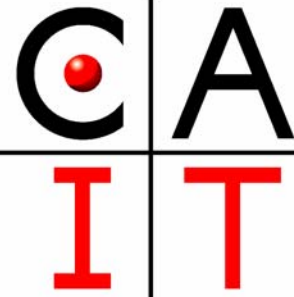


# CAIT Connection

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

Mar/Apr 2008



## Aligning IT and Business is topic of April 8th Event

For years, we have all been laboring under the imperative that IT be aligned with the business. But, these words are meaningless until we focus on what they actually mean. "IT" in this case really means "IT Governance" -- how we structure relationships and processes to achieve our goals. And yet, IT governance is about more than how we align IT efforts with specific business initiatives. It is also about delivering value, managing risk, managing resources, and managing performance. But even then, in the end the rubber does not meet the road until the work is all translated into a portfolio of projects. How can we blend these concepts together seam-



**Steve Romero,**  
IT Governance Evangelist  
CA

lessly to set a direction that makes sense and is understandable to all?

Join us on April 8th as we explore "Aligning IT and Business," with particular focus on IT Governance and how it relates to Project Portfolio Management. The program,

"Aligning IT and Business" will feature **Steve Romero**, IT Governance Evangelist, CA. The event will be held on Tuesday, April 8th from 3-7:30pm. (check-in begins at 2:45pm.) at the Dennis & Judith Jones Visitor Center, Forest Park. The presentation will be followed by cocktails and "heavy" hors d'oeuvres beginning at 5 p.m. It's a benefit of membership, so there's no charge for either the presentation or dinner! Organizations may register up to the following numbers of individuals based on their membership level: Executive A = 6; Executive B = 3; Supporting = 3; SME = 2; Vendor A or B = 3 +  
*April 8th Event (Continued on page 4)*

## CAIT is now a PMI Registered Education Provider

We are pleased to announce that CAIT is deepening its commitment to the field of project management by moving into a closer association with the Project Management Institute (PMI). We are now recognized as a PMI Registered Education Provider (R.E.P.), having established that we provide classes and programs that are consistent with PMI's standards and practices and advance the field of project management.

Now, when you view the course descriptions of our project management classes on the web, you will see the PMI logo, and be given information on the number of PDU credits each class is worth toward earning or maintaining a PMP and other PMI credentials. CAIT's R.E.P. Provider ID is 2692.

With more than 260,000 members in over 171 countries, PMI is the



leading membership association for the project management profession. PMI is actively engaged in advocacy for the profession, setting professional standards, conducting research and providing access to a wealth of information and resources. PMI also promotes career and professional development and offers certification, networking and community involvement opportunities.

The overall goals of the PMI Registered Education Provider Program are: 1) To support the con-

tinuing professional development of certified Project Management Professionals (PMPs), PMI members, and all other stakeholders in the project management community by providing quality educational opportunities; 2) To provide educational opportunities for PMPs seeking to maintain their certification under the PMI Continuing Certification Requirements Program (CCR); 3) To establish appropriate criteria and policies permitting PMI to provide recognition and approval to qualifying providers of education in the field of project management; 4) To provide a foundation for a cooperative effort between PMI and the project management education and training community; 5) To create a forum for the exchange of ideas and best practices, and foster the growth of the project management body of knowledge; and 6) To  
*PMI (Continued on page 4)*

## WHAT'S COMING

**"Leading Change Across IT & the Enterprise"**  
(MGT270)  
Two Days:  
Mon-Tue, Apr 7-8  
9am-4:30pm

**"Training Issues Roundtable"**  
(RDTB18)  
FREE  
Half-Day:  
Tue, Apr 15  
7:30am-11:30am

**"Business Requirements Management"**  
(MGT245)  
Three Days:  
Tue-Thu, Apr 29-1  
9am-4:30pm

**"The Business-IT Partnership"**  
(MGT280)  
One Day:  
Wed, May 7  
9am-4:30pm

**"The Politics of IT Project Management"**  
(MGT120)  
Two Days:  
Thu-Fri, May 29-30  
9am-4:30pm

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

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

**Why is Business – IT Alignment So Difficult?**

There are probably as many answers to this question as there are people. While recently researching this topic, I read somewhere that business / IT alignment is fundamentally a challenge of moving targets: technical innovation and business change. Given the dynamic nature of each of these variables, it certainly explains the conundrum. This seems a bit like capturing jell-o in a warm room, and highlights the criticality of increased, more effective and more expedient on-going planning between business and IT. This means that human activity and collaboration are imperative to the success of alignment, and without it, no matter what other technologies are in place, alignment will suffer or fail.

IT leadership must be involved in strategic business planning, although as a customer, rather than a contributor. Business leaders must clearly articulate their business goals. This will help combat the tendency for the IT organization to become disconnected from the rest of the business. Otherwise, in the absence of clear goals, IT is at risk of becoming more concerned with having the latest and greatest technology than with serving the business. Many believe to drive alignment, an organization needs business leadership within IT and IT leadership within the business.

More and more executives are acknowledging that if IT is to extend its value to their respective companies, they need to have an IT governance framework in place. However, a lot of today's managers aren't clear about what IT governance is all about. And, despite the emerging role IT governance now has in supporting an organization's business agenda, many executives are still struggling to find the value in their organization's total IT spend and performance. It's a costly deficit—because without this visibility the entire management team cannot ensure that its IT governance objectives are translated effectively and efficiently into improved corporate performance. A

recent white paper published by the IEEE Computer Society indicates that recent findings show that organizations with more mature IT governance practices likely obtain a higher degree of business/IT alignment maturity. I look forward to hearing our speaker's perspective on this topic on April 8<sup>th</sup>, and hope you can join us!



*Laurie Koetting*

Laurie Koetting  
Executive Director,  
Sever Institute of  
Continuing Studies

***Lessons Learned from Offshore Outsourcing:  
Topic of May 7 Board Dinner Dialog***

American enterprises now have several years under their belts incorporating offshore outsourcing into their IT effort mix. So, how's it going? What best practices have emerged? What's working and what isn't? Is it right for all companies? And, where will it go from here, both geographically and operationally?



Vasant Bennett,  
President & Managing Partner  
Barry-Wehmiller International Resources

These are some of the questions that will be explored at our upcoming Board Dinner Dialog, our special event each year in which attendance is limited to one representative from each CAIT member organization to facilitate interaction and candid discussion. The event will feature Vasant Bennett, President & Managing Partner of Barry-Wehmiller International Resources (BWIR). It will take place on Wednesday, May 7th at the Whittemore House on the campus of Washington University in St. Louis. We will begin with cocktails at 5:30 p.m., followed by dinner and a discussion led by Mr. Bennett. We ask that each member organization's representative please RSVP by Wednesday, April 30th by contacting [EventRSVP@cait.wustl.edu](mailto:EventRSVP@cait.wustl.edu) or (314) 935-4444.

Vasant Bennett is President & Managing Partner of Barry-Wehmiller International Resources (BWIR). BWIR got its start with the acquisition by Barry-Wehmiller Companies, Inc. of a company he founded. In 2000, Vasant launched a program to market IT and Engineering services to third-party customers around the globe. He is currently involved in team and culture building, strategic direction and alliances, and various operations and sales initiatives. His prior experience included working as an Assistant Professor of Information Systems in the University of Wisconsin – Superior and as a Systems Analyst for Marquip, Inc. in Phillips, WI. Vasant holds a bachelors degree in Mechanical Engineering from Annamalai University in India and an MBA from Tennessee Technological University.

Barry-Wehmiller International Resources (BWIR) is part of the consulting group of Barry-Wehmiller Companies, Inc., a diversified company founded in 1885. BWIR is a global technology provider specializing in the creation, development and integration of the industry's most advanced information technology and engineering solutions. With headquarters in St. Louis, Missouri and primary operations in India, BWIR offers a winning combination of world-class, cost-effective services.

***Info Night for Graduate Programs, Monday, April 28th***

CAIT classes and certificates are a great way to keep-up with emerging technologies and business practices, but have you considered making an even deeper commitment to mastering your field? CAIT's parent department, the Sever Institute of Continuing Studies (SCS), offers two degrees that are of particular interest to IT professionals -- the Master of Information Management (MIM) and the Graduate Certificate of Project Management (GCPM).

Here's a great opportunity to find out whether or not graduate work is right for you. Come to Information Night on Monday, April 28th. This event will be held at Washington University, Dan-

forth (main) Campus, in the Lopata Hall Gallery. Refreshments will be served beginning at 5:30 p.m., followed by an Overview of SCS Academic programs from 6 p.m. to 6:30 p.m., then Breakout Sessions by Academic Program from 6:30 p.m. to 8 p.m. You can RSVP for Information Night online at <http://scs.seas.wustl.edu/Resources/InfoNight.asp>, by e-mail at [scs@seas.wustl.edu](mailto:scs@seas.wustl.edu), or by phone at (314) 935-5484.

The Master of Information Management Program (MIM) provides students with the knowledge and skills needed for effective technology and techno-  
*Info Night (Continued on page 3)*

**CAIT Project Management Offerings**

- Advanced Microsoft Project
- Adv. Practices of Ldg & Motiv'g Project Teams
- Advanced Project Management
- Adv. Project Management Certificate Series
- Business Finance & Budget Fund. for IT Prof'ls
- Business Requirements Management
- Conducting a Project Assessment
- Consulting Skills for the IT Professional
- Creative Team Problem Solving
- Developing Project Management Mastery Skills
- Effective Communication for IT Professionals
- Estimating and Project Cost Evaluation
- Internal Negotiating Skills for the IT Professional
- Leading Change Across IT & the Enterprise
- Multi-Level Project Metrics
- Project Leadership & Team Motivation
- Proj Mgm't Prof'l (PMP) Concepts Rvw & Exam Prep
- Project Management Fundamentals
- Project Management Roundtable
- Project Management Simulation
- Schedule Management with Microsoft Project
- Software Testing Methods
- The Bus. - IT Partnership: Delivering Bus. Results
- The Politics of IT Project Management

**Next Advanced Project Management Certificate series now on 2008 schedule**

CAIT has just scheduled another offering of the special Advanced Project Management Certificate series, and it begins October 8th. This means there is time for anyone who would like to enroll to complete the needed prerequisites in advance. To enroll in this series, students must have either: 1) earned the CAIT Project Management Certificate, or 2) completed CAIT's Project Management Fundamentals and Advanced Project Management courses, plus have three years of project management experience.

This announcement of a second offering comes as the highly successful first offering, which began in January, comes to a close. The program consists of four classes conducted over 10 weeks. Participants enroll for all four classes at the beginning and proceed through the program in a cohort, lock-step manner to more closely simulate real-world peer exchange, team-building, and leadership. Teams are assigned during the first ses-

sion and work together throughout the program.

The program is designed to take participants to a "new level" of understanding and capability, helping graduates better mentor their subordinates and achieve a "mastery" level of project assessment and leadership. This "advanced" certificate places the focus on "performance" and builds upon the Project Management Mastery Model and Parametric Analysis introduced in other coursework under the direction of Dr. Tom Browdy and Dr. Jim Blair, PMP.

The four classes in the certificate are: 1) Developing Project Management Mastery Skills; 2) Advanced Practices of Leading and Motivating Project Teams; 3) Multi-level Project Metrics; and 4) Conducting a Project Assessment.

The program concentrates on building mastery skills for project managers by organizing current knowledge of participants.

*Adv Project Mgmt (Continued on page 4)*

**Connecting with the CAIT Staff**

**Laurie Koetting**  
Executive Director, The Sever Institute  
Program of Continuing Studies  
(314) 935-5398, lauriek@cait.wustl.edu

**Steve Boriss**  
Associate Director  
(314) 935-4850, steveb@cait.wustl.edu

**Thomas A. Browdy, Ph.D.**  
Director of MIM  
(314) 935-5138, tbrow@wustl.edu

**Madelynn Hopson**  
Client Services Manager  
(314) 935-5367, madelynnh@cait.wustl.edu

**Bill Darte**  
Senior Technical Programs Specialist  
(314) 935-7575, billd@cait.wustl.edu

**Carole Swindle**  
Business Manager  
(314) 935-4790, caroles@cait.wustl.edu

**Dottie Barresi**  
Client Services Coordinator  
(314) 935-5379, dottieb@cait.wustl.edu

**Kathleen Neal**  
Marketing & Training Coordinator  
(314) 935-5501, kathleenn@cait.wustl.edu

**Pat Waller**  
Sr. Client Support Specialist  
(314) 935-5382, paw@cait.wustl.edu

**Keith Hible**  
Sr. Client Support Specialist  
(314) 935-7571, keithh@cait.wustl.edu

*Info Night (Continued from page 2)*

logical leadership within an enterprise. It is awarded upon satisfactory completion of the 34-unit curriculum, which can be achieved in as few as two years. No thesis is required.

The Graduate Certificate in Project Management provides a relatively easy path to add valued Project Management skills. It is awarded upon satisfactory completion of a 15-unit curriculum, which can be achieved as quickly as 9 months to a year. Moreover, it is conveniently offered in both a "Part-Time, Evening" format and an "Accelerated, Weekend Executive" format that limits classroom time to Fridays and weekends.

*Info Night (Continued on page 4)*



April 8th Event (Continued from page 1)

3 guests. To RSVP, contact (314) 935-4444 or EventRSVP@cait.wustl.edu.

Steve Romero is the IT Governance Evangelist at CA, Inc. He has over 30 years experience working in almost every area of IT. He began in the US Navy in computer operations, database management, and teleprocessing. Next, he worked at Pacific Bell in systems integration, strategic planning, and network architecture, then at Pacific Technology Consulting, where he developed their IT project management practice. Later, he was IT Director at Charles Schwab and at the California State Automobile Association. For the past 10 years, Steve has focused on helping large enterprises run their IT departments like a

business. He is a recognized expert in IT Governance, IT program and project management, and business process management. He is a Certified Project Management Professional, a Certified Information Systems Security Professional and a Certified Process Master.

CA is one of the world's largest IT management software providers. Founded in 1976, CA is a global company with 150 offices in more than 45 countries. They serve more than 99% of Fortune 1000 companies, as well as government entities, educational institutions and thousands of other companies in diverse industries worldwide.

**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

Adv Project Mgmt (Continued from page 3)

Material will be structured in such a way that current knowledge can be passed along to more novice project managers, and future knowledge can be integrated effectively in a consistent and meaningful way.

For more information on CAIT's Advanced Project Management certificate, contact Bill Darte (billd@cait.wustl.edu, 314- 935-7575) or Madelynn Hopson (madelynnh@cait.wustl.edu, 314-935-5367).

Info Night (Continued from page 3)

Also, note that SCS project management courses can be applied to earning or maintaining PMP and other credentials from the Project Management Institute (PMI). CAIT is proud to be a PMI Registered Education Provider.

For more information, visit SCS on the web at scs.wustl.edu, send an e-mail to scs@seas.wustl.edu, or call (314) 935-5484.

PMI (Continued from page 1)

provide a searchable database, via the PMI Web site, of Registered Educational Providers and their Professional Development Unit (PDU) credit courses and other educational products to the project management community.

We invite you to explore our project management classes and offerings, which are listed in the table on page 3. More importantly, we hope to have the opportunity to help you grow as a project manager!

2008 CAIT MEMBER EVENTS

UPCOMING EVENTS

Date	Topic	Presenter	Time	Location
Tue, Apr 8	Aligning IT and Business	Steven Romero, IT Governance, CA	2:45-7:30pm	Dennis & Judith Jones Visitor Center
Wed, May 7	Lessons Learned from Offshore Outsourcing	Vasant Bennett, Barry-Wehmiller	5:30 - 8:30pm	Whittemore House
Wed, Jun 04	Business Intelligence	Alex Black, Sr. Prtnr. Enterpr. Intel, CSC	8:15-10:30am	Whitaker Hall Auditorium
Thu, Sep 4	Service-Oriented Architecture	John Burke, Prin. Res. Analyst, Nemertes	8:15-10:30am	TBD
Fri, Sep 26	TBD	TBD	7:30am-5:00pm	Innsbrook Golf Resort
Oct TBD	TBD	TBD	8:15-10:30am	TBD
Nov TBD	TBD	TBD	2:45-7:30pm	TBD
Dec TBD	TBD	TBD	8:15-10:30am	TBD

PREVIOUS EVENTS

Wed, Dec 12	Taking a User-Centered Approach to Customer Self-Service	Carol Righi, PhD, Dir. User Experience, Perficient	8:15-10:30am	Eric P. Newman Educ. Ctr
Thu, Feb 21	IT Trends 2008	Andy Salunga, Sr. Analyst, Forrester Res.	8:15-10:30am	St. Louis Art Museum
Tue, Mar 11	Unified Communication and Collaboration: Focus on Remote & Mobile Workers	Steve Cummings, Unified Comm. Spec., Microsoft	8:15-10:30am	Missouri History Museum

Please RSVP for events to EventRSVP@cait.wustl.edu or (314) 935-4444