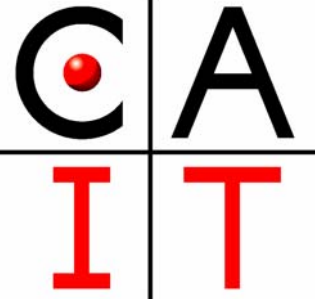


# CAIT Connection

Center for the Application of Information Technology  
Washington University in St. Louis

Nov/Dec, 2006



## **Business Impact of Next Generation Mobile Solutions: Next Event, December 13**

Until recently, most "Mobile Computing" focus has been on how to give mobile workers the same access to office productivity tools like word processing and e-mail as their desk-bound co-workers. But now it is understood that there is a much bigger payoff. Done properly, Mobile Computing can be the foundation for transforming business processes to greatly reduce costs, improve quality, deliver superior customer service, and even create a competitive advantage.

Join us on Wednesday, December 13th when we explore "Beyond wireless e-mail...Big



Dave Hoyt  
Corporate VP, Strategy & Solution Delivery,  
Daugherty Business Solutions

Business Impact through Next Generation Mobile Solutions" with **Dave Hoyt**, Corporate VP, Strategy & Solution Delivery, Daugherty Business Solutions. This event will be held from 8:15-10:30 a.m. at

the Eric P. Newman Education Center in the BJC medical complex. Organizations may register up to the following numbers of individuals based on their membership level: Executive A = 10; Executive B = 5; Supporting = 5; SME = 2; Vendor A or B = 5 + 3 guests. To register, please contact (314) 935-4444 or [EventRSVP@cait.wustl.edu](mailto:EventRSVP@cait.wustl.edu).

Dave Hoyt will share real world experience and case studies to help us understand the opportunities and pitfalls involved with implementing Mobile Comput-

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## **CAIT and Part-Time Degree Programs Combine to Form New Department**

Dr. Mary Sansalone, the new Dean of the School of Engineering and Applied Science, recently announced a major change to Washington University's part-time programs. CAIT and part-time degree programs have now been combined into the new Sever Institute Program of Continuing Studies. This new department will be managed under the leadership of former CAIT Director Laurie Koetting, who has now been elevated to the position of Executive Director, The Sever Institute Program of Continuing Studies.

The Program will be dedicated to providing exceptional part-time, professional educational programs. Many of its offerings are conveniently scheduled during

evenings and weekends to accommodate the needs of working professionals. Offerings include CAIT classes and certificates, as well as the Master of Engineering Management, Master of Information Management, and the Graduate Certificate in Project Management.

These changes reflect Washington University's growing commitment to educating engineers and technologists to be leaders. Successfully advancing to leadership positions in engineering, information technology, and project management involves ongoing learning, that includes both technical and management issues. The Program's offerings allow students immediately to apply what they're learning in lectures, discussions, case studies, and team projects to their pro-

fessional work.

A master's degree or graduate certificate represents a significant investment of time and effort in a career. In addition to practical knowledge and leadership skills, a Washington University degree will provide highly marketable credentials from one of the nation's top universities. More than 2,000 leaders in the engineering and technology professions have graduated from these academic programs.

Provided below are descriptions of the Master of Engineering Management, Master of Information Management, and the

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## **WHAT'S COMING**

### **"Object-Oriented Design Patterns" (OOP135)**

6 Evenings:  
Tue-Thu, Jan 9-25  
5-8pm

### **"DreamWeaver" (WEB230)**

4 Evenings:  
Tue-Thu, Jan 9-18  
5-8pm

### **"Marketing the IT Organization Internally" (MGT110)**

Two Days:  
Tue-Wed, Jan 30-31  
8:30am-4pm

### **"Business Finance & Budget Fundamentals" for IT Professionals" (MGT290)**

Two Days:  
Mon-Tue, Feb 12-13  
8:30am-4pm

To enroll, contact CAIT  
Training Services at  
(314) 935-4444 or  
[training@cait.wustl.edu](mailto:training@cait.wustl.edu)

**From the Director's Chair...**

It is that time of the year when reflection, assessments and planning receive priority in our professional and personal lives. As I reflect on 2006, it occurs to me that IT continues to experience a transition in expectations, requirements, skills and direction. I'm not sure how or why I started doing this, but in December I like to look back over the past year's headlines to see how IT has fared over the year. It's also interesting to see how the predictions of the prior year have, or have not, come to fruition. Sometimes, the headlines glaring at us during the beginning months change pretty significantly toward the end of the year. Many of the consumer-oriented topics end up integrating with enterprise issues and morph into something completely new. Blogs and YouTube come to mind here.

As I reviewed late 2005 predictions for 2006, I saw some that said IT staffing would level off, and others that said it would increase or even decrease! I guess all the bases were covered. I saw some that said the outsourcing of IT jobs is here to stay, and others that said disappointment in the results would start taking a toll. I continue to read that an increase in interpersonal and soft-skills is becoming more important for our IT workforce, as is the need for business knowledge and experience to facilitate the alignment between IT and the business. As I look at the predictions now being made for IT in 2007, many of the same topics are being addressed. But, there are a few new areas. With the swarm of baby boomers beginning to retire, many are commenting on the generation gap now becoming more obvious. But, there doesn't seem to be a consensus on its significance. While many believe that the old guard is soon to retire, few want to join the new guard, and skilled workers are only getting harder to come by, a recent Forrester Research report strongly opposes this stance. The author, Forrester Research analyst Phil Murphy, advises CIOs to leverage the complementary skills of all workers. Older workers won't be leaving in droves as some predict, and their business knowledge and relationships with key users are valuable and critical to successful projects. Wise CIOs and managers will ensure that their older, more mature IT staff spend valuable energy mentoring younger workers. A recent eWeek article pointed out that non-retiring 'retirees' are the fastest-growing job market sector. There's a lot of energy, experience and knowledge to leverage!

I leave you with my thoughts of appreciation for your participation, support and contributions to Washington University, CAIT and to each other during 2006. And, as you and your teams make plans for success in 2007, we all look forward to exploring new technology and business climates, products, processes, training opportunities and challenges with you throughout the year!



*Laurie Koetting*

**Laurie Koetting**  
Executive Director,  
Sever Institute Program of  
Continuing Studies

*SEVER INSTITUTE (Continued from page 1)*  
Graduate Certificate in Project Management degrees so that you can determine whether one of them may be right for you.

**Master of Information Management (MIM)**

The Master of Information Management (MIM) is awarded upon satisfactory completion of a 34-unit curriculum, the equivalent of about two semesters of full-time study. This degree has been designed to prepare IT and other information workers for higher level responsibilities that maximize the value created by technology. Within this degree, four areas of focus are available.

**MIM Focus Area 1: Management and Leadership** Knowing how information technology can help achieve corporate goals and fulfill an organization's mission is key to being an effective IT manager. The Management and Leadership curriculum teaches a solid base for making decisions that synchronize technological change with an organization's long and short-term goals. Courses in strategic management, enterprise transformation, management support systems, and managing technical professionals prepare you to take on strategic leadership responsibilities.

**MIM Focus Area 2: Enterprise Consulting** Consider this curriculum if you are seeking a breadth of knowledge and skills needed to successfully plan and manage the strategic deployment of IT within a business or market. You will learn the role of senior-level consultants who work in distributed organizational structures assisting companies in the selection, deployment, and use of new technology. Key subject areas include: enterprise transformation, IT infrastructure, e-commerce strategies, current technology trends, and project management.

**MIM Focus Area 3: Project Management** Information systems development and deployment efforts require the formalism of projects. Historically, many of these efforts have floundered due to inadequate planning and ineffective execution. This area of focus teaches the formal approach to successful development and deployment.

**MIM Focus Area 4: Technical Professional** The most technically oriented option, this curriculum focuses on understanding the breadth of technologies needed to assess and develop an information technology infrastructure that supports business objectives. The Technical Professional curriculum focuses on systems development, programming, database technology, project management, e-commerce strategies, business processing, re-engineering, and implementation of corporate-wide systems.

**Master of Engineering Management (MEM)**

The Master of Engineering Management (MEM) is awarded upon satisfactory completion of a 36-unit curriculum, the equivalent of about two semesters of full-time study. It prepares engineers for leadership positions requiring strategic decision-making and implementation skills, and the ability to successfully manage resources.

The curriculum focuses on issues that managers in technology-based organizations typically confront, such as strategic analysis and planning, production planning and control, operations strategy, project management, managing technical professionals, technical communications, and legal principles and regulations. Students entering this program come from the various engineering disciplines and allied technical fields. Often students in the classroom are professionals who have confronted problems and situations similar to those examined in the classroom. Through lectures and coursework, students gain the necessary skills to confidently approach problems in their workplace with a range of options. Within this degree, three areas of focus are available.

**MEM Focus Area 1: Comprehensive Engineering Management** This curriculum prepares engineers for positions of senior management in engineering, manufacturing, consulting, and other technical organizations. Students will gain a basic understanding of all aspects of business, including finance, business strategy, human resource management, marketing, and leadership.

**MEM Focus Area 2: Operations Management** Operations is a core function in

## Who SAYS There's no Such Thing as a FREE Lunch 'n Learn?

Did you know that, as a benefit of your organization's CAIT membership, you may request free Lunch 'n Learns at your company's site? Lunch 'n Learns are presentations with interactive discussions of current and emerging IT topics delivered by CAIT instructors. Typically, they take place during lunch time and last 45 minutes to an hour.



While member organizations may request Lunch 'n Learns in any IT area, the table to the right lists some examples of topics CAIT presenters can address.

If you are interested in scheduling a Lunch 'n Learn, please contact Steve Boriss at [steveb@cait.wustl.edu](mailto:steveb@cait.wustl.edu) or (314) 935-4850. We hope you will take advantage of this benefit of your organization's CAIT membership.

### Examples of Lunch 'n Learn Topics

.Net 2.0 - What's new in the Framework?	Managing change and implementing technology
C++ Multi-threading	MDA
Cryptography, Security, and Java	Mock Objects
Data Warehousing and Business Intelligence	Objective-C/Cocoa Programming
Design Patterns	Python
Enhancing Project Management	Real Time Specification for Java
Five reasons project fail	Regular Expressions (Regex) in Java
Google Web Toolkit	Ruby
Grails	Ruby on Rails
Groovy	SOA
Java 5 and 6 Concurrency API	Software Architecture
JSF	The Project Management Institute
JSR 170 (Java Content Repository API) - Apache Jackrabbit	Web Services
Leadership preferences research results	Wireless communication: Current and Future
Leading and motivating a team	XML Overview
Making project teams really work	XML Schema

## Connecting with the CAIT Staff

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## Courses to Become a Stronger Leader

While some individuals are referred to as "born leaders," the fact of the matter is that leadership can also be taught. That's good news for today's fast-paced organizations, which operate in an environment in which leadership skills can have a very direct impact on the bottom line. They need managers who can be taught to be leaders, and they need managers who can teach others to be leaders.

Are you interested in learning what type of leader you are right now, and how to develop the skills you will need personally to become a more effective leader? If so, you may want to consider two graduate-level courses offered through the Sever Institute Program of Continuing Studies offered next summer: "T81-5503 Developing Leadership for Technology I" and "T81-5513 Developing Leadership for Technology II."

Thomas Browdy, director of the Master of Information Management program and adjunct professor, will be the instructor for "Developing Leadership for Technology I." He will teach students a variety of leadership approaches, particularly how to lead effectively technological situa-

tions and environments. Students will develop leadership skills in various situations, such as decision-making, problem solving, coaching, evaluating performance, selling ideas, and gaining commitment.

Adjunct professor Linda Henman, PhD, of Henmann Performance Group will be the instructor for "Developing Leadership for Technology II." For over 25 years, Henman has worked with organizations to help them assess and develop strategic leaders. "Coaching and feedback are scarce in most organizations, often because bosses don't know how to talk to their direct reports about performance," Henman says. "Frequently, technical leaders lack the necessary skills to help others move to the next level of success, and top solo performers—people who know how to get results themselves—lack the education and skills needed to lead others to achieve organizational objectives. As solo stars quickly learn, getting results is only part of the equation; getting people to accomplish results is the rest of it."

A division of the School of Engineering

& Applied Science, the Sever Institute Program of Continuing Studies is dedicated to providing exceptional educational programs to working professionals. Academic programs include the Master of Engineering Management, Master of Information Management, and Graduate Certificate in Project Management. More than 2,000 leaders in the engineering, technology, and business professions have graduated from these programs. Educational programs are designed to accommodate the needs of working professionals with classes scheduled during the evenings and on weekends.

For additional information on these leadership courses or the Sever Institute Program of Continuing Studies, visit [scs.seas.wustl.edu](http://scs.seas.wustl.edu) or call (314) 935-5484.

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ing. He will review the recent evolution and next generation of Mobile Computing, focusing on what today's leading adopters are up to. He will discuss case studies backed-up with specific, quantitative measurements of success, and explore how Mobile Computing can be used for competitive advantage. He will also review the surprising key success factors, most of which are not about the technology itself. These include the ability of management to drive the adoption, and identifying funding models that gain organizational acceptance.

Dave Hoyt is Corporate Vice President of Strategy and Solution Delivery for Daugherty Business Solutions, where he leads the services delivery organization across all the regional offices. He has played

a central role in Daugherty's Mobile Computing practice, assisting companies such as Anheuser-Busch, The Home Depot, UniGroup and The Coca-Cola Company from business strategy through implementation. Dave currently teaches The Business – IT Partnership class at CAIT.

Daugherty Systems was founded in 1985 with the goal of providing companies a better way to achieve their business objectives through the use of leading technologies. As a privately held corporation that has achieved consistent, profitable growth over the years, Daugherty is proud of its many long-term client relationships. Today, Daugherty Business Solutions employs over 400 IT and business professionals who work out of development centers in St. Louis, Chicago, Atlanta, and Minneapolis. The Daugherty Mobile Solu-

**Visit CAIT at**  
<http://cait.wustl.edu>  
 CAIT offices are located at:  
 5 North Jackson, Suite 130, Clayton

For general or membership information, contact Steve Boriss at:  
 steveb@cait.wustl.edu or (314) 935-4850

For training information, contact Madelynn Hopson at:  
 madelynnh@cait.wustl.edu or (314) 935-5367

To register for courses, contact:  
 training@cait.wustl.edu (314) 935-4444

tions division develops, sells and supports mobile and ERP solutions for over 300 customers.

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every type of business, encompassing a broad range of activities, not only manufacturing, but all steps in the overall supply/value chain. These include procurement, inventories, facilities, logistics, and distribution. Operations management is the management of the resources, processes, and systems used to transform inputs into outputs to create customer value. This curriculum focuses on operations principles and techniques used by organizations competing globally, while also providing a solid general engineering management background.

**MEM Focus Area 3: Project Management**

Engineering often requires a shifting of the way things are accomplished in our world. This shift needs to be managed, and the Project Management area of focus provides a formula to accomplish the changes needed.

**Graduate Certificate in Project Management**

Projects continue to become more critical for many enterprises. A variety of forces contribute to this trend, including increased mergers/acquisitions of enterprises, outsourcing of products and processes, and a changing world economy. The nature of effective project management requires an educational experience that is both "in the head" and "on the floor." We need both theory and practice because projects are intellectual constructs that are only relevant if performed in the real world.

The Graduate Certificate in Project Management allows students to perform in a "master's studio" and hone their project management skills. There are two options to

earn a Graduate Certificate in Project Management: a part-time Evening format and an accelerated Executive Weekend format. Both options focus on leadership, administration, risk factors, team building, change management, planning, organizational design, project orientation, and a personal mastery model. A combination of teaching approaches and tools are used, including lectures, discussions, case study analysis, simulated management approaches, interactive problem-solving sessions, team projects, and project audits. Project management courses may be applied toward both MIM and MEM degrees.

For additional information on these leadership courses or the Sever Institute Program of Continuing Studies, visit [scs.seas.wustl.edu](http://scs.seas.wustl.edu) or call (314) 935-5484.

# 2006 CAIT MEMBER EVENTS

**UPCOMING EVENTS**

Date	Topic	Presenter	Time	Location
Wed, Dec 13	Mobile Computing Business Impact	Dave Hoyt, Daugherty Business Solutions	8:30-10:30am	Eric P. Newman Educ. Ctr

**PREVIOUS EVENTS**

Tue, Jan 31	Service-Oriented Architecture (SOA)	Brenda Michelson, Patricia Seybold Grp	8:30-10:30am	Saint Louis Art Museum
Thu, Feb 16	IT Trends 2006	Merv Adrian, Forrester Research	8:30-10:30am	St. Louis History Museum, Forest Park
Thu, Apr 25	Identity & Privacy Trends in Enterprise IT	Gijo Mathew, Computer Associates	3:00-7:30pm	Visitors Center, Forest Park
Tue, May 23	Achieving Both Privacy & Security	Prof. Dr. Ron Indeck, Washington Univ.	5:30-8:30pm	Whittemore House
Thu, Jun 8	Best Practices in Business Intelligence	Dennis McLaughlin, Daniel Schultz, Information Builders	8:30-10:30am	Whitaker Hall Auditorium
Thu, Sep 7	Convergence: The Next Frontier	Johna Johnson, Nemertes Research	8:30-10:30am	St. Louis Science Ctr, Mission Control Rm
Fri, Sep 22	Municipal Wi-Fi & Next Gen. Broadband	Jeb Linton, Earthlink	7:30am-5:00pm	Innsbrook Golf Resort
Wed, Oct, 18	Expanding Virtualization in the Enterprise	John Banchy, IBM	8:30-10:30am	St. Louis Science Ctr, Mission Control Rm
Wed, Nov 15	Sarbanes-Oxley: What's Working & Not	David Chavern, US Cham. of Commerce	3:30-6:30pm	St. Louis Zoo, River Camp