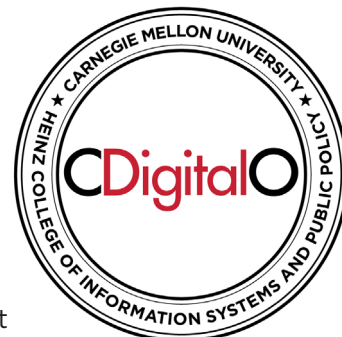


CHIEF DIGITAL OFFICER CERTIFICATE PROGRAM

*As the world becomes increasingly digitized and interconnected,
there's more reason than ever to be a digital leader.*



Where digital transformation goes, not only can huge benefits follow, but also major risks. You've seen it at your own company. Everything is changing. Digitization is accelerating, and data is becoming more prominent in strategic decision making across departments. Analytics and technology are more important than ever before, not only in meeting the demands of your organization, but also in staying agile and responsive to your customers and constituents. Carnegie Mellon University's **Chief Digital Officer Certificate Program (CDigitalO)** prepares you to navigate rapid shifts in digital with next generation leadership.

There's a lot to know. From privacy and security breaches to ethics and cultural issues, there is increasing complexity involved in the development and management of digital teams, assets, communications, products, and services.

CMU is world-renowned for its cross-disciplinary coursework. CMU's Heinz College of Information Systems and Public Policy and Tepper School of Business have joined to develop this visionary executive education program. Over five months, you will build a highly applicable toolset and network of senior industry connections. The CDigitalO Program follows a team-based project/case study approach to prepare you to develop and implement a strategic digital roadmap for your home organization.

The CDigitalO is designed for executives and senior managers with a growing digital portfolio that includes creation, implementation, oversight, and management of digital transformation initiatives. The program is also relevant for cross-functional professionals who want to solve high-level business problems in a rapidly digitizing society and marketplace.



PROGRAM MODULES

Digital Transformation

Ari Lightman | Distinguished Service Professor, Digital Media and Marketing – CMU Heinz College

Role of the Chief Digital Officer (Digital Strategy Development)

Sameer Badlani, M.D. | Chief Digital Officer - Fairview Health Services

Digital Strategy Development and Execution

Hon. Dana Deasy | CIO (ret.) - US Dept. of Defense; Former Global CIO - JPMC

Digital Innovation and Culture

Chris Labash | Associate Teaching Professor – CMU Heinz College

Emerging Technology

Steve Agnoli | CIO Reed Smith

Platform Dynamics

Tim Derdenger | Associate Professor of Marketing and Strategy - CMU Tepper School of Business

Aligning Data Strategy in Digital Transformation

Krishna Cheriath | CDAO - Zoetis

Human-Centered Design and the Customer Journey

John Zimmerman | Tang Family Professor of Artificial Intelligence and Human-Computer Interaction – CMU HCI Institute School of Design

Measuring Social

Ari Lightman | Distinguished Service Professor – CMU Heinz College

Digital Marketing Analytics

Param Vir Singh | Carnegie Bosch Professor of Business Technologies and Marketing – CMU Tepper School of Business

CDigitalO Organization Structure and Operations

Rafeh Masood | Chief Growth & Digital Officer - Royal Caribbean Group

Applied Data Science and AI

Rebecca Nugent | Professor in Statistics & Data Science – CMU Dietrich College of Humanities & Social Sciences

Business Process Reengineering & Automation

Jennifer Honig | CEO - Techstra Solutions
Larry Honig | CDO - Techstra Solutions

Digital Product Development

Jason Pausman, Sr. | Director, Head of Global Commercial Development - Zoetis

Security and Privacy

Greg Porter | President - Allegheny Digital
Lisa Martinelli | Former Privacy and Data Ethics Officer - Highmark Health

Leadership and Team Building

Leanne Meyer | Leadership Author and Speaker

For module descriptions, please visit
www.heinz.cmu.edu/cdigitalo

INSTRUCTOR TESTIMONIAL

“The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday’s logic.” –Peter Drucker

It’s not so much about the latest and greatest technology but rather how ‘people and organizations’ react, interact, and change as a result. Actions such as achieving balance, ethicality, cognition, and storytelling become critical skills to develop digital maturity and create sustainable organizational (and even societal) change. For that reason, we have developed our CDigitalO Program, which we believe is unique in its approach to interdisciplinarity, emotional intelligence, and simulated learning in a unique executive education environment.”

– **Ari Lightman** | Distinguished Service Professor, Digital Media and Marketing – CMU Heinz College



PRACTICUM

During the CDigitalO Practicum, students are required to demonstrate their knowledge, skills, and abilities as a digital leader by working in teams to conceive, develop, and deliver a new strategic digital transformation roadmap for a project organization that is applicable in today's business environment.

- This unique capstone activity provides student teams a mechanism to demonstrate their knowledge, skills, and abilities in digital technology management and leadership.
- In order to be successful, teams need to demonstrate command of the material through focusing on application of the methods, tools, and techniques taught in the modules and throughout the program.
- Practicum projects are designed for small teams of students to develop, under the guidance of an experienced mentor, a strategic digital transformation improvement plan for a project company.
- Teams must also make an executive presentation to a simulated "C-suite", thus communicating to their peers (and board) of the project company the benefits of the new digital roadmap to gain their acceptance.
- The program committee assembles teams to ensure that they consist of individuals from different industries/backgrounds to provide a unique learning experience for each student.



In partnership with:

Carnegie Mellon University
Tepper School of Business

The Tepper School of Business lives at the heart of Carnegie Mellon University, guided by a mission to transform the world, pioneering and innovating at the intersection of business, technology, and analytics. Today, more than ever, the world of business is transformed by technological innovation, the ubiquity of data, and the application of advanced analytics. The Tepper School and Carnegie Mellon have long been renowned for research and teaching that does not simply keep pace with business practice but forges ahead, powerfully transforming the way organizations compete and lead.

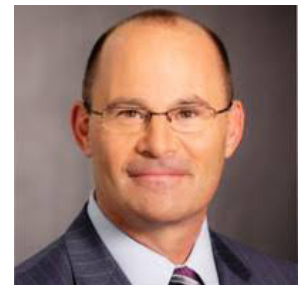


<https://www.cmu.edu/tepper/executive-education/leadership/digital-leadership/index.html>

ADVISORY BOARD TESTIMONIAL

"Digital leaders have to be ready for a dynamic future. To thrive, you need a diverse skill set, the agility to pivot as markets and business needs rapidly shift, and the resilience to weather change and ambiguity. CMU is in a unique position to accelerate the rise of next-gen digital leaders with a broad cross-section of relevant topics, the latest best practices, and an invaluable network of experts and peers."

– **Mark Yolton** | VP, Digital – Salesforce (retired)



PROGRAM REQUIREMENTS

What are the steps to earning the CDigitalO Program Certificate?

1. **Candidate Acceptance:** Each applicant must have sufficient practical experience (five years) with increasing responsibility in a managerial capacity. An undergraduate or advanced degree in a relevant field is preferred.
2. **Participation:** Participants must complete all certificate modules and assignments and attend all coaching sessions.
3. **Practicum Project:** The CDigitalO Practicum is the capstone activity demonstration by the student of their knowledge, skills, and abilities as a digital leader. You must work in teams to conceive, develop, and deliver a strategic digital roadmap for an organization that is applicable in today's business environment.

Receive Your Certificate! The CDigitalO Certificate includes the following benefits:

- Free entry to any future CDigitalO modules (prior approval is required)
- Path to a Master's Degree: Students who complete the CDigitalO Certificate are eligible for a tuition discount scholarship equal to the total amount paid to complete the CDigitalO Certificate
- Access to the Executive Advantage Program where students are provided life-long learning opportunities and connection to a vast alumni network:
www.heinz.cmu.edu/alumni/executive-advantage
- Official CDigitalO logo for display



PROGRAM LOGISTICS

Program Dates:

For program dates, please visit
www.heinz.cmu.edu/cdigitalo

Program Fees:

Full Rate: \$16,250

Discounted Rate: \$13,000

Applies to CMU alumni, non-profit employees, CMU CyLab Partners, U.S. government employees, and veterans.

Enrollment:

Maximum of 24 students per cohort.

To Apply:

For application deadline, please visit
www.heinz.cmu.edu/cdigitalo

Please submit your application as soon as possible for consideration.

If space remains in the cohort after the given deadline, we will continue to accept applications on a first-come, first-served basis.

In partnership with: **Carnegie Mellon University**
Tepper School of Business



Heinz College Executive Education

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Pittsburgh, PA 15213

email: heinzexeced@cmu.edu

phone: 412-268-6730

heinz.cmu.edu/cdigitalo

CMU CDigitalO Program Alumni Spotlight

Camila Serna

SVP, Digital Acceleration Office at Chubb



Camila is a digital strategist who accelerates Chubb's global digital business agenda, planning process, and program management to ensure the integrity of deliverables. She collaborates with technical, analytical, and operational teams around the world to prioritize enhancements to Chubb's digital product platform and identifies reusability and scale opportunities. Prior roles at Chubb include VP of Risk Accumulation and VP of Corporate Strategy. Before Chubb, Camila worked for Oliver Wyman and Progressive Insurance. She holds an M.S. in Operations Research from Case Western Reserve University.

1 Would you please describe the importance of developing and executing a digital enablement roadmap aligned to the needs of the business?

"In the insurance industry, digital enablement is critical to underwrite expediently, provide effortless service for customers, and be efficient in our operations. The emerging consumer preference for the digital channel requires us to innovate, embed insurance in someone else's ecosystem (e.g., digital bancassurance), reinvent our products, reduce the complications, and change the ways in which we interact with agents, digital brokers, affinity partners and customers."

2 How important is culture in driving digital transformation in an organization?

"Culture is paramount. In our journey at Chubb, we have introduced an agile operating model, and we are building out our data science and tech engineering practice areas. We have brought in many new skills related to design thinking, digital marketing, user experience design, and product ownership to test, learn, and gauge the scalability of our reimagined products and digital insurance integration platform. All while preserving the disciplined underwriting and world-class claim service (with human touch) that we are known for and with the financial stability, trust, and security that you would expect from an incumbent insurer but at the speed of a digital native firm."

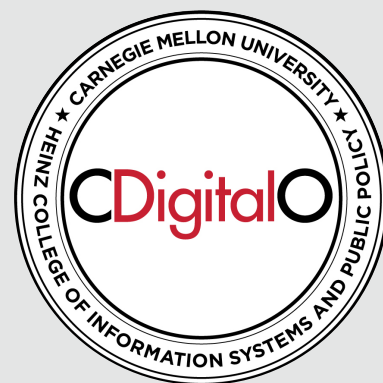
3 How did the CMU CDigitalO Program assist you in supporting your organization?

"It exposed me to a broader set of topics than I encounter in my day-to-day and with the right balance of high-caliber academics and practitioners discussing digital ecosystems, collective intelligence, product ownership, assessing digital maturity, ethics, and privacy in the digital age. The teamwork and collaboration while acting as CDigitalOs for a pharmaceutical company and the corresponding program deliverables supported by an Adjunct Faculty coach, who serves as the CDigitalO for a healthcare company, helped draw insights from other industries applicable to my role and solidified my learning experience. Participants in the program were assigned to four companies, each with different digital needs across a spectrum of industries that included entertainment, pharma, benefits consulting, and cloud-based software."

CHIEF DIGITAL OFFICER CERTIFICATE PROGRAM

To learn more about the CMU CDigitalO Program and to apply, please visit:

www.heinz.cmu.edu/cdigitalo



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