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CIO 100 Symposium & Awards Ceremony
August 22, 2004 to August 24, 2004
Colorado Springs, Colorado

[Sunday](#) | [Monday](#) | [Tuesday](#)

Conference Agenda for Sunday August 22

8:00 AM - 1:30 PM

Golf Tournament

1:00 PM - 5:30 PM

Cyber Cafe

To keep in touch during the conference, stop by Cyber Cafe hosted by Hewlett-Packard Company. High-speed access to the internet is available during breaks, breakfast, and lunch in a comfortable setting. Printing capabilities is provided by an HP Color LaserJet.

4:00 PM - 5:30 PM

Executive Mindshare Discussion Groups

(Advance sign-up required, as space is limited).

CIO Executive Mindshares are small peer group discussions, hosted by CIO magazine editors and open to practicing CIOs and senior IT executives only. Each group examines a specific IT pain point and comes away with ideas for solutions. Topics are:

- Sourcing/Outsourcing: Developing & Managing an Agile, High-Performance Team in a Mixed Sourcing World
- Security: Managing the Cost/Benefit Balance
- Executive Relations: How to Understand and manage the Expectations of Your Business Colleagues
- The CIO Role: Staying Relevant in a Shifting Business Environment
- Agile Integration: How to Manage Integration Needs Across The Enterprise

Security

Sourcing/Outsourcing

5:30 PM - 7:00 PM

Welcome Reception

Meet old chums and make some new ones. The CIO staff would be happy to help make introductions so you can get your networking off to a great start.

7:00 PM - 9:00 PM

NetIQ Swingin' Speakeasy

Step back into the Roaring 20s when you join NetIQ at our Swingin' Speakeasy on Sunday evening. Enjoy desserts and cordials with the flapper girls or light up a freshly rolled cigar. Relax to live jazz or gamble with Lady Luck in our casino. Prizes will be awarded!

Conference Agenda for Monday August 23

7:00 AM - 8:00 AM

Breakfast Buffet

7:00 AM - 8:00 AM

Cyber Cafe

8:00 AM - 8:15 AM

Symposium Welcome

Moderator:

Paul Saffo

Director

Institute for the Future

Abbie Lundberg

Editor in Chief

CIO Magazine

8:15 AM - 9:00 AM

Opening Address: The Action's on the Edge

Moderator:

Paul Saffo

Director

Institute for the Future

This is a moment when the greatest challenge to CIOs is not understanding tech trends, but applying existing technologies in the service of organizational innovation. Just as CIOs once collided with CFOs over the impact of info systems on corporate financial structures, CIOs will now be burdened with the obligation of invading the space of HR and even the CEO, advocating for organizational innovations that take full advantage of the potential offered by the technologies that arrived in the late 1990s. Technology innovations and recent organizational experience all point to one key trend -- the action is at the edge. We must use our new technologies to create radically-flattened outward-looking corporate networks. Imagine a case where 150 outward-facing people, all under 30 years old, successfully redirect

an organization of over a million people by directly mobilizing resources valued in the billions of dollars without so much as signing a single requisition, much less asking the permission of a CXO. That example offers powerful hints of organizational structures to come.

9:00 AM - 10:00 AM

Honing the Agile IT Organization

Tim Buckley

James Burke

The agile enterprise starts with the IT organization. Technological agility, flexible staffing structures and the freedom to allocate IT budget dollars where they are most needed on a month-to-month basis are the hallmarks of the agile enterprise. Does your organization maintain the right levels of agility and flexibility? What are some of the practices and policies you can employ to engender competitive agility? Cross-training IT staffers and being able to deploy and redeploy them to cover planned and unplanned project requirements is critical. So too is having flexible funding to support that type of rapid redeployment. You'll hear from two organizations that have mastered the arts of staffing and budgeting agility, and look at which of their policies or procedures might be adapted for your company.

10:00 AM - 10:30 AM

Special Address: Flexibility and Adaptability - A Strategy for Success

Craig Conway

There has never been a more demanding environment for business. To be successful, organizations must be built to respond with agility to constant change: new regulatory requirements, unpredictable market conditions, and increasing expectations of technology to add value. Join Conway as he offers a strategy for success that focuses on the next generation of flexible, adaptable applications that are designed to fit the specific requirements of your industry and the unique needs of your business. He discusses the key trends that are driving the future of technology and how companies can operate efficiently in real time with flexible business processes that are connected online and instantly available.

10:30 AM - 11:00 AM

Discussions & Refreshments in the Cafe 100

10:30 AM - 11:00 AM

Cyber Cafe

11:00 AM - 11:30 AM

Seeing and Seizing Special Opportunities

Michael G. Williams

Every now and then someone has a great idea that could sell more product, enhance customer loyalty and burnish the organization's image. But - the idea's a real stretch, there's only a short window of opportunity, and it'll take a flexible infrastructure and a lot of cooperation from several different groups to pull it off. One of this

year's CIO 100 winners tells how they went from "wild idea" to "done deal" and what they learned along the way that could help other organizations.

11:30 AM - 12:30 PM

Managing the Merger Process

Thomas Shelman

Few business events are potentially as complicated and fraught with peril as a major merger or acquisition. Maintaining a long-term perspective and a flexible viewpoint helps the acquiring company keep the best and discard the worst -- from the best technologies and staff to the most effective and agile business processes and policies. Also crucial to the success of any merger or acquisition is the choice of acquisition target: is it wiser, considering all prevailing circumstances, to acquire or better to build your own? This company, a seasoned veteran of many mergers and acquisitions, will present the post-mortem highlights from its largest acquisition, and how it was able to apply the lessons learned from that experience to a string of successive major acquisitions.

12:30 PM - 1:00 PM

Sponsor Briefings

Manage What Matters to Your Business: Business Alignment, Governance, and Service Management

Courtesy of BMC Software

Jay Gardner

Vice President and CIO

BMC Software

Gardner will walk you through the structure of his IT organization and show how he has built strategic IT - business linkages that demonstrate the value of IT to the business as a whole. He has established business-owned, yet IT-governed projects, creating a highly successful and efficient organization that delivers high impact and high value worldwide. You'll learn how BMC Software manages its IT environment from a business process view, providing a superior experience for its customers through the application of the right IT resources to the projects and processes that matter most.

Quality Counts: Why Software Fails and What You Can Do About It

Jeff Payne

President & CEO

Digital

Even in the most agile organizations, IT projects run over budget and beyond schedule while falling far short of quality goals. The main culprits are often flaws introduced early in the development cycle that go undiscovered until late lifecycle testing, deployment or maintenance.

Digital CEO Jeffery Payne explains how to mitigate business risks from failed software projects by identifying the root causes. The ability to detect vulnerabilities early in the development lifecycle, when they are more easily and cost-effectively corrected, is instrumental for the agile organization. Best practices and business case studies will arm you with practical information you can use to build the business-appropriate level of quality into your software while meeting the time demands and budgetary constraints of your organization.

Why IT Matters, and Why You Matter

Charles Feld

Executive Vice President of Portfolio Management

EDS

Originally considered a corporate support function for managing technology, the CIO profession has evolved over the last 40 years as an integral corporate transformation engine. Key organizational and leadership principles will be essential to realize the advantage agility brings to your enterprise. Creating a long-term IT plan, a unifying platform, and a high-performance IT culture are building blocks that enable CIOs to support their enterprise's strategy. Additionally, getting the lay of the land and charting a new course, building a great team, and having an impact can allow you to get -- and keep -- your seat at the executive table. Come discuss with Charlie Feld how you can lead your own enterprise transformation by mastering these organizational and leadership tenets.

Fidelity Keeps IT Faith by Insourcing for Reduced TCO

Courtesy of SupportSoft

Earl Hoskins

Senior Vice President of Desktop Services

Fidelity Investments

Defying the trend toward outsourcing to reduce IT operational expense takes courage, a good plan and innovative technology to ensure that the IT organization is aligned with business goals. Fidelity Investments is one of the world's largest services providers, helping both individuals and institutions meet their financial objectives. While Fidelity's business has evolved over the years to meet changing customer needs, it has never changed its commitment to continuous improvement and state-of-the-art technology. Fidelity is responsible for many innovations that are industry standards today. Learn how Fidelity is transforming the delivery of IT technical support through Web self-service, self-healing solutions, remote problem resolution and more -- all at a cost below that of an outsourced alternative.

1:00 PM - 2:15 PM

Lunch Overlooking the Mountains

1:00 PM - 2:30 PM

Cyber Cafe

2:30 PM - 3:30 PM

Growing the Business Through New Markets and Products

Moderator:

[Elana Varon](#)

[Catherine S. Brune](#)

[Tsvi Gal](#)

Agile organizations are always on the lookout for ways to grow the business, expanding into new markets and offering new products and services. In this session, we look at real-world examples of organizations in widely differing industries, and look for the parallels in our own organizations. A more traditional financial services firm continually reshapes its offerings to match the new needs of its customers. A company in the volatile entertainment industry looks at fending off Internet piracy while also looking to use the 'Net for new types of services.

3:40 PM - 4:10 PM

Sponsor Briefings

Grid Computing in the Real World

Courtesy of Acxiom

[Alex Dietz](#)

Product & Infrastructure Technology Leader

Acxiom (Speaker)

As a CIO, you continually evaluate new strategies to propel your business forward, regardless of current market conditions. No longer the exclusive purview of rocket scientists and mechanical engineers, grid computing is one of those evolutionary strategies. Thanks to improvements in both hardware and software, many companies are now taking advantage of grid tools to expedite faster response times, reduce time to market for new product development and lower the cost of computing cycles. Join Acxiom Corporation's "grid guru" Alex Dietz to discuss the possibilities for grid computing to: re-engineer daily business processes; compress daily analytics from hours and days to mere minutes; gain an edge in time-sensitive marketing campaigns and in making critical business decisions.

Building a Compliance Architecture: New Thinking for Your IT Strategy

Courtesy of PeopleSoft

[David Thompson](#)

Senior Vice President and CIO

Oracle

Compliance is the new business imperative, and CIOs must take a leading role in building a sustainable compliance architecture as part of the greater IT strategy. As Sarbanes-Oxley and other mandates move

to the top of corporate agendas, IT strategy is becoming increasingly vital to ensure company-wide financial compliance. PeopleSoft CIO David Thompson will illustrate an effective compliance framework, drawing on his experience with integrating the IT organizations of two merging companies. Thompson will answer the following questions: What are the key components of a compliance architecture? How do you build it and roll it out? How can CIOs help achieve financial certification? Which applications and best practices can speed compliance and enforce policy? How important is adopting a flexible strategy? Join Thompson for this timely and engaging session.

The Multiplier Effect: Dramatically Enhancing Business Value Through IT Asset Management

Courtesy of PricewaterhouseCoopers

Mark Lutchen

Advisory Partner

PricewaterhouseCoopers

Managing IT assets - the physical, financial, service, licensing and related attributes of hardware, software, networks and other IT infrastructure components - is no easy task, but the pay-off is enormous. Managing these assets - reduces costs, reduces legal and regulatory compliance risk exposure, and improves security. Studies show companies can reduce the cost per asset by 30 percent in the first year alone. Using a case study of one of the largest global IT integration projects, involving 2500 IT people across 150 countries, this session will discuss how to construct an IT asset management program that goes beyond the technology. You'll learn how to incorporate a lifecycle approach, and a performance measurement-based governance model, achieving the benefits of an asset management program while avoiding common implementation mistakes.

How have leading businesses like Cisco and Wal-Mart leveraged dynamic information sharing with their partners to build substantial and sustainable margin advantages?

Courtesy of Viacore

Fadi Chehade

Chairman & CEO

Viacore

Beyond supply chain optimization, the need for "real-time" information sharing across enterprise boundaries is fueled by Business Process Outsourcing, outsourced contract manufacturing and the proliferation of RFID technology. Leading companies are realizing that information sharing is more than an effective partner collaboration tool. It's becoming a strategic asset. One recent study concluded that information sharing with its ecosystem of partners is the single largest contributor to Wal-Mart's margin advantage. Notably, information sharing yielded a six percent margin advantage, ranking ahead of centralized buying, labor costs and distribution efficiencies. This session

explores how CIOs can achieve breakthrough advantages with dynamic information sharing. We will discuss an innovative and proven approach that transcends technology to build information sharing capabilities that will produce a strategic asset for your company.

4:10 PM - 4:25 PM

Short Break

4:25 PM - 4:55 PM

Sponsor Briefings

A Microsoft Perspective on Network Outsourcing

Daniel Caclin

President & CEO

Equant

Richard McLaughlin

Microsoft Regional IT

Microsoft IT

When the world's best-known technology company decides to outsource its Business Partner Network, how do they do it? And, once they've chosen a partner, how do they measure ROI and determine TCO? Join Richard McLaughlin, senior project manager of Microsoft, and Daniel Caclin, CEO of Equant to learn how Microsoft has successfully implemented its mission critical, revenue-generating Business Partner Networks throughout EMEA. McLaughlin provides a case study on how Microsoft has successfully connected its Business Partner community securely and efficiently to Microsoft's host data centers in Dublin and London. Discussion highlights will include: when does a company outsource part or all of their entire network?; how does a company measure ROI and determine TCO?; how does a company successfully identify security and performance threats and deploy secure and redundant solutions to mitigate these threats?

Information to Build On - A Blueprint for Scalability, Flexibility and Reliability

Courtesy of Fujitsu

Evan Jafa

Senior Vice President and Chief Technology Officer

The First American Corporation

The ability to make decisions based on accurate and timely information is more important than ever before. For First American Real Estate Solutions, the refinancing boom represented a paradigm shift in the speed of real estate transactions and forced the company to evaluate the manner in which it managed data. To continue delivering information for more than 95 percent of all real estate transactions in

the United States, First American Real Estate Solutions built a next-generation architecture to provide access to accurate and timely information to more than 500,000 users a day. Learn how First American Real Estate Solutions implemented a next-generation architecture to support two million property and mortgage transactions a month and create an industry blueprint for data center installations.

Achieving Agile Security Management

Matt Dircks

Vice President, Product Management

NetIQ

John Miles

CSO

Lend Lease Corporation

In today's business environment, IT organizations are under increasing pressure to become better aligned with key initiatives around risk management and regulatory compliance. To do so, they must become more proactive and agile in assuring the performance, availability and security of business-critical infrastructure. In this briefing, NetIQ and Lend Lease discuss the concepts, challenges and benefits associated with agile IT management, including the alignment of people, processes and technology necessary to move from being reactive to a more aligned approach in assuring IT services, managing risk and ensuring regulatory compliance. Briefing highlights include: characteristics of companies operating at the agile security level and their results; roles of people, processes and technologies; determining, baselining and measuring risk; and why comply: regulatory implications on IT.

The Virtualized Utility - A New and Better Way to Run Your Applications

Bryan Doerr

CTO

SAVVIS

William Thomas

President & CEO

Innovest Systems, LLC

For many companies today, IT is too complicated, too expensive, and a distraction from the core business. Outsourcing may be an effective option, but traditional outsourcing models that require long term, big dollar contracts often come up short. SAVVIS' Virtualized Utility is a new approach that improves IT availability, enables enterprise agility, and lowers cost by 50 percent. Bryan Doerr, SAVVIS' CTO, will be joined by William J. Thomas, the CEO of Innovest Systems, LLC, for a real world look at the virtualized utility model and to present strategies for leveraging virtualized services as part of your IT plan.

5:00 PM - 5:45 PM

Going Global: Sourcing and Standards

David Berg

Mike Webb

Virtually every enterprise is becoming a global enterprise -- whether you're selling to global customers, buying from global suppliers, dealing with international partners or establishing divisions and branch offices around the globe. Doing business in an increasingly active global neighborhood poses a world of challenges: from cultural and logistical issues to broader matters like sourcing and establishing global standards, not only for technology infrastructure standards but also business process standards. These CIO 100 winners have extensive track records in doing business in the global environment, and can share their best practices for making the most appropriate and effective sourcing decisions to developing and deploying a comprehensive set of procedural and technological standards.

5:45 PM - 7:00 PM

Day's End Reception

7:00 PM - 9:00 PM

SAVVIS presents, "Murder Speaks Easy"

Join SAVVIS for a night of mayhem and murder! Take a trip back to the 1920's where the river divides the city of Chicago into 3 areas: North Side, South Side, and West Side; each run by a powerful mob family. For this one night, the Lake Terrace Dining Room in Broadmoor Main will be transformed into the Kit Kat Club, considered neutral territory for these feuding families, where the booze always runs freely and all your hungers are satisfied. That is, of course, if you make it back alive!

9:00 PM - 11:00 PM

Red Hat and HP Host Billiards, Baseball and Brews

Cap off the night with Red Hat and HP! Join us in the Main Ballroom on Monday night, the game will be on the big screen and your favorite microbrews on tap. Pull up a stool and unwind.

Conference Agenda for Tuesday August 24

7:00 AM - 8:00 AM

Breakfast Buffet

7:00 AM - 8:00 AM

Cyber Cafe

8:00 AM - 8:15 AM

Welcome Back

8:15 AM - 9:15 AM

Keeping Close to the Business

Moderator:

Richard Pastore

Steve Agnoli

Robert B. Carter

Bruce Metz

Tom Peck

Effective governance practices and alignment strategies ensure that the CIO maintains a seat at the executive table and that the IT department remains in step with all areas of the business. Understanding -- and anticipating -- the wide variety of needs across the entire organization is one of the single toughest demands on the CIO and staff. Of course there's no one-size-fits-all solution. But there are sets of best approaches and practices we can take from some of this year's winning organizations and compare against our own.

9:15 AM - 10:00 AM

Designing for Agility: Technologies and Infrastructure

Nick Ibrahim

Great ideas will go for naught if your organization lacks the flexibility in its infrastructure and processes to be able to quickly put new plans into action, expand into new countries or re-tool or re-use applications. Almost no one gets to start from scratch; everyone's got legacy headaches. But there are opportunities to increase your ability to respond to business growth and changing circumstances.

10:10 AM - 10:40 AM

Sponsor Briefings

Glenn Bonner, CIO, MGM Mirage

Achieving a Single Unified View of Customer Data

Courtesy of Ascential Software

Behind the scenes at MGM MIRAGE are a variety of complex systems and databases, all running at a 24 X 7 pace, with heaviest volumes on weekends and holidays. Hear MGM MIRAGE CIO Glenn Bonner describe these systems and illuminate how MGM MIRAGE successfully integrates the various components of its business to enable a single, unified view of its customers. The resorts and casinos of MGM MIRAGE are among the most famous in the world. Hear how the technology that drives MGM's success could benefit the growth of your organization as well.

Joanne Rohde, Executive Vice President of Worldwide Operations, Red Hat

Freedom of Choice

Throughout history, customer choice has transformed entire industries. Japanese auto manufacturers challenged US automakers to build more reliable, economical cars. In the 1980s, the breakup of the Baby Bells made telecommunications more affordable. When customers are given more choices rather than being forced to settle on the status quo, the results can be powerful: superior quality and service; diversity; faster innovation and increased performance. All are derived from choice. Joanne Rohde, executive vice president of worldwide operations at Red Hat will deliver an address on the freedom of choice and how the availability of open source is transforming the software industry.

Louis Carpenito, Vice President of Information Security Solutions,
Symantec Corporation

**How To Stop A Bullet After It's Been Fired: Defeating Today's
Cyber Threats**

Symantec will explore recent and future cyber security threats and detail a framework and technology needed to achieve cost-effective, complete security and availability of critical information from cradle to grave. We will discuss why information security and other management disciplines are coming together and what it entails for enterprises like yours.

Gilles Bouchard, CIO & Executive Vice President of Global Operations,
Hewlett Packard

Lessons Learned in Building an Agile Enterprise

Gilles Bouchard asserts that the new breed of CIO needs to move beyond improving efficiency and cutting costs. While cost containment remains critical, Bouchard contends that CIOs today must expand their scope to focus on increasing corporate effectiveness and competitive advantage / in ways that can be measured via concrete business results. Given the breadth of Bouchard's responsibilities, he is uniquely qualified to demonstrate how he fulfills the very imperative he asserts. As a traditional CIO, Bouchard is responsible for IT strategy and all HP IT systems on a global basis. Additionally, he oversees all of HP's global business operations -- including a \$50 billion supply chain and all customer-facing operations. He's now managing a team of 10,000 people. Bouchard's talk will focus on the challenges he currently faces in unifying global operations and IT -- and the strategy behind this bold move, which was announced by Carly Fiorina in December, 2003.

10:40 AM - 11:10 AM **Refreshment Break in the Cafe 100**

10:40 AM - 11:10 AM **Cyber Cafe**

11:20 AM - 11:50 AM **Sponsor Briefings**

Sean McRae, CIO & Vice President, Prudential Northwest Properties
Mehmet N. Balos, Vice President, Global Marketing and Corporate
Communications, 3Com Corporation

**"Closing the Deal as a Customer-Focused CIO"
Lessons Learned from Prudential Northwest Properties' Case
Study for Business Transformation**

How can a CIO successfully win company-wide support for new IT initiatives and do the right things to enhance enterprise-wide communications? Learn how the CIO of Prudential Northwest Properties, the Pacific northwest's largest commercial and residential real estate company, won support within his company for new business and

technology initiatives, aligned new integrated communications systems with business processes, aligned a customer relationship (CRM) database and the sales function, and used tangible ROI justification. Sean McRae, vice president and CIO of Prudential Northwest Properties, has distinguished himself as a proven "customer-focused" CIO. He has used his business acumen to gain corporate support for implementing IP telephony technology to unify communications to serve the company's customers and position the company for future growth.

Jay Owen, Manager, Enterprise Segment, APC

Strategies for Optimizing Your Investment in Server Room & Data Center Infrastructure Within a Dynamic IT Environment

Major issues such as data center consolidation, high-density server deployment, and disaster recovery planning are driving change in data center design and construction. The traditional approach to data center architecture forces enterprises to build out to full projected capacity from day one. This approach results in long deployment schedules and millions of dollars spent on under-utilized infrastructure. This infrastructure is rarely, if ever, adaptable enough to keep up with today's changing IT needs. In this session, you will learn about the drivers for change in data centers, as well as how data centers can be designed and maintained through modular, adaptable, standardized systems that will optimize your data center infrastructure investment.

John Schmidt, Vice President of Integration, Best Buy

Integration Competency Center: Leveraging Shared Services
Courtesy of Informatica

John Schmidt will discuss how Best Buy implemented a central services model, integration competency center, to reduce complexity and manage dependencies between systems in a holistic and disciplined fashion. Learn how to leverage an integration competency center model to: change organizational behavior from project silos to shared services; optimize productivity by managing resources more efficiently from people to technology; improve ROI through the reuse of development assets, best practices, and skills; make better use of scarce resources by combining data integration skills, resources, and processes into one group; reduce development, project lead time, and maintenance costs; increase use of development assets, including source definitions, application interfaces and codified business rules across all data integration efforts.

11:55 AM - 12:45 PM

Forging a Stronger Supply Chain

[Alison Bass](#)

[Fanny Sloan](#)

[Bette Walker](#)

Every "link" in the supply chain represents an opportunity to apply

agility and innovation. From establishing flexible pricing structures and capturing customer preference data to coordinate special promotions to working with suppliers to develop new or customized products and effectively managing stock and inventory, the agile organization recognizes opportunities to maximize the value of every aspect of its supply chain. Two of our CIO 100 award winners have fine-tuned their supply chain from start to finish so they can place the right products in front of the right customers at the right time, all the while squeezing every ounce of value from their IT investments.

12:45 PM - 2:15 PM

Prize Drawing and Lunch Discussion RoundTables

Jennifer Richards, Senior Vice President, Executive Programs, CXO Media Inc. will be drawing the winner of the V.I.P. travel package.

Over a nourishing lunch, we give you a chance to sit with a small group and focus on technologies and experiences in implementing major initiatives that correspond to major trends and issues discussed during this year's conference. Topics are suggested by our advisory board, made up of practicing CIOs.

12:45 PM - 2:30 PM

Cyber Cafe

2:30 PM - 3:30 PM

Fun=Profit: Success in the Creativity Business

Michael Hawley

Hawley has accomplished many amazing things himself-named as one of the most creative individuals in America in 2001, won the Van Cliburn piano competition in 2002, did pioneering work in digital cinema at Lucasfilm, deployed technology for the 1998 American Everest Expedition, and recently published the world's largest book of photographs, BHUTAN. Above all, Hawley says, he is proudest of his students, who have in turn, gone on to accomplish their own amazing things. He shares insights on his own style of leadership, inspiring innovation and applying technology to benefit business and humanity.

3:30 PM - 4:30 PM

Closing Address: Going to Extremes: Managing Interplanetary Projects

Peter C. Theisinger

If it takes leadership, innovation and agility to manage domestic or global business projects - imagine what it takes to conceive of, implement and manage interplanetary ones. Theisinger, originally Mars Exploration Rover Project Manager, and now manager of the 2009 Mars Science Laboratory, describes the challenges of developing the two Mars Exploration Rovers in just three years. He discusses the design process, relates the myriad challenges and setbacks that had to be overcome during development and operations, and gives the definitive behind-the-scenes story of the extraordinary flight and surface operations of the Rover.

4:30 PM - 6:00 PM

Relaxation Time

Deal with your e-mail, relax by the pool, or hit the gym in preparation for the gala evening.

6:00 PM - 7:15 PM

Black Tie Reception

Start the festivities! Everyone looks great in fancy dress.

7:15 PM - 9:15 PM

CIO 100 Awards Presentation & Dinner

CIO magazine editor in chief Abbie Lundberg introduces this year's award winners.

9:15 PM - 11:00 PM

PeopleSoft Enchanted Evening: Dessert and Dancing Under the Stars

We'll be whisked up to the beautiful Cheyenne Lodge, between the stars above and the lights of The Broadmoor and Colorado Springs below, to cap off the evening's celebrations with a fabulous round of desserts.

Proud underwriter of CIO 100 Symposium & Awards Ceremony



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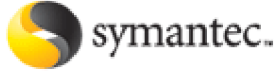


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