



CHIEF INFORMATION AND DIGITAL OFFICER (CIDO) CERTIFICATE PROGRAM

Preparing Executive Leaders for the AI-Native, Digital-First Era

As organizations navigate unprecedented technological disruption, enterprise leaders must operate at the intersection of technology, business strategy, AI, and organizational transformation. Carnegie Mellon University's Heinz College Chief Information and Digital Officer (CIDO) Certificate Program is designed to prepare executives to lead modern digital enterprises in an era defined by AI, data, automation, cybersecurity, and continuous innovation.

Today's technology and digital leaders are expected to do far more than oversee enterprise technology operations. **Modern CDOs must lead digital transformation, operationalize AI and data capabilities, modernize infrastructure, strengthen cybersecurity resilience, drive innovation, and help shape enterprise strategy.** The CIDO has emerged as a critical enterprise leader responsible for enabling business agility, competitive advantage, and long-term organizational growth in an increasingly digital economy.

The CIDO Program at CMU's Heinz College equips executives with the strategic frameworks, operational capabilities, and leadership practices necessary to lead in this expanded role. The curriculum combines technology modernization, digital strategy, AI and data operations, governance, financial management, workforce transformation, and executive leadership into an integrated executive learning experience grounded in real-world enterprise challenges.

WHY THE CIDO ROLE MATTERS MORE THAN EVER:

- AI, automation, cloud computing, cybersecurity, and data analytics are reshaping every industry and business model.
- Organizations require leaders who can integrate technology, business strategy, and operational transformation into a unified enterprise vision.
- Digital-first and AI-enabled enterprises continue to outperform competitors in innovation, agility, operational efficiency, and customer engagement.
- Technology leadership increasingly requires cross-functional influence spanning operations, finance, risk, workforce strategy, and customer experience.
- Boards and executive teams now expect technology leaders to directly contribute to enterprise growth, resilience, and strategic decision-making.



PROGRAM MODULES

Role of the CIDO

Steve Agnoli | CIO (Ret.), Reed Smith LLP

Developing an IT/Digital Transformation Strategy

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

Monster Transformation – Lessons Learned from Leading Companies

Ari Lightman | Distinguished Service Professor, Heinz College; Author, Monster Transformations

Financial Acumen for Tech Leaders: Budgeting, ROI, and Investment Strategies

Davor Brkovich | CIO, Matthews International

Portfolio and Vendor Management – Driving Execution

Bill Fortwangler | Senior Vice President & CIO, Dollar Bank

Infrastructure Modernization and Cloud Strategy for Enterprise Scale

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

Digital Ecosystems: Managing Platforms and Products

Michael Smith | Professor of Information Technology, Heinz College

Brian Walker | Chief Product Officer, Grainger

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: Operations for Scalable AI

Sharad Kumar | Global Solutions CTO, Data & AI, Qlik

Enterprise Automation & Agentic AI

Jennifer Honig | Chief Executive Officer, Techstra Solutions LLC

Larry Honig | Chief Digital Officer, Techstra Solutions LLC

Adaptive CIDO Leadership – Building the AI-Native Operating Model

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

Sumeet Chabria | Chief Executive Officer, ThoughtLinks

AI Assurance and Governance

Anand Rao | Distinguished Service Professor, Heinz College; former Partner and Head of AI, PwC

Operating the CIDO Organization – Management/Leadership Best Practices

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

CIDO Practicum and Graduation

Module descriptions at 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:

- **IT/Digital Maturity Assessments** — Explores leading frameworks and best practices for assessing enterprise maturity across technology, data, AI, cybersecurity, operations, governance, talent, and digital business capabilities. Participants will learn how to benchmark current-state performance, align maturity models to strategic objectives, develop actionable roadmaps, and use assessment insights to guide investment decisions, modernization efforts, and enterprise transformation strategies.
- **Workforce Modernization/Talent Management Best Practices** — Explores best practices for workforce modernization, including digital talent strategy, skills transformation, organizational redesign, leadership development, workforce planning, and hybrid operating models.
- **IT Governance Best Practices** — Examines modern IT governance best practices, including decision rights, portfolio governance, operating models, performance management, policy frameworks, compliance oversight, and executive accountability.
- **Aligning IT Strategy with Business Objectives** — Learn from CIDs and business executives on how to ensure that IT investments, digital initiatives, and technology roadmaps are fully aligned with business goals and value creation.
- **Effective Executive Influence and Communications** — Focuses on best practices for executive influence and communications, including board engagement, storytelling with data, stakeholder management, organizational alignment, crisis communications, and leading through change.

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

- Participants apply program concepts and frameworks to practical business scenarios while strengthening executive leadership, strategic planning, stakeholder engagement, and enterprise transformation skills.
- Teams develop a strategic technology roadmap and deliver a formal presentation to a simulated executive suite.
- The CIDO Program assembles cross-industry teams to ensure each participant benefits from diverse perspectives and backgrounds.





PROGRAM REQUIREMENTS

What are the steps to earning the CIDO Program Certificate?

- 1. Candidate Acceptance:** Each applicant should have 7–10 years of experience with increasing managerial responsibility in a relevant field. An undergraduate or advanced degree is preferred.
- 2. Participation:** Participants must complete all certificate modules, assignments, and coaching sessions.
- 3. Practicum Project:** During the CIDO Practicum, students demonstrate their knowledge, skills, and abilities by working in teams to develop an IT and digital strategic roadmap and deliver a formal presentation to an executive suite.

PROGRAM LOGISTICS

Program Dates — Cohort 13 (Fall 2026): Virtual Orientation: 12:00–5:00 p.m. ET | September 23–24, 2026 Virtual Modules: 4:00–9:00 p.m. ET | October 7, 14, 21 | November 4, 11, 18 | December 2, 9, 16 (2026) | January 6, 13 (2027) Final Module + Practicum: 9:00 a.m.–5:00 p.m. ET | February 9–11, 2027 (@CMU, Pittsburgh, PA; virtual option available)

Program Fees: Full Rate: **\$16,500** Discounted Rate: **\$14,100** Applies to CMU alumni — including graduates of the CRO, CISO, and CDAIO programs — U.S. government employees, veterans, and employees of non-profit organizations. \$1,000 discount for graduates of the LEAID Certificate Program. Program cost is a flat rate with no additional fees.

Application Deadline: Please submit your application as soon as possible for consideration. If space remains after the deadline, applications will be accepted on a first-come, first-served basis.

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
- Inclusion in a growing alumni network of CIDO practitioners
- 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 program (up to \$40,000) toward the Heinz College MSIT Degree Program

To Apply: 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 six equal monthly installments. Installment invoices can only be paid by credit card via the link emailed to the student.

Other Options: 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 program costs on your behalf, please provide the name and email address of your appropriate billing contact on the application. 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 program costs have been paid.

Changing Payment Method: To make changes to your selected payment plan or information, please email heinzexeced@cmu.edu.

How do I reserve my seat in the program? A non-refundable, non-transferable deposit of 1/6 of the total program cost is required to reserve a seat in the program.

What if I need to cancel or withdraw?

Before Program Start Date: Students who withdraw after the deposit has been paid but prior to the program start date may have 5/6 of the program costs either refunded or transferred to the following cohort.

After Program Start Date: No refunds will be issued after the program start date. Under extenuating circumstances and with program director approval, students may petition to postpone attendance to a future cohort and have 5/6 of the program costs applied accordingly.

CONTACT For questions, please contact heinzexeced@cmu.edu heinz.cmu.edu/cido



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