2017 Leadership Award Winners

Outstanding Technology Team
Technology First Salutes the Winners of the 2017 Technology Leadership Awards!

By: Marcia Albers, Executive Director

The Technology First Leadership Awards were created in 2013 to honor the contributions of information technology professionals who are building a thriving Technology Mecca in the Midwest. We are privileged to carry on the tradition and recognize the achievements of individuals and teams who have exemplified Technology First’s mission: Create an innovative technology community to share knowledge, learn new skills, grow business and build for the future.

On Thursday, May 4th at the University of Dayton Arena Flight Deck, Technology First hosted our 4th Annual Technology Leadership Awards Celebration. The night came together with a lot of excitement with over 115 professionals attending including the who’s who of the Dayton IT Community. Upon guests’ arrival, the networking hour included appetizers, cocktails, and lots of speculation on who would be awarded amongst a very prestigious slate of nominees.

Larry Hansgen, Sports Director for WHIO Radio served as emcee for the special evening and kicked off the event. The nominees for each category were introduced during a short video interview of nominating individuals or team representatives. The sponsor for each category then had the honor of announcing and congratulating the winners.

Meet the Judges:

Major General Mark E. Bartman - Adjutant General, Ohio National Guard

Nathalie Pottier – Director, Kroger Technology, Quality

Nelson C. Vincent - Vice President for IT & CIO

Associate Professor Educator

A Special Thank You to our Sponsors:
Technology First Leadership Award Winners

Congratulations to the 2017 Winners!

IT Executive of the Year
Monique McGlinch, Midmark

Emerging Technology Leader
James Keating, DataYard

Best IT Services Company
Netdemics

A sincere thanks to all for making this night possible: Nominees, Sponsors, Judges and IT professionals attending the event. Congratulations to all of the nominees and the winners for a job well done!
Describe the type of IT services that your student or student team provided.

The Cedarville University student team has provided android programming services to build a version 1 Story Producer App prefaced with several on-the-way apk releases.

Describe the project that was undertaken. What was done, for what purpose?

The large, international linguistic company to which I belong has been commissioned to serve the 7000 ethnic nations of the world (most of them minorities), helping them to develop writing systems and to produce constructive materials in their languages which will give opportunities to better themselves and their futures spiritually, mentally, physically, socially and emotionally. One of our top priorities is to facilitate the translation of the Bible into these many languages (where it does not exist), and assist the people to become familiar with the content of this Living Book. The people of these ethnic nations are predominately oral and they have low literacy rates. The idea was conceived of an app that would guide the process of responsibly, orally translating still-picture Bible story video templates, dubbing the new language over the source language of the template, and producing new slideshow videos in these languages.

The team was not skilled to develop such an application and we could not hire professional software engineers. Then, CU "randomly" enquired at my company if we had any IT projects their students could help to develop. (Yes!!) I was connected to a 6-student team who soon became my heroes.

The 6-student team at CU became aware of our need for coding, and they all enthusiastically jumped into the challenge. With just a few hours of face-to-face time learning the desired end-user experience, these students have done an amazing job of coding an android prototype which has been super easy to navigate, intuitive to learn quickly, functionally stable and which has enabled us to test our somewhat complicated oral translation process of illustrated audio stories in multiple language situations.

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I asked the CU student team if they might be able to fix the LeTU prototype so we could use it in trials. But the app was open, no data was saved when the app was closed; it was highly dysfunctional. So, we realized that, although it looked fairly nice and it worked partially when we did some testing with it even though I knew they had started from scratch with their own prototype because they were structuring the app differently. Two of the students on the team graciously and successfully patched the poorly documented LeTU code (essentially rewriting it). This enabled my colleagues and me to begin testing 3 months earlier while we waited for the CU apk to be developed enough for use in trials.

This CU student team has dug deeply and creatively to provide features and functions in the Story Producer app that meet significant conceptual needs rather than going for a quick surface fix. I have really appreciated that. They have also been committed to documenting their work for the good of those in my company to whom they will pass it off to. I know this will be appreciated by whomever in my company ends up maintaining this app.

Describe the result of the project. As a collaborating company, what was the response to the work / project? How will this impact your company's efficiency and/or productivity?

This project, the off-line android Story Producer app, has six phases through which it guides the bi-lingual end-user in order to orally translate and then produce a finished still-picture video in their language. The phases are as follows:

A. Registration – this is a one-time process to fill out prior to getting access to the app for production purposes.
B. Learn (view and listen to) a story chosen from a list of template videos in a majority language and make a trial recording of the entire story in your language
C. Draft the story slide by slide (picture by picture) by listening to the audio in the majority language and/or reading the text for that picture, then recording an audio translation in your language. Revise the audio language recording as many times as necessary.
D. Community Check the story slide by slide for naturalness and clarity with other speakers of your language who have not been involved with the drafting process. Revise audio recordings of any slides as necessary. Leave audio comments as desired for the consultant to consider.
E. Consultant Check the story slide by slide for comprehension and accuracy to the original source material. Revise audio recordings of any slides as necessary until approval of the translation is authorized.
F. Dramatization. Listen to the approved audio draft of the story slide by slide and re-record it dramatically. Edit the title slide with a local photo and with text, as desired. Record and append a local music composition to the story.
G. Export the multiple story parts (pictures, audio voice files, music effects, Ken Burns effects, texts) for conversion to either 3GP or MP4 video formats, then share the video with friends in any of several optional ways. Automatic back-up to archive locations as specified in the Registration phase.

The CU student team has released 2 apks (besides the LeTU patch) and another one is scheduled for release mid-March. To date, the phases A, B, C, D and F are functioning and we are using this prototype in trials. The March release will likely have all the phases functioning which are described above.

The quality of work, and functionality of this app, created in an accelerated amount of time is beyond what we were expecting…. especially from students. It is far more polished than
I imagined a prototype apk would be. This is a highly functional, non-distracting and non-inhibiting workflow application for the end-users to produce materials in their language. Having the Story Producer app available and functioning is going to impact my company in several very significant ways:

1. It will greatly expand my company’s international volunteer workforce by engaging and empowering average lay people in hundreds and thousands of minority ethnic groups to be involved in producing quality audio-visual materials in their own languages which they can distribute locally without limit and very inexpensively.

2. This expanded workforce will be empowered with very low cost and raised local ownership and sustainability because they will be using personally owned equipment which they maintain themselves. In my company, this way of working is unprecedented.

3. I believe this tool will empower the quantity of published local language materials to skyrocket in unprecedented numbers around the world, including in many of the 2000 language groups that currently still have no writing system or alphabet.

4. It will provide a new, cool way for potential new recruits to my company to take a couple weeks to travel and engage with another culture and language community, help train them in using the SP app, and determine if they would like to be involved with IT and/or cross-cultural work on a longer term basis.

5. It will be the first work-production type android app to be developed in my company. As such, it will encourage my company to think more broadly about utilizing Android phones and OS as a viable actively working, product-generating strategy (as opposed to using Android as merely a passive viewing device and system).
LEADERSHIP AWARDS

Outstanding Technology Team
An IT department that has impacted the efficiency, productivity, and performance of their company.

University of Dayton Safe-Computing project

Are you an internal information technology department of an organization?
Yes, our team comprises three members of UD's central IT department as well as a faculty member in UD's Communication department.

Describe the endeavor (product / service) that was undertaken - what was done and for what purpose?
In June 2015, University of Dayton Information Technologies (UDIT) received a general mandate from senior leadership to deploy a 2FA system to protect University data from breaches, theft, and other authentication compromise. At this time, multi-factor authentication was unknown to the vast majority of UD faculty, staff and students. Information security as a topic did not have a substantial presence in the campus conversation.

UDIT already bore the reputation, regardless of merit, of imposing changes to the campus computing environment that were, if not unnecessary, at least disruptive (i.e., transitioning from Lotus Notes to Gmail, imposing password requirements and mandatory updates, implementing Banner ERP, requiring access to campus tools like Banner and Gmail through the campus portal). Resistance to change, particularly a mandatory change involving new knowledge, behavior and equipment, was an expected obstacle.

Additionally, knowing the landscape of IT security is constantly evolving, our team realized early in the planning process that 2FA was unlikely to be the last change the campus community would be asked to make on behalf of information/system security. With this in mind, our team determined that we must communicate the impending implementation of 2FA in a way that would both decrease the natural resistance to change and prepare campus for the inevitable future changes to university IT security practices.

To this end, we planned and executed a yearlong security awareness campaign ("Safe Computing 2016") targeted to all campus faculty and staff, drawing from best practices in communication theory and intended to build awareness, shape attitudes and reinforce effective behaviors regarding safe computing at the University of Dayton. We dubbed this collection of desired attitudes and behaviors "Cyber-Mindfulness". A 2016 calendar distributed at the start of the year announced the campaign and previewed the safe computing themes that would be addressed each month.

The cornerstone of our communications program was a twice-monthly e-newsletter which was supplemented by campus engagement activities (e.g. a free equipment disposal event, HR “brown bag” information sessions) and a variety of prizes and recognitions. Additionally, monthly "phake phish" messages sent to all employees helped exercise our developing "cyber-awareness muscles"; performance results were carefully measured and tracked. The campaign concluded with a successful, well-received implementation of 2FA to all faculty and staff.

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Describe the results and how efficiency, productivity or performance was improved.

An initial goal of our "cyber-mindfulness" campaign was for UD faculty and staff to cooperate with the new 2FA requirement while not assuming 2FA would solve all our cyber-risk challenges. As we developed the education campaign, we articulated a second, farther-reaching goal as well: that employees would "become cyber-mindful," prepared (and confident) to identify cyber threats and respond quickly and effectively.

To our first end, the 2FA implementation went very smoothly. Our IT support team received a low number of support calls and our department leadership received very few complaints about the need for this slightly disruptive security measure. By the end of 2016, over 3,500 faculty and staff were successfully enrolled in UD’s 2FA system.

As to our objective of developing cyber-mindfulness, survey data collected early in the year and at the program's conclusion indicated statistically significant movement towards this goal. The data collected strongly support the conclusion that our safe computing campaign significantly increased end-user knowledge and awareness of cyber-threats. The campaign clearly increased respondents' levels of responsibility regarding their role in the security process and the importance of their involvement in cyber-security. As we'd hoped at the outset, participation in the awareness and training program increased faculty and staff's overall "cyber-mindfulness".

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One of the most amazing findings was the lack of pushback from the faculty and staff regarding the over 700,000 email newsletters sent out over the 12-month period. During this time, not a single request was made to have a faculty or staff member removed from the email list. We cannot know how many people were actually reading the newsletter and how many others were simply deleting it from their inbox. But it is rare that an email message going out to everyone does not incite someone to declare the information has no use for them and complain about the reception of repeated, “unsolicited” email. In fact, feedback throughout the year indicated that, overall, safe computing communication was seen as useful, appreciated and even enjoyable.

Explain why this undertaking is worthy of recognition such as team collaboration or challenges overcome?

Safe computing is an overwhelmingly large topic, one that has traditionally been left to the handling of technical experts. While the expertise of cyber-security professionals is critically valuable in creating and maintaining the technical tools and controls that keep organizations safe, the enormous impact of social engineering and user-focused exploits requires that organizations think differently about cyber-security.

Our team attempted to do just this, marrying expertise in communication and IT security to create an education campaign designed to attract and hold the attention of a widely-diverse audience of faculty and staff who were neither expected nor inclined to consider themselves part of the campus “IT security team”. As a result of our efforts, “safe computing” and “cyber-mindfulness” have become part of the campus conversation at UD. By building relationships and “humanizing” complex IT topics, this team has helped reduce the likelihood of an unintentional, end-user facilitated security exploit.

This endeavor also required our IT organization to acknowledge and emphasize the importance of clear, accessible communication in attaining complex, technical goals – too often in the world of IT, communication planning is an “afterthought” to robust technical plans. This lesson will certainly guide our planning for future IT projects.

Explain why this company is worthy of recognition for ensuring a vibrant Dayton community?

This IT team has very effectively transformed many members of our university community from high-risk cyber-victims into highly-aware cyber-allies. We designed and practiced a new methodology for cybersecurity education and demonstrated its effectiveness on a large and complex organization. We attempted to blend evidence-driven best practices from the social sciences with outstanding IT support in a unique and effective way. We’re currently looking for ways we might translate what we’ve learned from our experience to assist other organizations in the Dayton community.

Additionally, this model has been gaining attention outside of the Dayton region, including national acknowledgement at universities in Chicago and cybersecurity meetings in Boston, Washington and San Antonio.
Don’t Just List Your Business Assets In Sharepoint: Analyze Them

Bill Valaski, Afidence Consultant

SharePoint farms are common in large and small businesses, and the ability to set up simple lists, document libraries, schedules and team sites make it a handy multipurpose tool. SharePoint lists support the business objectives and are also employed to track the resources used to support the business itself. All businesses use computers to perform their work, and these assets are often tracked for depreciation, warranty repairs, and replacement. How many pieces of equipment are out of warranty? What networking equipment is due for replacement? When was the inventory list last updated?

HOW TO SAVE A SHAREPOINT LIST TO EXCEL

The built-in SharePoint views can be used to answer a few of these questions, but you can also use Excel with its database view and PivotTable feature to simplify the analysis of your current data. It is also often helpful to show when and who last updated a record by adding a few additional columns and then exporting the list to Excel.

• From within your SharePoint site, select Site Contents in the list view on the left.
• From the Site Contents list, choose the three periods (…) beside the name of your Inventory list, then choose Settings from the popup menu
• At the bottom of the List Settings, choose to create a new view for your list. Select Standard View from the view type.
• Change the View Type to Personal View (this will just be for temporary use) and in the column name list, check the Modified and Modified By columns. These will allow us to see who last updated the record and when it was last updated.
• Choose the option under “List” tab to export data to Excel.
• Accept the dialog prompt to open the data in Excel.
• If you receive a security notice in Excel, click the Enable button to allow the data connector to import the SharePoint data.
• A new spreadsheet is opened and a table is created from SharePoint list.

Now that my list is in Excel as a table, you can use the column headings to sort and filter the data in a manner similar to SharePoint views, but in a much more interactive fashion. The headings at the top of each column can drop down to change the sort order and show or hide items in the table. For example, if you choose the Modified column and change the sort order to show Sort Newest to Oldest, you can quickly see when hardware assets were recently updated.

A more powerful tool to analyze this data within Excel is by using the PivotTable feature. This tool lets you combine both traditional (numeric or date) and graphical filters to see trends to summarize information for a more useful view of the data. For example, we can take the table of computer assets and show how many devices have been replaced annually during the previous years. This could be used to help set an expectation of hardware replacement needs for the next year.

HOW TO ANALYZE DATA USING A PIVOTTABLE

• From the Analyze menu, select Insert Timeline. This table uses the Warranty Expiration date column as the controlling data. With this control, you can change the granularity setting in the upper-right corner from Days to Years – this will allow the summation of warranties that will expire for each client over a series of years which we can select.
• The Timeline control has been adjusted by sliding the shading to cover the years between 2011 and 2019. The chart now reflects the trends for warranty expirations during the past 5 years and into the future based on currently recorded asset records.

Another invaluable analysis of your business assets might be to look at the devices that are connecting to your network and compare it with the items in your asset list. According to SANS, one of the most respected sources for information security in the world, maintaining an inventory of both authorized and unauthorized assets on your network is the topmost important critical security control any organization can have in place. You could use the NMAP tool to gather a list of devices connecting to your network (nmap -T4 -F) and compare it with your asset list to determine missing, misconfigured, or rogue devices on your network.

As mentioned earlier, the ability to analyze your current information in Excel and spot trends or look for missing information can be invaluable. Having data is good, getting useful information out of it is better. Often times, the data about the data (metadata) is as handy as the original data itself to spot trends and provide insight into business operations.
How a 3-Year Technology Plan Helps Control Risk, Drive Growth

Aligning your board, your strategy and your technology

By: Brad Steppig, Director, RSM

Regulators have required financial institutions to develop technology plans for several years. Unfortunately, many financial institutions have viewed this as primarily a regulatory compliance exercise and simply took an existing technology plan template and put their name on it. This satisfied regulatory compliance, but offered little value to the organization.

The lack of a true long-term strategy has become a bigger and bigger concern, especially as information technology (IT) spending continues to increase due to regulatory pressures and competitive necessities. For many financial institutions, IT spending has increased more quickly than profit margin growth, making it the largest budget line item for most financial institutions; nor is an increasing budget a board’s only IT concern. Regulators expect boards to provide educated and active oversight over all areas, including IT. In addition, board members now face civil and criminal accountability regarding cybersecurity. Boards must now be more directly involved in IT planning to effectively address these risks and concerns, but it can be difficult for a board to meet these oversight expectations if the board is not tech savvy, or doesn’t understand their role in the technology management process.

Why develop a 3-year technology plan?

Financial institution IT leadership often struggles on how to educate the board on information security demands and on how IT aligns with and helps to drive the institution’s strategy. If the board does not understand the business case for new technology initiatives, it can be a battle to get necessary IT spending approved.

Establishing a meaningful three-year technology plan can provide three key benefits for your institution:

- **It provides the necessary business case for your technology spending, which helps prevent budget battles with your board.**

- **An educated board is more likely to provide effective governance and oversight.**

- **Better alignment between financial institution leadership and the board minimizes risk for the financial institution as a whole.**

Why a three-year plan? A three-year plan helps address both your current and projected needs. The goal is to move past looking at IT initiatives on an ad hoc basis and instead to help push the financial institution toward an integrated technology approach that is focused on long-term strategy instead of short-term needs.

In order to ensure buy-in and support for the final document, engage your board during the creation of the plan. Keep the plan simple and don’t make assumptions about what the board knows or understands. Technology definitions and explanations should be included to prevent unnecessary pushback and establish more productive conversation.

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The final plan should include:

- A summary of your financial institution’s organizational structure, business positioning and vision
- A statement on how the financial institution defines “technology” (since no organization defines technology in the same manner)
- A strategic statement, current state summary and proposed future state to help the board understand the journey
- Discussion of the following key areas:
  - IT governance: define role of the IT steering committee and board
  - Data center strategy: include cloud vs. on-premise considerations
  - Infrastructure: network communications and computing platform
  - IT department staffing: outsource vs. in-house support
  - Enterprise applications: core and noncore applications
  - Electronic and virtual banking: strategy for online customer experience
  - Information security and cybersecurity: posture and maturation
  - Disaster recovery and business continuity: ensure all data and necessary financial institution functionalities are included
  - Vendor management: risk management and dependencies

Appendices:
- Network architecture diagrams
- IT steering committee charter
- Detailed three-year project plan with budget and timeline

A three-year technology plan is not a one-and-done process, but instead must constantly evolve to meet emerging needs. Events that could drive changes to your plan include:

- Changes in regulatory expectations
- Acquisitions or mergers
- IT support model changes
- Competitive pressures
- Cybersecurity risks and newsworthy events
- Availability of new technologies

Outside advisors can be valuable

Many financial institutions use outside advisors as part of the planning process. A qualified advisor will offer extensive experience working with other financial institutions and even other industries, providing a wider perspective on your IT challenges and the full spectrum of available solutions. Because they are an objective, outside party, they also can help to facilitate conversations among departments and service lines, which can help to minimize political issues. They can also provide the resources necessary to get the detailed work done so that your internal resources can continue to focus on keeping your operations running. Finally, as you look to implement your plan, they can provide resources that understand your solutions and that can deliver the bandwidth to get discrete projects done quickly and effectively.
Whatever I do [within our culture], I need to be able to do it for 100 people," says Srujal Sheth, President and CEO of Vana Solutions. It's one of the lessons she's learned in supporting her organization's culture as it grows.

"The question is, 'How do you stay small while you get big?'" adds Scott Becker, Chief Operating Officer of Alternate Solutions Health Network, when talking about how to successfully scale culture at a company that's growing quickly.

"In the beginning, it was easy to manage culture, because, as leaders, we knew everyone," explains Chad Creech, Chief Development Officer of Alternate Solutions Health Network. Chad has seen the company grow from about 40 employees to more than 1,000.

"We knew employees' names. We knew their birthdays and all those different pieces. We knew what culture we wanted. It was easy for us to manage the culture personally, because we were touching every process," Chad adds.

"As we grew to more than 150 employees, we did have to put more structure into place that would allow us to start measuring success, not only in performance, but also through culture. We had to start creating committees of people to help us manage our culture."

Chad says that involved creating groups of people, within the organization, who had maintaining culture as part of their role. "For example, in our clinical field staff, we created a clinical field council that was the voice of the clinicians in the field. We talked to all of them and they helped make the new guidelines and the new processes to help us maintain how we were performing, and our culture," says Chad. "We really empower the people now to help us maintain the culture that we built years ago."

Here are 3 other tips from Scott and Chad on how they approach scaling culture in a growing organization:

1. Re-assess how you hire

Being able to evolve and scale the organization's culture has influenced the way that Alternate Solutions Health Network hires and brings on talent. Now more than ever they are more forward-thinking in their approach to seeking and hiring employees.

"Now we are hiring that person for what we need in one, two, and three years out," explains Chad. "It's not just hiring for the position that we need today."

These new hires, in the past, had attended a Beliefs Meetings, which was a quarterly in-person meeting where they would learn about the company history, vision, values, and culture from company owners and founders, Tessie and David Ganzsarto.

Alternate Solutions Health Network determined that more meetings would be needed on a more frequent basis because of how often people were coming on-board. "We felt the sooner a new employee gets introduced to our culture, understands our beliefs, understands our foundation, the better," adds Scott. To scale the experience, they now have a video featuring Tessie and David sharing a version of what they would have in the traditional format of the meeting.

After the video is shown to new hires, the on-site manager can expand and add more detail about the company culture, in his/her own words. New employees still get a clear, consistent message (and still one that comes from the owners), and they learn these core concepts in a timely manner.

2. Challenge your ‘sacred cows’

"Do not be afraid to make the hard decisions about some of these cultural things. They were fun and they were neat to do when you were 10 or 25 people," explains Scott. "Ask, 'Do they make sense today?'"

At Alternate Solutions Health Network, they asked the question if birthday cakes for every employee still make sense with hundreds of employees. Was it still personal? Was it still adding to the employee experience in the way it was intended?

It turns out that having a celebration once per month for all employees with birthdays in that month is just as valued by employees.

"Ask the question [if it could be done better]. As you take things away or modify things, other things can blossom out of it—which improves the culture and adds to why people like to work here," says Scott. "People can tend to get in their own way and hold onto sacred cows much longer than their useful life."

Scott encourages other business leaders to challenge assumptions about what employees like or dislike about the culture. (Alternate Solutions Health Network uses surveys to get feedback on what they are adding or evolving in their culture.) And don't assume that top leadership or company owners are the ones who want things to stay the same as they've always been, explains Scott.

3. Be flexible with employee goals

As the company continues to grow, leadership at Alternate Solutions Health Network makes sure that employees' individual goals align with the company vision and mission. It is a concept that sounds simple, but can also require its own kind of discipline.

Chad says they've learned that lesson: that as strategies change for the organization, employee goals must be adapted to stay aligned with the overarching strategy. "We had employees that were meeting goals, but we as an organization, maybe weren't meeting our overall, overarching strategic goals, so we had to realign those goals," he explains.

"Those goals we have for employees—that balance growth, quality, compliance and profitability—when we put those together, these have truly allowed us to grow strategically. They have also allowed our staff to not only have a great place to thrive, but it's also allowed our staff to stay focused on why we're here and why we exist as an organization."

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Who’s Hiring?

Below are some of the cutting-edge companies hiring!
Select “Find A Job” on Employment Tab at www.technologyfirst.org

- Midmark Corporation
- Montgomery County – Data Processing
- Community Blood Center
- Speedway
- Tyler Technologies
- Bitstorm Connect, a Division of Think Patented

Technology First’s website has more than 25 open positions… and adding more each day!

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2. **User Experience**
   - Complete usability testing to reveal less than user friendly functionality – when visitors cannot find the information they seek, they look elsewhere.

3. **Mobile Friendly**
   - Maintain accessibility regardless of the device used or the location of the visitor.

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