Announcements by the Cloud Computing Consortium

November 7th Conference Registration is Open

To better serve our members and sponsors, we are moving the Cloud Computing Consortium Conference from end September to November 7th. The consortium, which is self-funded, needs sponsor revenue to fund the conference. In these economic times, it has been challenging to attract sponsors. We are currently in discussion with several companies and are hoping that they will come on board to support the conference and the November 7th date.

This full day event features speakers and panels providing the latest information on cloud computing leadership and management. Our working groups will report their findings and recommendations in the areas of Value Proposition, Strategies, Governance, Sourcing & Negotiations, and Legal. Over 200 attendees are expected, which will include CEOs, CIOs as well as executives from management consulting and service provider organizations.

To register for the November 7th C3 conference, click here.

To ensure a high quality environment and to maximize the networking experience, we have the following admission criteria:

1. A current member of the consortium, or
2. Full time employed C-Level executives (non-vendor) or equivalent, CIOs, Direct Reports of CIOs, or Senior Most IT Professional in an organization with $100M or greater revenue or from not-for-profit or government organizations with comparable size, or
3. Full time academicians.

We do not allow those in sales or marketing, or consultants from non-sponsoring organizations to attend. For approved attendees meeting the criteria above, there is no fee to attend. All registration requests will be reviewed and approved based upon meeting the above stated criteria.

About the Cloud Computing Consortium
The emergence of cloud computing is a watershed event for IT and a ground change for business. We believe that a strong impartial resource needs to exist that will provide C level executives with the knowledge and practical experience necessary to effectively/efficiently transition to the world of cloud computing. The Cloud Computing Consortium (C3) was created to provide these capabilities and to help you navigate through all of the competing claims.
The consortium welcomes CxOs and CIOs/IT leaders from larger small cap, mid cap and large cap size organizations to join the consortium.

For more information about The Cloud Computing Consortium and how you and your organization can participate and benefit, please visit our website at [www.cloudcomputingconsortium.net](http://www.cloudcomputingconsortium.net) or contact:

Ken Saloway  
Program Director  
The Cloud Computing Consortium  
Howe School of Technology Management  
T +1 973 885 6461  
ksaloway@stevens.edu
C3 Overview - IT and Business Management Changes Needed to Harness Cloud Computing

Executive Summary

The emergence of cloud computing will be a ground change for IT and a highly disruptive business event. We believe that a strong information resource needs to exist that will provide CEOs/CXOs and CIOs with knowledge and practical experience in transitioning and operating in the world of cloud computing.

For business and IT to adopt and benefit from what cloud computing has to offer, business and IT management thinking about IT needs to markedly change. In addition, business process management and the standardization and optimization of business processes is a key to externalizing the business functions to take advantage of cloud computing.

Organizations able to change and benefit from cloud computing will find:

1. Fixed costs associated with IT investment diminish. Costs switch to become operating expenses and become variable.
2. On average a 75% reduction in IT personnel. Many roles become commoditized and move to the cloud computing vendors.
3. IT knowledge workers are embedded in the business units (increased business alignment), while common IT services are moved to a shared services IT organization.
4. Business unit leaders and end users will play a greater role in obtaining and managing technology for themselves.
5. The IT function and the CIOs will refocus on business strategy, customer enablement and business innovation.
6. This results in much more nimble and assertive business units able to quickly and more efficiently differentiate their products and services from competitors.

Since we believe that the emergence of cloud computing will be a ground change for IT and a highly disruptive business event, we believe that a strong information resource needs to exist that will provide CEOs/CXOs and CIOs with knowledge and practical experience in transitioning and operating in the world of cloud computing (software and platform as a service). To this end we propose:

1. To provide executives with the insights needed to arrive at the best possible outcomes, we establish a consortium of C level executives, IT leaders, management consultants, service providers and academia. Its purpose is to develop and share new cloud leadership and management intellectual property.
2. To offer a knowledge repository of cloud intellectual property including best practices that provides practitioners with the ability to share, learn and benchmark cloud considerations, such as contract terms, conditions, pricing, governance, human resource, etc.

3. To establish an academic center within Stevens Institute’s Stevens Center for Information Research (SCIMR) that will eventually become the central knowledge repository for the management of cloud computing.

4. To create an executive/management practitioner focused cloud education program comprised of seminars, executive education, and Masters degrees. This curriculum will be shared with other universities. (This is a leadership curriculum on the subject and not a technology focused program, although Stevens may also offer a technology program through its computer science program.)

5. SCIMR will facilitate the development, publishing, administering, and certification of various analytics needed to build and run an enterprise using cloud computing.

6. To establish an advisory group to deliver across the board assistance to corporations regarding strategy, implementation, and operations of a cloud computing environment. This includes providing guidance about the organizational, cultural and human capital changes needed to make it successful.

**Introduction**

There is a growing belief that Cloud Computing over the next five years will become a major stimulus for change in how corporations view and use information technology. In work reported by a number of organizations including The Corporate Executive Board, there is growing consensus that at least five radical shifts (figure 1) are underway “…that change the way IT professionals will work, and the kinds of jobs they will have. But it also brings a fundamental change in how managers think about business, coordinate tasks and people.”1
THE FUTURE OF CORPORATE IT

Five Radical Shifts in IT Value, Ownership, and Role

<table>
<thead>
<tr>
<th>Current State</th>
<th>The Future of Corporate IT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Value Drivers</td>
<td>Business Process First—Business process automation absorbs the largest share of IT investment. Business process design is used to define future capabilities and drive competitive advantage.</td>
</tr>
<tr>
<td>2. Delivery Structure</td>
<td>IT as a Service Provider—Applications and infrastructure are bundled into services that directly reflect business partner technology consumption. The IT function is increasingly centralized as a standalone shared service.</td>
</tr>
<tr>
<td>3. Sourcing Model</td>
<td>Right-sourced IT—Delivery combines external provision with significant internal resources as vendors are uncompétitive for many critical tasks.</td>
</tr>
<tr>
<td>4. Business Role</td>
<td>Pressure for Central Control—License and governance guide business units and end users away from obtaining their own IT capabilities.</td>
</tr>
<tr>
<td>5. IT Function Role</td>
<td>Fully Functional IT Function—The scope of central IT function encompasses strategy, governance, and delivery with direct control of almost all IT-related resources and activities vested in the CIO.</td>
</tr>
</tbody>
</table>

2010 The Corporate Executive Board Company

Figure 1

Shift 1: Information Over Process
The rise of technology delivered as a service, or the cloud, will significantly reduce sources of competitive advantage from information technology. In theory, a start-up could use the cloud to obtain the same functionality, scale, and quality as an industry leader. Differentiation will lie in how an organization manages change, integrates its service portfolio, and critically, exploits the information the services generate.

The nature of demand for information technology also is changing. Most employees are now knowledge workers. Social media is becoming vital for customer and internal communication, and data volumes continue to rise. As a result, in the business areas that drive growth—innovation, marketing, sales, customer service—up to 80% of IT enablement opportunities relate to business intelligence, collaboration, or the customer interface. At the heart of each of these opportunities is the need to capture, integrate, and interpret information, both structured and unstructured.

Shift 2: IT Embedded in Business Services
The corporate center is in flux. All corporate functions have the same problems: their capabilities overlap; they do not control the outcomes they enable; and after many cuts, they are struggling to find the next big efficiency. And for organizations growing in emerging markets, no corporate function has the scale or expertise to provide sufficient local support.
The IT function shares these problems. It has skills in strategy, program management, business process design, and sourcing. All are valuable, but none are needed solely for delivering technology, and so they can all exist elsewhere. Second, no amount of alignment and partnership changes the fact that the IT function enables business outcomes that someone else controls. Much value has disappeared down the hole that this situation creates. Finally, cost pressures mean many CIOs face the unwelcome choice of cutting delivery resources needed to “build things right,” or management resources that ensure IT “builds the right things.”

The need for efficiency and joint accountability for execution and outcome will change the IT function’s delivery model and organizational location. Technology will be consumed as part of business services as the IT function merges into a business shared services group alongside other corporate functions.

Shift 3: Externalized Service Delivery
Externalization of applications development, infrastructure operations, and back-office processes continues, gradually eroding the “factory” side of the IT function. The pace will accelerate as the cloud enables the externalization of up to 80% of application lifetime spend. As this occurs, internal roles will shift from being technology providers to technology brokers.

Shift 4: Greater Business Partner Responsibility
Technologies for collaboration, business intelligence, and customer interface all require experimentation and iteration, use non-linear, user-driven workflows, and offer value from diversity across the organization. None of this is easy for a central function to fulfill.

A generation of business leaders and end users is emerging with greater technology knowledge and confidence. They see advanced, user-friendly technology as an everyday occurrence, and can recite stories of companies gaining industry leadership through technology. At the same time that business leaders’ expectations, and their ability to articulate those expectations, are quickly rising, the cloud gives them access to unprecedented technology scale and expertise. The fact that cloud services cannot be extensively customized levels the playing field; business units cannot customize cloud applications but neither can the IT function.

Together, these trends point to a greater role for business partners in areas where the value of differentiation outweighs the need integration. This is not a return to local control of IT resources, rather it is a shift in responsibility for technology decision making.

Shift 5: Diminished Standalone IT Role
As IT roles migrate to business services, evolve into business roles, or are externalized, the scope of the IT function will diminish and its headcount fall by 75% or more.
Strategy, architecture, risk, program management, user support, and relationship management will exist at the business services level, not within the IT function. The CIO position will expand to lead this broader group or shrink to manage technology procurement and integration. Roles remaining in the IT function will organize around build and run, and adopt an agile operating model to allow rapid value delivery and resource mobility.

Organizations that do not make these shifts will be left behind as they struggle to effectively exploit technology and manage an inefficient IT function and an underperforming corporate center. For IT leaders too, the shifts present risk and opportunity. Those who do not adapt face a much diminished role in a group with little strategic impact. But the opportunity is also significant. Leading a business shared services organization offers new levels of resource and accountability for business outcomes. Another option is a leadership role in a newly empowered business unit that thrives on exploiting technology for competitive advantage.

2010 The Corporate Executive Board Company, “The Future of Corporate IT”

“Does cloud computing represent an IT change, or a managerial revolution? We believe that the answer is both. The cloud changes the way IT professionals will work, and the kinds of jobs they will have. But it also brings a fundamental change in how managers think about business, coordinate tasks and people. Fingar points out that “in a process-managed enterprise, command-and control leadership gives way to connect-and-collaborate, where every member of a business team is a leader. It’s about acting on opportunities, and letting others lead the leader when they know best about stuff being done (…). Although the Cloud enables radical change, the culture of the firm will determine the outcome. Permission, risk tolerance, cultivating lots of small bets – these are some of the earmarks of a Cloud-oriented business culture” (Fingar, 2009).


For business and IT to adopt and benefit from what cloud computing has to offer, business and IT management thinking about IT needs to markedly change. The changes recommended by The Corporate Executive Board are below (Figure 2). In addition, Peter Fingar (executive partner in the business strategy firm, Greystone Group, is one of the industry’s noted experts on business process management ) adds that business process
management and the standardization and optimization of business processes is a key to externalizing the business functions to take advantage of cloud computing.

**ROADMAP TO THE FUTURE**

<table>
<thead>
<tr>
<th>Within Three Years</th>
<th>Beyond Three Years</th>
<th>Endstate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Migrate IT spend to new sources of value.</td>
<td>All enterprise structured and unstructured data is captured and integrated.</td>
<td>A business Unit operates on enterprise-wide information architecture to enable knowledge worker productivity, improved customer experience, and business decision making.</td>
</tr>
<tr>
<td>- Spend on customer experience, business intelligence, and collaboration rises relative to process automation.</td>
<td>- Information management and analytics are delivered as business services.</td>
<td></td>
</tr>
<tr>
<td>- Online platforms increase share of interactions with customers and consumers.</td>
<td>- Business aligned, intelligent, and informed decision making.</td>
<td></td>
</tr>
<tr>
<td>- Process rationalization refocuses on end-to-end process integration.</td>
<td>- Organizational structures are restructured and reorganized to reflect business opportunities.</td>
<td></td>
</tr>
<tr>
<td>- IT and production technologies become more integrated, increasing data volumes.</td>
<td>- Business unit leaders and end users will play a greater role in obtaining and managing technology for themselves.</td>
<td></td>
</tr>
<tr>
<td>2. Embed IT in business service delivery.</td>
<td>Primary alignment of business systems with business services.</td>
<td>A Business Unit is restructured within business unit.</td>
</tr>
<tr>
<td>- Service management methods defer technology with services.</td>
<td>- Scope of business service offerings expands.</td>
<td></td>
</tr>
<tr>
<td>- IT as a service interacts across multiple cloud-based service offerings.</td>
<td>- End users manage and control IT infrastructure.</td>
<td></td>
</tr>
<tr>
<td>- IT service delivery integrates into multi-functional shared service group with a broad base of market capability.</td>
<td>- End users are given freedom to provision their own end-point devices.</td>
<td></td>
</tr>
<tr>
<td>- Business services are integrated into a limited set of enterprise processes.</td>
<td>- End users have much control over internal and external collaboration, cloud computing.</td>
<td></td>
</tr>
<tr>
<td>3. Externalize infrastructure, most applications, and all-on-brand processes.</td>
<td>Organizations migrate to public cloud solutions.</td>
<td></td>
</tr>
<tr>
<td>- Back-office operations are commoditized and outsourced.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Business units acquire capabilities directly from a growing base of online SaaS providers.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Organizations adopt private-cloud infrastructures.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Transfer responsibilities to business units and end-users.</td>
<td>Business leaders drive their own technology strategy with guidance from the Center.</td>
<td></td>
</tr>
<tr>
<td>- Organizations identify IT capabilities that can be owned externally and licensed by business units.</td>
<td>Improved IT agility for technology decisions, business leaders, and end-user preferences satisfied, and control of investment focused on shared business services.</td>
<td></td>
</tr>
<tr>
<td>- Business analysts and project management roles move into business units.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- End users own and control their own end-point devices.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- End users can easily use internal and external collaboration platforms.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Upgrade IT skills and responsibilities to support the new model.</td>
<td>Role of internal infrastructure group becomes less critical.</td>
<td></td>
</tr>
<tr>
<td>- IT staff develops service management skills, including design, build, and deliver.</td>
<td>CIO roles expand to include business services or contracts to external IT delivery.</td>
<td></td>
</tr>
<tr>
<td>- Architecture teams focus on business, technology, and integration architecture.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Information technology becomes business services.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Information security increases integration with other corporate risk groups.</td>
<td></td>
</tr>
</tbody>
</table>

2010 The Corporate Executive Board Company, “The Future of Corporate IT”

Figure 2

Companies able to change and benefit from cloud computing will find:

1. Fixed costs associated with IT investment diminish. Costs switch to become operating expenses and become variable.
2. On average a 75% reduction in IT personnel. Many roles become commoditized and move to the cloud computing vendors.
3. IT knowledge workers are embedded in the business units (increased business alignment), while common IT services are moved to a shared services IT organization.
4. Business unit leaders and end users will play a greater role in obtaining and managing technology for themselves.
5. The IT function and the CIOs will refocus on business strategy, customer enablement and business innovation.
6. This results in much more nimble and assertive business units able to quickly and more efficiently differentiate their products and services from competitors.
Our Objectives

Since we believe that the emergence of cloud computing will be a ground change for IT and a highly disruptive business event, we believe that a strong information resource needs to exist that will provide CEOs/CIOs with knowledge and practical experience in transitioning and operating in the world of cloud computing (software and platform as a service). To this end we propose:

1. To provide executives with the insights needed to arrive at the best possible outcomes, we establish a consortium of C level executives, IT leaders, management consultants, service providers and academia. Its purpose is to develop and share new cloud leadership and management intellectual property.
2. To offer a knowledge repository of cloud intellectual property including best practices that provides practitioners with the ability to share, learn and benchmark cloud considerations, such as contract terms, conditions, pricing, governance, human resource, etc.
3. To establish an academic center within Stevens Institute’s Stevens Center for Information Research (SCIMR) that will eventually become the central knowledge repository for the management of cloud computing.
4. To create an executive/management practitioner focused cloud education program comprised of seminars, executive education, and Masters degrees. This curriculum will be shared with other universities. (This is a leadership curriculum on the subject and not a technology focused program, although Stevens may also offer a technology program through its computer science program.)
5. SCIMR will facilitate the development, publishing, administering, and certification of various analytics needed to build and run an enterprise using cloud computing.
6. To establish an advisory group to deliver across the board assistance to corporations regarding strategy, implementation, and operations of a cloud computing environment. This includes providing guidance about the organizational, cultural and human capital changes needed to make it successful.
Skill Areas Involved with Transitioning to Cloud Computing

Although many IT skills are transferable, there will be a significant amount of new knowledge required per skill area to maximize the value received from cloud computing.

- Information Architecture (Service Oriented Architecture)
- Data Management
- IT Infrastructure
- The Network
- Business Process Management
  - Business Functional Area Management
    - Understanding the business
    - Understanding the financials
  - Service Delivery Management & ITILv3 (Service Oriented Enterprise)
  - New IT-Business Divisions of Labor
    - The new organization structure with new roles and responsibilities
    - Governance
- Agile Development and Web 2.0+ tools
- Human Relationship Management
- Changes to Company Culture
- Change Management
- Human Capital Management
  - Deeply technical IT professionals as engineers and architects
  - Super savvy IT business experts
  - Job titles, descriptions, core competencies, etc.
  - Education
  - Certifications
- Sourcing
  - Cloud provider offerings (Iaas, PaaS, SaaS)
  - Vendor Management
- Contracting
  - Business Shared Services
  - Legal
  - Social Media
  - Business/IT Leadership
  - Business/IT Management
  - Business Planning and Strategy
  - Business Analytics
  - Risk Management
  - Security and ID Management
  - Mobile Technology
  - Emerging Technologies
- Compliance
  - Regulatory
  - Industry
  - Cloud Technology
- Migration from Current IT Environment to a Cloud Environment
  - Strategy and Plan
  - Tactical Execution
Cloud Conference is Moving to End October/Early November, Sponsorships Available, IS Executive Education

September 27th Conference is Being Moved
To better serve our members and sponsors, we are moving the Cloud Computing Consortium Conference from end September to the end of October/Early November. For those people, who have already registered, we will retain your registration request and will separately confirm your ability to attend on the new date. The new date will be set within the next week.

This full day event features speakers and panels providing the latest information on cloud computing leadership and management. Our working groups will report their findings and recommendations in the areas of Value Proposition, Strategies, Governance, Sourcing & Negotiations, and Legal. Over 200 attendees are expected, which will include CEOs, CIOs as well as executives from management consulting and service provider organizations.

To register for the C3 conference, click here.

To ensure a high quality environment and to maximize the networking experience, we have the following admission criteria:

1. A current member of the consortium, or
2. Full time employed C-Level executives (non-vendor) or equivalent, CIOs, Direct Reports of CIOs, or Senior Most IT Professional in an organization with $100M or greater revenue or from not-for-profit or government organizations with comparable size, or
3. Full time academicians.

We do not allow those in sales or marketing, or consultants from non-sponsoring organizations to attend. For approved attendees meeting the criteria above, there is no fee to attend. All registration requests will be reviewed and approved based upon meeting the above stated criteria.

Sponsorships – Support C3 and Our Conference
C3 conferences and briefings bring business and IT leaders together to obtain the latest insights and best practices for enabling business value through the use of cloud computing.

We encourage your organization to step forward and become a C3 supporter by buying a sponsorship. Also, please encourage your partners and suppliers to become sponsors. Sponsorships are our primary way to fund C3. Sponsors will have the opportunity to meet our C3’s members (CEOs, CIOs, and other corporate leaders) as they demonstrate their support for the consortium and its mission.
We offer different sponsorship programs including **Yearly Supporting Sponsorships** and **Individual Event Sponsorships**. Each program has a choice of sponsor levels.

Please use these links to download the C3 sponsorship program brochures.

- [Yearly Supporting Sponsorships](#)
- [Individual Event Sponsorships](#)

To discuss becoming a sponsor, please contact Ken Saloway ([ksalow@stevens.edu](mailto:ksalow@stevens.edu)), (973) 885-6461).

**IS Executive Education to Include Cloud Computing Management**

With partners in Europe and Asia, we are creating an IT executive education program. Demand is strong for a university based practical program that is practitioner focused and will rapidly build leadership and management skills. Typically, IT executives don't have the opportunity to take time off for education. This program brings this education to the executive and uses a unique delivery model, which minimizes time away from the office.

In our curriculum, the executive begins his/her education with a four course CIO Foundation program and can then select from among 15 add on IT management tracks. Cloud computing management will be one of the tracks. Knowledge coming out of the consortium's working groups will be used to update the cloud courses so the course content will always represent the working groups' latest findings and recommendations.

The program is expected to begin in Asia and Europe in late winter 2012 and shortly thereafter in the US.

For more information about the IS Executive Education Program, please contact Dr. Jerry Luftman ([jluftman@stevens.edu](mailto:jluftman@stevens.edu)), (201) 216-8255)

**Get Involved. Join Our New Working Groups.**

Our working groups, staffed by C3 members, create practical and valuable research and analysis. Executives then gain a clearer understanding of the leadership and management issues that need to be addressed to effectively use cloud computing. Our working groups’ reports identify key success factors and provide the insights executives need to make the right strategic, operational, and tactical decisions.
We need your help to continue creating new research and analysis. We have five more working groups starting up. *Please step up and volunteer for one of these groups.*

- **Service Level Management**
- **IT Processes**
- **IT Implementation/Operations**
- **Human Capital & Skills**
- **Change Management and Culture**

Participating in a working group provides you with these benefits:

- Work with other members, meet new people and expand your network
- Contribute to knowledge creation
- Gain knowledge for yourself and your organization
- Be recognized in the published working group’s reports
- Have the opportunity to give back to the profession

Please contact Ken Saloway, program director, to join one or more of these new groups ([ksaloway@stevens.edu](mailto:ksaloway@stevens.edu), (973) 885-6461).

**Recommend a New Member**

Can you help? We are seeking new members, who can add value to the consortium and increase our ability to assist business leaders in understanding about cloud computing. Please reach out to friends and colleagues that you feel will benefit from participating and will meet our membership qualification. The consortium welcomes CxOs and CIOs/IT leaders from larger small cap, mid cap and large cap size organizations to join the consortium.

C3 is focused on providing unbiased leadership and management information about cloud computing. We have received a lot of encouragement from business leaders that the work we are doing is greatly needed and is a great value-add to businesses looking to understand and plan for cloud computing.


Please direct new member inquiries to Ken Saloway, program director, at [ksaloway@stevens.edu](mailto:ksaloway@stevens.edu), (973) 885-6461.
About the Cloud Computing Consortium

The emergence of cloud computing is a watershed event for IT and a ground change for business. We believe that a strong impartial central resource needs to exist that will provide C level executives with the knowledge and practical experience necessary to effectively/efficiently transition to the world of cloud computing. The Cloud Computing Consortium was created to provide these capabilities and to help you navigate through all of the competing claims. The consortium operates within the Stevens Center for Information Research at Stevens Institute of Technology.

For more information about The Cloud Computing Consortium and how you and your organization can participate and benefit from it, please visit our website at www.cloudcomputingconsortium.net or contact:

Ken Saloway
Program Director
The Cloud Computing Consortium
Howe School of Technology Management
T +1 973 885 6461
ksaloway@stevens.edu

Join C3
The consortium welcomes CxOs and CIOs/IT leaders from larger small cap, mid cap and large cap size organizations.
Cloud Conference is Moving to November 7th, Sponsorships Available, IS Executive Education, Join New Working Groups

September Conference is Rescheduled to November 7th

To better serve our members and sponsors, we are moving the Cloud Computing Consortium Conference from end September to **November 7th**. The consortium, which is self-funded, needs sponsor revenue to fund the conference. In these economic times, it has been challenging to attract sponsors. We are currently in discussion with several companies and are hoping that they will come on board to support the conference and the November 7th date.

For those people, who have already registered, we will retain your registration request and will separately confirm your ability to attend on **November 7th**.

This full day event features speakers and panels providing the latest information on cloud computing leadership and management. Our working groups will report their findings and recommendations in the areas of Value Proposition, Strategies, Governance, Sourcing & Negotiations, and Legal. Over 200 attendees are expected, which will include CEOs, CIOs as well as executives from management consulting and service provider organizations.

To register for the C3 conference, [click here](#).

To ensure a high quality environment and to maximize the networking experience, we have the following admission criteria:

1. **A current member of the consortium, or**
2. **Full time employed C-Level executives (non-vendor) or equivalent, CIOs, Direct Reports of CIOs, or Senior Most IT Professional in an organization with $100M or greater revenue or from not-for-profit or government organizations with comparable size, or**
3. **Full time academicians.**

We do not allow those in sales or marketing, or consultants from non-sponsoring organizations to attend. For approved attendees meeting the criteria above, there is no fee to attend. All registration requests will be reviewed and approved based upon meeting the above stated criteria.
Sponsorships – Support C3 and Our Conference

C3 conferences and briefings bring business and IT leaders together to obtain the latest insights and best practices for enabling business value through the use of cloud computing.

We encourage your organization to step forward and become a C3 supporter by buying a sponsorship. Also, please encourage your partners and suppliers to become sponsors. Sponsorships are our primary way to fund C3. Sponsors will have the opportunity to meet our C3’s members (CEOs, CIOs, and other corporate leaders) as they demonstrate their support for the consortium and its mission.

We offer different sponsorship programs including **Yearly Supporting Sponsorships** and **Individual Event Sponsorships**. Each program has a choice of sponsor levels.

Please use these links to download the C3 sponsorship program brochures.

- [Yearly Supporting Sponsorships](#)
- [Individual Event Sponsorships](#)

To discuss becoming a sponsor, please contact Ken Saloway ([ksaloway@stevens.edu](mailto:ksaloway@stevens.edu), (973) 885-6461).

IS Executive Education to Include Cloud Computing Management

With partners in Europe and Asia, we are creating an IT executive education program. Demand is strong for a university based practical program that is practitioner focused and will rapidly build leadership and management skills. Typically, IT executives don’t have the opportunity to take time off for education. This program brings this education to the executive and uses a unique delivery model, which minimizes time away from the office.

In our curriculum, the executive begins his/her education with a four course CIO Foundation program and can then select from among 15 add on IT management tracks. Cloud computing management will be one of the tracks. Knowledge coming out of the consortium’s working groups will be used to update the cloud courses so the course content will always represent the working groups’ latest findings and recommendations.

The program is expected to begin in Asia and Europe in late winter 2012 and shortly thereafter in the US.

For more information about the IS Executive Education Program, please contact Dr. Jerry Luftman ([jluftman@stevens.edu](mailto:jluftman@stevens.edu), (201) 216-8255)

Our working groups, staffed by C3 members, create practical and valuable research and analysis. Executives then gain a clearer understanding of the leadership and management issues that need to be addressed to effectively use cloud computing. Our working groups’ reports identify key success factors and provide the insights executives need to make the right strategic, operational, and tactical decisions.

We need your help to continue creating new research and analysis. We have five more working groups starting up. Please step up and volunteer for one of these groups:

- Service Level Management
- IT Processes
- IT Implementation/Operations
- Human Capital & Skills
- Change Management and Culture

Participating in a working group provides you with these benefits:

- Work with other members, meet new people and expand your network
- Contribute to knowledge creation
- Gain knowledge for yourself and your organization
- Be recognized in the published working group’s reports
- Have the opportunity to give back to the profession

Please contact Ken Saloway, program director, to join one or more of these new groups (ksaloway@stevens.edu, (973) 885-6461).

Recommend a New Member

Can you help? We are seeking new members, who can add value to the consortium and increase our ability to assist business leaders in understanding about cloud computing. Please reach out to friends and colleagues that you feel will benefit from participating and will meet our membership qualification. The consortium welcomes CxOs and CIOs/IT leaders from larger small cap, mid cap and large cap size organizations to join the consortium.

C3 is focused on providing unbiased leadership and management information about cloud computing. We have received a lot of encouragement from business leaders that the work we are doing is greatly needed and is a great value-add to businesses looking to understand and plan for cloud computing.

Please direct new member inquiries to Ken Saloway, program director, at ksaloway@stevens.edu, (973) 885-6461.

About the Cloud Computing Consortium

The emergence of cloud computing is a watershed event for IT and a ground change for business. We believe that a strong impartial central resource needs to exist that will provide C level executives with the knowledge and practical experience necessary to effectively/efficiently transition to the world of cloud computing. The Cloud Computing Consortium was created to provide these capabilities and to help you navigate through all of the competing claims. The consortium operates within the Stevens Center for Information Research at Stevens Institute of Technology.

For more information about The Cloud Computing Consortium and how you and your organization can participate and benefit from it, please visit our website at www.cloudcomputingconsortium.net or contact:

Ken Saloway
Program Director
The Cloud Computing Consortium
Howe School of Technology Management
T +1 973 885 6461
ksaloway@stevens.edu