled Performance – most notably through improved valuations.

Mr. Mitchell began his career at the Small Business Administration, Arthur Andersen, and Andersen Consulting (Accenture). Mr. Mitchell also founded and served as the CEO of Learning Productions (acquired by SkillSoft) where he was awarded a patent for business simulation technology.

Throughout his career, he has spent equal time in the board room, in the c-suite, and in the trenches consulting Fortune 500 clients including Walmart, P&G, Staples, Microsoft, Dell, Cisco, ADM, GE Capital, American Express, VISA, HP, IBM, Avnet, E*Trade, and Marriott.

THE VIRTUAL ORGANIZATION


SESSIONS: THE VIRTUAL ORG | 1:45 - 3:00

Flexible, dynamic, and mobile, organizations are no longer constrained by traditional barriers of place and time. Business leaders are looking at virtual organizational structures to address critical resource, personnel and logistical issues.

This session will examine the ways that technology is helping business leaders implement optimal models to gain competitive advantage.



DR. IRVING WLADAWSKY-BERGER

Chairman Emeritus IBM Academy of Technology
Visiting Professor of Engineering Systems
MIT


Dr. Irving Wladawsky-Berger is Chairman Emeritus, IBM Academy of Technology, a position he assumed in May, 2007 when he retired from IBM after 37 years. As Vice President of Technical Strategy and Innovation, he was responsible for identifying emerging technologies and marketplace developments critical to the future of the IT industry, and organizing appropriate activities in and outside IBM in order to capitalize on them.

Dr. Wladawsky-Berger is Visiting Lecturer at MIT's Sloan School of Management and Engineering Systems Division, Adjunct Professor in the Innovation and Entrepreneurship Group at the Imperial College Business School, and Senior Fellow at the Levin Institute of the State University of New York. In March of 2008 he joined Citigroup as Strategic Advisor, helping with innovation and technology initiatives across the company.

Dr. Wladawsky-Berger received an M.S. and a Ph. D. in physics from the University of Chicago.



MS. LORIE BUCKINGHAM

CIO
Avaya



Lorie Buckingham is Senior Vice President & Chief Information Officer for Avaya. Avaya is a leading global provider of business communications applications, systems and services.

In this role, Lorie's accountabilities include the execution of Avaya SAP requirements, designing and implementing business process improvements, and enhancing productivity through IT applications development and deployment. Lorie also plays a vital role in driving simplicity in our technology-based processes.

Before joining Avaya, Lorie held senior executive positions at Visteon Corporation, where she was most recently Chief Information Officer and senior vice president, Global Services Group. Before joining Visteon, Lorie was CIO at Zonetrader.com and, previously, Senior Director of Enterprise Information Technology Solutions at Union Carbide Corporation. Earlier in her career, she held positions in applications development, information systems and business operations at firms from small start-ups to global leaders including Citibank, General Electric and IBM.

She earned a B.A. degree in chemistry and mathematics from the State University of New York.



MR. SIMON CROSBY

CTO of the Virtualization and Management Division Citrix Systems



Simon Crosby was founder and CTO of XenSource prior to the acquisition of XenSource by Citrix Systems. Prior to XenSource, Simon was a principal engineer at Intel where he led strategic research in distributed autonomic computing, platform security and trust. Previously, he was the founder of CPlane Inc., a network optimization software vendor, where he held a variety of executive roles. Before joining the private sector, Simon was a tenured faculty member at the University of Cambridge, UK, where he led research on network performance and control, and multimedia operating systems. He is author of over 35 research papers and patents on a number of datacenter and networking topics including security, network and server virtualization, resource optimization and performance. In 2007, Simon was awarded a coveted spot as one of InfoWorld's Top 25 CTOs.



MR. BILAL HUSAIN

Director of eServices Projects
Saudi eGovernment Program, Saudi Arabia



As one of top management's member, Mr. Bilal M. Husain represents the Saudi eGovernment Program (Yesser) at all government agencies that are either offering wide-spectrum of services or in process of doing so, to citizens, businesses and other government agencies alike. His varied and concentrated experience(s) qualifies him to advise and guide those agencies during all stages of transformation from classic to electronic means. He is one of the key decision makers in evaluating and approving funding requests from various government agencies to support their eTransformation projects. In addition to that, he is also consulted by different public agencies regarding their master IT and eGovernment action plan and direction and development of strategies.

Bilal has expertise in many areas, including strategy, organizational behavior, business development, corporate relations, technical development, BPM/BPR and knowledge management. His distinguished career portfolio includes the past positions of ICT consultant for King Fahd Medical City, vice president of operations for iLink Ltd., business consultant with British Telecom SA, and ICT consultant for the Supreme Counsel for Petroleum and Mineral Affairs. Bilal holds a BS in computer science from KFUPM, Dhahran. SA.



MR. JOHN STONE

President
CrossTech Partners, LLC



John is a highly experienced technology executive with over 20 years of technology-enabled innovation. John leads CrossTech Partners, LLC business and operations and brings global experience in technology and business with firms including The PA Consulting Group, Viant, IBM, and AT&T. His expertise is in building digital business solutions, social media and technology strategy. His clients include Titleist, Pfizer, J&J, AstraZeneca, Charles River Laboratories, Citizens Bank, Symantec, Natixis Global Asset Management, CERA an Pearson Education. John is an avid golfer, sailor and an instrument-rated private pilot. He received his BA from the University of Vermont and has also participated in executive education programs at Wharton and Harvard Business School. His blog and background can be found at www.revenuearchitects.com

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OPPORTUNITIES & CHALLENGES FOR OUTSOURCING

SESSIONS: OUTSOURCING | 3:30 - 4:30

Corporations continue to look at outsourcing as a way to control costs. Typically, an offshore-outsourcing model drives down costs as well as increases scaling capacity and reduces time spent on in-house IT. Historically, cross-border labor arbitrage has been a primary source of the economic benefit obtained through IT outsourcing and business process outsourcing (BPO).

Today, collaborative IT platforms offer new potentials to the outsourcing model. In this regard, what are the new opportunities and challenges for outsourcing in a changing economy? How does the future of information systems bridge a globally integrated economy? An Industry Analyst from Forrester research will lead the discussion of the future of outsourcing with a panel of CIOs from outsourcing buyer, vendor, and platform provider.



MS. CHRISTINE ROSS

Vice President
Research Director Forrester



Christine serves Sourcing & Vendor Management professionals and leads the team that delivers research and consulting to help these professionals. Her primary responsibilities include helping set the research agenda to best serve sourcing and vendor management clients. She works with clients to help them set their sourcing strategies, create and execute RFPs, review contracts, and develop vendor management approaches to get the most value from vendors. As an analyst, Christine is currently working on vendor management, vendor risk, and contract negotiation best practices.

Previously, Christine was Forrester's lead analyst on consulting and systems integration. She is an expert on the IT services industry. In her 10 years at Forrester, she has written on multiple aspects of the sourcing process, consulting industry, and IT services. Christine has been quoted in numerous business and technology media including National Public Radio, BusinessWeek, Associated Press, CNBC, and Computerworld.

Christine has been seen on CNBC and quoted in The Wall Street Journal, USA Today, InformationWeek, CIO Magazine, and Computerworld. She is a popular speaker, having presented to public forums and major companies.



MR. SOM MITTAL

President
NASSCOM
NASSCOM

Som Mittal is the president of NASSCOM, the premier trade body and chamber of Commerce for the IT – BPO Industry in India. He is responsible for representing the industry to multiple stakeholders. His key responsibility includes enhancing India's leadership position in the global offshore IT-BPO space by enabling industry to tap into emerging opportunity areas and to strengthen the domestic market in India.

Som Mittal has over 30 years of experience in corporate India and has been a part of the Indian IT industry for the past 18 years. Before joining NASSCOM, he was heading the services business for Hewlett Packard in Asia Pacific and Japan. He chaired NASSCOM in 2003-04 and was in the executive council of NASSCOM for several years. Mr. Mittal has been closely associated with other industry bodies like MAIT and CII. He is also the Founding member of the IIIT, Bangalore and the Board of IT Education Standards. He holds a B.Tech from IIT, Kanpur and an MBA from Indian Institute of Management (IIM), Ahmedabad.



MR. SHEKAR PANNALA

CIO, Enterprise eCommerce Services
The Bank of New York Mellon



Shekar Pannala is Managing Director and CIO of Enterprise eCommerce Services at The Bank of New York Mellon. In this role, he is responsible for leading the development of all online Information Delivery products. He is also responsible for defining the architecture and implementation of common tools, frameworks and standards in support of Information Delivery at The Bank of New York Mellon.

Prior to his current role, Mr. Pannala was responsible for Client Facing applications, Global Performance and Risk Services, Compliance, Trade Management and Derivatives applications in support of Asset Servicing business unit within The Bank of New York Mellon.

Prior to joining The Bank of New York Mellon, Mr. Pannala was Senior Vice President at State Street Corp. During his close to 11 years at State Street, Mr. Pannala was responsible for Securities Lending Systems, Global Markets Equity Trading Systems. He also spearheaded State Street's e-business architecture by building the core operating platform that included Single Signon and Security architecture, reporting infrastructure and Web architecture. He was also responsible for the development of client facing portal for state street called my.statestreet.com, Performance and Analytics, compliance, risk and other value added products.

Prior to joining State Street, Shekar worked at IBM in their advanced technologies group and before that as a senior programmer.

Shekar has a B.S in Electronics and Communications and an advanced degree in Computer Science from National Center for Software Technology in India.



MR. BRIAN KEANE

CEO
Dextrys



Brian Keane is the chief executive officer for Dextrys. An IT industry veteran, Brian has proven expertise building high-value business and IT services companies. As part of Francisco Partners' acquisition of Dextrys, Brian was brought in to build Dextrys into the leading global IT services firm leveraging China offshore resources.

Previously, Brian was the president and CEO of Keane, Inc., a \$1 billion business and IT outsourcing firm. Under Brian's leadership, Keane transformed from its roots as an IT programming services firm into an industry-leading provider of high-value outsourcing services. Brian pioneered industry practices in the areas of managing, measuring and delivering outsourcing services.

Brian also launched Keane's global delivery model by establishing nearshore facilities in Canada and offshore facilities in India. Brian led the company into the business process outsourcing market to capitalize on the synergies available by combining business processes, IT services and global delivery.

Brian began his career at Mitsui and Company, a Japanese trading company.

Brian holds an M.B.A. from Harvard Business School and a B.A. from Harvard College.



MR. GARY SWART

CEO
oDesk



Gary has 16 years experience in the software industry, and has held sales, operations and executive positions at startups and leading global enterprises. Gary is currently the CEO of oDesk. oDesk is the leading marketplace for online workteams with the best business model for both buyers and providers. Prior to oDesk, Gary was COO at Intellibank, a provider of on-demand contact and document management solutions. Prior to Intellibank, Gary lead the SMB Division for IBM, Rational Software Products. In 2003, IBM acquired Rational Software, a \$700M+ provider of software development tools, where Gary was Rational's SMB leader, responsible for 180 direct reports, and a \$200M+ quota. He joined Rational in April 1997 via the acquisition of Pure Atria, a publicly-traded software company, where he started as an Account Manager and held various leadership positions including VP Sales, Director Corporate Sales, Area Manager, and District Manager.

GREEN IT MATTERS: GREEN IS IN

SESSIONS: IT MATTERS | 3:30 - 4:30

If you are charged with producing more with less, choosing the best green path can pay off. Escalating energy consumption pitted against availability constraints have become drivers in greening information management and optimizing infrastructure.

This session will offer CIOs and enterprise leaders innovative approaches in energy savings and management. Topics will include: "green" data centers, IT carbon strategy assessment, virtualization, cloud computing, and a new generation of energy management software.



MS. MARYFRAN JOHNSON

Editor in Chief
CIO Magazine and Events



An award-winning IT journalist and editorial executive, Maryfran Johnson was named Editor in Chief of CIO magazine and events in January 2009. This unique dual role combines strategic direction of the leading publication for senior IT executives with all editorial content for CXO Media's extensive portfolio of national and regional events. Along with agenda development and speaker recruitment, Maryfran also serves as conference moderator for the CIO 100 Symposium, The Year Ahead Summit, The CIO Leadership Event and the new regional series of CIO Perspectives Forums launched in 2008.

Maryfran brings more than 20 years of experience covering IT leadership, technology and business trends to her new role, along with an extensive network of CIO contacts built during previous leadership positions as Editor in Chief of IDG's Computerworld, Founding Editor of CIO Decisions magazine, and Chief Content Officer for the CIO Leadership Network.

Since the mid-1990s, Maryfran has been featured in media interviews as an expert IT leadership commentator. She frequently serves as a guest speaker and moderator at Society of Information Management (SIM) events and executive education programs at UCLA's Anderson School of Business, Babson College in Wellesley and other institutions. She was the first national winner in 2004 of American Business Media's Timothy White Award for editorial integrity, and in 2005 was named one of the "21 Most Intriguing People in Publishing" by Min's B2B Magazine.

Maryfran holds a Master of Arts in Journalism from The Ohio State University's Kiplinger Program and a B.S. in Journalism from the University of Florida. She and her husband have two grown daughters working in New York City, and three spoiled dachshunds living with them in the Boston area (but showing no signs of ever leaving home).



MR. KEVIN COYNE

President and CEO
e3 solutions



Kevin Coyne is the President & CEO of e3 and has over two decades of experience in the software industry. Kevin is responsible for the development and execution of the company's strategic vision and management of e3's growth in the area of enterprise carbon management and carbon accounting. Kevin has been a key executive for angel and institutional investors for privately held software technology investments during their early stage and high growth periods. Most recently, as a top executive at BPS, a developer of governance, risk and compliance (GRC) software for the financial services industry, Kevin built the start up into a globally recognized GRC platform. During his tenure at BPS, he spearheaded strategic customer acquisitions with Wall Street's top three investment banks and the world's largest privately held mutual fund company resulting in significant software transactions and an explosive growth of the company. He is a frequent speaker on technology applicability in a wide variety of markets. Kevin holds a BA in English and Communications from Western Michigan University.



MR. JUSTIN LINDSEY

CTO
Netezza



As CTO, Justin is responsible for technology strategy, advanced systems research and development, and the advanced analytics business. In this capacity, he delivered the OnStream Analytics Platform to extend the capabilities of the Netezza Appliance which is an asymmetric massively parallel computing environment.

Prior to joining Netezza, Lindsey served as Deputy CIO and CTO at the United States Department of Justice where he guided technology research and utilization of emerging technologies in support of mission. Prior to DOJ, Justin was the CTO for the Federal Bureau of Investigation where he helped shape the technology infrastructure for FBI's core mission systems.

Before government service, Lindsey was the founder, Chief Solutionist and Director of the Hewlett-Packard Advanced Solutions Lab (ASL). Lindsey began his career by founding LavaStorm, Inc., an Internet systems engineering firm specializing in designing, building, and delivering complex systems which grew to more than 180 employees with offices in Boston and San Jose, California.

Justin holds an M.Eng. in Electrical Engineering and Computer Science and a S.B. in Computer Science and Engineering both from MIT.



MR. JOHN NIEMOLLER

President and COO
Perillon



John Niemoller is charged with providing strategic direction and operational leadership for sales, service and product development, leveraging his 22 years of experience focused in the manufacturing industry. John is also a member of Perillon's Board of Directors. He has a demonstrated track record of building entrepreneurial growth businesses in areas including Software-as-a-Service (SaaS) with expertise in marketing, sales, engineering and financial management. Prior to joining Perillon, John was on the executive team at SupplyWorks, Inc., an internet-based start-up pioneering collaborative supplier relationship management (SRM) solutions, where he was responsible for industry marketing and alliances. Previously, at Kronos, Inc., a highly successful, rapid-growth public software company focused on enterprise workforce management solutions, he was a senior manager in the strategy and M&A group, driving the establishment and growth of several new business units. His early experience included key management and engineering positions with two Fortune 250 corporations, Textron, Inc., and McDonnell Douglas Corporation. John Niemoller holds a Masters in Business Administration from Babson College and a Bachelors of Science in Mechanical Engineering from Lehigh University.



DR. ATEFEH RIAZI

Senior Partner and CIO
Ogilvy and Mather Worldwide



Atefeh (Atti) Riazi is a Senior IT Executive who has worked in both the private and the public sector. She has served as the Senior Partner and Chief Information Officer of Ogilvy and Mather Worldwide, a leading global Marketing and Communications agency.

Under Atti's leadership Ogilvy and Mather earned a place on InformationWeek's 500 list of innovative IT organizations and is viewed in the advertising sector as a leader in new and innovative technologies.

Atti is a graduate of electrical engineering with over 23 years experience managing large organizations, private and public, in the manufacturing, engineering, advertising and transportation sectors. Prior to Ogilvy, she was Vice President and CIO of Technology for MTA New York City Transit responsible for implementing the \$1.5B MetroCard in New York City. Prior to that she was the Sr. VP of Manufacturing.

Atti has published many articles and studies. She speaks frequently on issues involving technology, organizations and work. She has delivered keynote addresses and seminars globally and serves on the Board of major financial and marketing organizations.

ENTERPRISE 2.0: WHAT ROLE SHOULD COLLABORATION TECHNOLOGIES PLAY IN CHALLENGING TIMES?

SESSIONS: ENTERPRISE 2.0 | 3:30 - 4:30

Recent years have seen a proliferation of tools supporting Enterprise 2.0, or Web 2.0-style collaboration within the enterprise. Many companies have begun deploying these technologies and experimenting with new approaches for collaboration, knowledge management, innovation, and the harnessing of collective intelligence.

In these lean financial times, is it appropriate to continue these experiments, to accelerate them, or to shelve them and return to a more traditional operating model? Has Enterprise 2.0 become more central or more peripheral in the current climate? Does it offer benefits that are necessary for survival and profitability or is it now more of a luxury?

This session will investigate these questions and dive deeper into the debate around this technology as it relates to business performance.



PROF. ANDREW MCAFEE

Visiting Associate Professor
Center for Digital Business at MIT



Andrew McAfee coined the phrase “Enterprise 2.0” in a spring 2006 Sloan Management Review article to describe the use of Web 2.0 tools and approaches by businesses. His blogs about Enterprise 2.0 and other research have at times hit Technorati’s rating of among the 10,000 most popular blogs, world-wide.

McAfee’s book on Enterprise 2.0 will be published in 2009 by Harvard Business School Press. An article “Investing in the IT that Makes a Competitive Difference,” July / August issue of Harvard Business Review, which he coauthored with Erick Brynjolfsson, brings to light correlation between competitive achievement and IT investment.

In 2008: he ranked 38 in Ziff-Davis’s “100 Most Influential People in IT,” and was in Baseline Magazine’s unranked list, “50 most influential people in business IT.”

Currently an Associate Professor in the Technology and Operations Management area at Harvard Business School, and a visiting Associate Professor at the Center for Digital Business in the MIT Sloan School of Management, he received a Doctorate from Harvard Business School, and two MS’s and two BS’s from MIT.



MR. GEOFFREY OBLAK

General Partner
Ascent Venture Partners



Geoff Oblak is a General Partner at Ascent Venture Partners, a Boston-based venture capital firm with over \$400M under management that has been supporting innovative enterprise technology companies since 1985. Geoff currently works with leading companies in the information security & compliance, data analytics, and application infrastructure markets.

Geoff has fourteen years of experience investing in early stage information technology companies, including eleven years at Ascent. Prior to joining Ascent, Mr. Oblak served in the Boston office of Norwest Venture Partners, where he worked on successful investments such as Quattritek Systems (acquired by Lucent) and Nashoba Networks (acquired by Cisco). Prior to Norwest, he worked in the Audit/Business Advisory division of Arthur Andersen, LLP, where he was sponsored by the firm in an accelerated MBA program. Geoff holds an MBA from Boston University and a BA from Hamilton College. He also attended the London School of Economics. He is a Chartered Financial Analyst (CFA) and a CPA. In December 2008, Mr. Oblak was selected to serve as an independent consultant to the Department of Defense Venture Catalyst Initiative (DeVenCI), where he will advise the DoD on technologies and private companies that address critical national security requirements.

Geoff is currently on the board of directors of the following enterprise technology companies: ClickFox; Exchange Solutions; Forefield; Fidelis Security Systems; Guardium; V.i. Labs; and WebLayers. Mr. Oblak previously served on the board of directors of Business Layers (acquired by Netegrity) and Network Intelligence Corp. (acquired by EMC) and led Ascent’s investment in Synchronoss (NASDAQ: SNCR).



MR. MARCO PACELLI

CEO
Clickfox



Mr. Pacelli is a veteran high-tech executive with over 18 years of experience in building and commercializing technologies and companies. He successfully founded both U3S and IBS from inception to over 25M+ in revenue. U3S was taken public and IBS was sold to NICE Systems in 1998. He built Nice's worldwide Call Center practice as Senior Vice President of Worldwide Sales and Channels. Mr. Pacelli's experience spans many technological sectors from Call Centers to Wireless Telecommunications.



MR. SID PROBSTEIN

CTO
Attivio



Sid Probstein is Chief Technology Officer at Attivio, responsible for technology strategy and innovation. Sid brings to Attivio more than 15 years experience leading successful engineering organizations and building complex, high-performance systems.

Previously, he was CTO at GCi, where he headed up development of the company's next generation commerce platform. He also served as Vice President of Technology at Fast Search & Transfer, where he developed next-generation search, text mining and multimedia capabilities, and applied them for some of the world's most interesting companies.

Sid also served as VP, Engineering at Northern Light Technology, where he produced the very first enterprise version of the award-winning search engine; Director of Software Engineering at Freemark Communications, where he helped implement the first "free" email service; and Principal Architect/System Manager at John Hancock Financial Services, where the integrated sales illustration and client management system he designed was featured as a Microsoft Solution-in-Action case study.



MR. RAHEEL RETIWALLA

CTO
Monitor Analytics and Clearway
Technology Partners



Raheel is the Chief Technology Officer for Monitor Analytics and Clearway Technology Partners. Monitor Analytics builds rich interactive Business Intelligence applications with Microsoft Silverlight that interact with data on premise and in the cloud. A well-known name in the Business Intelligence arena, Raheel's Business Intelligence experience includes Senior Product Manager for SQL Server, Application Platform Specialist Sales Manager, and Business Intelligence Specialist at Microsoft. Raheel has also led the delivery practice for Blackbaud's (a software company that builds software for the Non Profit space) Business Intelligence business. Raheel has also served as the CTO for U.S. Markerter.com and as a database consultant for Unisys Corp. He has a Bachelor of Science in both Finance and Management Information Science from the State University of New York at Albany.



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Fresenius Medical Care North America focuses its efforts on providing support, products, pharmaceuticals and services for individuals undergoing dialysis because of chronic kidney failure, a condition that affects more than 300,000 individuals in the United States.

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CIO AWARD



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CIO AWARD

The MIT Sloan CIO Symposium 2009 Award for Leadership in Innovation recognizes Chief Information Officers (CIOs) and Chief Technology Officers (CTOs) for their ability to build an organization that fosters innovation while supporting current business strategy. Nominees must hold the title of either CIO or CTO. In the medical community, the title of Chief Medical Information Officer (CMIO) is also eligible.

Applicants are judged on the following criteria:

Organizational Leadership—ability to build an IT organization with the right skills, technologies and processes to support current business strategies and enable innovation. The ability to respond to changing economic conditions to re-align resources, including partnering externally/internally, changing funding models or adjusting priorities to maintain the ability to innovate. Creating an environment that rewards innovation.

Business Collaboration—ability to engage broadly within the business and outside to key stakeholders to understand the sources of business value and collaborate on business and IT initiatives that will increase the organization's business value or enhance its position within its industry/sector.

Sustainable Innovation—ability to maintain innovation, even in times of economic challenge or industry change. Examples of

innovation that were enable by an organization adept at balancing balance day-to-day business demand with the need to innovate.



PRESENTER: PROF. GLEN L. URBAN

MIT Sloan Professor of Management; Dean Emeritus; and Chairman, MIT Center for Digital Business

David Austin Professor of Marketing and Chairman, MIT Center for Digital Business Glen Urban concentrates on the fascinating area of trust-based marketing on the Internet. How trust is built on a web site, how site design can maximize sales and trust, and how a trust-based marketing system could provide an alternative to the “push” type of marketing commonly observed, are just a few of the facets that Urban explores. His current research focuses on customer advocacy. His new Theory A aligns the firm as a representative of the customer's needs and leads to transparency, unbiased advice, trusted advisors, and best products. Recent research concentrates on morphing a Web site to fit individual cognitive and cultural style.



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AWARD PRESENTATION | 4:45 - 5:15

AWARD - 4:45 - 5:15

THE 6TH ANNUAL · MIT SLOAN CIO SYMPOSIUM

CLOUD COMPUTING: BOTH SIDES NOW

KEYNOTE - CLOUD COMPUTING | 5:15 - 6:15

Is cloud computing poised to become the “next big thing” in the pursuit of the IT computing nirvana? Although the jury is still out, the IT industry is once again abuzz with excitement. Cloud computing is hailed as the latest agent of disruptive change: the new paradigm shift catalyzing “Internet-scale” massive scalability and elasticity to fuel business innovations in the era of “on-demand.” Speed and access are seen as factors in the IT profitability equation, but does this innovation address the existing productivity issues associated with the human factor?

To navigate through the hype and avalanche of industry press, this session will explore cloud computing from “Both Sides Now:” the unprecedented promises as well as the daunting challenges. In particular, the panel will highlight the critical roles of integrated unified management, performance assurance, and analytics-based feedback loops for safeguarding the successful adoption of cloud computing in an enterprise.



MR. BRIAN WATSON

Editor in Chief
CIO Insight



Brian P. Watson, is the Editor in Chief of CIO Insight, an award-winning Ziff Davis Enterprise publication focused on helping CIOs turn strategy into action. Previously he served as online managing editor, section editor and writer for CIO Insight, as well as an editor for Baseline, another Ziff Davis Enterprise publication. Brian has also written for various newspapers and magazines in the U.S. and Europe. He has a B.A. from Bucknell University and a master's degree from Northwestern University's Medill School of Journalism.



MR. RON MARKEZICH

Corporate VP
Microsoft Online



Ron Markezich is responsible for growing the Microsoft Online business, including business development and service delivery. Microsoft Online includes leading enterprise products such as Microsoft Exchange and Microsoft Office SharePoint offered as a service to businesses.

Before his current role, Markezich held the position of chief information officer for Microsoft. In that role he was responsible for Microsoft's global network, data centers, information security, help desk, core IT services and enterprise line-of-business applications. In addition, Markezich was responsible for running Microsoft on beta Microsoft enterprise software and signing off on those products before they were shipped.

Markezich joined Microsoft in 1998. Before that, he was at Accenture (formerly Andersen Consulting) in the Electronics and High Tech Group. Markezich is a graduate of the University of Notre Dame, where he was an All-American cross-country runner and captain of the track and field team. Microsoft organizations under Markezich's leadership have received numerous awards, including the CFO Magazine Best in Finance, the Alexander Hamilton Award for Technology and Primus Luminary award.



MR. BILL ROGERS

Chief Information Officer and VP of Information Technology
Goss International



Bill Rogers is Chief Information Officer and Vice President of Information Technology for Goss International. He leads the information technology, systems, communications and engineering systems initiatives for Goss International's global enterprise.

Rogers is recognized for driving results in enterprise wide business transformation and merger integration environments through the optimization of technology in global environments. He is experienced in leading broad scale organizational transformations.

Under Rogers' leadership, Goss has significantly strengthened its technology platform, service capabilities and ability to deliver value for customers. The company has expanded its global business focus through the acquisition of Heidelberg Web Systems to include newspaper and commercial web press systems and postpress solutions.

Prior to joining Goss International, Rogers had over two decades of leadership at global companies including Johnson Controls, Deloitte & Touche and Honeywell/Allied Signal. Rogers is also on several industry boards including Catalyst Advisors, The CIO Summit and The SAP Customer Executive Council.

Rogers earned a MS in Business Administration from Central Michigan University, and a BS in Information Systems Management from the University of Maryland.



MR. EMIL SAYEGH

GM
Mosso, Rackspace Cloud



Mr. Sayegh is currently the General Manager of Mosso, Rackspace Cloud, the company's fastest growing division, hosting hundreds of thousands of websites and applications for over 16,000 customers. Sayegh was previously the vice president of the product group at Rackspace where his responsibilities included the development, marketing and management of new products and services for the company's managed hosting product line.

Prior to joining Rackspace, Sayegh spent more than 15 years in the IT industry in various product development and marketing roles. Most recently, Sayegh was the services marketing and development director at Dell Inc. where he oversaw the global services roadmap.

Additionally, Sayegh served in leadership positions at several notable IT companies including RLX Technologies, Compaq Computers and W.L. Gore and Associates.

He holds nine patents in the fields of electronics and telecommunication.

Sayegh holds a Bachelor of Science in Engineering and a Master of Science in Technology Commercialization from the University of Texas.



MR. ED BUGNION

VP
Cisco



Ed Bugnion is the Vice President and Chief Technical Officer at Cisco for the Server Access Virtualization Business Unit. Bugnion joined Cisco with the acquisition of Nuova Systems, a company that he co-founded in 2005. Prior to Nuova Systems, Bugnion was the co-founder and Chief Technical Officer of VMware, where he served from 1998 until 2005. Prior to VMware, Bugnion did graduate work at Stanford University in the areas of virtualization, simulation, and computer architecture, and worked at DEC's Western Research Laboratory. He holds a bachelor's degree in engineering from ETH Zurich and a master's degree from Stanford University both in Computer Science.

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