JUNE 1, 2012

CIO AWARDS

Innovation & Technology

Back to the Future

Information technology changes business through the years

PHOENIX Business Journal

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EDITOR'S NOTE:

Patrick O'Grady
Project Editor

The people who head the information technology at local companies are an interesting and diverse group.

Some help develop products that make their companies money. Others develop products that streamline their companies' operations. They weigh in on issues of security and user interactions.

Most importantly, they are the people responsible for what most business officials consider as the lifeblood of operations: email and phones.

We used an outside panel of industry experts to recognize leaders in six categories: top-line growth, efficiency, cutting expenses, client interface, security and environmental issues. Each of the honorees was recognized in a different category.

Three of our honorees are on the cover: Joe Mildenhall from Grand Canyon University, Bill Slessman from IO and Michael Spandau from Fender Musical Instruments Corp.

If it looks like they've traveled back in time with the gear they're holding, that's the idea. The Southwest Museum of Engineering, Communications and Computation in Glendale and archivist Ed Sharpe let us borrow some of the older equipment that stretch back to the 1960s.

Take a look and enjoy their perspective on the ever-changing business world.

CIO of the Year

Michael Spandau, chief information officer and senior vice president for global information technology, Fender Musical Instruments Corp. **18**

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Project Editor: Patrick O'Grady
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As a proud sponsor of the 2012 CIO Awards, FlexPrint, Inc. congratulates all of this year's nominees for their impressive leadership and contributions to technology in Arizona.

These leaders are often called upon to do more with less, yet are addressing critical issues and initiatives within their organizations. They raise the bar for service and innovation throughout the entire IT community. They are responsible for strengthening Arizona's technology sector and business community.

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Frank Gaspari
CEO
FlexPrint, Inc.

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From a growing small business that uses a database to expand their client base to an enterprise using Oracle or SAP to integrate all overseas suppliers, the catalyst for this growth and communication is technology. In fact, technology is the backbone of business communication.

For larger businesses, the CIO has to be a visionary within the business, oversee all aspects of the technology, stay ahead of the trends and keep costs in check. A CIO has to answer the tough questions such as how to evolve into the cloud, provide network consolidation, and what to do about ever-growing bandwidth needs.

As ecommerce, video conferencing, and mobile devices further evolve, the role of technology becomes more integrated into our daily operations. This reliance on technology makes the role of the CIO that much more important.

Often unnoticed, the CIO works with a quiet team that many times does not receive praise. A team that goes about their daily routine without accolades or recognition for the vast amount of business they enable.

That is until now. Cox Business is proud to sponsor the 2012 CIO Awards in conjunction with the Phoenix Business Journal and the Arizona Technology Council. As a technology company, we recognize the importance that the tech-professional holds within an organization. We know the 24x7x365 nature of the job, as well as the perils of failure on an organization's bottom line.

On behalf of the entire Cox Business organization, we salute the 2012 CIO winners, and the teams that support their vision each day.

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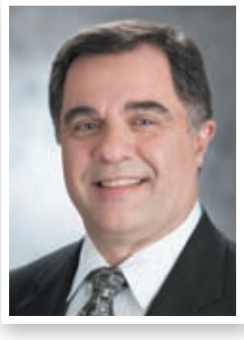

CIO OF THE YEAR

Michael Spandau

CIO and senior vice president for global IT
Fender Musical Instruments Corp.

AGE: 46
YEARS IN INDUSTRY: 7 (in music industry)
EDUCATION: Business economics and computer science, Fachhochschule Reutlingen, Germany
AWARDS: SIM 2011 CIO of the Year
FIRST COMPUTER: Commodore 64, followed by an Atari

What initially brought you to the IT field? It fascinates me that, with a few lines of code, we are able to invoke fundamental business changes. Information technology is also having an enormous impact on our personal lives. And, in both arenas, we are just getting started.
What do you believe is your biggest accomplishment in IT? Supporting a historic American manufacturing company with handcrafted products in meeting the demands of today's global economy. That includes everything from creating a portfolio of IT solutions to support production of guitars and amplifiers to implementing a new demand planning/forecasting solution. We are striving continuously to improve our IT solutions and stay abreast of new technologies, and working with the business on tomorrow's needs.
What has surprised you most about technology development during your time in IT? The amount of time IT organizations spend on infrastructure-related needs such as networking, storage and system management, which the business doesn't see or doesn't care about. Cloud computing will fundamentally change this by allowing IT to spend the majority of its time to focus on the actual business need.
What is one thing you would like to have in IT that doesn't exist today that would make your job easier or more fun? Of course, the quintessential request: How about a larger budget? That aside, improved collaboration among IT organizations, since they all seem to deal with similar challenges and to avoid having to reinvent the wheel.
What is the one question you get asked most from people in your company? When am I getting my iPad?

JIM POULIN | PHOENIX BUSINESS JOURNAL

Feder Musical Instruments Corp. CIO and Senior Vice President for Global IT Michael Spandau holds an old Texas Instruments computer on display at the Southwestern Museum of Engineering, Communications and Computation in Glendale. Spandau was named the *Phoenix Business Journal's* CIO of the Year by a panel of local industry professionals.

BY PATRICK O'GRADY
Phoenix Business Journal

Michael Spandau wants to make sure that wherever you are, you can find a Fender guitar.

As chief information officer and senior vice president for global IT for seven years, Spandau has been helping Scottsdale-based Fender Musical Instruments Corp. take its products to a global market from facilities around the world.

"This goes way above and beyond the normal products," he said. "We sell products with which people express themselves creatively."

Spandau was chosen as 2012 CIO of the Year as the *Phoenix Business Journal* sought out the best of those running corporate information technology departments.

A South African by birth, Spandau grew up in Germany, where he went to college before coming to the U.S. to work for SAP in 1994. His career then went through a series of shifts: He worked at Deloitte for more than a decade and then at Royal Dutch Shell plc before landing at Fender in 2005.

The musical instrument industry offered a chance for Spandau to implement some IT changes that could help a company with global operations.

While Fender's iconic Stratocaster and Telecaster guitars and other product lines seem quite different from semiconductors and other items being shipped around the world, Spandau said there are many similarities.

"At the end of the day, companies have many of the same needs," he said.

Fender has guitar factories in California and Mexico, and its drums and other percussion instruments are made in various U.S. cities. The company also has operations in Europe and a line of instruments made in Asia.

Coordinating all of that required building an IT organization to a standard that could handle multiple product lines, manufacturing points and distribution end points, Spandau said.

"It's absolutely essential we have a very complete supply chain integration, and know where all of our products are coming from and where they are going to," he said.

> **'It was a natural attraction for me.'**
> **Michael Spandau**
> Fender Musical Instruments Corp.

Spandau said he came by his love of computer work like many in the IT field: through his first computer when he was growing up. In this case, it was a Commodore 64. He learned how to write code, and that evolved into refining what businesses needed to do to become more cost-efficient and grow.

"It was a natural attraction for me," he said.

There are always struggles in IT. One of the large ones is that the IT department typically isn't seen as a profit driver. Spandau counters that a good IT department can help a business winnow down its costs and streamline its business operations.

One of the most important functions is serving a diverse group of users inside a company with varied needs. Every year, the Fender IT department conducts a survey to find out how it is faring among employees. Every year, the survey shows the most important thing is to keep the phones on and the email flowing.

"We help keep the lights on," Spandau said.

Mobile devices changing the way businesses evolve

BY MARY SHINN
Phoenix Business Journal

The information technology industry has seen various changes through the years, but none has been so jarring as the arrival and mass expansion of mobile devices.

From smartphones to tablets, using mobile devices in business involves issues ranging from security to portability. Many employees seek to use their personal devices to stay connected to work by syncing their email calendars, desktop computers and work phones to their mobile devices.

Apple iPhone 4S

The various smartphones, tablet brands and software present challenges because many were not designed for business use, said Sam Crawford, director of client services for BVA Inc., a Phoenix-based IT consulting company.

Apple and Android devices are popular because they are easy to use and have thousands of applications. But they use an open-source code, which some experts say is easily hacked.

"Someone can steal everything you have on your iPad in less than 15 minutes," said David Shelley, CEO of BVA.

In addition, it is difficult to lock down these devices remotely or erase their data if they are lost, he said.

Shelley is partial to BlackBerrys, developed by Research in Motion, because of their security.

"In the business world, by far BlackBerrys are the easiest to set up and administrate," he said.

BlackBerry's technology was designed for the business world, and IT professionals can manage devices centrally, he said.

Research in Motion also has its own network server and doesn't make its code publicly available, thus making its devices more secure. For these reasons, BlackBerrys still appeal to large companies, Shelley said.

However, BlackBerry's app selection is not as broad as others because the smartphone's ecosystem is more closed.

The popular appeal of Apple Inc.'s iPhone and Google Inc.'s Android platform has led IT professionals to seek security solutions.

The individual iPhone or Android owner is the administrator for that device and can override security protection. Generally, the more freedom a user has on a device, the more problems they encounter, experts say

Shelley said he expects software companies to start offering products to lock down Apple devices because there is a demand for a reliable solution.

Karl Bickmore, president and CEO of Phoenix-based CCNS Consulting LLC, has integrated mobile devices for his 180 clients in the Western U.S.

He advocates Apple devices because they have fewer problems and they offer apps for specific professions.

"Apple and Android are used far more often now, and BlackBerry is on its way out as its market share is a fraction of what it used to be," Bickmore said.

Security challenges for integrating mobile devices also vary by industry regulations. For example, professionals in the health industry may receive information protected by the Health Insurance Portability and Accountability Act, or HIPAA, which protects private health information. There also are payment card industry standards for those in retail.

On traditional computers, information can be protected by passwords that cannot be circumvented for the sake of convenience. On a portable device, passwords often are stored in the phone's memory for future use; and if the device is stolen that information can be accessed.

Bickmore advises clients not to automate the sign-in process. He also recommends they be careful about what information is accessible through their devices.

He also employs AuthAnvil, a company that supplies software requiring additional login information for remote access beyond a user name and password. This prevents people from effectively storing information that allows remote login without retyping the user name and password.

Bickmore uses Microsoft Exchange Server 2010 because it can remotely wipe iPhones, Androids and devices that use Windows Mobile.

Phillip Biel, vice president of business development for Phoenix-based Catalyst Computer Technologies LLC, said his company can integrate numerous devices.

BlackBerry Curve

Often the company will support offices with a variety of devices on the same network, and any given security issue generally affects all of those devices equally. Catalyst also provides email filtering systems at two levels: in-network and out-of-network, Biel said.

BlackBerry email passes through its own server for an extra level of security, but Biel said he hasn't seen any real security advantage of using BlackBerrys compared with other devices.

He said it is important for professionals to be familiar with the security regulations and requirements for their industry.

Another important consideration is the agreement between the employee and the employer on how business information will be handled if the employee leaves.

Michael Regan, general manager for the I.T. Workshop, an information technology provider in Gilbert, said the use of personal devices at work blurs the line between personal and work information.

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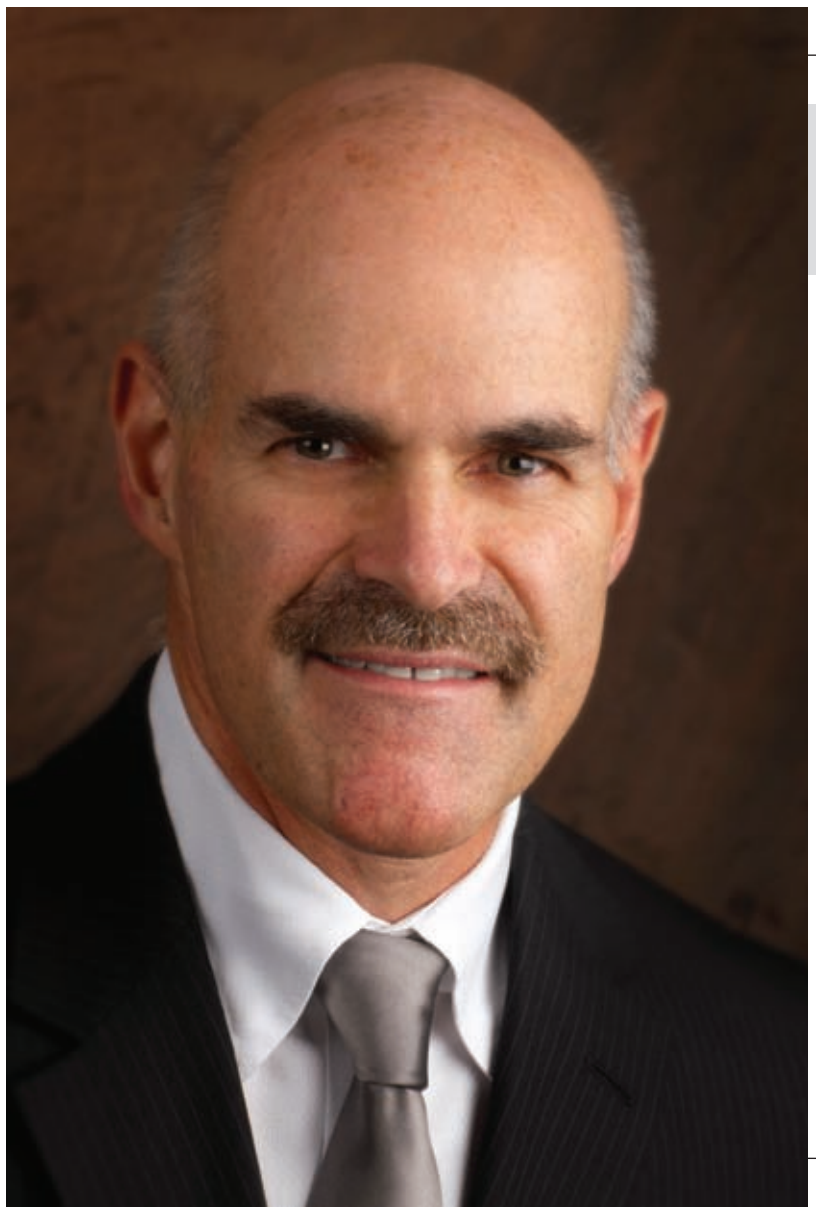

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THANKS FOR ALL YOU DO.

Rural/Metro applauds Jeff Perry for being honored among Arizona's top Chief Information Officers.

As Senior Vice President & CIO of Rural/Metro Corporation, Jeff helps guide the Company's technology innovations with foresight, integrity and commitment. His contributions play a vital role in helping Rural/Metro Corporation serve its ambulance and fire protection customers in 20 states and more than 500 communities throughout the nation.

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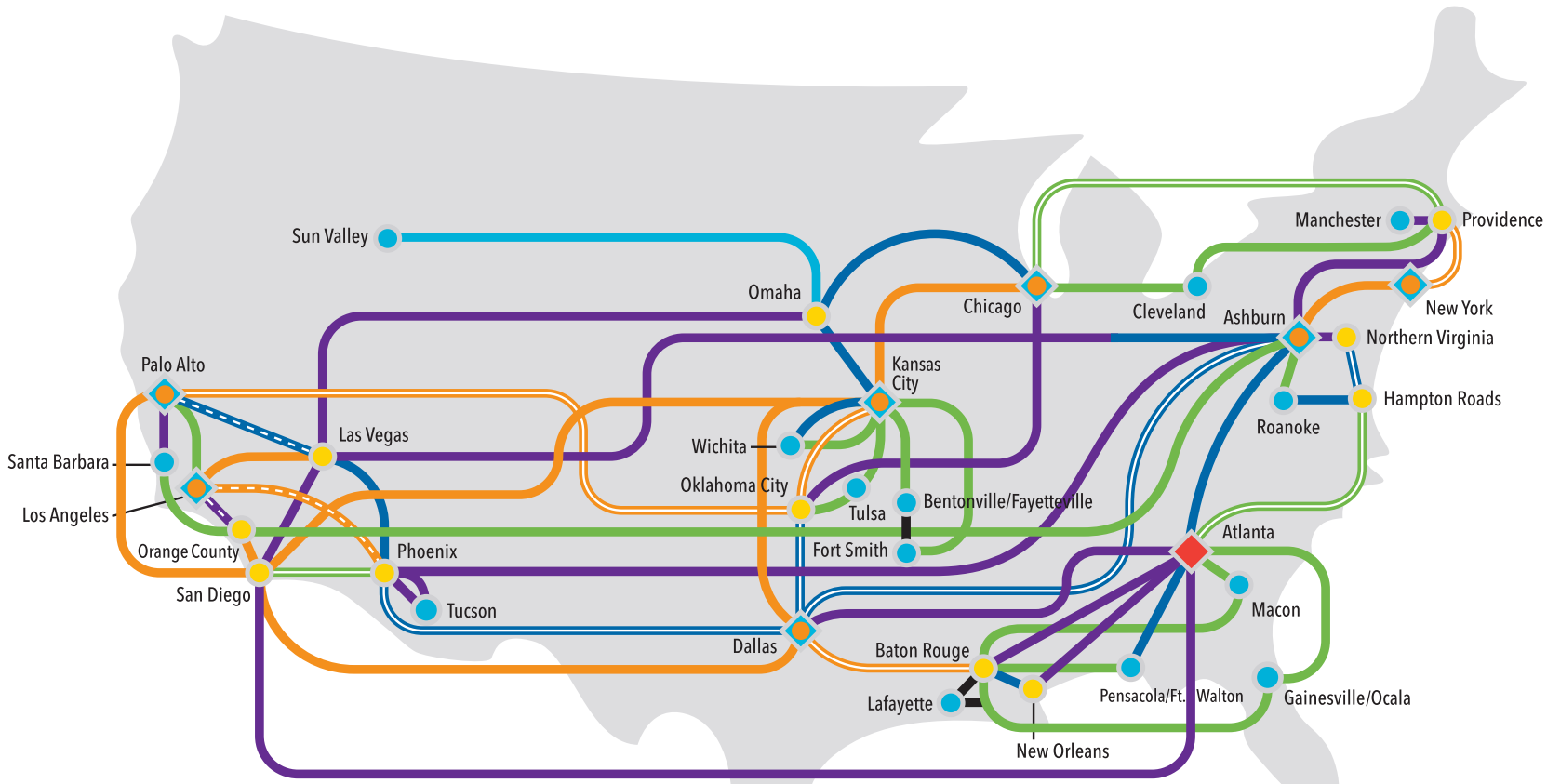

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AJ McGowan

Chief technology officer
Unicorn Media
AGE: 31
YEARS IN INDUSTRY: 13
EDUCATION: Some college
FIRST COMPUTER: Atari 800

CLIENT INTERFACE

What initially brought you to the IT field? I always loved computers and started my first consulting company in seventh grade. We would ask people to go to a retailer and write down the specs for what they wanted, then order an equivalent machine through Computer Shopper, set it up for them and split the difference in price. It was a ton of fun, and I was hooked on computers and entrepreneurship.
What do you believe is your biggest accomplishment in IT? The architecture for Unicorn Media is the thing I'm most proud of. We have a tremendous team here who have built a system that is not only revolutionizing the way major media companies can monetize their content across mobile devices, set-top boxes, etc., but can also do it at massive scale.
What has surprised you most about technology development during your time in IT? Even with the tremendous rate of change, fundamentals remain the most important thing. It's easy to get caught up in how different your tools are from year to year and to forget that the core mission is always the same: reliable products that are easy to use and make a difference for your customers.
What is one thing you would like to have in IT that doesn't exist today that would make your job easier or more fun? Autonomous Nerf-wielding sentry robots would definitely make things more fun!
What is the one question you hear most from people in your company? Is (insert feature request here) going to be in the next release?

Donald Beaver

Senior vice president and CIO
PetSmart Inc.
AGE: 53
YEARS IN INDUSTRY: 31
EDUCATION: Bachelor's degree in mathematical/computer science, Lock Haven University of Pennsylvania
COMMUNITY INVOLVEMENT: Governance chair for both PetSmart Charities and Goodwill of Central Arizona
FIRST COMPUTER: TRS-80

TOP-LINE GROWTH

What initially brought you to the IT field? A high school plane geometry teacher brought a programmable computer into the school and invited several of us to solve math problems with it. I saw the many problem-solving possibilities the machine offered and was hooked from that moment on.
What do you believe is your biggest accomplishment in IT? I am always pleased when I can help align business strategy with IT strategy. So much value can be added when everyone is on the same strategic page.
What has surprised you most about technology development during your time in IT? I've seen the tools change over time, but the keys to creating value from IT remain the same: business leaders who understand how to fold IT into their overall strategy; business leaders who know what they want to change in the business and how IT can support that change; strong execution and delivery of IT services; and having an efficient cost structure in place.
What is one thing you would like to have in IT that doesn't exist today that would make your job easier or more fun? We have on-site dry cleaning, so I guess I'd have to say free meals and a cot to sleep on!
What is the one question you hear most from people in your company? Why can't we have wireless?

Jeffrey Perry

Senior vice president and CIO
Rural/Metro Corp.
AGE: 56
YEARS IN INDUSTRY: 29
EDUCATION: Bachelor's degree in organizational management, Colorado Christian University; graduate degree in information technology, American Intercontinental University
FIRST COMPUTER: Commodore Vic 20/64

CUTTING EXPENSES

What initially brought you to the IT field? The growth of the data processing field was phenomenal. I was in the construction industry back then, but interest rates climbed enormously high and work dropped off significantly. At the same time, Commodore came out with its first set of computers, along with Kaypro, Franklin and others, and the art and science of programming caught my attention. My first entry into the field was as a night shift operator for Northrup running batch processing on an IBM 360 and other mainframe systems. That led to software development, systems administration and project management opportunities, and then to management.
What do you believe is your biggest accomplishment in IT? One of my largest accomplishments was the implementation of SAP ERP within a very large organization. The team size was roughly 300 internal and external personnel with major modules of materials management, production planning, and finance/costing being implemented.
What has surprised you most about technology development during your time in IT? The speed at which technology changes and the impact it has on our business and personal lives.
What is one thing you would like to have in IT that doesn't exist today that would make your job easier or more fun? Standard processes that equate into standardized technologies would simplify IT management significantly.
What is the one question you hear most from people in your company? What value will a particular technology bring to the business, how much will it cost and how long will it take?

Tom Clark

Chief technology officer
Scottsdale Unified School District
AGE: 51
YEARS IN INDUSTRY: 13
EDUCATION: Bachelor's degree, Northern Arizona University; master of education, Arizona State University
AWARDS: Arizona School Services through Educational Technology 1995 Teacher of the Year runner-up
FIRST COMPUTER: Commodore VIC-20. It ran out of memory after four pages of text.

CLIENT INTERFACE

What initially brought you to the IT field? I have always been fascinated with technology. My first encounter with a computer was in high school in 1975. Access to a teletype machine was given to students taking advanced math classes. When I got my hands on it, all I could do was play tic-tac-toe on it with a computer at a university. I was hooked.
What do you believe is your biggest accomplishment in IT? Helping to bring the 21st century to the classroom. By next fall, every school in the Scottsdale Unified School District will have Wi-Fi, projectors, interactive whiteboards, audio enhancement and more, bringing access to a wealth of digital content to more than 1,700 classrooms. This is the result of a multiyear effort.
What has surprised you most about technology development during your time in IT? The rate of change. In IT, change is occurring exponentially. You have to step back once in a while to appreciate how technology is changing the world.
What is one thing you would like to have in IT that doesn't exist today that would make your job easier or more fun? Teleportation — no doubt about it. I frequently travel between 31 schools, and this would be a very handy, and fun, technology to have. We already have the tricorder (portable ultrasound), the communicator (smartphone) and a universal translator (Google) — so beam me up, Scotty!
What is the one question you hear most from people in your company? When are we getting iPads?

William Slessman

Chief technology officer
IO

AGE: 36
YEARS IN INDUSTRY: 16
EDUCATION: Bachelor's degree in engineering and applied sciences, Arizona State University
FIRST COMPUTER: Apple IIE

ENVIRONMENTAL IMPACT

What initially brought you to the IT field? After working in PC support and software development during college and using technology for school projects, I was intrigued by how applying technology could rapidly increase transparency and improve or solve a wide range of business and daily activities.
What do you believe is your biggest accomplishment in IT? The application of technology, both hardware (IO.Anywhere) and software (IO.OS), that our company has achieved. This platform is allowing for cost savings, higher sustainability, efficiency gains and intelligent control of vital resources throughout the IT stack. Improving the ability for our customers to efficiently deploy and utilize IT resources.
What has surprised you most about technology development during your time in IT? The daily interaction that is occurring between people, devices, and applications.
What is one thing you would like to have in IT that doesn't exist today that would make your job easier or more fun? I think IT is more fun today than it ever has been. It is amazing to see how rapidly we can turn an idea into technology and then apply it to many different uses and devices.
What is the one question you hear most from people in your company? What is coming out next?

Kevin Malik

CIO and general manager
IO

AGE: 38
YEARS IN INDUSTRY: 17
EDUCATION: Bachelor's degree in mechanical engineering, University of Arizona
AWARDS: Many, with previous organizations
FIRST COMPUTER: TRS-80

ENVIRONMENTAL IMPACT

What initially brought you to the IT field? Having a background in engineering and being required to use software to simulate mechanical design, it seemed like a natural fit to explore information technology. I joined Andersen Consulting (now Accenture) right out of school, and nearly two decades later I am still in the same field.
What do you believe is your biggest accomplishment in IT? Helping to build and lead the team tasked with designing and building the company's core software product, IO.OS. We developed an industry-leading data center management tool that not only supports IO's own business requirements, but is now successfully being run at some of the largest data center users in North America.
What has surprised you most about technology development during your time in IT? I don't think 10 years ago anyone would have predicted the rate of IT growth fueled by mobility, consumerization and cloud-type services. I remember getting my first BlackBerry around 2002 and leaving it in a drawer, because email traffic was limited after hours since no one else had one.
What is one thing you would like to have in IT that doesn't exist today that would make your job easier or more fun? I believe today's IT is more fun than it has ever been. Creativity is now a key requirement in IT, and you see more and more organizations placing emphasis on design elements. Not only must an application be cost-effective and meet the business requirements, it should be intuitive, great to look at and fun to use.
What is the one question you hear most from people in your company? Hi, I'm not sure what happened, but my laptop is not working, can you take a look?

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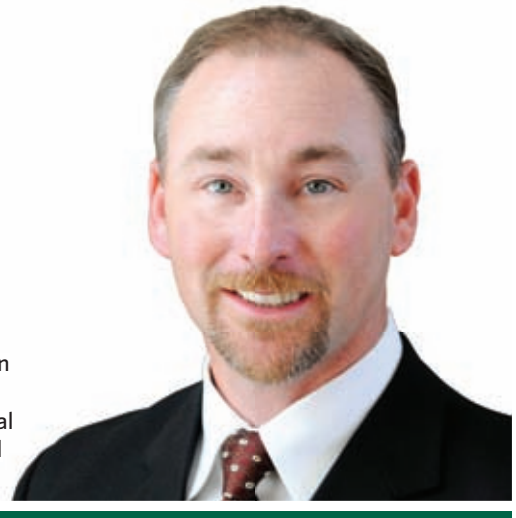

Gary Laieski

Chief information officer
Desert Schools Federal Credit Union

AGE: 42
YEARS IN INDUSTRY: 15-plus
EDUCATION: Bachelor's degree in information technology
FIRST COMPUTER: An IBM AT 80286 with dual 5-inch floppy drives — one for storage and one for the DOS disk

SECURITY

What initially brought you to the IT field? My passion for technology and its ability to shape the future. Technology and innovation feel very natural. Today, I am more passionate than ever about technology's role in business and its ability to move the needle regarding shareholder value, financial results, customer impact and employee satisfaction.
What do you believe is your biggest accomplishment in IT? I am most proud of my work managing the core banking conversion — the most challenging project undertaken by a financial institution and, as such, the highest risk. It's the equivalent of rebuilding an airplane while flying it. CEOs lose jobs over core conversions, as do many CIOs. The new core positioned the credit union to address the business market more aggressively, with increased flexibility and agility.
What has surprised you most about technology development during your time in IT? The rapid pace of change, both good and bad. Positive change in terms of the consumerization of IT and the transformational capabilities of mobile technologies such as smartphones and tablets; negative change in terms of greater regulatory compliance needs, and additional security threats.
What is one thing you would like to have in IT that doesn't exist today that would make your jobs easier or more fun? My job would be easier if we had a resource solely focused on communicating and marketing the value of IT in simple business terms.
What is the one question you hear most from people in your company? When can you deliver it?

Mike Ruchensky
Vice president and CIO
Swift Transportation Co.

AGE: 54
YEARS IN INDUSTRY: 32
FIRST COMPUTER: At home, it was a Pentium P90. I thought I owned the world's fastest computer. At work, it was a DEC PDP 11/34a with 128k of memory and two 60-megabyte hard drives. Seemed like we were way ahead of our time.

CUTTING EXPENSES

What initially brought you to the IT field? As part of my accounting curriculum in college, I had to take an introductory programming course. I was hooked. From that point on, I couldn't learn enough about programming. I still finished my accounting degree, but have spent my career in IT. I loved the ability to improve business processes through technology.

What do you believe is your biggest accomplishment in IT? Leading the IT portion of Swift's business turnaround, working with our president and chief operating officer, Richard Stocking, and our executive team to focus technology on the biggest-impact areas of our business. To truly focus our IT resources on Swift's biggest issues and see the benefits was incredibly rewarding.

What has surprised you most about technology development during your time in IT? Storage. When I started, 500 megabytes of disk storage was the size of a washing machine, was much noisier and cost tens of thousands of dollars. Today's drives are the size of a small book and can hold gigs of data for a fraction of the cost.

What is one thing you would like to have in IT that doesn't exist today that would make your job easier or more fun? An automatic code generator. I remember on the TV shows in the '70s when someone would talk into the computer and whatever was asked for just popped out on the other side. We need the ability to tell the computer what software we need created or enhanced, and have the computer do all of the work.

What is the one question you hear most from people in your company? When will my project get moved to the top of the priority list?

James Cramer
Vice president and CIO
Scottsdale Healthcare

AGE: 58
YEARS IN INDUSTRY: 30 years in health care
EDUCATION: Bachelor's of science in industrial engineering; Master's of science industrial administration, Purdue University
AWARDS: College of Healthcare Management Information Executives Innovator of the Year, 2006
FIRST COMPUTER: Hewlett-Packard Vectra 286

SECURITY

What initially brought you to the IT field? With my industrial engineering educational background, I was interested in working in the manufacturing industry. I began my professional career with the management information systems division of Arthur Andersen & Co. in Chicago in the summer of 1977.

What do you believe is your biggest accomplishment in IT? Leading our electronic medical record effort to replace the traditional paper-based system. By delivering tools that benefit our patients and staff, EMRs support clinical decision making and promote patient safety and quality outcomes.

What has surprised you most about technology development during your time in IT? The information intensity and complexity of the health care industry, and the rapid convergence of medical technologies and information technology.

What is one thing you would like to have in IT that doesn't exist today that would make your job easier or more fun? Voice recognition software is the ultimate user interface. Clinician productivity could be enhanced, more clinical decision support could be embedded and many of the barriers to adoption could be alleviated.

What is the one question you hear most from people in your company? I am frequently asked when patients will have electronic access to their medical records.

Ken Bohlen
Vice president and CIO
Arizona Public Service Co.

AGE: 59
YEARS IN INDUSTRY: Farm and construction, 20 years; aerospace, 14 years; electric utilities, 3 years
EDUCATION: Bachelor's degree in computer science, Iowa State University; MBA, University of Iowa; Green Belt Six Sigma certification; certified Lean Master, Allied Signal
AWARDS: 2005 — Stevie Award, International Business Award, Best MIS & Systems Executive; 2006 — *ComputerWorld* Premier 100 IT Leaders Honor Roll
FIRST COMPUTERS: Apple Lisa

SECURITY

What initially brought you to the IT field? I had an experience that introduced me to the profession in high school. I sensed the field of technology represented a paradigm shift in how work was done, so I targeted my education by majoring in computer science with seven minors in fields I thought would be used in the future of IT.

What do you believe is your biggest accomplishment in IT? Using IT to transform business operating models. Asking the hard questions — "Why do we need the technology?" and "What's the value to the shareholders?" — is always a surprise for tech-hungry business units, especially coming from an IT professional.

What has surprised you most about technology development during your time in IT? The pervasiveness of computing and the rapid deployment in every area of life.

What is one thing you would like to have in IT that doesn't exist today that would make your job easier or more fun? I would like to have an application where I can enter technology request details, along with every business variable and constraint in our industry. In return, the app would spit out a solution that not only delivers shareholder value, but also provides our customers with what they need and makes our employees happy. Now, that would take care of my problems.

What is the one question you hear most from people in your company? Are the cyber attacks for real? Are we secure?

Joe Mildenhall
CIO
Grand Canyon University

AGE: 59
YEARS IN INDUSTRY: 33
EDUCATION: Bachelor's degree in accounting; MBA
AWARDS: *ComputerWorld* Premier 100 IT Leaders, 2009
FIRST COMPUTER: Self-built IBM PC clone

TOP-LINE GROWTH

What initially brought you to the IT field? I had access to computers quite early and had the opportunity to build solutions that eliminated a lot of manual work. I was attracted to the ability to provide solutions that had such a large return in terms of the impact they made on how people did things.

What do you believe is your biggest accomplishment in IT? Leading the creation of technology to support the online delivery of higher education at enormous scale. Being responsible for the technical side of an industry as it was born and then grew at tremendous speed provided an incredible challenge, but also a great sense of accomplishment.

What has surprised you most about technology development during your time in IT? I continue to be surprised by how fast technology changes and the increased number of tools constantly becoming available. In the past, business had to wait for technology to catch up to its needs. Now the technology is waiting for business to catch up to the capabilities it affords.

What is one thing you would like to have in IT that doesn't exist today that would make your job easier or more fun? We need more reliable platforms. Technology changes so fast that solutions often don't mature enough before the next big thing comes along. In implementing these new technologies, the user is left with a less-than-perfect experience.

What is the one question you hear most from people in your company? They are asking for more devices to use for doing their jobs.

Brad Kenney

Vice president of enterprise infrastructure
Avnet Inc.

AGE: 51
YEARS IN INDUSTRY: 28
EDUCATION: Bachelor of interdisciplinary studies in computer information systems, Arizona State University
AWARDS: The green data center projects that led to *ComputerWorld's* "Best Practices in Green IT" award in September 2008 and our listing as a *ComputerWorld* Top 12 Green-IT Organization in September 2010.
FIRST COMPUTER: IBM PC

ENVIRONMENTAL IMPACT

What initially brought you to the IT field? I've always been fascinated by technology, and the IT field presented an opportunity to learn and advance my technical knowledge. IT has always been thought of as a field with the potential to provide a long and prosperous career, which appealed to me.
What do you believe is your biggest accomplishment in IT? I'm incredibly proud of the work my team and I have done over the past seven years to create a greener and more energy-efficient data center. We've implemented projects ranging from virtualization to green lighting and system hibernation. These projects have helped Avnet reduce its energy consumption and avoid more than $7 million in expenses.
What has surprised you most about technology development during your time in IT? The rate of change; infrastructure technology is constantly evolving. When I look at the current size of IT equipment, the number of operating systems and devices needed to manage a data center or even the ever-increasing need for storage, I realize that tomorrow's IT challenges will be very different from today's. For example, cooling dense IT equipment and having adequate power will likely become even greater IT challenges in the coming years.
What is one thing you would like to have in IT that doesn't exist today that would make your job easier or more fun? An "easy" button. Most IT projects are complex and require significant time and investment. Occasionally, it would be great to complete a project or solve a difficult problem instantaneously with the touch of a button.
What is the one question you hear most from people in your company? When can I have the latest cool device/software?

John Maczuga

Vice president of information services
Alliance Beverage LLC

AGE: 44
YEARS IN INDUSTRY: 23 in adult beverage industry, 13 in information technology role.
EDUCATION: Bachelor's of science in information systems
AWARDS: Best dad in the world; third place score in a round of laser tag at Laser Quest, and crowned as a Jedi Knight after destroying the Empire's Death Star.
FIRST COMPUTER: The classic TSR 80 sold at Radio Shack

TOP-LINE GROWTH

What initially brought you to the IT field? Pac-Man, Asteroids, Galaga, Space Invaders, and Missile Command. Also the promise of robots.
What do you believe is your biggest accomplishment in IT? Early adoption of mobile technologies throughout the entire company starting as far back as 2000. We have used mobile devices including ruggedized hand-helds, smartphones, laptops, netbooks and tablets in several areas to solve or improve business processes across the entire organization including drivers, sales, marketing, merchandisers and management. We have worked with many platforms such as Palm, Windows mobile, Blackberry, iPhones, iPads, and Android.
What has surprised you most about technology development during your time in IT? How fast the time has passed and how much I still enjoy working with technology today.
What is one thing you would like to have in IT that doesn't exist today that would make your job easier or more fun? Robots, lots and lots of robots like Rosie from the cartoon series "The Jettsons," R2D2 and C3PO from "Star Wars," and Data from "Star Trek The Next Generation." What is the one question you get asked most from people in your company? I really need a iPad for my job as an (insert any position here), can you get me one? I have said yes just over 200 times now.

Bertrand Odinet

Vice president and CIO
Freeport-McMoRan Copper & Gold Inc.

AGE: 46
YEARS IN INDUSTRY: 25
EDUCATION: Bachelor's degree in civil engineering
AWARDS: NetApp Innovation Award; SIM Practitioner of the Year, 2008; Louisiana Technology Council Innovation Award
FIRST COMPUTER: My father's old Apple IIe

EFFICIENCY

What initially brought you to the IT field? Working on Fortran programs in the Louisiana State University computer lab for my engineering projects. **What do you believe is your biggest accomplishment in IT?** Helping to create an operational excellence program that combined technology and process design to help our mining operations become more efficient and drive significant cost savings. It also helped to build a great relationship between the business and IT.
What has surprised you most about technology development during your time in IT? With all the advancements in technology over the years, still the most critical aspects of technology projects are the people and their leadership, competence and commitment.
What is one thing you would like to have in IT that doesn't exist today that would make your job easier or more fun? A significantly expanded R&D budget. We are faced with so many options for solutions, and they seem to change daily.
What is the one question you hear most from people in your company? How can we use emerging technologies (collaboration, social, cloud) to get closer to our customers, shareholders, suppliers or employees?

Michael Warden

Senior vice president and CIO
Banner Health

AGE: 67
YEARS IN INDUSTRY: 45 years
EDUCATION: Some college
FIRST COMPUTERS: At work, IBM 1401 and System 360; at home, Exidy Sorcerer, Apple II, original Apple Macintosh

EFFICIENCY

What initially brought you to the IT field? While I was still in college, I took a summer job with the Canadian government in one of the advanced information technology departments, which quickly turned into a permanent position. It was immediately clear to me that information technology was what I had been "wired for" at birth. The early computers were considered "black magic" by most people, but they could be mastered, and those few individuals that were willing to invest the personal effort and study the manuals could quickly become recognized as experts in this emerging field.
What do you believe is your biggest accomplishment in IT? Throughout my career, I have been fortunate to move quickly into senior leadership positions at a number of large companies, where I've been able to reduce the complexities of IT to easily understandable language and communicate opportunities for automation throughout those organizations. This has led to a long string of successful of technology innovations.
What has surprised you most about technology development during your time in IT? The extent of careless IT project development and implementations across all industries over the past 20 or 30 years. Throughout my career, I have emphasized the need for formal and intense project management.
What is one thing you would like to have in IT that doesn't exist today that would make your job easier or more fun? I actually have a very large crystal ball sitting on my desk that has consistently produced good results for me over the years. However, given the current pace of information technology development, there are days when I now wish for a slightly higher-resolution crystal ball.
What is the one question you hear most from people in your company? Why can't information technology move faster to meet all of my needs?

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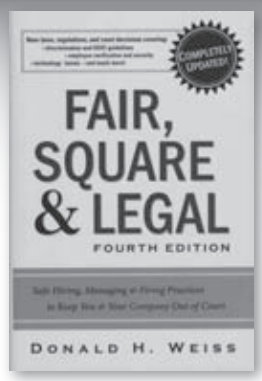

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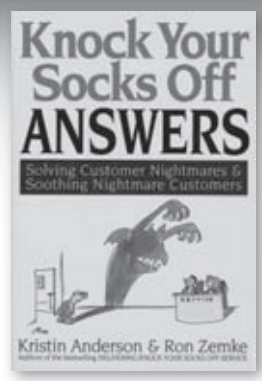

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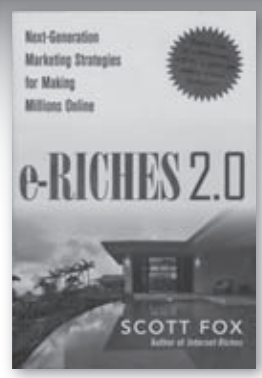

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