



Fisher

Hopper

Fisher-Hopper Prize

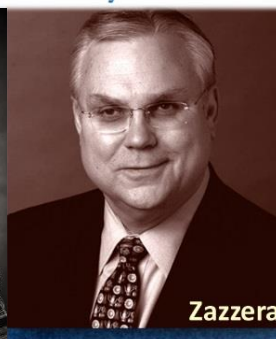
*For Lifetime Achievement
in CIO Leadership*

BerkeleyHaas

Haas School of Business
University of California Berkeley



Terrell 2016



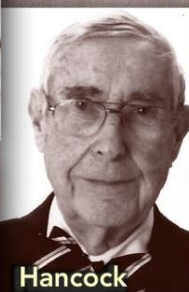
Zazzera



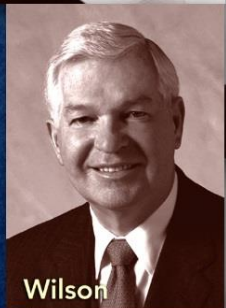
Lepore



Peterson



Hancock



Wilson



Kelvie



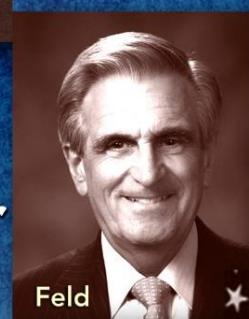
Martin



Morrison 2014



Mayberry Stewart



Feld



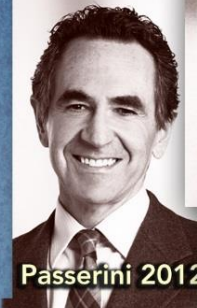
Carter



Hjelm 2013



Money



Passerini 2012



dePaschalis



Rhoads 2015



Solvik

WELCOME

To the 5th annual ...

- Landmark CIO Community Event
- Renaissance CIO Banquet
- Announcement of the winner of the ...

Fisher-Hopper Prize for Lifetime Achievement in CIO Leadership

You are a distinguished audience. We thank you for attending this very special occasion.



Jim Spitze
UC, Berkeley



Michael de Paauw
Executive Programs
Gartner®

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Cover by anonymous artist / Graphics & Lay-out – Michael de Paauw



Event program

7:30 am	Registration desk opens	
7:45 am	► CIO Peer Networking Breakfast	
8:30 am	Welcome & Meet the Audience	
8:45 am	Driving Digital Disruption - Creating Business Value – Dale Kutnick, Gartner <i>The pressure on CIOs and business leaders to exploit digitalization will intensify during the next 3 years. This will engender many false starts and failures; success and enterprise value will be realized by developing new business and economic models, supported by different metrics and leading indicators.</i>	
9:45 am	► CIO Peer Networking and Refreshment Break	
10:00 am	The Future is Watching: What we saw & What we didn't see – DuWayne & Brad Peterson <i>How two generations of CIOs evaluate(d) the future during their tenures; how many of these things are still with us, and what are the disruptions they did not see coming...</i>	
11:00 am	CIO Mastermind Panel #1: Driving Digital Disruption Moderator: Dale Kutnick Panelists: Tom Keiser (Zendesk), Brad Peterson (Nasdaq), Patty Hatter (Intel), DuWayne Peterson (former EVP & CIO, Merrill-Lynch)	
12:00 am	► CIO Peer Networking Luncheon and 2016 group photo	
1:00 pm	Journey of a Silicon Valley Start-Up	
1:15 pm	Notes On Driving Digital Disruption – Sheila Jordan <i>What it takes to foster enduring innovation and competitive advantage</i>	
2:15 pm	Harnessing the Power of Digital Disruption – Graham Waller <i>While the world is moving forward at breakneck speed, the core beliefs wired into our brains often are not. A leader's capacity to evolve their mindset and leadership ahead of the next 'S-Curve' will be a prerequisite for sustained digital-era success.</i>	
3:15 pm	► CIO Peer Networking and Refreshment Break	
3:30 pm	The Paradox of Power – Professor Dacher Keltner <i>Dacher Keltner explains the secret to gaining and keeping power: focus on the good of others.</i>	

4:30 pm CIO Mastermind Panel #2: Creating new business value/models

Moderator: Graham Waller

Panelists: Rebecca Rhoads (Raytheon), Dacher Keltner (UC Berkeley),
Ralph Loura (Rodan&Fields), Michael Leckie (GE Digital)



5:30 pm Recap and dinner logistics – Michael de Paauw

6:00 pm ► Reception

Reception in the John Galen Howard Lounge of The Faculty Club, near the center of the UC-Berkeley campus.

7:00 pm ► Renaissance CIO Banquet

Welcoming Remarks by Richard Lyons, Dean, Haas School of Business and
James Spitze, Executive Director, Fisher CIO Leadership Program

& Awarding of the 2016 Fisher-Hopper Prize for Life-Time
Achievement in CIO Leadership

9:00 pm End of Banquet (time approximate)

Award Banquet

Mediterranean Salad - Roma tomatoes, English cucumbers,
spinach & Kalamata olives, red onions, feta cheese



Choice of the following entrees:

Chicken Salinas - chicken breast filled with artichoke hearts, goat
cheese and spinach with a tarragon sauce

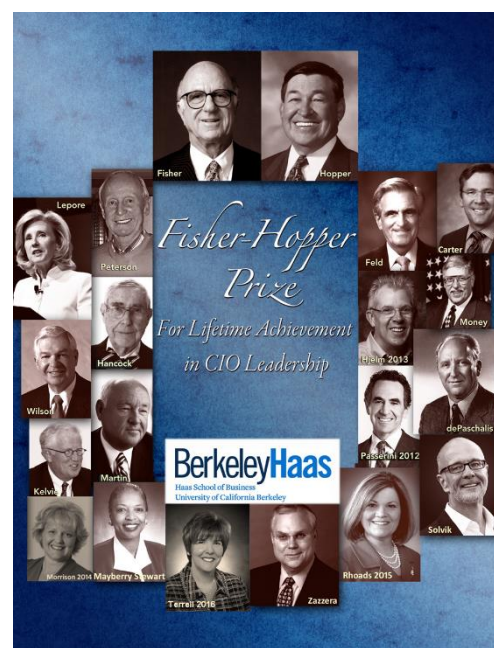
Fresh Grilled Salmon - with a tomato fennel sauce

Roast Prime Rib of Beef - with gravy and creamed horseradish;
Above entrees come with potatoes or rice and seasonal vegetables

Portobello Mushroom Ravioli with Ancho Chile Cream Sauce



Dessert - Assorted fruit pies a-la-mode



About the Speakers and Panelists



James M. Spitz — Executive Director, Fisher CIO Leadership Program, Haas School of Business. Jim has had a distinguished career as IT executive, having served as CIO for Xerox Data Systems, American President Lines, Tri Valley Growers, and (as a consultant) for QANTAS, Tencor instruments and several other private sector firms. He served as the Fisher Program's founding Executive Director from 1991-1996 and was invited to return again in 2009.



Dale Kutnick – Dale Kutnick is Senior Vice President, Emeritus, and Distinguished Analyst. His primary responsibilities are working with CIOs and senior business leaders to help them better manage and exploit technology and information to drive business transformation and enablement. He serves on the board of i.c. stars (Chicago), on the board of Riverkeeper (Ossining, New York), on the Clinical Advisory Board of Ipsen Pharma (Paris) and on the Technical Advisory Board at Danbury Hospital. Mr. Kutnick is a graduate of Yale University (U.S.).



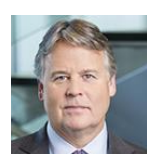
DuWayne Peterson – DuWayne is retired and was selected as a Renaissance CIO based on his tenure at Merrill Lynch which included the stock market crash in October 1987. In the crash aftermath, his team modernized infrastructure, installed networked client/server systems, consolidated data centers, and introduced selective outsourcing – thus creating, while others retrenched, a next generation integrated brokerage system.



Graham Waller – Gartner Research VP Vice President and Analyst in the Digital Business Leadership research team. He works primarily with CIOs and executive-level digital leaders with an emphasis on contemporary leadership (i.e., fit for "digital era purpose") and realizing business advantage via technology. Mr. Waller is a co-author of the Gartner books "Digital to the Core" and "The CIO Edge"



Michael de Paauw — Michael is an Executive Partner in Gartner Executive Programs. He is a coach and thought-partner to over 20 CIOs in various industries. His research focus is on innovation, emerging trends and technologies, and IT strategy. Before joining Gartner, Michael was on the board of several IT companies, including Pearson VUE, CompuTrain and Kender Thijssen. Earlier, he worked as the European IT director of the Bastion Hotels chain.



Brad Peterson – Executive Vice President and Chief Technology and Chief Information Officer (CTO/CIO) for Nasdaq. He previously served as CIO for Schwab Technology Services, responsible for technology innovation, development, infrastructure and operations. Peterson also served as CIO at eBay and was the Managing Director and COO at Epoch Securities. He earned his master's degree in management at MIT Sloan and a bachelor's degree in systems science and economics at the University of California, Los Angeles (UCLA).



Jyoti Bansal – Founder, Executive Chairman of the Board and Chief Strategist of AppDynamics. Jyoti has received many leadership awards, like: "Best Cloud Computing CEO to Work For" (Forbes/2013), "Best CEO" (San Francisco Business Times/2014). Before founding AppDynamics in 2008, Jyoti held engineering roles at various Silicon Valley startups. Jyoti received his BS in Computer Science from the Indian Institute of Technology, Delhi and is the lead inventor on 20+ US patents.



Dacher Keltner – Professor of psychology at the University of California, Berkeley, and the founding director of the university's Greater Good Science Center. Keltner has devoted his career to studying the nature of human goodness and happiness, conducting ground-breaking research on compassion, awe, laughter, and love. He is the author of the books *Born to Be Good*, *The Paradox of Power* and a co-editor of the anthology *The Compassionate Instinct* (W.W. Norton, 2010).



Sheila Jordan – chief information officer of Symantec. Sheila joins Symantec after nine years with Cisco, where she was responsible for delivering and integrating key IT services for Cisco's global workforce. She brings extensive expertise in driving enterprise collaboration across multiple channels including various mobile platforms. Sheila also has held leadership roles at The Walt Disney Company and Martin Marietta. She received her Bachelor of Arts degree in accounting from the University of Central Florida and her Master of Business Administration degree from the Florida Institute of Technology.



Patty Hatter – vice president and general manager of the Intel Security Group Professional Services organization at Intel Corporation. She recently transitioned from the role of Intel Security CIO, and prior to that was the vice president of Operations and CIO at McAfee. She has overall responsibility for leading the professional services organization and expanding Intel Security's consulting, managed services, deployment, and training services. Patty earned bachelor's and master's degrees in mechanical engineering from Carnegie Mellon University.



Ralph Loura – As Chief Technical Officer for Rodan + Fields, Ralph leads the company's technology strategy and execution. With more than 30 years of experience driving information technology strategies for major brands, he defines and advances strategies for digital product, enterprise solutions and infrastructures to support our significant growth and deliver user-centric digital experiences. Previously, Ralph was Vice President and CIO for Enterprise Group and Global Sales Ops at HP, CIO at The Clorox Company and he has held technology leadership roles at Cisco, Symbol and AT&T Bell Laboratories. He holds an M.S. in computer science from Northwestern University and a B.S. in mathematics and computer science from St. Joseph's College.



Tom Keiser – Chief Information Officer of ZenDesk. From January 2014 to March 2015, Tom served as Executive Vice President of Global Product Operations at The Gap, Inc., an apparel company, where he also served as Chief Information Officer from January 2010 to December 2013. Tom was previously at L Brands, a fashion retail company, from April 2004 to October 2009, where he held positions as Senior Vice President of the INSIGHT program and as Executive Vice President and Chief Information Officer. Tom holds a B.S. in systems science from the University of West Florida.



Rebecca Rhoads – President of Global Business Services and CIO of Raytheon. Raytheon Company, a technology and innovation leader specializing in defense, civil government and cybersecurity markets throughout the world. Raytheon is headquartered in Waltham, Mass. Rhoads was appointed president of Raytheon's Global Business Services (GBS) in December 2013, to facilitate expansion of common business operations across the company's enterprise service delivery areas. Rhoads was awarded the Fisher Hopper CIO Lifetime Achievement award in 2015.



Michael Leckie – Chief Learning Officer for the Digital Industrial Transformation at GE. In this role he is responsible to support the cultural transformation of GE to be the Digital Industrial leader. He works closely with GE's Digital and Executive Leadership driving rapid change and personal and business transformation. He also leads an effort across GE to continually raise our acumen in what it means to be truly digital. Michael joined GE in 2016 from Gartner where he most recently held the position of Managing Vice President in Gartner's Executive Programs business. Michael has held consulting roles with both Arthur Andersen and boutique firms and internal OD/L&D/HR roles with industry-leading firms. Michael earned his Masters of Science in Organization Development from Pepperdine University in Malibu, CA

The Fisher-Hopper Prize

It started with two telephone conversations:

- In the fall of 2008, my cellphone rang while I was driving South on the Nimitz Freeway. When I answered, I heard the voice of Don Fisher, the co-founder of The Gap. I pulled off the freeway and Don and I talked for maybe ten minutes. He was concerned regarding the inactivity of the Fisher Center at Cal and wanted me to return to the position I had founded in the early 1990s. I agreed to do so. The process took a few months. By early 2009, I was, once again, on the staff of UC-Berkeley as the Executive Director of the Fisher CIO Leadership Program.
- Sometime in March or April of 2009, our home phone rang and my wife answered it in our pantry. It was my good friend, Max Hopper. For several minutes, he and I discussed the sorry state of the CIO profession and speculated on what percentage of CIOs were really contributing to the competitive advantage of their companies. I said “2% to 4%” and Max responded by saying I was far too pessimistic; that it was assuredly something more like “3% to 5%” – to which we both laughed.

Max suggested that I use my newly acquired “bully pulpit” of the Fisher Program to raise the issue and do so by writing a paper outlining some of the major competitive advantages successes of the *Top Tier* CIOs. I asked him who these were and he suggested we form a committee to develop a strong list. He went on to suggest five members: 1-himself, 2-me, 3-Bruce J. Rogow, 4-Naomi Seligmann, and 5-Harvey Koeppel. I believe Max invited Naomi and Harvey. I invited Bruce. All agreed to serve. By mid May 2009 the *Top Tier* list began to take shape. I have in my files a 5/15/2009 email from Bruce Rogow that contains five suggested names, all of which made it on to the final list.

At some point I invited Judith J. Lee, Ph.D. and at the time an Adjunct Professor in IT Management at Golden Gate University, to work with me on this. We decided that, before we started inviting any of the CIOs on the list to participate, we should have a well thought-out list of interview questions to give them so they could make an informed decision.

The question list evolved over the summer and early Fall. By October both the fourteen person *Top Tier* list and the list of twelve questions had stabilized and I started contacting the CIOs and sending them a copy of the “Twelve Question Interview Guide.” All except one CIO agreed to participate and that person was quickly replaced with an individual who probably should have been on the list in the first place.

While both lists were still not quite *final*, we started the interviews. The following table shows the interviewee sequence:

INTERVIEWEE	DATE	COMPANY
1 – Art Money	11/11/09	US Dept. of Defense
2 – Max Hopper*	11/23/09	SABRE-American Airlines
3 – Carl Wilson	12/02/09	Marriott International
4 – Melodie Mayberry Stewart**	12/03/09	City of Cleveland
5 – Jack Hancock*	12/15/09	Chemical Bank
6 – Ed dePaschalis*	12/18/09	Levi Strauss
7 – Bill Kelvie	12/16/09	FannieMae
8 – Dawn Lepore	01/05/10	Charles Schwab
9 – Rob Carter	01/21/10	FedEX
10 – Bobby Martin	01/26/10	WalMart
11 – Paul Zazzera*	02/02/10	Time Warner
12 – Pete Solvik	03/02/10	Cisco
13 – Charlie Feld	04/01/10	FritoLay
14 – DuWayne Peterson	05/03/10	Merrill-Lynch

*deceased

**incapacitated by a stroke

As the interviews progressed, Judy and I consolidated our notes of each interview and sent them to the interviewee for his or her review, correction, and sometimes, expansion. At the same time, we started distilling those notes and searching for the elusive “factors of extraordinary success” which was to become the focal point of our paper.

The paper went through a large number of revisions. After one false start, it was accepted for publication by the California Management Review (CMR) and published in that journal’s Winter 2012 issue (vol. 54, No. 2) with the title “The Renaissance CIO Project: The Invisible Factors of Extraordinary Success.” It has since become one of the CMR’s most frequently downloaded papers.

The fourteen CIOs were called *Renaissance CIOs* in keeping with the meaning of that term as originally used by Prof. Richard Nolan of the Harvard Business School when he described and analyzed the career of Pete Solvik, the then CIO of Cisco.

While all of this was happening, the two individuals who made it all happen, had passed away; Don Fisher on Sunday, Sept. 27, 2009, and Max Hopper on Monday, January 25, 2010.

I do not recall who it was but someone, after the Renaissance CIO paper was published and quite well received, suggested that I should do something to insure that the findings of the paper were not forgotten. That suggestion led me to create The Fisher-Hopper Prize for Lifetime Achievement in CIO Leadership with the annual winners of that prize being added to the list of Renaissance CIOs, thus insuring the perpetual continuation of that group as its fourteen founding members eventually pass away.

As might be obvious, the prize honors Don Fisher and Max Hopper.

DON FISHER (1928-2009)

Don was a 1946 Graduate of Lowell High School in San Francisco and then a 1951 graduate of University of California, Berkeley (BS in Business Administration) and a member of both the Swimming and Water Polo teams. He founded The Gap with his wife, Doris, in 1969. They went on to build it into one of the largest and most successful specialty clothing companies in the world. One element of its success was a far advanced for its time inventory planning and stocking system. Don was a passionate believer in the value of “IT” as a competitive asset – and used it in that way at The Gap.

Don and Doris were major philanthropists – most often to educational institutions and causes – with UC Berkeley and its Haas School of Business being high on their list of recipients. He was a major contributor to KIPP charter schools and was at one time the chairman of the board of directors of the KIPP Foundation.

Don and his wife were also major collectors of contemporary Western art. Their collection eventually became one of the largest and most famous of its kind in the world. San Francisco’s Museum of Modern Art (SFMOMA) is currently being greatly expanded to enable the display of this remarkable collection.

MAX HOPPER (1934-2010)

Max was born in a log house near Lufkin, Texas. Family finances made his early education one of several interruptions before he graduated for the University of Houston with a degree in mathematics. In January, 1955, while a Shell employee, he joined the US Army’s Security Agency where he learned Morse Code and became interested in computers. When he left the army, he returned to Shell and put his interest in computers to business use, demonstrating a life-long interest in operations research.

From Shell, Max moved to EDS and then to United Airlines, before settling in at American Airlines in 1972. Except for a brief interlude at Bank of America in the early 1980s, he remained at American until he retired as Chairman of its Sabre Group in 1995.

While at American, Max pioneered electronic commerce for the travel industry. His SABRE system grew from serving just the needs of American Airlines to become the world's largest computer reservations systems – used today by airlines, railways, hotels, travel agents, and other travel companies worldwide.

THE PRIZE PROCESS

The idea of a prize that would honor Don and Max was well received. The original committee that had developed the list of the original fourteen Renaissance CIOs agreed to continue but in a new role – as a candidate identification committee that would annually come up with a list of 3-4 candidates for the Renaissance CIOs plus the previous winners of the Fisher-Hopper Prize to vote on.

The committee agreed that the purpose of the prize was three-fold:

1. to honor the lifetime achievements of two extraordinary individuals, Don Fisher and Max Hopper
2. to annually honor a currently active CIO for his or her lifetime achievements in CIO leadership
3. to ensure by the addition of the annual prize winner to the list of Renaissance CIOs, the “in perpetuity” continuance of the Renaissance CIO group.

It is the committee's hope, as the founders of this prize, that it become the premier prize for those who work in the IT Management field. With that in mind, the committee decided to use the same selection criteria that was used for the original fourteen Renaissance CIOs:

The Naomi Seligman Selection Criteria - As described in the CMR article, Naomi Seligman suggested the following criteria for the selection of the Renaissance CIOs:

1. Must be “wicked smart” (exact words of Naomi Seligman)
2. Must have had a massive and enduring positive impact on their employer
3. Must have had a massive and enduring positive impact on their industry

The Bruce J. Rogow Candidate Selection Logic - In selecting the candidates for the Fisher-Hopper Prize (to continue the Renaissance CIO group), Bruce Rogow suggested the following logic be followed in addition to continuing the use of the Naomi Seligman criteria:

1. Unless a CIO has been at a firm for OVER 5 years, there can be no assurance that what they did was of lasting value
2. Unless a CIO has been at a firm for at least 5-7 years, it is hard for me to believe that they institutionalized their accomplishments and built a sustaining team
3. Unless a CIO has been at a firm for over 7 years, it is unlikely they have managed thru "seasons" of the business cycle (upturn, uncertainty, downturn, consolidation, innovation, major change) and management cycles.
4. If they haven't provided leadership across changes in business seasons they may be one trick ponies who fell into a perfect fit for their skills, style and temperament
5. We should hear stories about how they have impacted their firms and their industries.
6. We should find their protégés either picking up where they left off after they leave or in other firms succeeding as CIOs.
7. We should limit our candidates to those that are currently active as CIOs (this last “logic” added by Harvey Koeppel with Bruce Rogow's agreement).

The Candidate Selection Process

The candidate selection committee convenes in April with, as of July 2015, the following eight members:

- Bob Concannon (Head, IT Officers Practice, Korn-Ferry)
- Peter High (Founder and President of Metis Strategy)
- Tarun Inuganti (Head, IT Officers Practice, Spencer-Stuart)
- Harvey Koeppel (former Exec. Dir. of IBM's CIO Leadership Center)
- Bobby Martin (Renaissance CIO, former CEO of Wal-Mart Int'l.)
- Bruce J. Rogow (former EVP for Research of The Gartner Group, later of Nolan, Norton, & Co.)
- Naomi Seligman (Sr. Partner at the CIO Strategy Exchange)
- Katie Graham Shannon (Head, IT Officers Practice, Heidrick & Struggles)

I chair the group but have no vote nor do I otherwise try to influence its work.

The committee works as follows:

1. By no later than mid-April, each member submits the names of 3-4 candidates for the Fisher-Hopper Prize who are consistent with the Seligman+Rogow selection criteria set forth above
2. The chairman consolidates the individual lists into one list, removing any duplications, and sends the consolidated list (containing ~25 names) back to all committee members for their consideration
3. Upon receiving the consolidated list, the committee members are invited to exchange emails outlining why some of the candidates might not be in keeping with the Seligman+Rogow criteria
4. In late May or early June, a conference call is scheduled during which the committee members discuss the candidate list and then vote for their top four candidates. The winners of that vote become the "finalist" candidates for the year's Fisher-Hopper Prize (four plus one "reserve")
5. The four finalists are immediately contacted and informed of their candidacy. This starts the collection of bios, resumes, and a letter from each of them outlining why they think they should be the winner.
6. Finally, the assembled information is sent to the Renaissance CIOs and the previous winners of the Fisher-Hopper Prize for them to vote and select the winner of the year's Fisher-Hopper Prize.

WINNERS OF THE FISHER-HOPPER PRIZE

As of this date, the winners of the Fisher-Hopper Prize have been:

WINNER	YEAR	COMPANY
1 – Filippo Passerini	2012	Proctor & Gamble
2 – Chris Hjelm	2013	The Kroger Company
3 – Patty Morrison	2014	Cardinal Health
4 – Rebecca Rhoads	2015	Raytheon
5 – KarenAnn Terrell	2016	Walmart

There are no 2nd or 3rd or 4th place winners. The runners-up, by year, sorted by the individuals' last names, have been:

2013	2014	2015	2016
Louis V. Ehrlich, Chevron	Matt Carey, The Home Depot	Louis V. Ehrlich, Chevron	Matt Carey, The Home Depot
Chris Perretta, State Street Corp.	Rebecca Rhoads, Raytheon Company	Timothy J. Theriault, Walgreens	Kim Hammonds, Deutsche Bank
Rebecca Rhoads, Raytheon Company	Karenann Terrell, Wal-Mart Int'l	There was no 4th candidate in 2015	Kim Stevenson, Intel Corp.

The Fourteen Original Recipients of the Fisher-Hopper Prize



Rob Carter is the current co-CEO and CIO of FedEx Corporate Services. He was selected as a Renaissance CIO based on his continuing tenure at FedEx where, early on, he developed the online shipment tracking system that became a vital part of its tremendous revenue growth. He has received a number of awards including being named as part of Fortune magazine's "Executive Dream Team" and was 18th on Fast Company's 2010 "100 Most Creative People in Business."



Ed dePaschalis (deceased) was selected as a Renaissance CIO based on his tenure as Corporate CIO at Levi Strauss. During that tenure he served on the seven member industry committee that led to the creation of the modern UPC/barcode. While at Levi Strauss, he developed an "industry first" finished-goods inventory management system that greatly increased both delivery speed and on-time-ness. Ed dePaschalis passed away on June 25, 2013, at the age of 83.



Charlie Feld was named "One of the 12 Most Influential IT executives of the Past Decade" in 1997 by CIO magazine. He was selected as a Renaissance CIO based on his tenure at Frito-Lay where he created one of the industry's first real-time ordering and tracking systems. He currently serves as the Chairman of the Feld Group.



Jack Hancock served in the US Army, retiring as a Major General in 1978 after which he joined Chemical Bank (now part of Chase). He was selected as a Renaissance CIO based on his CIO tenure at Chemical Bank where he developed ChemNet and created an "industry first" bank-wide interconnection. He later served as CIO at Wells Fargo Bank and as EVP at Pacific Bell. Jack Hancock passed away on March 31, 2016, at the age of 85.



Max Hopper (deceased) is the leading icon of the CIO profession, the example by which CIO careers are measured. He was selected as a Renaissance CIO based on his tenure at American Airlines where he led the creation of the SABRE system, a reservation system now used worldwide by airlines, railways, hotels, travel agents, and other travel companies. Max Hopper passed away on January 25, 2010 at the age of 75. He remains, almost five years later, much missed by all those who had the privilege to know him and work with him.



Bill Kelvie received the mortgage industry's Lasting Impact Award and IT All-Star Award for his technology contributions. He was selected as a Renaissance CIO based on his tenure as CIO at Fannie Mae where he led a mortgage industry transformation when his "Desktop Underwriter" reduced the cost of originating a loan and cut approval times to thirty minutes or less.



Dawn Lepore has served as both a CIO and as a CEO, the latter as CEO and Chairman of the Board of drugstore.com, Inc. until its sale to Walgreens Inc. She was selected as a Renaissance CIO based on her tenure as Charles-Schwab's CIO, where she introduced the world's first internet-based stock transaction. She currently serves on the Board of Directors at AOL.



Bobby Martin has received numerous retail industry awards including the prestigious VICS Lifetime Achievement Award. He was selected as a Renaissance CIO based on his long tenure as Walmart's CIO where his RetailLink continues to serve as a decision support system and connection to and from Wal-Mart suppliers worldwide. Honorary Doctorate, 1990, Southwest Baptist University.



Melodie Mayberry-Stewart received her Ph.D. under Peter Drucker at Claremont, just one element of a remarkable academic and professional career. She was selected as a Renaissance CIO based on her service as Cleveland's CIO in the early 2000s where she developed a highly successful and, at the time, quite unique computer usage environment for its underserved citizens.



Arthur L. Money received the William Oliver Baker award in 2012 for his longtime dedication and commitment in the defense electronics industry and the intelligence community. He was selected as a Renaissance CIO based on lengthy and effective tenure as CIO for the US Department of Defense. He currently chairs NSA's Technology Advisory Board.



DuWayne Peterson was selected as a Renaissance CIO based on his tenure at Merrill Lynch which included the stock market crash in October 1987. In the crash aftermath, his team modernized infrastructure, installed networked client/server systems, consolidated data centers, and introduced selective outsourcing – thus creating, while others retrenched, a next generation integrated brokerage system.



Pete Solvik is the first Renaissance CIO having been called that by Richard Nolan in a June 4, 2000 Harvard Business School *Teaching Note*. He was selected as one of the current Renaissance CIOs based on his long tenure at Cisco, during which the company grew from \$500M to \$23B/yr. He developed a powerful, enduring IT architecture and an "Acquisition Integration Department" which allowed for Cisco to close-out legacy systems from acquisitions on the day of acquiring the company.



Carl Wilson has received numerous CIO awards and currently (2014) serves on the boards of several companies. He was selected as a Renaissance CIO based on his tenure at Marriott International, Inc. where he introduced Marriot.com for online hotel registrations, and introduced the industry's first high-speed internet service to guest rooms (3600 hotels over 70+ countries).



Paul Zazzera (deceased) spent his early IT career in the newspaper publishing world. While “between jobs” he was invited to join Time Warner as the CIO for one of its publications and rose swiftly to become Time Warner's first Corporate CIO. He was selected as a Renaissance CIO based on his entire Time Warner tenure where he successfully consolidated the infrastructure for print and online publishing. He passed away on October 5, 2011 at the age of 56.

The First Four Winners of the Fisher-Hopper Prize



Filippo Passerini joined Procter and Gamble as a systems analyst and currently holds the title of Group President - Global Business Services and CIO. In 2012, he was voted by the Renaissance CIOs to be named the first winner of the Fisher-Hopper Prize based on his CIO tenure at P&G where that company has become widely viewed as an industry leader – with IT being seen as a central element in that success. He serves on several boards and is an adjunct professor at Columbia University.



Chris Hjelm is SVP and CIO at Kroger Co. He received his bachelor's degree in Computer Information Systems from Colorado State University and Honorary PHD in Computer Science from Colorado Technical University. In 2013, he was voted by the Renaissance CIOs to be named the second winner of the Fisher-Hopper Prize based on his entire career of highly successful CIO service at FedEx, eBay, Orbitz, and now Kroger. He is widely respected for his remarkable use of technology in the retail industry to create and provide business advantage.



Patty Morrison is the current CIO of Cardinal Health, where she oversees IT improving cost-effectiveness of healthcare at a global Fortune 22 company. Her previous endeavors cover 30+ years at 5 industries focusing on global IT master planning, project recommendations, funding, talent sourcing, project execution, operations, and IT organization leadership. She is passionate about mentoring her peers through both direct reports and others across the IT industry – with more than 20 of those mentored individuals now CIOs of their own companies.



Rebecca R. Rhoads is president of Global Business Services and chief information officer of Raytheon. Raytheon is a technology and innovation leader specializing in defense, civil government and cybersecurity markets throughout the world. Rhoads was appointed to facilitate expansion of common business operations across the company's enterprise service delivery areas, including sectors of Raytheon's supply chain management, finance, Information Technology (IT), human resources and advanced media functions.

This Year's Finalists for the Fisher-Hopper Prize



Matt Carey is Executive Vice President and Chief Information Officer of The Home Depot. Under Matt's leadership, the company has successfully built out the capabilities of an advanced retailer including store mobility, price management, auto-replenishment, global sourcing, interconnected retail, advanced analytics, and more. Before joining The Home Depot in 2008, Matt served as SVP and CIO at eBay. Prior to eBay, Matt spent more than 20 years with Wal-Mart as their CTO.



Kimberly L. Hammonds, also known as Kim, has been the Chief Operating Officer and Member of Management Board at Deutsche Bank AG since August 1, 2016. Kim has more than 25 years of experience: She served as the Global Chief Information Officer at Deutsche Bank AG until January 1, 2016 Deutsche Bank. Prior to joining Deutsche Bank, Kim served as Chief Information Officer at The Boeing Company, Director of Americas Manufacturing Operations at Dell, and Director of Manufacturing Systems for North America at Ford.



Kim Stevenson served as Intel's chief information officer (CIO) from 2012 until August 2016. Under her leadership, Intel's IT organization earned a reputation for excellence and innovation in support of Intel's business priorities. Ms. Stevenson has a bachelor's degree from Northeastern University and a MBA from Cornell. She serves on the board of directors of Riverbed Technology and Cloudera.



Karenann Terrell is executive vice president and chief information officer for Walmart Int. Under Karenann's leadership, more than 5,000 Walmart technologists support over 11,500 retail stores worldwide, under 72 banners in 28 countries. Prior to joining Walmart, Karenann served as chief information officer of Baxter International, Inc., chief information officer of the Chrysler Group and Mercedes-Benz North America. She began her career with General Motors, where her responsibilities included manufacturing and engineering for the Cadillac brand.

The Members of the Candidate Selection Committee for the Fisher-Hopper Prize



Bob Concannon is a senior member of the CIO/IT Officers Practice of Korn/Ferry International. Bob has over twenty years of technology executive search experience with notable recent client assignments in the areas of cloud, mobility and enterprise software. He served the Internet industry from its early inception in the 90s by working with the then unknown startups Netscape and Yahoo! His other portfolio clients have included Microsoft, Oracle, HP, and many others.



Peter High founded Metis Strategy in 2001. He is an expert in business and information technology strategy, and he has been a trusted advisor to a wide array of business and tech executives ranging across Fortune 500 companies in various industries. Peter has developed several strategic methodologies that he and his firm have taught clients to use on their own in order to develop and update strategic plans, choose and manage the right portfolio of projects, and to ensure that team performance is on the path to world class levels.



Tarun Inuganti leads Spencer Stuart's operations in Southern California and is a consultant in the firm's Information Officer, Technology, Communications & Media and Business & Professional Services practices. Tarun has led over 200 search engagements for a broad range of industry sectors including companies such as Davita, Juniper Networks, Neiman Marcus and Oak Hill Capital. He holds an M.B.A. in international business from The Monterey Institute of International Studies.



Bobby Martin has received numerous retail industry awards including the prestigious VICS Lifetime Achievement Award. He was selected as a Renaissance CIO based on his long tenure as Walmart's CIO where his RetailLink continues to serve as a decision support system and connection to and from Wal-Mart suppliers worldwide. Honorary Doctorate, 1990, Southwest Baptist University.



Bruce J. Rogow started his career at IBM where he was an early pioneer in systems management. He moved on to become the EVP and Global Head of Research for Gartner. During his years there, Gartner introduced Total Cost of Ownership, Magic Quadrants and Hype Cycles. From 1977-1987, he was Senior Managing Principal of Nolan, Norton & Co. Currently, as the President of IT Odyssey and Advisory, he provides private counsel in IT executive management to CIOs and CEOs based on 120 annual visits.



Naomi Seligman is a Senior Partner at the CIO Strategy Exchange and has served in that role since 1999. From 1977 to 1999, Ms. Seligman served as the co-founder and senior partner of the Research Board, Inc., a private sector institution sponsored by 100 Chief Information Officers from major global corporations. She currently serves as a Director of Oracle Corporation (and as a member of its Compensation Committee) and of Akamai Technologies, Inc.



Katie Graham Shannon leads the Global Information and Technology Officers Practice of Heidrick & Struggles. She joined H&S in 2000 after serving in a similar role with A.T. Kearney for five years. She holds a BS in Business Administration from Marquette University and studied abroad at Loyola University's Rome Center in Italy. She is a member of The Executive's Club of Chicago and serves on the Board of Directors of Make-A-Wish © Illinois.

Fisher CIO Leadership Program History and Description

The Fisher CIO Leadership Program offers events and courses of interest to Cal students and to management personnel in both public and private sector firms.

The Center for Information Technology Management was formed in the early 1990s as part of UC-Berkeley's Walter A. Haas School of Business. In the mid 1990's Don Fisher, the co-founder of Gap Inc., gave us an endowment of \$5 million and the Fisher name was added to ours. Don had an uncommonly strong belief in the value of IT as a competitive asset – as demonstrated by the way he and Gap Inc.'s first CIO, Mick Connors, used IT during the Company's early years.

Our central goal is to develop the next generation of Chief Information Officers (CIOs). We are doing this through our events and courses – all of which are described below.

- Our Faculty Director is Prof. Terry Hendershott
- Our Executive Director is Jim Spitze, previously the CIO of Xerox Data Systems, American President Lines, and QANTAS (the last as a consultant).
- The Chairman of our Advisory Board is Paul Chapman, the SVP/CIO of Gap Inc.

Most of our events have small fees which enable them to break even. Since the attendees are mostly members of the local CIO community, we can accurately say that the community we exist to support ... supports us.

Our major annual event is the awarding of the Fisher-Hopper Prize for Lifetime Achievement in CIO Leadership which is fully described earlier in this document. Our other activities include:

- CIO Roundtables
- Case Competitions
- Our Advisory Board

All of these are described on the next two pages.

CIO ROUNDTABLES

In the mid 1990's, our Executive Director founded what is now our Fisher Silicon Valley CIO Roundtable, the oldest, and possibly the largest, continuously operating monthly gathering of CIOs in Northern California. Members include the CIOs of Intel, LSI, Rambus, Meru Networks, Marvell, Juniper, KLA-Tencor, See's Candies (yes, really!), Altera, Marvell, Spansion, Aptina, SGI, eSilicon, Logitech, Symantec, Infinera, Actelion, PureStorage, Facebook, and several others.

Our San Francisco CIO Forum was founded in 2004. Like its older sibling in Silicon Valley, it too meets monthly – but in downtown San Francisco instead of downtown San Jose. The members of our SF group include the CIOs of Salesforce.com, The Gap, Delta Dental, Charles Schwab, Safeway, Dolby Labs, eSurance, Navis, Bio-Rad Labs, Franklin Templeton, BeBe, Carmico, Cost-Plus World Markets, William Sonoma, and several others.

At the monthly meetings of both of these groups, a member CIO leads a discussion on a topic selected sometimes months in advance by the membership. Membership is limited to the most senior IT executive of a member company. No proxy attendees are permitted although they may be invited from time to time as long as the senior IT executive (typically the CIO) also attends.

Some of the recent topics have been:

- The Internet of Things
- Marketing IT to the organization
- The Strategic CIO: Why? How?
- Intellectual Property Protection
- Project Portfolio Management
- Meaningful Benchmarking
- Security (several meetings on this)
- Big Data (several meetings on this)
- Managing IT for R&D
- What happened to work/life balance?
- The Virtual Workforce
- Strategic Planning, Visioning, Engaging the Organization
- CIOs as Culture Change Agents
- Socialization of IT: Bringing the Consumer Experience into the Enterprise
- Acquisition Integration

CASE COMPETITIONS

Working very closely with the Haas Technology Club (HTC), we have for the last several years supported and encouraged a student-run annual Case Competition that the HTC calls a “Technology Challenge.”

The protagonist firms have been vmWare (2011), GE (2012), IBM & The Gap (2013), and Nike (to be held in November, 2014).

Participating business schools have included Harvard, Stanford, Tuck (Dartmouth), Wharton (U of Pennsylvania), Anderson (UCLA), Booth (U of Chicago), Sloan (MIT), Kellogg (Northwestern U), and Haas – the host school (UC-Berkeley).

With four students on each team and six or seven schools participating each year, this leads to an annual gathering at Haas of almost thirty of our nation’s “Best & Brightest” IT-interested business students.

The winning team receives a \$20,000 cash prize. The winning schools have been:

- 2011 Anderson at UCLA
- 2012 Duke
- 2013 Harvard

OUR ADVISORY BOARD

Why might you want to serve on our Advisory Board?

Service on our Advisory Board is a two-way street. We benefit from your personal participation in our quarterly Advisory Board meetings, from your assistance in setting our research direction, and from your financial support. You benefit in a number of ways – many of which are unique to the Fisher CIO Leadership Program:

PROFESSIONAL GROWTH

- The opportunity to advance your profession, promote your employer's image and support and encourage practical research on issues materially impacting the role of the CIO.
- Setting our direction and “giving back” to the University
- Engaging with CIO colleagues across the NorCal area
- Attending our annual Executive Seminars, Technology Fairs, etc. as well as our monthly CIO Roundtables

ENGAGING WITH TALENTED STUDENTS AND FACULTY

- Providing employment opportunities and short term projects (i.e. summer internships)
- Coaching – student energy, enthusiasm and intellect is very rewarding
- Promoting productive overlaps between faculty research interests with those of CIOs.

We are building an on-campus “support network” comprised of UC-Berkeley’s Haas School of Business, our College of Engineering and its Dept. of Electrical Engineering & Computer Science (Chairman Emeritus, Dave Messerschmitt, serves on our Advisory Board) and UC’s School of Information (Dean, AnnaLee Saxenian, serves on our Advisory Board).

Advisory Board members receive advance invitations (and a t.b.d. number of free or reduced admissions when there is a fee) to our outreach events, which currently include: an annual Executive Seminar; an annual Technology Fair; an annual Case Competition, and our monthly CIO Roundtables (1 in SF, 1 in Silicon Valley).

Advisory Board members receive free copies of our research reports. In certain cases, they may receive early or “draft” copies for comment prior to formal publication. Those that participate in specific research projects will be offered assistance with Press Releases at the time of formal publication - to publicize their support of our program and its industry-focused research activities.

Join Us – We want Advisory Board members who will give their time, energy, insight and financial assistance to our association. We invite you to become a member. The membership fee for Sustaining Members is \$5,000/yr and for Patron Members is \$25,000/yr.

Fees will also be used to fund activities and events consistent with our mission, including

- MBA activities, such as research, Case Competition, Haas Technology Club, Digital Media & Entertainment Club, etc.
- Ph.D. IT-related research fellowships: perhaps a “best dissertation” prize.
- IT- related faculty research
- Sponsorship for academic conferences
- Social events that attract both students & faculty (on-campus lunch once a week)
- Support a once/yr 2 day off-campus retreat for students, faculty, and Advisory Board members.

About Gartner Executive Programs

Gartner Executive Programs is an exclusive, membership-based organization serving more than 5,000 CIOs and senior IT leaders worldwide. Members benefit from the convenience of a single source of knowledge and insight focused on CIO-level challenges, service delivery in their context, the shared knowledge of the world's largest community of CIOs, and the assurance of Gartner objectivity and independence.

Executive Programs equips CIOs and senior technology executives with the tools and insights they need to deliver exceptional business results for their organizations and develop themselves as successful business leaders.

Include your leadership team in your membership

Do you and your team have what you need to succeed?

- Do you have unbiased external guidance to help you make contextualized decisions on your critical initiatives?
- Are you able to mitigate the risk of product decisions with the right partners, products, terms and pricing?
- What are the best practices you can use to improve and accelerate change in your enterprise?
- Do you have a network of qualified peers who can help you uncover innovative approaches?
- Have you defined a strategy for equipping your leaders with the tools and guidance they need for professional development?

Executive Programs enables you to deliver on your critical initiatives, extend the maximum value of Gartner research and advice to your team, and achieve the best possible outcomes for your organization.

More information on gartner.com/technology/cio/

Our Distinguished Sponsors

The Fisher CIO Leadership Program has been honored to receive substantial support in the form of both financial aid and executive time from the following widely respected companies:

- **Facebook**, Tim Campos, CIO
- **The Gap**, Paul Chapman, CIO
- **Gartner**, Steve High, RVP
- **Heidrick & Struggles**, Katie Graham Stratton
- **Intel**, Kim Stevenson, CIO
- **Korn/Ferry**, Bob Concannon
- **Navis**, Dave McCandless, CIO
- **Rambus**, Mark Grimse, CIO
- **Charles Schwab**, Jim McGuire, CIO
- **SpencerStuart**, Tarun Inuganti
- **Wente Vineyards**, Shokie Lopez, CIO



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