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The Modern CIO

Redefining Leadership in a Digital Age

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The Modern CIO – Redefining Leadership in a Digital Age

Welcome to CIO Tomorrow, our annual gathering dedicated to empowering today's and tomorrow's digital leaders across Ohio. In partnership with Central Ohio's exceptional community of CIOs, IT executives, educators, and talent developers, CIO Tomorrow has become a cornerstone event for our region's tech ecosystem. It's where ideas are exchanged, connections are forged, and attendees leave with insights they can immediately put into action.

Now in its 23rd year, and the 11th year hosted by Columbus Business First, CIO Tomorrow continues to deliver thought-provoking presentations, inspiring conversations, and meaningful engagement. For returning attendees, you know this event is more than a conference—it's a catalyst for innovation and leadership.

CIO Tomorrow offers a unique opportunity for you and your team to connect with a dynamic mix of senior executives, key decision-makers, and emerging IT talent ready to tackle today's challenges and shape tomorrow's solutions.



NICK FORTINE
President & Publisher,
Columbus Business First

In 2025, we return with a powerful and diverse program focused on the rapidly evolving role of the modern CIO and their teams. Today's CIOs are no longer just technology leaders. They are business strategists, culture builders, digital visionaries, innovators, and risk managers. As CEOs and boards assess the performance of their tech teams, they're increasingly turning to the CIO's leadership to guide strategic decisions and accelerate growth.

Central Ohio is in the midst of a technological renaissance; one that's transforming our economy, infrastructure, workforce, and communities. From semiconductor manufacturing and electric vehicles to renewable energy, life sciences, and defense tech, the region is undergoing a generational transformation.

At the heart of this evolution is generative AI, a force reshaping business strategies across every sector. It's driving innovation, boosting efficiency, and unlocking new opportunities that are redefining the competitive landscape.

CIO Tomorrow 2025 will explore how organizations are leveraging AI, cloud computing, and cybersecurity to stay ahead. But it goes deeper and examines how a culture of innovation and continuous learning is essential for long-term success.

As we come together for this year's event, our mission remains clear: to broaden the conversation, engage more voices from across the tech and business communities, and keep the

momentum going well beyond today.

This event is thoughtfully curated by the CIO Tomorrow planning committee and purpose-built for Ohio's technology ecosystem. Together, we're shaping the future of digital innovation in our state and beyond—driving growth, investment, and opportunity.

A special thank you to this year's executive committee chair, Michael Carrel, Senior Vice President and Chief Technology Officer at Nationwide Financial, as well as the entire planning committee and the broader community of digital leaders who made this event possible.

To our speakers and Innovation Live participants—thank you for sharing your stories and insights. You are what makes this event truly special. And to our sponsors—your support is invaluable. We couldn't do this without you.

This event is for all of you. Welcome to CIO Tomorrow 2025.

A LETTER FROM THE CIO TOMORROW 2025 CHAIR

Leading the Charge into Tomorrow

I'm honored to serve as Nationwide Financial Chief Technology Officer and Senior Vice President at Nationwide Mutual Insurance Company. At Nationwide, we're passionate about being so much more than an insurance company — a message brought to life by Peyton Manning and Saquon Barkley in our recent campaigns. In fact, Nationwide Financial is one of the largest financial services providers in the country, and I'm proud to help lead its technology strategy.

As technology executives, we know that being a successful CIO or CTO today means being so much more than a technologist. We are innovation champions, user experience advocates, trusted risk managers, digital transformation drivers, and strategic business leaders. The role of the CIO has evolved — and continues to



MICHAEL CARREL
Financial Chief Technology
Officer & Senior Vice President,
Nationwide Mutual Insurance
Company

evolve — into one of the most dynamic and influential positions in the C-suite.

The modern CIO is uniquely positioned to redefine leadership in the digital age and accelerate business growth. Together, we've shifted the perception of IT from "keeping the lights on" to being essential to customer experience and enterprise success. Our customers expect seamless, personalized, and reassuring interactions — and our business partners know that delivering those experiences starts with innovative technology.

As we look ahead, we must also embrace the role of educator. With the rapid advancement of machine learning, artificial intelligence (AI), agentic AI, quantum computing, and more, it's up to us — and our teams — to guide our businesses through complexity and change. We must be the teachers, translators, and

quarterbacks of the digital future.

That's why I'm thrilled to serve as the 23rd conference chair for CIO Tomorrow. I'm grateful to the 22 chairs who came before me — each of whom embodied what it means to be so much more than a CIO, building a legacy of connection, learning and leadership across Ohio's technology community.

Our 2025 event will explore the many dimensions of the modern CIO role, offering insights and best practices to help you navigate the challenges of today and seize the opportunities of tomorrow. I look forward to connecting with you, learning from you, and building the future together.

It's an exciting time to be a CIO — and an even more exciting time to shape what comes next.

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How CIO Tomorrow 2025 Explored the Diverse Facets of ‘The Modern CIO’

For more than two decades, the CIO Tomorrow event has been the place in Central Ohio for technology leaders to build connections and gain new perspectives from others as a way to solve for potential disruption and lean into innovation.

The 2025 event explored the diverse facets of “The Modern CIO. Redefining leadership in a digital age.” The goal was to create powerful lineup of speakers to explore what’s driving success for these top technology leaders, providing insights and best practices to position them as essential drivers of business success.

Michael Carrel, chief technology officer at Nationwide Financial, was the executive planning committee chair this year.

“CIOs are taking leading roles in business today alongside their business unit presidents and other peers,” Carrel said. “This year, we wanted to talk about all the multi-faceted roles a CIO has to play. CIOs

are business strategists; talent, culture and change leaders; digital evangelists; and transformation, innovation and risk leaders. You can’t just be a good technology order taker. You have to be good at all of these areas as “The Modern CIO.”

That’s why this year’s event included six breakout sessions featuring the demands of each of those roles.

This year marked CIO Tomorrow’s 23rd year. The event was produced by Columbus Business First and presented by Slalom. Angelo Mazzocco, vice president of advisory services at Columbus management and technology consulting firm Avaap, co-founded the event and remains active in its planning.

Carrel and the planning committee developed a lineup of speakers who brought both a local and global perspective to the event.



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"CIOs ARE BUSINESS STRATEGISTS; TALENT, CULTURE AND CHANGE LEADERS; DIGITAL EVANGELISTS; AND TRANSFORMATION, INNOVATION AND RISK LEADERS."

Michael Carrel

Peter High, founder president of management consulting firm Metis Strategy, is deeply engaged with CIOs across the world. His session focused on “The architect of agility: How the Modern CIO redefines strategic leadership.” He delved into the essential paradigm shift that defines the modern CIO. IT is now more than a support function. As architects of agility, they are strategic partners who seamlessly integrate technology with core business objectives. This included illustrating how CIOs are leveraging emerging technologies like artificial intelligence (AI), cloud computing and cybersecurity to drive competitive advantage.

Michelle Greene, executive vice president and CIO at Cardinal Health, leads complex technology initiatives and drives strategic business outcomes at a Fortune 16 company. Her session focused on “The CIO in Action: Navigating transformation from the trenches to the C-suite.” She shared her personal evolution as a CIO and the strategies she’s employed to align technology with Cardinal Health’s overall business goals, emphasizing the importance of fostering strong partnerships across the organization.

Channie Mize, general manager of technology consulting business Slalom Inc., works with clients globally and often focuses on taking complex advanced analytics and enabling them to be leveraged for better outcomes at the point of decision. Her session focused on “The new CIO mandate

is here — and it’s a game changer.” She discussed how the modern CIO is a tech visionary, a business strategist, a change agent and a culture builder — all rolled into one. From reimagining customer experiences to powering agile operations, CIOs are redefining what’s possible.

A keynote panel discussion led by Mazzocco — “The CIO under the microscope: CEO and board perspectives on strategic technology leadership” — included insights into how CEOs and boards evaluate CIO performance. It featured:

- Corrine Burger, former managing director and Columbus market leader, JPMorgan Chase; board member — Nationwide, Nationwide Children’s Hospital, Columbus Regional Airport Authority and Columbus State Community College
- Linda Heasley, president and CEO, Downshift LLC
- Dave Kaufman, retired president, Capital University; former CEO, Motorist’s Insurance Group/Encova; former CIO, Motorist’s Insurance Group
- Dwight Smith, board member — Rocky Brands, Peoples Bank, OCLC and Nationwide Children’s Hospital

Carrel said the event also is “making an impact on our youth” through student scholarships that are awarded in cooperation with the 2025 Student Scholarship Supporters. Both technology-focused high school students and undergraduate students can apply and awards are given based on academic success, involvement in extracurricular activities and leadership. In recent years, scholarships have been awarded equally among men and women.

By mid-July, \$18,000 in scholarship donations had been raised with a goal of \$20,000. That tops the \$13,000 raised in 2024. Over 11 years, \$103,000 in donated scholarships have helped 79 students, many of whom also receive mentorship from planning committee members.

Meanwhile, Carrel said networking opportunities the night before the event and during the event are “providing opportunities for technology leaders who aspire to one day become a CIO build connections, learn from others and challenge yourself to think about the future and how leadership is changing in the digital age.”

CIO Tomorrow Panelists Share Executive and Board Perspectives on Strategic Technology Leadership

Publisher’s note: This article was prepared prior to a late change in the keynote panel lineup at CIO Tomorrow. Due to an unforeseen scheduling conflict, Renee Cacchillo, President and CEO of Safelite AutoGlass, was unable to participate in the live discussion. Her insights were captured for this article in an interview conducted in advance of the event.

The role of the Chief Information Officer is always evolving. No longer are these professionals simply tasked with implementing, updating and managing information technology infrastructure. Today’s CIOs are strategic business partners who are expected to drive innovation and digital transformation as part of overall business goals for growth.

“Today’s CIO continues to be the interpreter between the business and the technology groups but the technology gets more and more complicated and the business does also,” said Angelo Mazzocco. “The CIO’s scope now includes fostering innovation such as artificial intelligence (AI), analytics and organizational change management, keeping the enterprise secure and managing the risk and privacy.”

This includes staying focused on ongoing developments in, AI, cloud computing and cybersecurity, he said.

Mazzocco, vice president of advisory services at Columbus management and technology consulting firm Avaap, co-founded the CIO Tomorrow event 23 years ago and remains active in its planning. This year’s annual gathering of technology professionals was held on Aug. 27.

Mazzocco was the moderator of a keynote panel at this year’s event: “The CIO under the microscope: CEO and board perspectives on strategic technology leadership.” It focused on providing insights into the key performance indicators and strategic contributions that CEOs and boards prioritize when evaluating the CIO’s impact on organizational success.

The panelists were:

- Corrine Burger, former managing director and Columbus market leader, JPMorgan Chase; board member — Nationwide, Nationwide Children’s Hospital, Columbus Regional Airport Authority and Columbus State Community College
- Renee Cacchillo, president and CEO, Safelite AutoGlass



- Dave Kaufman, retired president, Capital University; former CEO, Motorist’s Insurance Group/Encova; former CIO, Motorist’s Insurance Group
- Dwight Smith, board member — Rocky Brands, Peoples Bank, OCLC and Nationwide Children’s Hospital

The panelists spoke with Columbus Business First ahead of this year’s event.

As someone who has held both information technology and executive leadership roles in corporate America before moving to academia, you have a broad view of the expectations of CIOs from both positions. What are some of the top expectations of the modern CIO?

DAVE KAUFMAN: In both industry and higher education, the CIO is expected to be an innovative executive and thought leader. This requires a deep understanding of the mission and strategic pillars to appropriately align technology and drive superior outcomes. I expect the CIO to be a trusted voice in the board room on all strategic matters, not just technology. The success of any organization requires technology to enhance the customer experience, innovate operational efficiencies, improve financial margins and enable a collaborative culture. Digital gaps in any of these dimensions lead to an erosion of competitiveness, whether a corporation or a university.

The best CIOs have a deep understanding of both the current business environment

and the envisioned state. They integrate key technology principles into the core business functions to create knowledge workers and superior “sense and respond” capabilities. Given today’s rapid pace of change, CIOs must equip business units to sense an opportunity and independently respond to create a competitive advantage. I’ve found the data security expectations to be very similar across industries and those with the best and most secure data win in the long run. The modern CIO must demonstrate broad leadership attributes with deep technical competency — a rare combination.

How has the relationship between CEOs and CIOs strengthened in recent years as emerging technologies drive innovation and create business value?

RENEE CACCHILLO: CIOs have become trusted advisors to CEOs and now hold seats at the leadership table. They are deeply integrated across the organization and make valuable contributions at all levels of the organization.

Every leader at Safelite utilizes technology, and CIOs play a critical role by partnering and collaborating across departments to fulfill our commitments and execute our strategies.

Please share some best practices you have seen from technology leaders who have built strong relationships with top company executives and board members.

CORRINE BURGER: We have seen the role of chief technologists in companies transforming from a technology and operations enabler to a business strategist, risk manager and data and digital enabler. Best practices are where product cabinets, which drive innovation with speed, are housed with business expertise and technology expertise.

More recently, data strategists are integral partners to these cabinets. No longer can you define “requirements” and send them to technologists to code. Speed and innovation demand iterative, fail and learn, and changing requirements that are driving organizational changes. Investments in technologies, risks of technology, technology architecture no longer can be solely understood by the CIO but must be jointly owned by the business head and CIO.

What are boards prioritizing when they evaluate the CIOs impact on an organization’s success?

DWIGHT SMITH: The role of the technology leader and technology in general has continued evolve at an accelerating rate. For example, when I joined IBM in 1979 the technology leader’s title was “Data processing, or DP manager.” The emphasis was definitely on technical expertise with little emphasis on active participation in the business aspects of the organization. I remember some DP managers took pride in knowing in that they were the best

continued on next page

coders in the shop.

The position was upgraded and retitled to "IT director," then "vice president of IT," then "executive vice president/CIO." Not everyone made the leap, however many did successfully grow into this increasing role. The great CIOs have significant business acumen. You don't actually need to be a technical wizard to be a great CIO but you absolutely need to understand the business side of things.

The makeup of a DP manager may have been 80/20 or even 90/10 with the focus on technical expertise. For today's CIOs, the ratio and emphasis is flipped. In the past, IT focused on delivering solutions that were "table steaks" — operational in nature and necessary. However, the value together is much greater today. Over the years, technology has created significant competitive advantages for best-in-class teams; however, even now, the life span of a competitive advantage can be pretty short, so we need to keep moving forward in a thoughtful and creative way.

Boards look at how technology supports and enhances the strategic plan of the organization. This covers a wide range of areas including creating a competitive

advantage, enhancing the client experience, mitigating risks and more. CIOs are not simply implementors of technology and absolutely should have a seat at the table when developing the strategic plan. CIOs insights are invaluable in areas such as cyber security — almost always a top five risk in an organization — and leading discussions surrounding AI, including governance, as well as other evolving opportunities in the technology space.

Great CIOs are strategic thinkers and visionaries and they should join their peers in the C-suite to look around the corner to see and anticipate the current unknown in order to position the company for positive growth and sustained success in the long term. Technology will, even more so in the future, determine winners and losers in business.

BURGER: Boards are focused on business innovation, digitization, artificial intelligence, cyber risks and third party risks. All of these are integral parts of the role of the CIO and are becoming less distinct as purely a technology decision or a business decision. How the CIO interacts with, influences and defines the direction of a company's investment and innovation strategies defines the success of today's CIO. The CIO is often

“NO LONGER CAN YOU
DEFINE ‘REQUIREMENTS’
AND SEND THEM TO
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CHANGES.”

Corrine Burger

one of the first decision makers when one of these priorities don't go as planned and determines which way the company must shift, sometimes making those decisions quickly and in real time. A CIO's judgment and fearless decision-making skills have never been more vital to his or her success, and to the success of their company.

How has your experience in corporate information technology benefitted you in your current role at Capital University?

KAUFMAN: As CEO of Encova Insurance Group, I led the transformation of 16 disparate companies into one organization. Embracing a greenfield approach and migrating all companies to a common technology platform was the critical success factor. The entire organization was disrupted with strategic implications and all business functions (were) impacted. We first clarified the mission and shared values. The team learned to trust the process and that culture really does trump strategy. We prioritized transparency and integrated teaming to build trust and superior results followed.

Capital University is also a complex organization consisting of a robust training and education arm, a large residential complex, multiple restaurants, a sports complex and an investment operation. All business units needed to be transformed in response to the Covid pandemic conditions. Although the business problem and technology resources were quite different, the change management challenge was similar to the Encova experience. The lessons learned as CEO

proved valuable and similar principles and practices were effective. Once again, we clarified the mission and defined shared values. We then prioritized transparency and used integrated teaming to build trust and deliver a superior student experience.

Please share a few examples of how you have leveraged the CIO's expertise to drive business growth and innovation at Safelite?

CACCHILLO: The technology lead at Safelite is responsible for continuously improving operations and ensuring daily activities run smoothly. A key focus for a CIO/CTO is partnering with various business functions to drive outcomes that support growth.

Additionally, it is crucial to convey how technology can enhance resources and processes while insuring successful delivery.

Experienced leaders must excel in these areas to foster growth.

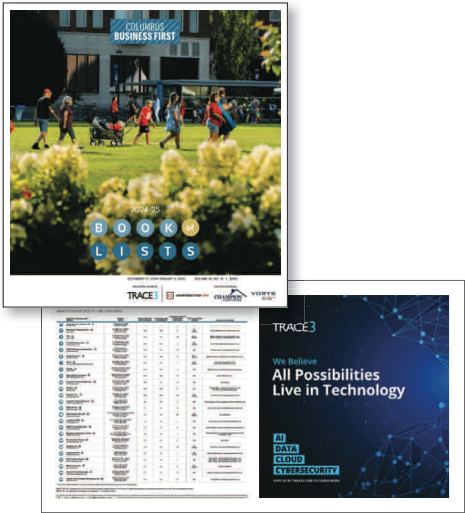
Examples of initiatives at Safelite include:

- Developing a new process that prioritizes program delivery, project intake, prioritization and business benefit
- Creating an integrated roadmap that serves as a central source of truth and guides our future direction
- Implementing a technology-focused peak readiness program that offers improved support and monitoring
- Delivering strategic initiatives that drive profit and innovation in our commercial business and enhancing our supply chain

With over 40 years of IT industry experience, you have a long-term view of technology's impact on business transformation. Could you share some highlights of how businesses have leveraged IT solutions for great success?

SMITH: Companies are coupling AI with Customer Relationship Management (CRM) systems to better understand, market to and support their customers. Not just to understand, but to anticipate the need. I am always amazed that I can order something on Amazon at 8p.m. and it is on my porch by breakfast. Years ago, organizations started to talk about "the voice of the customer." To truly hear that voice you must listen closely, interpret the message and data and then customize solutions that delight the customer and set you apart from the competition.

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STEVE WYLIE
General Manager - Northeast Region, Trace3



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Slalom Leader Weighs In on the Traits That Separate Today’s CIOs From CIOs of the Past

The world is changing rapidly, and technology is pushing hard to keep up, demanding the adoption of strategic, tech-focused roles in the workplace to navigate the complexities of its evolution. Today, nearly 60 years since the first CIOs took their seat in the corporate boardroom, the “role has transformed from more than just mere evolution into revolution.”

That’s according to Channie Mize, general manager of Slalom Inc. She was the presenter of the keynote address — “The new CIO mandate is here — and it’s a game changer” — at this year’s CIO Tomorrow event. She spoke with Columbus Business First about some highlights of her talk before the event.

What are the roles, traits and mindsets that separate today’s CIOs from CIOs of the past?

MIZE: Today, CIO’s are expected to play a highly important, utility role in the C-suite, with expectations to act in many of the following capacities.

- The business strategist – Strategy at every company requires the full C-suite to align together and drive the outcome.
- The transformation leader – Transformation is not just for people. It’s also for systems and processes which are often in the realm of our CIO.
- The innovation leader – Innovation is fueled by human creativity and often enabled by technology. The person with the closest seat to innovation is the CIO.
- The risk mitigator – The world continues to develop new risks and threats, particularly as it relates to technology. Building a secure environment with a constantly evolving defense is incredibly important.
- Talent and culture leader – With demands for talent rising, CIOs are increasingly flexing their muscles as team builders.
- Digital evangelist – Our world is not

“RUTHLESSLY PURSUE A CREATOR MINDSET: IT’S EASY TO BE THE KING OR QUEEN OF ‘NO.’ IT’S MORE INSPIRATIONAL, INNOVATIVE AND GROWTH INDUCING TO CONSIDER ALTERNATIVE PERSPECTIVES AND EXPLORE NEW REALITIES.”

Channie Mize

just physical but also digital and customers expect experiences that transcend. This means CIOs need to effectively champion digital technologies and initiatives.

The mindset necessary to navigate the task switching and dynamic role phasing is one of agility, resilience and learner-first mindset.

What’s driving the shift?

MIZE: Artificial Intelligence (AI) as a strategic imperative. AI is no longer just a side project or a proof of concept. It is central to business strategy. This means that CIOs must engage directly with the company’s strategy through collaboration with the CEO and board.

Digital first customer expectations. Customers expect instant, seamless, personalized, digital experiences. CIOs must work with marketing, product and customer teams to deliver frictionless and flawless experiences.

Complex, interconnected ecosystems. With the explosion of platform-as-a-service models, Application Programming Interfaces (APIs), cloud-first technologies, CIOs must now navigate a web of complex, solution-first capabilities that intersect and often overlap.

Cyber security as a board-level concern. With cyber threats growing more

sophisticated, especially with AI-powered attacks, security continues to be a priority.

Talent shortages and skill gaps. Many organizations struggle to find the talent they need to support the complexity of their technologies and business strategies.

What personal and team leadership traits are modern CIOs expected to have?

MIZE: Visionary but pragmatic. The successful leader is able to both be a visionary, imagining the future world, while maintaining a foot in pragmatism.

Empathetic. Having high emotional intelligence with the ability to deploy empathy. She will also need to provide effective communications that relate to the people she is speaking with.

Tech-literate and business savvy. Technology continues to require an expanding spectrum of knowledge.

Courageous. Leaders must have the courage to learn and act or risk becoming outdated.

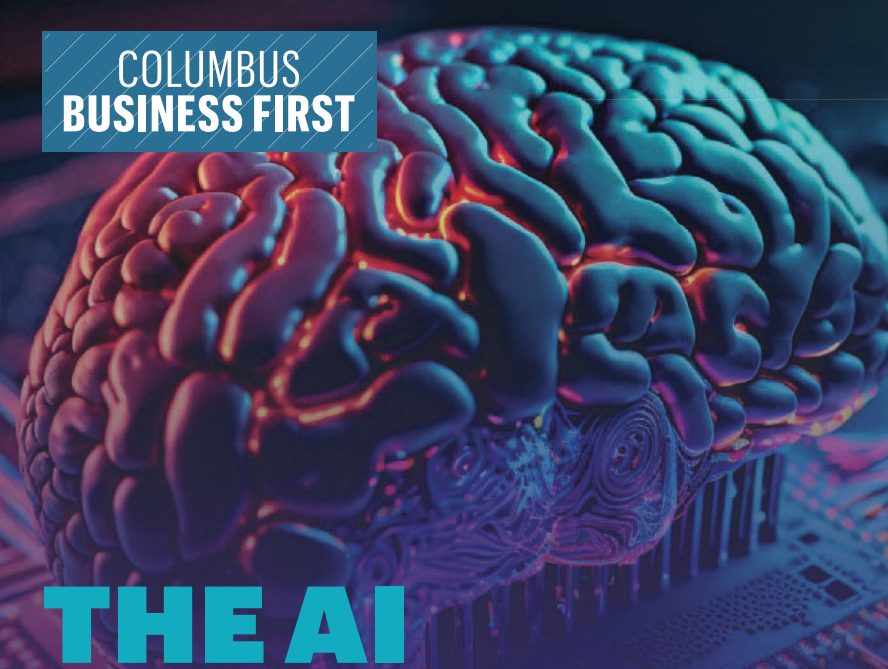
What is your call to action to CIOs to help them contribute to their fullest potential?

MIZE: If you have ever flown, you have heard the safety briefing reminding you to put your “own mask on first” before helping someone else. The same is true of our professional lives. CIOs must prioritize personal mental and physical health to continue to be effective while helping and supporting their teams.

Ruthlessly pursue a creator mindset: It’s easy to be the king or queen of “no.” It’s more inspirational, innovative and growth inducing to consider alternative perspectives and explore new realities. This requires stepping out of comfortable, known worlds and moving into a world where the answer may not be known.

Find your gritty resilience. When we watch athletes, the most successful ones are resilient. They fall down, they get up. They don’t let the micro failure became a terminal failure. This is true of us professionals as well. We all have imperfect information. The conditions we expected change. The investment we planned doesn’t materialize. And we fall down. Having that gritty, internal resilience is what will ultimately ensure success for CIOs in this frenetic world.

COLUMBUS BUSINESS FIRST



THE AI REVOLUTION

On October 10th, Columbus Business First will publish its second annual stand-alone issue on the implications of artificial intelligence for Central Ohio businesses.

Artificial Intelligence (AI) is upending the business landscape, bringing significant changes to nearly every industry across the American economy.

The pace of adoption of AI varies widely, however, with some touting immediate improvements in their operations while others wait to see what best practices emerge before taking the leap.

Columbus Business First’s second-annual AI Revolution dedicated issue will spotlight how Central Ohio businesses are planning for and implementing these game-changing AI solutions.

Showcase your organization’s thought leadership, strategies and service offerings to Columbus Business First’s highly valued audience of Central Ohio business and community leaders.

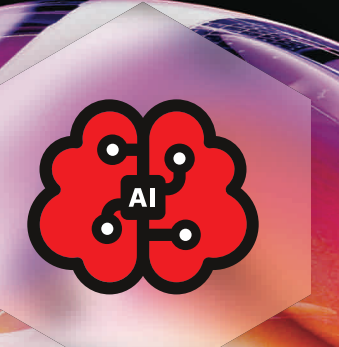
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Cardinal Health’s Michelle Greene on “The CIO in Action: Navigating Transformation From the Trenches to the C-Suite”

With more than 20 years of global technology experience, Michelle Greene is a strategic thinker and decisive business leader with a track record of building strong partnerships with senior executives and technical teams to deliver transformational technology strategies.

As CIO of Dublin-based Cardinal Health, she takes a collaborative approach to positively impact departments across the organization and develops high-performing teams that leverage technology to achieve business success. This includes harnessing the power of data analytics, artificial intelligence (AI), and automation.

At this year’s CIO Tomorrow event, Greene delivered a keynote address: “The CIO in Action: Navigating transformation from the trenches to the C-suite.” From leading large-scale digital transformations to ensuring robust cybersecurity and data privacy, Greene explained how she navigates the multifaced demands of her role. She also stressed the importance of cultivating a culture of innovation, building high-performing teams, and embracing continuous learning.

Greene spoke with Columbus Business First about key technology topics ahead of this year’s event.

A SHIFT IN EXPECTATIONS

The CIO role has evolved from being a technologist to a technology leader to a business partner and strategist.

“There was a time business leaders only needed teams to keep the lights on and keep technology running from a foundational standpoint,” Greene said. That meant CIOs were seen as order takers who would deliver what was asked of them with no push back even when other solutions might be better suited.

That’s changed.

“The expectations are higher now,” Greene

“DON’T BE AFRAID TO STEP OUTSIDE YOUR COMFORT ZONE AND TAKE ON RESPONSIBILITIES BEYOND TECHNOLOGY. LEADERS WHO EMBRACE NEW OPPORTUNITIES AND CHALLENGES WILL UNLOCK A WORLD OF POSSIBILITIES.”

Michelle Greene

said, and “CIOs are business partners who truly have a seat in the C-suite at the decision-making table where they are asked to be anticipatory thinkers and offer guidance to help with overall business success.”

For example, the rapidly evolving landscape of AI has accelerated opportunities for CIOs to deliver greater value. “AI has driven even more collaboration between technology and business,” Greene said. “Business leaders are turning to our teams to identify opportunities to strategically apply AI in a secure, responsible way.”

CREATING A CULTURE OF ‘TECH ENABLERS’

At Cardinal Health, Greene and her team are intentional about developing strong partnerships with executive leaders across the organization’s different segments to become “tech enablers.” They do this by understanding the business goals and objects and making sure technology is directly aligned.

This includes cross-function and team collaboration to avoid operating in solos and reinventing the wheel. This approach helps her team understand where they have gaps and opportunities to fill those gaps across the enterprise.

To strengthen their culture of “tech enablers” and create a future-ready workforce, Greene continues to prioritize internal talent development.

“Upskilling programs such as Digital U, Code Jams to design and test AI solutions, and specific AI-related trainings empower our employees to build knowledge in AI, data and analytics, automation and more.”

ENSURING DATA PRIVACY

Cardinal Health is committed to protecting the confidentiality, security and availability of its customers’ information as if it were its own. As the company works with more physician and patient data through its strategic acquisitions, one of Greene’s top responsibilities is to make sure the company has all the “pieces in place so we can protect our house” from cyber threats.

This includes partnering with company leaders and its board to be able to anticipate the threat landscape and make

sure Cardinal Health has the tools and protocols it needs.

“We can control how we respond by having the right controls and processes in place to minimize cyber threats,” she said. “Our cyber team is engaged and partners with the infrastructure, legal, data privacy, and enterprise risk management teams. Establishing and maintaining this alignment ensures we are closing the loop.”

HOW TO ELEVATE YOUR IMPACT

Greene began her career in information technology as a business analyst and program manager for telecommunications company Sony Ericsson. She was routinely promoted there for nearly nine years before taking on top IT roles at Johnson Controls and Masco Corporation. She joined Cardinal Health in 2021 as senior vice president and chief information officer in the pharmaceutical segment. She was promoted to CIO of the company in 2022.

Technology leaders who want to elevate their impact need to have a plan, she said. This includes continuous learning, ongoing relationship building, knowing the net worth of your network, and learning about different parts of the business.



For example, in previous roles, Greene reported into the CFO, giving her a chance to see how decisions are made in investor relations, which boosted her financial acumen.

While at Sony Ericsson, she took a role in Sweden to develop her leadership skills internationally, where she learned the importance of immersing herself in diverse cultures and gaining global perspectives.

“Don’t be afraid to step outside your comfort zone and take on responsibilities beyond technology,” Greene said. “Leaders who embrace new opportunities and challenges will unlock a world of possibilities.”

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