

CHIEF INFORMATION AND DIGITAL OFFICER (CIDO) CERTIFICATE PROGRAM

Evolving the CIO Role for the Digital-First Era

As organizations continue to navigate the complexities of digital transformation, the role of the Chief Information Officer (CIO) is rapidly evolving. To reflect this critical shift, Carnegie Mellon University is relaunching its renowned CIO Program as the **Chief Information and Digital Officer (CIDO)** Program—a cutting-edge executive education experience designed to prepare leaders for the new technology and digital frontier.



The CIDO role goes beyond strategic IT leadership, incorporating transformational digital initiatives, data-driven decision-making, and enterprise-wide innovation. CMU's CIDO Program provides executives with the skills and frameworks needed to lead in this expanded capacity, ensuring their organizations remain competitive in a fast-changing digital economy.

The Shift from CIO to CIDO

The new CIDO Program will not only focus on managing IT infrastructure, cybersecurity, and enterprise systems, it will further enhance the responsibilities of these modern leaders to drive transformation, leverage emerging technologies, and create digital-first business models. The CIDO role represents this evolution, blending technology leadership with digital strategy and business innovation.

Key Responsibilities of the CIDO:

- **Driving Digital Transformation** – Leading enterprise-wide digital initiatives that enhance customer experience, operational efficiency, and business agility.
- **Aligning IT with Business Strategy** – Ensuring technology investments are strategically aligned with long-term business objectives.
- **Leveraging Data & AI for Decision-Making** – Utilizing analytics, AI, and machine learning to drive smarter business decisions and innovation.
- **Enhancing Cybersecurity & Risk Management** – Managing evolving security threats while ensuring regulatory compliance in an increasingly digital world.
- **Creating a Culture of Innovation** – Encouraging digital experimentation, agile methodologies, and cross-functional collaboration.
- **Navigating Emerging Technologies** – Understanding the implications of technologies like cloud computing, blockchain, and the metaverse on business operations.
- **Improving Customer-Centric Digital Strategies** – Developing digital products, platforms, and experiences that enhance customer engagement.

Why the CIDO Role Matters More Than Ever:

- The rapid pace of **technological disruption** requires leaders who can anticipate and respond to change.
- Digital-first companies are outperforming competitors, making **digital fluency essential** for business success.
- The convergence of **AI, cloud, cybersecurity, and data analytics** demands a leader who can integrate these capabilities effectively.
- Organizations need **cross-functional digital leadership** to bridge the gap between IT, marketing, finance, and operations.



The **CMU Chief Information and Digital Officer Program** equips executives with the knowledge, tools, and network to lead in this dynamic environment. By participating in this program, leaders will gain the strategic insight and practical skills to drive digital transformation, foster innovation, and position their organizations for long-term success.

PROGRAM MODULES

Role of the CIDO

Steve Agnoli | CIO (ret.) – Reed Smith

Ken Spangler | Executive Vice President IT, CIO Global OpCo Technologies (ret.) – FedEx

Digital/IT Strategy Development

Honorable Dana Deasy | CIDO and SVP, Information Technology & Data Analytics – Boeing

Enterprise Architecture and IT Modernization

Robert McVay | Senior Consultant, Information Security Service, Quality Assessment Division – Smithers

Cloud Computing and Infrastructure Strategy

Rashid Desai | CIO, Data & Analytics, Chief Engineer – National Australia Bank

Cybersecurity, Risk Management, and Compliance

Matt Butkovic | Technical Director of Cybersecurity Risk and Resilience – CERT Division at the Software Engineering Institute

Greg Touhill | Director – CERT Division at the Software Engineering Institute

Data and AI Engineering: Systems and Deployment

Chris Stephens | Field CTO – Groq; Former Head of Data Ecosystems – Geico

Digital Ecosystems: Platforms and Products

Jason Pausman | VP, R&D Technical Product Management – Antech Diagnostics

Brian Walker | Chief Product Officer – Grainger

Data Analytics, Business Intelligence, and Decision Science

Craig Brabec | Former Chief Data and Analytics Officer – Best Buy

Human Centered Design and the Customer Journey

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

Ari Lightman | Distinguished Service Professor – CMU Heinz College

Leadership, Business Strategy, and Communications for Technology Executives

Dave Lassman | Distinguished Service Professor – CMU Heinz College

Chris Labash | Associate Teaching Professor – CMU Heinz College

CIDO Organization Structure and Operations

Honorable Dana Deasy | CIDO and SVP, Information Technology & Data Analytics – Boeing

Financial Management Acumen for the CIDO

Davor Brkovich | CIO – Matthews International

Portfolio and Vendor Management – Driving Execution

Bill Fortwangler | Senior Vice President & CIO – Dollar Bank

Agile, DevOps, and Innovation Management

John Davis | Professional Agile/Scrum Trainer

Kimberly Ellison-Taylor | CEO – KET Solutions LLC

Business Process Transformation and Automation

Jennifer Honig | Chief Executive Officer – Techstra Solutions LLC

Larry Honig | Chief Digital Officer – Techstra Solutions LLC

The Future of Work: Managing Transformation (Change) and Workforce Development (Talent)

Mukul Chopra | Co-Founder/Advisor – Wellforce IT

Dave Silvester | Managing Director and COO, Clearing, Markets, Treasury and Shared Services Engineering – BNY

Digital Transformation at Scale – Bringing It All Together

Sumeet Chabria | Chief Executive Officer – ThoughtLinks

Module descriptions at www.heinz.cmu.edu/cido



GUEST LECTURES: INSIGHTS FROM INDUSTRY LEADERS

To further enrich the CIDO Program, participants will have the opportunity to engage with industry experts, thought leaders, and practitioners through a series of robust guest lectures. These sessions will provide cutting-edge insights on critical and emerging topics, including:

- **Emerging Technologies (Quantum Computing)** – Experts will explore the transformative potential of quantum computing, its impact on cybersecurity, and how enterprises can prepare for the next wave of computing advancements.
- **IT Governance** – Learn from governance specialists about best practices for IT oversight, regulatory compliance, and risk management, ensuring alignment with corporate objectives.
- **Responsible AI and Governance** – Gain insights into the ethical, legal, and governance challenges surrounding AI deployment, including bias mitigation, transparency, and regulatory considerations.
- **IT/Digital Maturity Assessments** – Understand how to assess an organization's digital and IT maturity, benchmark against industry standards, and develop roadmaps for digital evolution.
- **Aligning IT Strategy with Business Objectives** – Learn from CIDO and business executives on how to ensure that IT investments, digital initiatives, and technology roadmaps are fully aligned with business goals and value creation.
- **Innovation Best Practices** – Explore methodologies for fostering innovation, from design thinking and agile experimentation to venture-building and corporate innovation labs. Learn how leading organizations cultivate a culture of continuous innovation to stay ahead in a rapidly evolving digital landscape.

These guest lectures will complement the core curriculum, ensuring that participants receive real-world perspectives, actionable strategies, and executive-level insights from those shaping the future of digital leadership.

PRACTICUM

During the CIDO Practicum, students are required to demonstrate their knowledge, skills, and abilities as a CIDO by working in teams to conceive, develop, and deliver a new strategic technology 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 enterprise 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, along with an experienced CIO coach, a strategic technology improvement roadmap 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 roadmap to gain their acceptance.
- The CIDO Program committee assembles teams to ensure that they consist of individuals from different industries/backgrounds to provide a unique learning experience for each student.



PROGRAM REQUIREMENTS

What are the steps to earning the CIDO Program Certificate?

1. **Candidate Acceptance:** Each applicant must have sufficient practical experience (7-10 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, assignments, and attend all coaching sessions.
3. **Practicum Project:** During the CIDO practicum, students are required to demonstrate their knowledge, skills, and abilities as a CDIO by working in teams to develop an information technology/digital strategic roadmap and deliver a formal presentation to an executive suite.

Receive Your Certificate! The CIDO Program certificate includes the following benefits:

- Official CIDO Program logo for display
- Free access to any future CIDO Certificate Program module recordings
- Path to a Master's Degree: Students who complete the CIDO Certificate are eligible for a tuition discount scholarship equal to the total amount paid to complete the CIDO Program
- Inclusion in a growing alumni network of CIDO practitioners



PROGRAM LOGISTICS

Program Dates:

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

Program Fees:

Full Rate: \$18,750

Discounted Rate: \$15,000

Applies to CMU alumni, U.S. government employees, veterans, and employees of non-profit organizations

Application Deadline:

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

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.

To Apply:

www.heinz.cmu.edu/cido



Heinz College Executive Education

4800 Forbes Avenue

Pittsburgh, PA 15213

email: heinzexeced@cmu.edu

phone: 412-268-6730

heinz.cmu.edu/cido



FINANCE FAQs

How do I pay for my program costs?

Credit Card Installments (Default):

Students are automatically enrolled in a credit card plan of five equal monthly installments. Installment invoices can only be paid by credit card via the link that is emailed to the student.

Other Options:

On the application, students may instead elect to pay their total program cost upfront via credit card, check, or electronic fund transfer.

Payments by Employer:

If your employer will be paying for program costs on your behalf, on the application, please provide the name and email address for your appropriate billing contact when prompted. Invoices will be issued to this contact. As Carnegie Mellon University does not execute contracts with the employers of our Executive Education students, it is ultimately the responsibility of the student to ensure that their program costs have been paid.

Changing Payment Method:

If a student would like to make changes to their selected payment plan or information initially provided on their application, please email heinzexeced@cmu.edu.

How do I reserve my seat in the program?

The first billing installment (or 1/5 of the total program cost) is collected as a non-refundable, non-transferable deposit to reserve a student's seat in the program.

What if I need to cancel my registration or withdraw from the program?

Before Program Start Date:

If a student withdraws from the program after the deposit has been paid but prior to the program start date, the student may have 4/5 of the program costs either refunded to them or transferred to the following cohort of the program.

After Program Start Date:

After the program start date, no refunds will be issued. However, under extenuating circumstances and with program director approval, students may petition to postpone their attendance to a future cohort and have 4/5 of the program costs applied accordingly.

CONTACT

For questions, please contact heinzexeced@cmu.edu.

