



BABSON
EXECUTIVE EDUCATION

CENTER FOR INFORMATION MANAGEMENT STUDIES

CIMS

ANNUAL REPORT 2009

SERVING THE IT MANAGEMENT COMMUNITY SINCE 1985

DIRECTOR'S REPORT

OVERVIEW

The Center for Information Management Studies (CIMS) at Babson College is a consortium of academic leaders and industry professionals working together to promote the effective use of information technology (IT). We invite business professionals, consultants, and professors and students from Babson and other academic institutions to participate in our programs. A valuable connection between the academic and business worlds, CIMS offers its corporate members access to educational programs, ongoing research, and a broad network of IT professionals.

This report describes CIMS' activities and accomplishments during the 2008–2009 academic year. We welcome your comments about our agenda and about CIMS' overall role in improving the business use of information technology.

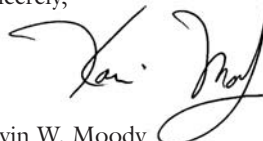
This has been a very exciting year at Babson College. Starting at the top, our new president, Len Schlesinger, assumed leadership of the College in July 2008, and he has already initiated a host of new and exciting plans for Babson's future. In short, a new strategy is evolving that will leverage Babson's existing stature in teaching entrepreneurship in traditional business organizations, to a broader new mission to educate a generation of leaders who create great economic and social value—everywhere. It's a timely recognition of the opportunity for entrepreneurial thinking in social ventures, services, and movements.

Moving to more CIMS specific topics, I'm pleased to report that more than 1,500 people registered for CIMS workshops and attendance has never been better. While it seems counterintuitive in these bad economic times, we believe it is a sign that we are producing attractive, timely programs that speak to the value of CIMS sponsorships. Workshops are the foundation of CIMS, and we enhanced the value in late 2008 with the introduction of *CIMS on Demand*. Sponsors now can access and download recorded workshops and slides via a dedicated "members only" Web site.

On a sad note, CIMS lost a great friend and benefactor this spring. Paul Greene, former NYNEX executive and sponsor of the CIMS Paul F. Greene Telecommunications Research Fund Award, left a unique legacy at Babson in 1986 in the form of an endowed fund for student research in telecom-related topics. CIMS has circulated award winning reports from some of the students' projects. To date, 79 Babson undergraduate and MBA students have received \$1,000 research awards from this grant. Paul visited us at CIMS only a few days before passing away at the age of 88.

Finally, I want to welcome our new CIMS faculty associate director, Professor Bala Iyer. Bala became a CIMS advocate and contributor while at Boston University before joining the Babson faculty four years ago. He replaces Professor Sal Parise who has completed his two-year CIMS assignment, making numerous contributions to the CIMS agenda during his tenure. Thank you Sal!

Sincerely,



Kavin W. Moody
*Executive Director, Center for Information
Management Studies (CIMS)*

CIMS STAFF

Kavin W. Moody, *Executive Director*
Jill P. Stoff, *Assistant Director*
Kathleen D. Schaus, *Administrative Assistant*
Salvatore Parise, *Faculty Associate Director*

STUDENT ASSISTANT

Kinnari Mehta, *Graduate Student*

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CIMS PROGRAMS AND SERVICES

WORKSHOP PROGRAM

The workshop program is the focus of CIMS' activities. Monthly morning workshops featuring leading IT experts encourage participants to interact in an informal setting at the Olin Hall graduate facility. These programs give our corporate sponsors and the academic community a chance to meet and exchange ideas about critical information technology topics and management practices. The workshops are CIMS' principal vehicle for sharing thoughts on new developments in IT.

During the past year, CIMS hosted nine morning workshops, four technology update sessions, and one all-day conference. These programs covered key IT issues with diverse topics of interest to senior IT participants. The workshop speakers included executives from our sponsor companies, professors, authors, researchers, and industry practitioners. Through the years, the workshop attendance has grown, and interaction at these programs is stimulating and lively.

SPECIAL EVENTS

In addition to the programs mentioned above, CIMS periodically works with other Babson or local industry groups to deliver special events that are of interest to our membership. A significant activity this year was our continued collaboration with Babson Executive Education in the success of a new IT leadership development program for emerging IT leaders. CIMS' sponsors took the lead in forming the nucleus of this new educational consortium. Another special event was in collaboration with the Boston Society for Information Management, which

brought 90 urban students from the Year Up organization to Babson for a half-day career development workshop led by Babson faculty. In addition, CIMS again co-hosted a technology update program with the Massachusetts Network Communications Council on "Enterprise Mobility." Finally, the CIMS PMO Forum was active this year in direct response to our sponsors' interests in continuing dialog regarding the operation of project management offices by IT organizations.

IT CURRICULUM ADVISORY COMMITTEE

CIMS formed the IT Curriculum Advisory Committee in 1990, and we are grateful to our sponsors who assist Babson with curriculum issues. The committee helps shape Babson's IT curriculum, and advises the faculty on what students will need to know in order to be effective contributors and remain competitive in the business and information technology fields. This joint effort reflects Babson's firm belief that curriculum should be developed through a partnership between business and education. The committee met in January 2009, and provided valuable guidance for our plans regarding the needs and directions for our CIMS Executive Programs.

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CIMS EXECUTIVE PROGRAMS

CIMS introduced its first IT management education program in 2003, and sponsor support has grown steadily. Programs conducted in 2008–2009 include:

Project Management

Learning Curve Associates

- Leading Project Teams: The Human Side of Performance
- Managing Risk and Making Decisions
- PMP® Exam Review

Measuring the ROI from Technology

Nucleus Research Inc.

ITIL® Version 3 Foundation Course

Third Sky Inc.

Business Requirements Management

Ouellette & Associates

Consulting Skills for IT Professionals

Ouellette & Associates



Kavin W. Moody and Jill P. Stoff present Gregory D. Tranter (center) with the 2009 CIMS IT Achievement Award.

FIFTEENTH ANNUAL CIMS IT ACHIEVEMENT AWARD

Gregory D. Tranter received the 2009 CIMS IT Achievement Award for his outstanding contributions to the field of information technology, his assistance to the education community, and his commitment to broadening a network of IT professionals. Tranter is senior vice president, chief information officer, corporate operations officer, and a member of the executive leadership team at The Hanover Insurance Group Inc. He has led the successful transformation of the IT organization around an innovative consulting model, establishing Practice Centers for five core IT capabilities. His enthusiasm for employee development is evident in

his role as a corporate sponsor of The Hanover's Future Leaders program, the company's talent recruiting initiative involving more than a dozen colleges and universities across the country, including Babson. Active in industry and community affairs throughout his career, Tranter is a member of the Massachusetts Business Roundtable, focused on influencing the state's public policy agenda and promoting its economic and social vitality.

RESEARCH PROJECTS

CIMS develops and promotes research that is of interest to our sponsor community in a variety of ways. Foremost is the research and planning that goes into the annual CIMS workshop agenda. We determine our workshop agenda in part by surveying our member companies about IT subject matter.

In addition, we actively support or participate in research that may be initiated within Babson's Technology, Operations and Information Management division, Babson Executive Education, and other Babson research centers. We routinely advise students who undertake independent study projects that relate to IT topics. When appropriate, reports resulting from these activities are included in our CIMS' publications. Periodically, CIMS seeks and distributes relevant research from other sources, such as workshop speakers, thought leaders in the field, and associated organizations.

CIMS NETWORK OF IT PROFESSIONALS

CIMS believes networking is vital to the success of all IT professionals. In addition to our formal activities, we continue to be the nucleus of an extensive informal network of people interested in IT in the New England area. We continuously provide career consultation and linkages within the IT industry, advise and assist Babson students in IT career decisions, and facilitate sponsors' involvement with various facets of Babson College.



Kavin W. Moody with speaker Bill Moylan (right), executive vice president of sales for Syclo, at our June 2009 workshop.

STUDENT AWARDS AND INVOLVEMENT

PAUL F. GREENE TELECOMMUNICATIONS RESEARCH FUND AWARD

In order to foster interest in the telecommunications field, CIMS administers the Paul F. Greene Telecommunications Research Fund Award, established in 1986 by Paul F. Greene, a former executive with NYNEX and consultant to Babson's Information Technology and Services Division. Babson students are awarded \$1,000 for the best research project proposal and resultant paper and presentation in the telecommunications area.

This year, a total of five awards were granted:

1. Soha Ehsani '09 for his report on *Linking Small-Scale Farmers to Markets*
2. Brian Lafayette '10 and Edwin Lee '10 for their work on *Customer Service & Web 2.0*
3. Karan Checker M'09 for his work on *Netbooks: The Changing Face of the Mobile Device*
4. Yaohui Guo M'10 for his paper on *4G Evolution*
5. Ben Saur M'10 for his work on *Mobile Recipe and Food Pantry Tool*

UNDERGRADUATE INFORMATION SYSTEMS AWARD

CIMS sponsored the 22nd annual Information Systems Award. This year, the award was given to Matthew Miller '09 in recognition of his outstanding academic performance in management information systems.

CIMS STUDENT FELLOWS

For many years, CIMS has supported Babson's Graduate Fellowship Program by providing work assignments for graduate students. Key tasks of the graduate fellows are to assist on faculty research projects, attend workshops, and write summaries for our newsletters.

CIMS FACULTY ASSOCIATE

On a two-year rotating basis, the Technology, Operations and Information Management academic division appoints a faculty member to work with CIMS as the designated liaison with the division. During this appointment, the faculty person is afforded an opportunity to pursue additional academic research and related projects with CIMS staff and sponsors. Professor Sal Parise joined CIMS in 2007 and during his term has contributed as a speaker at three CIMS workshops on topics related to social networking and Web 2.0 inside enterprises. He is actively involved in leading-edge research and publishing in collaboration with several CIMS sponsors. Professor Bala Iyer joins CIMS in 2009.

FACULTY ASSIGNMENTS

Members of the CIMS staff act as faculty advisers to graduate students in various programs. Through the Management Consulting Field Experience (MCFE) program, teams of students consult with Boston-area businesses on internal projects. CIMS has helped the MCFE program identify regional companies that have important and challenging projects, and we regularly serve as faculty advisers. We also assist the Babson Consulting Alliance Program (BCAP), part of the Two-Year MBA Program at Babson, by encouraging our sponsor companies to participate in this new approach to business

education. All first-year MBA students work on assigned projects with mentor companies during the academic year. CIMS' staff members also serve as faculty advisers to BCAP teams.

In addition, CIMS provides support to the MBA and undergraduate Career Services offices. We provide IT career counseling to individual students referred by these offices, organize and participate in career events, and assist in connecting students with potential internship and job-search opportunities within the industry.

CIMS on Demand AND PUBLICATIONS

CIMS ON DEMAND

We maintain a Web site of presentation materials and associated audio recordings for each of our workshops. Access is restricted to CIMS sponsors. This on-demand service provides a convenient way for individuals to catch up on missed workshops and to share important workshop insights with their colleagues. A bound set of workshop announcements also is distributed to our sponsors at the end of each year.

WORKING PAPERS AND RESEARCH REPORTS

The CIMS Working Paper Series publishes recent research of Babson College faculty members and other in-process papers of interest to our corporate members and the IT community. The working papers act as discussion vehicles for additional research or for possible publication in academic or professional journals. Research Reports by nonfaculty individuals are not generally intended for further publication.

The 2009 CIMS Working Paper Series and Research Reports are listed at the end of this Annual Report.

CALENDAR OF EVENTS 2008–2009

MORNING WORKSHOPS TECHNOLOGY UPDATE SESSIONS ALL-DAY CONFERENCES

Tuesday, September 16, 2008

Sustaining Critical IT Workforce Capabilities: Framework for Action

David W. DeLong, *Adjunct Professor, Babson College, Author,*
Lost Knowledge: Confronting the Threat of an Aging Workforce

James M. Hunt, *Associate Professor, Management Division,*
Charles Barton Term Chair Holder, Babson College

This workshop focused on the loss of knowledge from the aging workforce and management actions that can be taken to mitigate losses. The program also featured insights and interactive exercises on coaching and how to instill coaching into an organization's culture.

Tuesday, October 21, 2008

Application Development Using “Agile” Methods

Johanna Rothman, *Author and Consultant, Rothman Consulting Group Inc.*

Panel of IT executives:

Ron Holliday, *Vice President, Fidelity Investments*

Roland Richards, *Senior Manager, Raytheon Company*

Wayne Straub, *Engineering Manager, Raytheon Company*

Peter White, *Technical Solutions Program Manager, EMC Corporation*

Registration for this program was one of the highest in CIMS history. The Agile development approach was introduced with all participants engaged in a team project exercise, and concluded with a panel of experienced agile developers sharing their experiences in their organizations.

Wednesday, November 5, 2008

Service Oriented Architecture – Strategy, Architecture, or Infrastructure?

Brenda M. Michelson, *Program Director, SOA Consortium,*
Object Management Group

Panel of IT executives:

Bill Donaldson, *Department Head, Application Development,*
MITRE Corporation

Stephen Edens, *Senior Enterprise Architect, BlueCross BlueShield*
of Massachusetts

Christopher J. McCarthy, *Senior Vice President, Office of Architecture,*
State Street Corporation

This workshop focused on the state of practice of SOA and featured an overview of adoption by a SOA expert along with practice tips from a panel of CIMS sponsor organizations.

Friday, November 21, 2008

Technology Update Session

Tracking the Growth of Software-as-a-Service

Jeffrey M. Kaplan, *Managing Director, THINKstrategies Inc.*

Panel of IT executives:

Deborah J. Lang, *Controller, Novations Group Inc.*

Paul Ressler, *Vice President, Information Technology,*
Unica Corporation

Michael Robinson, *Business Intelligence Product Manager,*
Iron Mountain

The adoption of SaaS continues to grow rapidly and this workshop was an update to a popular 2007 program on the same subject.

Friday, December 19, 2008

All-Day Conference

IT-Enabled Enterprise Collaboration – Where, When, and Why?

Thomas H. Davenport, *President's Distinguished Professor of IT and Management, Babson College*

Karen Sobel Lojeski, *Chief Executive Officer, Virtual Distance International*

David Millen, *Research Manager, IBM Research*

This conference focused on the science of collaboration, the concept of virtual distance and its impacts on performance, and the emerging adoption of Web 2.0 social networking tools behind the firewall.

Thursday, January 8, 2009

Technology Update Session

Managing Risk and the Convergence of Information Security and Compliance

Ron Kinghorn, *Partner, PricewaterhouseCoopers LLP*

Terri Curran, *Chief Information Security Officer, Bose Corporation*

The role of the Chief Information Security Officer continues to evolve. This workshop reviewed the latest issues from a national CISO survey and the convergence of information security and compliance.

Thursday, January 29, 2009

Business Innovation and the Role of IT

Jay Rao, *Professor, Technology, Operations and Information Management Division, Babson College*

Rebecca Schechter, *Senior Managing Director, Head of Global Link Product Strategy and Development, State Street Global Markets*

Mary Finlay, *Deputy Chief Information Officer, Partners HealthCare System Inc.*

This program described how IT can support business innovation that leads to improved performance and growth by helping their organizations turn information and knowledge into insights.

Thursday, February 12, 2009

Using Metrics in Managing IT Quality and Performance

Robert Klehm, *Managing Director, Cutter Associates*

Joanna C. Young, *Senior Vice President and Chief Information Officer, Corporate Systems and Shared Services Group, Liberty Mutual*

Toni Chaput, *Director of Quality and Process Improvement, Liberty Mutual*

The use of metrics by IT is a perennial favorite with CIMS sponsors. This workshop provided insights into what to measure and case examples of metrics programs.

Friday, March 6, 2009

Fresh Look at IT Organization Structures

Marc Cecere, *Vice President and Principal Analyst, Forrester Research*

Gregory D. Tranter, *Senior Vice President, Chief Information Officer, and Corporate Operations Officer, The Hanover Insurance Group Inc.*

This program featured an overview of trends in IT organization design, and a rich case on the transformation of the IT organization at The Hanover.

Wednesday, March 18, 2009

IT/Business Alignment and the Roles of Portfolio and Relationship Management

Panel of IT executives:

Peter Amory, *Manager, CIS Project and Portfolio Management Office, Bose Corporation*

Craig Horgan, *Manager, IT Relationship Management, Bose Corporation*

Steven R. Winig, *Senior IT Manager, MIT*

John M. (Jack) Nevison, *Executive Vice President, Learning Curve Associates*

Portfolio management is a quantitative discipline while relationship management is qualitative. This workshop provided insights into the differences and how organizations benefit from both.

Thursday, April 16, 2009

IT Governance in the Era of SOA, BPO, Shared Services, Compliance and Risk

Alex Cullen, Vice President and Research Director, Forrester Research

Stephen Morin, Chief Information Officer, TAC Worldwide Companies

IT continues to permeate deeper into business process. This program focused on the stack of decision processes that IT and its business partners need to manage together for success with technology.

Friday, May 1, 2009

Technology Update Session Emerging Technologies

Paul Gillin, Writer, Speaker, Online Marketing Consultant

Salvatore Parise, Assistant Professor, Information Systems, Babson College

Bala Iyer, Associate Professor, IT Management, Babson College

Donna L. Cuomo, Chief Information Architect, Center for Information and Technology, The MITRE Corporation

Laurie E. Damianos, Lead Artificial Intelligence Engineer, The MITRE Corporation

Web 2.0 behind the firewall was the theme of this very well attended workshop. Presentations focused on the benefits and business case for Web 2.0 technologies and applications and the center stage role that IT can take in building corporate knowledge and enhancing internal communications.

Wednesday, May 20, 2009

Insights and Analysis on Business Intelligence

Thomas H. Davenport, President's Distinguished Professor of IT and Management, Babson College

Bert Davis, Chief Information Officer and Senior Vice President, Business Transformation, The Stanley Works

This workshop continued our review of developments in business intelligence with a focus on the shift toward decision management and reengineered decision processes with examples of early adopters.

Thursday, June 11, 2009

Technology Update Session Enterprise Mobility

Joint Program with CIMS and the Massachusetts Network Communications Council

Chris Fletcher, Research Director, AMR Research

Panel of IT executives:

Bill Moylan, Executive Vice President, Sales, Syclo, LLC

Gerald McNerney, Vice President, Business Development, World-Wide Field Operations, Motorola Inc.

Brent Peters, Vice President, Technical Lead, IBM Lotus Notes/Domino Portfolio

Enterprise mobility is consistently ranked as a top investment priority by CIOs. This program reviewed new innovations in devices, applications and network technologies that make enterprise mobility challenging, interesting, and, if done right, profitable.

CIMS WORKING PAPERS AND RESEARCH REPORTS

2009 CIMS WORKING PAPERS AND RESEARCH REPORTS

Type	Title	Author	Date
Working Paper	Using Web 2.0 Technologies for Innovation	Gordon	9/09
Research Report	Linking Decisions and Information for Organizational Performance	Davenport	10/08
Research Report	Realizing the Potential of Retail Analytics	Davenport	8/08
Research Report	The Rise of Analytical Performance Management	Davenport	7/08

2008 CIMS WORKING PAPERS AND RESEARCH REPORTS

Type	Title	Author	Date
Research Report	Improving the Front End of Innovation with Information Technology	Gordon, Tarafdar, Cook, Maksimoski, Rogowitz	May/June 08
Research Report	The Next Generation of Mobile Phone Operating Systems	Morone, Hsu, Wang	5/08
Research Report	Use of WIMAX for Mobile Communications	Gupta	5/08
Working Paper	Marketing Using Web 2.0 – Proceedings of 41st Hawaii International Conference on System Sciences	Parise, Guinan	1/08
Research Report	Knowledge in Projects	Cohen, Prusak	10/07
Research Report	Workspace Design and Networks	Parise, Beers, Davenport	10/07

For information on corporate sponsorship or future programs, please call Jill P. Stoff, CIMS assistant director, at 781-239-4531; e-mail stoff@babson.edu; visit our Web site at www.babson.edu/cims; or write to CIMS, Babson Hall, Room 323, Babson College, Babson Park, MA 02457-0310.



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