



# Proceedings of the 20<sup>th</sup> Annual Chief Data Officer & Information Quality (CDOIQ) Symposium

July 21-23, 2026

Editor:  
Dr. Richard Y. Wang

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# Welcome to CDOIQ Symposium

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The Proceedings of the previous Chief Data Officer and Information Quality (CDOIQ) Symposium and other information about the Symposium are available at: <https://2026cdoiq.org/>. The session recordings will be stored on the [CDOIQ YouTube Channel](#) as permanent record. Please subscribe to the CDOIQ channel so you can receive immediate notifications as we upload new videos.

# The 20<sup>th</sup> Annual Chief Data Officer & Information Quality (CDOIQ) Symposium

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CDOIQ Program

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Kevin Petrie

## DAY 1: Tuesday, July 21, 2026

### Session 1 – Welcome and Opening Remarks: 8:30 am – 9:00 am

<b><u>Welcome and Opening Remarks</u></b> .....	1
Speakers: Dr. Richard Y. Wang, Founder & Executive Director, CDOIQ Symposium Dr. Stuart Madnick, Professor & Founding Director, Cybersecurity at MIT Sloan (CAMS)	

### Sessions 2 – Plenary Keynote: 9:00 am – 10:00 am

<b><u>Plenary Keynote</u></b> .....	4
Speaker: Dr. Stuart Madnick, Professor & Founding Director, Cybersecurity at MIT Sloan (CAMS)	

### Sessions 3-A – 3-E: 10:15 am – 11:00 am

<b><u>Session 3-A:</u></b> Preparing Enterprises for Agentic AI, What CDO's Must Redesign Now.....	5
Speaker: Amit Shivpuja, Walmart	
<b><u>Session 3-B:</u></b> Value = Data + Capabilities: A Field Guide to Product-Led Data Platforms .....	6
Speaker: Amin Venjara, ADP	
<b><u>Session 3-C:</u></b> TBD .....	7
Speaker:	
<b><u>Session 3-D:</u></b> TBD.....	8
Speaker:	
<b><u>Session 3-E:</u></b> TBD.....	9
Speaker: Lauren Supplee	

### Sessions 4-A – 4-E: 11:15 am – 12:00 pm

<b><u>Session 4-A:</u></b> TBD.....	10
Speaker:	
<b><u>Session 4-B:</u></b> TBD.....	11
Moderator: Nachiket Mehta, The Hartford Panelist: Milind Zodge, EverBank; Andy Ghosal, JPMorgan Chase; Narayanan Nair, Farm Credit Services of America	
<b><u>Session 4-C:</u></b> The CDO in the Age of Generative AI: Lead the Asset—or Lose the Mandate.....	14
Speaker: Mark Ramsey, Ramsey International LLC	
<b><u>Session 4-D:</u></b> TBD by Reltio .....	16
Speaker:	

<b>Session 4-E:</b> TBD.....	17
Speaker: Graham Rong, MIT ILP	

**Sessions 5-A – 5-E: 1:30 pm – 2:15 pm**

<b>Session 5-A:</b> TBD.....	18
Speakers:	
<b>Session 5-B:</b> TBD.....	19
Speakers:	
<b>Session 5-C:</b> TBD.....	20
Speakers:	
<b>Session 5-D:</b> TBD.....	21
Speaker:	
<b>Session 5-E:</b> Your AI Confidently Gives You Incorrect Answers... Because It Has No CONTEXT.....	22
Speaker: Arvind Murali, iOPEX Technologies	

**Sessions 6-A – 6-E: 2:45 pm – 3:30 pm**

<b>Session 6-A:</b> Generative AI as a Force Multiplier: From AI to Outcomes.....	24
Speaker: Abhi Seth, Boeing	
<b>Session 6-B:</b> From Zero to Product, Accelerating Data Strategy .....	26
Speaker: Kris Mork, Leidos	
<b>Session 6-C:</b> Proven Under Pressure: Federal CDOs, AI, and What 2026 Demands .....	27
Moderator: Nick Hart, Data Foundation	
Panelists: TBD	
<b>Session 6-D:</b> TBD.....	28
Speaker:	
<b>Session 6-E:</b> The Human Algorithm: People, Policy, and Decisions in an AI Era .....	29
Speaker: Barbara Cohn, Xentity Corporation	

**Sessions 7-A – 7-E: 4:00 pm – 4:45 pm**

<b>Session 7-A:</b> Trusted Data Score: Turning Data Governance into Measurable Trust .....	30
Speaker: Bill Snider, Nationwide	
<b>Session 7-B:</b> TBD .....	32
Speaker: Anthony Mazzarella, AIG	

**Session 7-C:** Swarm Intelligence in the Enterprise: Orchestrating Autonomous AI Agents for Safe, Measurable Execution.....34  
Speaker: Stephen Gatchell, Ortech

**Session 7-D:** TBD by CoStrategix.....36  
Speakers: TBD

**Session 7-E:** Transforming Large Institutions with Data, Analytics, and AI: Government, Social, Organizational, and Technical Perspectives .....37  
Speaker: Mark Kryzsko, Stevens Institute of Technology

**Sessions 8-A – 8-E: 5:00 pm – 5:45 pm**

**Session 8-A:** TBD.....39  
Speaker:

**Session 8-B:** TBD.....40  
Speaker:

**Session 8-C:** Agentic AI Governance.....41  
Speaker: Sunil Soares, Tavro AI

**Session 8-D:** TBD.....42  
Speaker:

**Session 8-E:** Governing AI Starts with Governing Data..... 43  
Moderator: Azhar Rahman  
Panelists: Nicole Janeway Bills, Data Strategy Professionals; Dia Adams, Datafolx AI; Fern Halper, AI Foundations Group & TDWI; Lorena van Gestel, Rabobank

**DAY 2: Wednesday, July 22, 2026**

**Sessions 10-A – 10-E: 8:30 am – 9:15 am**

**Session 10-A:** TBD.....46  
Speaker:

**Session 10-B:** TBD.....47  
Speaker:

**Session 10-C:** TBD.....48  
Speaker:

**Session 10-D:** TBD.....49  
Speaker:

**Session 10-E:** TBD.....50  
Speaker:

## Sessions 11-A – 11-E: 9:45 am – 10:30 am

<b>Session 11-A:</b> Doubling Down on Data Products to Drive the Business .....	51
Speakers: Amy Lenander & Christina Egea, Capital One	
<b>Session 11-B:</b> From Noise to Clarity: Turning Unstructured Enterprise Data into AI-Ready Context....	53
Speaker: Or Zabludowski, Flexor	
<b>Session 11-C:</b> The CDO Role: 20 Years Later -- Why Organizations Need a Chief Data, Analytics, & AI Officer .....	55
Moderator: Randy Bean, Data & AI Leadership Exchange	
Panelists: Katya Andresen, Cigna; Chandhu Nair, Lowes; Bhagyesh Phanse, Starbucks	
<b>Session 11-D:</b> TBD by Informatica .....	58
Speaker: TBD	
<b>Session 11-E:</b> From Data Lakes to Agentic Enterprises: Governing Real-Time, Model-Native Data Ecosystems.....	59
Speaker: Stewart Bond, IDC	

## Sessions 12-A – 12-E 11:00 am – 11:45 am

<b>Session 12-A:</b> TBD.....	61
Speaker: TBD	
<b>Session 12-B:</b> TBD.....	62
Moderator: TBD	
Panelists: TBD	
<b>Session 12-C:</b> Achieving and Measuring Value from Artificial Intelligence.....	63
Speaker: Thomas Davenport, Babson College	
<b>Session 12-D:</b> From Unstructured Data to Enterprise Enablement: Building the Context Layer That Makes AI Work.....	64
Speaker: TBD	
<b>Session 12-E:</b> Advancing Data Leadership in Higher Education: Translating Executive Intent into Measurable Impact.....	66
Speaker: Olivia Kew, Vanderbilt University; Kappu Ramasubramanian, Rutgers, The State University of New Jersey	

## Sessions 13-A – 13-E: 1:15 pm – 2:00 pm

<b>Session 13-A:</b> TBD.....	68
Speaker: TBD	

**Session 13-B:** Why Strong Data Management Beats a New Platform, Every Time .....69  
Moderator: Caroline Serio, KeyBank  
Panelists: Doug Kanouff, Kevin Eichas, Brendan Sullivan & Kevin Hunter, KeyBank

**Session 13-C:** Beyond Data-Driven: Why the Future Belongs to the Data Inspired.....72  
Speaker: Sebastian Wernicke, Oxera Consulting

**Session 13-D:** TBD by Cyera .....73  
Speaker: TBD

**Session 13-E:** TBD by MIT Horizon.....74  
Speaker: TBD

### Sessions 14-A – 14-E: 2:30 pm – 3:15 pm

**Session 14-A:** TBD.....75  
Speaker: TBD

**Session 14-B:** Driving Business Value with Data and AI: A CEO’s Perspective .....76  
Speaker: Julia Bardmesser, Data4Real LLC

**Session 14-C:** People and Data (and, oh yes, AI!) .....77  
Speaker: Thomas C. Redman, Data Quality Solutions

**Session 14-D:** The Hidden Data Problem Blocking AI at Scale .....78  
Speaker: Terry Dorsey, Denodo

**Session 14-E:** TBD by MIT Sloan.....80  
Speaker: Christopher Reichart, MIT SBAA | R-F Consulting

### Sessions 15-A – 15-E: 3:45 pm – 4:30 pm

**Session 15-A:** Why Most Enterprise Retention Metrics Fail — And What CDOs Must Standardize to Unlock Reliable Growth Analytics .....81  
Speakers: Bao Nguyen, Adobe

**Session 15-B:** Designing an AI-Ready Data and Developer Platform for Clinical Workflows .....82  
Speaker: Cliona Moloney, IDEXX

**Session 15-C:** The Actual Data, Analytics, and AI Practices of High-Performing Organizations.....83  
Speakers: Doug Laney; Moises Muños, EY

**Session 15-D:** TBD by SAIC.....84  
Speaker: TBD

**Session 15-E:** Future Proof Internal IT Organization with a Data Driven Mindset .....85  
Speaker: Angela Chen, University of Delaware; Vasa Krishnan, Lüt

## DAY 3: Thursday, July 23, 2026

### Sessions 17-A – 17-E: 8:30 am – 9:15 am

**Session 17-A:** Bridging the AI Readiness Gap: From Insight to Implementation .....87  
Speaker: Leticia Naqvi, Apple

**Session 17-B:** Building Trusted AI: Ensuring Data Consistency, Governance, and Information Quality in Distributed Enterprise Systems .....88  
Speaker: Hemasundara Reddy Lanka, Publicis Sapient

**Session 17-C:** Data Quality’s Invisible Foe: FEAR .....89  
Moderator: Kim Herrington, Forrester Research  
Panelists: C. Lwanga Yonke, Padouk Consulting, LLC; Tammy Baker; Danette McGilvray, Granite Falls Consulting; Dora Boussies, DoraB Global; Dan Everett, Insightful Research

**Session 17-D:** TBD .....92  
Speaker: TBD

**Session 17-E:** My Journey with LLMs.....93  
Speaker: Michael Stonebraker, MIT | TAMR

### Sessions 18-A – 18-E: 9:35 am – 10:20 am

**Session 18-A:** Anomaly Detection Using Contextual Gen AI Solutions: A CDO's Guide to Applying Context for Anomaly Detection Using Streaming IOT Data .....94  
Speaker: Asha Poulouse & Balaji Uppili, GE Healthcare

**Session 18-B:** Modernization of Data Management from Traditional On-Prem Solutions to Cloud-Native Solutions .....96  
Speaker: Vinod Surasani, RBC Wealth Management

**Session 18-C:** AI Data Governance for the Enterprise - Using Data Governance & Risk Management to protect your Data .....98  
Moderator: Lindy Kresl, Tecnologia  
Panelists: Melvina Sparks, EmbraceIT AI; Nate Rain, Informatica; Patty Haines

**Session 18-D:** TBD .....100  
Speaker: TBD

**Session 18-E:** The Governance Imperative .....101  
Moderator: Julia Cherashore, New York State Government Agency  
Panelists: Ryan Day, Conference of State Bank Supervisors

### Sessions 19-A – 19-E: 10:40 am – 11:25 am

**Session 19-A:** TBD.....103

Speakers: TBD

**Session 19-B:** From Reactive to Proactive: How Intuit Credit Karma Solved Data Quality at Scale....104  
Speaker: Puneet Singh & Veenit Shah, Intuit Credit Karma

**Session 19-C:** AI Oversight in the Boardroom: The Evolving Role of the CDO.....106  
Speakers: Elena Alikachkina, InfoFluence.ai

**Session 19-D:** Bold but Safe: The State of Data and AI Governance .....108  
Moderator: Kevin Petrie, BARC US

**Session 19-E:** TBD.....109  
Speaker: TBD

**Session 20: Town Hall: 11:35 am – 12:00 pm**

**Town Hall Meeting** .....110  
Host: Dr. Richard Y. Wang

**End of the 20<sup>th</sup> Annual CDOIQ Symposium**

SESSION 1  
**WELCOME**

## Welcome and Opening Remarks



**Dr. Richard Y. Wang**

Founder and Executive Director  
Chief Data Officer &  
Information Quality Program



**Dr. Stuart E. Madnick**

Professor & Founding Director  
Cybersecurity at MIT Sloan (CAMS)

## **Dr. Richard Y. Wang**

Founder and Executive Director, Chief Data Officer & Information Quality Program

Richard Y. Wang is Director of the Chief Data Officer and Information Quality (CDOIQ) Program. He is a pioneer and leader in the research and practice of Chief Data Officer (CDO). Dr. Wang has significant credentials across government, industry, and academia. He conceived and chaired the Inaugural MIT-Army CDO Forum, and established the CDO Forum as an annual event at MIT. In addition, he has been chairing the Annual MIT CDOIQ Symposium since 2007. Dr. Wang was a professor at the MIT Sloan School of Management for almost a decade. From 2005-2009, he was appointed as a Visiting University Professor of Information Quality, University of Arkansas at Little Rock. He is an Honorary Professor at Xi'An Jiao Tong University, China.

Dr. Wang has put the term Information Quality on the intellectual map with myriad publications. In 1996, Prof. Wang organized the premier International Conference on Information Quality, which he has served as the general conference chair and currently serves as Chairman of the Board. Dr. Wang's books on information quality include *Journey to Data Quality* (MIT Press, 2006), *Information Quality: Advances in Management Information Systems* (M.E. Sharpe, 2005), *Introduction to Information Quality* (MITIQ Publications, 2005), *Data Quality* (Kluwer Academic, 2001), and *Quality Information and Knowledge* (Prentice Hall, 1999).

Prof. Wang has been instrumental in the establishment of the Ph.D. and Master of Science in Information Quality degree program at the University of Arkansas at Little Rock, the Stuart Madnick IQ Best Paper Award for the International Conference on Information Quality, the comprehensive IQ Ph.D. dissertations website, and the Donald Ballou & Harry Pazer IQ Ph.D. Dissertation Award.

Dr. Wang is the recipient of the 2005 DAMA International Achievement Award. Previous recipients of this award include Codd for inventing the Relational Data model and Chen for the Entity Relationship model.

In 2005, he received a certificate of appreciation from the Director of Central Intelligence and a thank you letter from the Director of National Intelligence. From 2009-2011, Dr. Wang served as the Deputy CDO and Chief Data Quality Officer of the U.S. Army, for which he received letters of appreciation from the Army's Chief Information Officer, and the CIO at the Office of the Secretary of Defense. He received a Ph.D. in Information Technology from the MIT Sloan School of Management in 1985.

## **Dr. Stuart E. Madnick**

Professor & Founding Director, Cybersecurity at MIT Sloan (CAMS)

Dr. Stuart E. Madnick is the John Norris Maguire (1960) Professor of Information Technology, Emeritus, in the Sloan School of Management and Professor of Engineering Systems in the School of Engineering, at the Massachusetts Institute of Technology (MIT). He has been a faculty member at MIT since 1972 and have served as the head of MIT's Information Technologies Group for more than 25 years. Dr. Madnick holds degrees in Electrical Engineering (B.S. and M.S.), Management (M.S.), and Computer Science (Ph.D.) from MIT. In addition, he has been a visiting professor at about a dozen other universities.

His involvement in cybersecurity research goes back to 1979 when he co-authored the book *Computer Security*, one of the first books on this subject. In 2014, he founded the research group Cybersecurity at MIT Sloan (CAMS), formerly the Interdisciplinary Consortium for Improving Critical Infrastructure Cybersecurity.

He has broad expertise in software engineering, data bases, and Internet/Web technologies, as well as their applications to businesses and other large organizations and is reflected in more than 400 papers and other publications.

In addition to his research and development work in academia, he has extensive experience in the development of information systems for industry, such as a key designer and developer of projects including IBM's VM/370, IBM's Script/370, and Lockheed's DIALOG. He also co-founded several high-tech firms and currently owns the 14th-century Langley Castle Hotel in England.

SESSION 2  
**KEYNOTE**

## Plenary Keynote



**Dr. Stuart E. Madnick**  
Professor & Founding Director  
Cybersecurity at MIT Sloan (CAMS)

### **Dr. Stuart E. Madnick**

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SESSION  
**3-A**

PRESENTATION

# Preparing Enterprises for Agentic AI, What CDO's Must Redesign Now

**Speaker**

**Amit Shivpuja, Walmart**

**Abstract**

Agentic AI is advancing faster than most enterprises are structurally prepared for. Hence, CDOs face a critical inflection point: redesign foundational elements of data, governance, and literacy, or risk systems that behave unpredictably at scale. I am looking to present a readiness framework that integrates data products, contextual governance, and human-centered accountability to support emerging agentic capabilities. Participants will learn how to modernize governance without adding friction, operationalize responsible AI across complex organizations, and build adaptive foundations that enable safe, scalable innovation in the next era of enterprise AI.

**Biography**

## Amit Shivpuja

Director of Data Product and AI Enablement  
Walmart



**Amit Shivpuja is a senior Data and AI executive known for architecting enterprise-scale transformation across complex global organizations. He leads the design of data products, governance systems, and AI-enablement capabilities that help enterprises make confident, high-quality decisions at scale.**

Amit's work integrates systems thinking, contextual governance, and human-centered accountability to prepare organizations for the next era of agentic and autonomous AI. He has shaped enterprise Data and AI strategy across Fortune 50 environments, advised executives in retail, fintech, and automotive sectors, and built global teams that deliver measurable business impact.

He is the author of *The Data & AI Compass*, a framework adopted by leaders seeking clarity in an increasingly complex AI landscape. Amit also serves as a UN Representative to the AWWG at the United Nations Economic and Social Council (ECOSOC), contributing to emerging conversations on global governance and responsible AI.

Recognized internationally for his work, Amit's mission is to help organizations build adaptive, trustworthy, and scalable AI ecosystems that accelerate innovation while strengthening accountability.

SESSION  
**3-B**

PRESENTATION

# Value = Data + Capabilities: A Field Guide to Product-Led Data Platforms

**Speaker**

**Amin Venjara, ADP**

**Abstract**

Internal teams don't buy platforms—they adopt them to ship outcomes faster with less friction. This talk is a practical field guide to running your data platform as a product. We'll start with a Value Architecture—Value = Data + Capabilities—and how anchoring every investment to a real use case prevented over-engineering. Then we'll walk through a four-part measurement framework for data platform success: Maturity (platform readiness), Efficiency (hub vs. spoke spend), Adoption (active users), Satisfaction (NPS). We'll share how a company-wide DataDay and quarterly release demos created pull from developers and analysts. Finally, as a concrete pattern, we'll walk through the evolution of our Enterprise Graph capability: from use-case definition and development to value-delivery and scale.

**Biography**

**Amin Venjara**

Chief Data Officer  
ADP



TBD

**SESSION  
3-C**

**PRESENTATION  
TBD**

**Speaker**

**TBD**

**Abstract**

TBD

**Biography**

**TBD**

TBD

TBD



TBD

**SESSION**  
**3-D**

**PRESENTATION**  
**TBD by KPMG**

**Speaker**

**TBD**

**Abstract**

TBD

**Biography**

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**TBD**

TBD

TBD



TBD

SESSION  
**3-E**

PRESENTATION  
**TBD**

**Speaker**

**Lauren Supplee**

**Abstract**

TBD

**Biography**

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**Lauren Supplee**

TBD

TBD



TBD

**SESSION  
4-A**

**PRESENTATION  
TBD**

**Speaker**

**TBD**

**Abstract**

TBD

**Biography**

**TBD**

TBD

TBD



TBD

**SESSION  
4-B**

**PANEL DISCUSSION  
TBD**

**Moderator**

**Nachiket Mehta, The Hartford**

**Panelists**

**Milind Zodge, EverBank; Aniruddha (Andy) Ghosal, JPMorgan Chase; Narayanan Nair, Farm Credit Services of America**

**Abstract**

TBD

**Biography**

**Nachiket Mehta**

VP of AI & Data Engineering  
The Hartford



Nachiket Mehta is VP of AI & Data Engineering at The Hartford, where he leads customer data and AI strategy, platforms, and transformation initiatives. He is a seasoned data and AI executive with over two decades of experience driving large-scale digital, analytics, and AI transformations across complex enterprise environments.

Prior to The Hartford, Nachiket served as Head of Data and Analytics Engineering for Global Operations and Enterprise at Wayfair, where he played a key role in cloud migration, supply chain optimization, and the adoption of data mesh and federated governance at scale. Earlier in his career, he co-founded a FoodTech marketplace, led customer data platform (CDP) products and solutions, and delivered data-driven transformation programs for Fortune 500 organizations.

Nachiket is known for building high-impact, cloud-native data platforms and leading cultural transformation to embed data and AI into business decision-making. He has spearheaded GenAI initiatives grounded in strong data foundations that have improved productivity, accelerated decision-making, and enhanced customer outcomes. He regularly partners with C-suite leaders and boards to position data and AI as a durable competitive advantage.

He holds an MBA from Purdue University, an MS in Computer Science from Northeastern University, and a Bachelor's degree in

Information Technology. Nachiket also serves as an advisor to startups, is a guest lecturer at Northeastern University, hosts a podcast, and actively contributes to nonprofit and community initiatives.

## Milind Zodge

Chief Data Officer  
EverBank



Milind Zodge is a seasoned data and technology executive with over 28 years of experience at the intersection of financial services, data governance, and AI innovation. As Chief Data Officer & Head of AI at a leading financial institution, he leads a 50-person team driving enterprise-wide data modernization across AML/BSA compliance, data quality, and AI-powered analytics.

Milind architects cutting-edge solutions spanning Snowflake, DBT, Cortex AI, and medallion data architectures, with deep expertise in regulatory frameworks including SOX and GLBA. He holds executive certifications from Johns Hopkins, UC Berkeley Haas, and Cornell, and is a recognized thought leader on LinkedIn in data engineering, AI governance, and data mesh.

Milind holds MS in Finance and MBA in computer Management. He is also a named inventor on AI/ML patents covering machine learning for system management and ML integration for data management.

## Aniruddha (Andy) Ghosal

VP, Product Management  
JPMorgan Chase



Aniruddha (Andy) Ghosal is a VP leading AI Governance at JPMorgan Chase, based in New York City. He brings over 15 years of experience spanning product management, data science, and consulting, with a focus on enterprise AI and governance.

Previously, he led products for data discovery and classification platforms, scaling adoption to more than 1,000 enterprise customers and improving accuracy through AI-driven approaches.

Andy is an inventor on multiple patents in data privacy and AI and holds an MBA from Cornell University.

## Narayanan Nair

Senior Vice President and Chief Data Officer  
Farm Credit Services of America



Narayanan Nair is Senior Vice President and Chief Data Officer at Farm Credit Services of America, also serving AgCountry Farm Credit Services and Frontier Farm Credit, where he leads the enterprise data and artificial intelligence teams for a \$70-billion agricultural financial services organization.

In this role, Narayanan is accountable for establishing data and AI as strategic enterprise capabilities that enable growth, operational efficiency, and superior customer experience. He leads a broad portfolio encompassing data architecture, engineering, integration, business intelligence, governance, and operations, and heads the organization's artificial intelligence strategy and execution. His focus is on scaling AI responsibly embedding it into business processes, decision-making, and products while ensuring strong governance, security, and ethical use.

Narayanan brings deep experience at the intersection of technology, business, and operations, with a career spanning financial services, transportation, and digital banking. He has led multiple large-scale data transformations, modernized analytics platforms, strengthened enterprise data governance, and built high-performing teams that consistently translate data and AI investments into measurable business outcomes. His leadership is distinguished by an ability to bridge executive strategy with practical execution, aligning modern data platforms and AI capabilities to real business needs.

He is widely recognized for fostering a strong data culture, developing future-ready talent, and partnering closely with executive leadership to position data and artificial intelligence as durable competitive advantages for the organization and the customers it serves.

SESSION  
4-C

PRESENTATION

# The CDO in the Age of Generative AI: Lead the Asset—or Lose the Mandate

Speaker

Mark Ramsey, Ramsey International LLC

Abstract

Generative AI has done what decades of analytics initiatives could not: it has exposed who truly owns—and understands—the most valuable asset in the enterprise. In the age of GenAI, data is no longer a back-office capability; it is the raw material of intelligence itself.

In this session, Mark Ramsey draws on his 40 years in data and analytics, including his experience as Chief Data Officer at Samsung and GlaxoSmithKline, to discuss how Generative AI is a reckoning moment for the CDO role. Organizations are discovering—often painfully—that GenAI cannot succeed without trusted, well-architected, and well-governed data. Yet many data leaders remain positioned as stewards rather than strategic owners.

Mark will challenge CDOs to rethink their mandate: from governing data to commanding it, from enabling analytics to shaping enterprise intelligence. He will explore why GenAI shifts power toward those who control data foundations, what this means for operating models and executive influence, and how CDOs can either step into a defining leadership role—or watch it pass to someone else.

Biography

## Mark Ramsey

Managing Partner  
Ramsey International LLC



Dr. Mark Ramsey is a globally recognized authority in modern data platforms, large-scale analytics architecture, and the strategic application of Generative AI. With over 35 years of experience, Mark has designed, delivered, and optimized some of the world's most impactful enterprise data platforms, enabling organizations to accelerate innovation and unlock transformative business value. As Managing Partner of Ramsey International, Mark leads the design and deployment of advanced data and AI solutions for global enterprises seeking to maximize the potential of their data assets. He is renowned for his expertise in architecting and operationalizing modern, hybrid multi-cloud data platforms that support analytics, machine learning, and the latest advances in Generative AI.

Mark's leadership was instrumental in the rapid delivery of AbbVie's award-winning ARCH (AbbVie Research Convergence Hub) platform, a modern, cloud-based data ecosystem developed by Mark and the RI team. This platform broke down silos and doubled R&D productivity by accelerating drug discovery and clinical innovation. Recognized by Bio-IT World for its innovative practices, ARCH exemplifies Mark's ability to deliver production-grade, scalable platforms that drive measurable impact in highly regulated, data-intensive industries. Additionally, Mark and the RI team have worked with more than half of the Top 10 pharmaceutical organizations in the design and delivery of their large-scale modern data platforms, and have also worked with organizations in finance, insurance, telco, retail, healthcare, and government.

Previously, Mark served as the first R&D Chief Data & Analytics Officer at GlaxoSmithKline, where he architected the R&D Information Platform (RDIP) as a cornerstone of GSK's data-driven strategy. As the inaugural Chief Data Officer for Samsung Telecommunications America, he led the development of large-scale analytics solutions to drive business growth. At IBM, Mark spearheaded the global Business Analytics & Optimization business, scaling it to over \$1 billion in annual revenue across 150 countries. A prolific inventor, Mark holds 28 patents in data analytics, optimization, and AI, including foundational work on integrating data mining with parallel relational databases and advanced analytics for user behavior monitoring. He is a trusted advisor to CDOs and technology leaders navigating the rapidly evolving landscape of Generative AI and enterprise data strategy.

Mark holds a Ph.D. in Applied Computer Science, a Master's in Computer & Information Security, and a Bachelor's in Computer Science. His technical depth, visionary leadership, and proven track record in delivering large-scale, modern data platforms make him one of the most sought-after experts in the field today.

**SESSION  
4-D**

**PRESENTATION  
TBD by Reltio**

**Speaker**

**TBD**

**Abstract**

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**Biography**

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SESSION  
**4-E**

PRESENTATION  
**TBD**

**Speaker**

**Graham Rong, Massachusetts Institute of Technology (ILP)**

**Abstract**

TBD

**Biography**

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## **Graham Rong**

Director, Corporate Relations  
Massachusetts Institute of Technology (ILP)



Dr. Rong is a Director of MIT Corporate Relations. He manages the interactions and relationships between the research at MIT and companies worldwide to help them stay abreast of the latest developments in technology and business practices. Previously, Dr. Rong founded IKA, LLC. He has led corporate development and product innovation, and provided strategic advices to companies in corporate strategy, IT leadership, digital transformation, AI, enterprise content management, and customer relationship. He held senior roles in Harte-Hanks and Vignette Corporation. He held an EU postdoctoral research fellowship in the University of Edinburgh in Scotland where he started global collaborative research. Dr. Rong is on the board of multiple organizations, including MIT Sloan Alumni Association of Boston from 2009 to 2012. He chaired MIT Sloan CIO Symposium from 2009-2011. He is a senior expert invited by international organizations. Dr. Rong holds a M.B.A. in global and innovation leadership from the MIT Sloan School of Management and Ph.D in numerical computing from University of Guelph in Canada.

**SESSION**  
**5-A**

**PRESENTATION**  
**TBD**

**Speaker**

**TBD**

**Abstract**

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**Biography**

**TBD**

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**SESSION**  
**5-B**

**PRESENTATION**  
**TBD**

**Speaker**

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**Abstract**

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**Biography**

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**SESSION**  
**5-C**

**PRESENTATION**  
**TBD**

**Speaker**

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**Abstract**

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**Biography**

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**SESSION**  
**5-D**

**PRESENTATION**  
**TBD**

**Speaker**

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**Abstract**

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**Biography**

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SESSION  
5-EPRESENTATION

# Your AI Confidently Gives You Incorrect Answers... Because It Has No CONTEXT

## Speaker

Arvind Murali, iOPEX Technologies

## Abstract

For years, Data & AI leaders have invested in data quality, governance, MDM, and catalogs—yet AI continues to fail where it matters most: **accuracy, trust, and real-world decisions**. Why? Because we’ve been solving for pipelines, not for understanding. Industry data shows that **70–85% of AI projects fail due to data-related issues**, and as many as **87% never make it into production**, largely because the data lacks reliability and context. The uncomfortable truth is this: **AI doesn’t fail because of bad models—it fails because it lacks context**. Without shared definitions of entities, meaning, and lineage, AI doesn’t “know” your business—it guesses. And when AI guesses at scale, it doesn’t just create errors—it operationalizes confusion.

For Data & AI leaders, this is now a **board-level mandate**. As organizations move into agentic AI—where systems act, not just analyze—**bad context doesn’t just produce wrong answers, it drives wrong actions at scale**. This session reframes the solution as **SYSTEMS OF CONTEXT powered by a multi-agent data management framework**—where **agentic data stewardship, agentic data quality, and metadata/lineage agents** continuously enrich, validate, and connect enterprise data in real time. MDM defines identity, catalogs provide meaning, lineage ensures trust—and **data management agents operationalize all three as an intelligent, self-healing pipeline**. Because the future isn’t just governed data—it’s **context-aware, agent-driven data ecosystems**. And in that world, the winners won’t have the best AI models... they’ll have the best **context orchestration layer behind them**.

## Biography

## Arvind Murali

Sr. Vice President  
iOPEX Technologies



Arvind is a seasoned Data & AI executive with over two decades of experience helping global enterprises transform how they operate, compete, and scale using data. He sits at the intersection of **data strategy, Agentic AI innovation, MDM & DG, and business**

**transformation**, with a strong focus on moving organizations from experimentation to **production-grade, outcome-driven AI**.

At iOPEX, he leads a global Data & AI team focused on delivering **agentic AI and enterprise data modernization** for service and revenue operations domains. He assists organizations embed intelligence directly into their workflows. His work aligns closely with the evolving CDO mandate—shifting from managing data assets to **delivering measurable business value through AI-powered data ecosystems**.

Arvind is widely recognized for his thought leadership in areas such as:

- **Agentic AI and autonomous enterprise design**
- **Modern DG in AI-native architectures**
- **MDM and DQ at scale**
- **Bridging C-suite strategy with execution through data**

Arvind also runs a renowned podcast called Smarchitect Shortcast where he invites top leaders in Data & AI space to contribute to thought leadership. In a world where data, AI, and decision-making are converging in real time, Arvind brings a pragmatic yet visionary perspective on how organizations can **operationalize AI responsibly, govern it effectively, and scale it for business impact**.

SESSION  
**6-A**

PRESENTATION

# Generative AI as a Force Multiplier: From AI to Outcomes

**Speaker**

**Abhi Seth, Boeing**

**Abstract**

Generative AI is transforming how organizations convert data into measurable outcomes. This session explores practical strategies to deploy generative models as force multipliers across enterprise functions—accelerating insights, automating knowledge work, and enhancing decision quality—while preserving safety, privacy, and regulatory compliance. Drawing on Boeing’s experience integrating AI, data, and analytics, the talk will highlight best practices for data quality and governance, genAI implementation and approaches to scale AI to deliver business value and impact.

**Biography**

## Abhi Seth

Chief Enterprise AI & Data Officer  
Boeing



Abhi Seth is chief enterprise artificial intelligence and data officer and a vice president for Information Digital Technology & Security at Boeing, where he is responsible for the oversight of global data strategy, analytics platforms and enterprise AI capabilities.

He has a track record of leading analytics modernization and delivering value in a variety of roles across multiple industries in the United States and Asia. Prior to joining Boeing, he held senior executive positions with TE Connectivity, Honeywell International and Caterpillar Inc.

As chief data officer for TE Connectivity, Seth was responsible for data and platform strategy, AI innovation and technology, and was pivotal in directing value-driven analytics transformation on a global scale.

At Honeywell, he established the first analytics center of excellence that monetized AI capacity for airline customers. He also oversaw analytics operations, which drove supply chain improvement, manufacturing production and cost fulfillment.

At Caterpillar, Seth held several roles within research and development, business strategy and information analytics, where he

led AI development and modernization for Caterpillar’s mining, construction and marine customers.

As a leader in the technology community, Seth is an expert advisor at the International Institute for Analytics (IIA) and has received several notable accolades for his work, including the IIA ANNY – Excellence in Analytics Award (2018) and the American Society of Mechanical Engineers (ASME) Young Engineer of the Year Award (2011). As a Data Science for All (DS4A) mentor, he is passionate about championing diversity within STEM and analytics.

Seth holds a doctorate in mechanical engineering & human computer interaction and a master’s degree in industrial technology from Iowa State University, Ames, Iowa.

SESSION  
**6-B**

PRESENTATION

# From Zero to Product, Accelerating Data Strategy

**Speaker**

**Kris Mork, Leidos**

**Abstract**

A primary responsibility for any Chief Data Officer is delivering on the organization's data strategy. In this talk I will describe the diamond model of strategy development we used to engage with business leadership, establish strategic priorities, and deliver robust data products. Using this model, we crafted a data strategy and operating model, developed a reference architecture, deployed a modernized platform, and delivered incremental business value inside of 12 months. I will share techniques for building trust and maintaining momentum in a rapidly diversifying business environment. I will conclude with lessons learned integrated internal development teams with external contract resources.

**Biography**

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## **Kris Mork**

Chief Data Officer  
Leidos



Dr Kris Mork has served as Chief Data Officer for Leidos since August 2024. Prior to that role, they were the Director of Data Governance for Guidehouse. They spent the bulk of their career at MITRE and Noblis leading innovation activities related to all aspects of biomedical data management: genomics to healthcare delivery to public health. Dr Mork received their PhD from the University of Washington, Seattle in 2005. They reside in Sterling, VA with their husband and wife—outside of work they enjoy role-playing games, fencing, and live music.

SESSION  
**6-C**

PANEL DISCUSSION

# Proven Under Pressure: Federal CDOs, AI, and What 2026 Demands

**Moderator**

**Nick Hart, Data Foundation**

**Panelists**

**TBD**

**Abstract**

The headlines said federal data leadership was in freefall last year. The Data Foundation's 2025 Federal CDO Survey — the only longitudinal study of its kind, conducted with Deloitte — tells a different story: resilience. Despite workforce reductions, a new administration, and expanding AI responsibilities, CDOs reported increased mission success. AI adoption jumped from 67% to 78% in a single year; 30% of CDOs now simultaneously serve as CAIOs. But the work ahead is real. OPEN Government Data Act deadlines — including new metadata standards — arrive in 2026. This session examines what the data shows, and what it demands.

**Biography**

## Nick Hart

President and CEO  
Data Foundation



Nick Hart is President and CEO of the Data Foundation, the nonpartisan research and advocacy organization behind the annual Survey of Federal Chief Data Officers — the only longitudinal study of its kind. He has worked with officials across multiple administrations and with Congress to advance the Evidence Act, the OPEN Government Data Act, and the broader federal data policy agenda. His work sits at the intersection of data infrastructure, evidence-based policymaking, and the governance frameworks that make responsible AI possible. He is a frequent source for national media on federal data and AI policy and speaks from direct, ongoing engagement with the federal CDO community.

**SESSION  
6-D**

**PRESENTATION  
TBD**

**Speaker**

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**Abstract**

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**Biography**

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SESSION  
**6-E**

PRESENTATION

# The Human Algorithm: People, Policy, and Decisions in an AI Era

**Speaker**

**Barbara Cohn, Xentity Corporation**

**Abstract**

AI and data are transforming how organizations understand the world, yet the most effective decisions come from the partnership of people and technology. In order to drive high-impact decisions, it is critical that organizations leverage data insights while grounding them in human judgment, interpretation, and organizational context to drive meaningful outcomes. We'll examine why a practical data strategy and architecture roadmap is essential for enabling responsible AI, advancing decision-intelligence maturity, and ensuring insights are actionable, regardless of where an organization is in its data journey. AI doesn't replace strategy, it raises the stakes. Drawing on public policy and leadership experience, this session shows how organizations can build trust, strengthen collaboration, and turn analytics into real-world decisions that matter.

**Biography**

## Barbara Cohn

Senior Consultant, Chief Data Officer  
Xentity Corporation



TBD

SESSION  
7-A

PRESENTATION

# Trusted Data Score: Turning Data Governance into Measurable Trust

Speaker

**Bill Snider, Nationwide**

Abstract

As Nationwide accelerates its use of AI, analytics, and digital experiences, leaders need a clear, actionable view of how much they can trust the data behind critical decisions. This session introduces **Trusted Data Score**, a unified scoring framework designed to quantify the confidence and usability of our most important data assets.

We will walk through the core traits that power the score — **metadata curation, ownership, quality, protection, and (soon) observability** — and how they come together to provide a single, transparent measure of data trust across Tier 1 and Tier 2 structured data assets. Attendees will see how the score underpins a **Trusted Data Dashboard**, enabling leaders to quickly identify red/yellow/green areas, focus data investments where they matter most, and promote accountability through visible, measurable outcomes.

The discussion will also preview our roadmap: expanding into unstructured data, incorporating advanced data quality and observability metrics, and continuously refining thresholds as capabilities mature. Participants will leave with a practical view of how a governed, measurable approach to data trust can de-risk AI and analytics initiatives while improving the speed and confidence of data-driven decisions.

Biography

## Bill Snider

Associate Vice President, Data Solutions  
Nationwide



Bill Snider is a technology executive with a broad background across diverse technology domains. As a 25+ year associate at Nationwide, his career has grown from entry level customer service associate to an influential technology executive. He leads with high-energy and a can-do approach. With corporate leadership roles in Application Development, Cyber/Risk Management, Technology Infrastructure, and Enterprise Data/Analytics, Bill has demonstrated success in driving strong business partnerships, durable solutions, and a focus on process maturity, risk management, and technology capability.

Bill has led technology departments both locally and from afar, with roles and teams based in Ohio, Arizona, and Southern California. He has led scaled agile model implementations, built mobile claims solutions, and delivered a significant digital pharmacy partnership between Nationwide and a major US retailer. As a member of the Nationwide Pet Insurance executive leadership team, he helped lead that business unit from \$450M in annual revenue in 2018 to nearly \$800M in annual revenue by 2021. At the same time, enrollment of pet insurance policies increased from 700K to over 1 million, fulfilling the mission to protect the lives and health of more pets.

He currently is the Data Strategy, Practices, and Risk Mgt leader for Nationwide, where he leads the Enterprise Data Risk Management function and sponsors the development, execution, and governance of standard data practices. Recent accomplishments include the introduction of many new data capabilities across Nationwide and a significant improvement in the way Nationwide defines, discovers, and manages Data Risks.

Bill is active in his community, serving on the boards of multiple non-profit organizations. As the President of his Parish School Board, he led a successful search for a new Principal and led the team in the creation of a multi-year strategic plan. He has also served as the Treasurer of a local non-profit youth organization, was a member-at-large of his Parish Finance Council and has served as a Precinct Election Official for Franklin County, OH in multiple state and national elections.

Bill graduated from Ohio University with a bachelor's degree in organizational leadership and has completed his master's in business administration. He also guest-lectures on Data Strategy and Business Intelligence at Ohio University.

SESSION  
**7-B**

PRESENTATION  
**TBD**

**Speaker**

**Anthony Mazzearella, AIG**

**Abstract**

Despite nearly a decade of widespread adoption, data governance lacks a unified empirical foundation adequate for the AI era. This presentation draws on a methodologically rigorous cross-industry study of data governance practice — a global survey of 565 respondents (348 valid cases) spanning 46 countries, conducted in partnership with the Enterprise Data Management Association (EDMA). Using inferential statistical modeling, Benjamini–Hochberg FDR multiplicity control, and inverse-probability weighting, the study examines governance structures, practitioner motivations, perceived value, innovation adoption gaps, and organizational effectiveness. Key findings: formal programs are widespread (86.5%) but effectiveness is driven by human coordination, not structural artifacts; perceived value aligns with capability-building goals (culture, literacy, strategy, metadata) rather than compliance; organizations with clear ownership of governance communications report significantly higher value (OR  $\approx$  4.48); and a ~35-point gap separates familiarity from implementation of innovations like data mesh, fabric, and AI enhanced data quality. The central thesis reframes data governance as an adaptive coordination system, not a static control function — one that must evolve beyond policies and frameworks toward vision-driven operating capability to remain resilient in an AI-accelerated environment.

**Biography**

**Anthony Mazzearella**

VP, Data Management and Governance  
AIG



Dr. Anthony Mazzearella is a Data Governance and AI Strategy executive in the Financial Services sector and a researcher whose doctoral work produced a comprehensive study of enterprise data governance practice. His research, conducted in partnership with the Enterprise Data Management Association (EDMA), applies rigorous quantitative methodology to advance both the theory and practice of data governance as a sociotechnical coordination system.

With extensive experience leading data governance programs across complex, regulated enterprises, Dr. Mazzearella bridges the gap

between academic rigor and practitioner reality. His work focuses on governance resilience, AI readiness, organizational change, and the human and cultural factors that determine whether governance programs sustain value over time.

Dr. Mazarella holds a Ph.D. from the University of Arkansas at Little Rock and is a recognized speaker on data governance strategy, responsible AI, and the future of Enterprise Information Management.

SESSION  
**7-C**

PRESENTATION

# Swarm Intelligence in the Enterprise: Orchestrating Autonomous AI Agents for Safe, Measurable Execution

**Speaker**

**Stephen Gatchell, Ortecha**

**Abstract**

Most AI conversations in the enterprise are stuck in a safe (copilots, assistants, and incremental productivity gains) or a totally out-of-control place (Shadow AI everywhere). As organizations move from insight to execution, they are not just deploying AI—they are expanding their attack surface, redefining risk tolerance, and delegating decisions to systems that act.

This session challenges a critical question: How do we operate autonomous AI safely, responsibly, and with measurable business outcomes?

Drawing on Ortecha's applied work, we introduce the concept of enterprise swarm intelligence: networks of specialized AI agents, each with defined roles, constraints, and data boundaries, working together through a shared knowledge graph to deliver coordinated outcomes. These agents don't just analyze—they discover opportunities, interpret signals, and execute against defined objectives.

But orchestration at this level requires more than architecture. It demands:

- Explicit alignment between agent behavior and enterprise risk tolerance
- Traceability and provenance to prevent hallucination and ensure trust
- Governance models that account for expanding security exposure and system autonomy
- Outcome-based design, where agents are measured by business impact, not activity

This is not about adding AI into existing workflows. It is about redesigning how work gets done, where systems of action replace systems of record, and where coordinated agents become accountable for results.

Attendees will leave with a new mental model for AI in the enterprise: not as tools, but as orchestrated, governable systems capable of executing with control, transparency, and intent.

**Biography**

## **Stephen Gatchell**

Partner and Head of AI Strategy  
Ortecha



Throughout my career, I've gained a unique perspective on data and AI by working in three distinct roles: as an enterprise practitioner leading global teams in data, analytics, governance, and AI; as an advisor helping hundreds of organizations modernize their data foundations and adopt new technologies; and now as a consulting partner delivering practical, scalable, outcome-oriented solutions. This combination of hands-on experience, enterprise breadth, and consulting expertise enables me to help clients move beyond buzzwords and achieve real business value from data and AI.

Unlike many consultants who focus on theory, I've lived the operational realities of enterprise data navigating governance complexities, observability challenges, investment justification, and the pressure to deliver measurable results. I've been accountable for strategies, platforms, governance, automation, AI products, and organizational transformation. My work spans advising CxOs across privacy, data, and security, as well as business leaders who need actionable answers rather than abstract frameworks. I've guided companies in untangling legacy environments, adopting automation, and aligning data and AI initiatives with business outcomes.

At Ortecha, I bring this depth of experience to help organizations move from complexity to clarity, unify fragmented data efforts, transition from siloed experimentation to sustainable AI adoption, and evolve from manual processes to automated, observable, and reliable ecosystems. My mission is simple: make data and AI work for real people and real businesses.

**SESSION  
7-D**

**PRESENTATION**

# TBD by CoStrategix

**Speaker**

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**Abstract**

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**Biography**

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SESSION  
7-E

PRESENTATION

# Transforming Large Institutions with Data, Analytics, and AI: Government, Social, Organizational, and Technical Perspectives

**Speaker**

**Mark Kryzsko, Stevens Institute of Technology**

**Abstract**

Large institutions — from corporations to government agencies — are experiencing profound transformation driven by the integration of data, advanced analytics, and artificial intelligence. This presentation examines how these technologies are reshaping not only technical infrastructures but also organizational culture, governance models, and social responsibility.

Key themes include:

- **Governmental impact:** How public institutions are leveraging data and AI to improve policy-making, service delivery, and accountability, while navigating regulatory and ethical challenges.
- **Social considerations:** The implications of data-driven decision-making for equity, trust, and transparency across communities.
- **Organizational considerations:** Strategies for aligning leadership, workforce skills, and institutional structures to embrace data-centric approaches while managing resistance to change.
- **Technical considerations:** The evolving architectures, platforms, and methodologies that enable scalable analytics and AI, and the trade-offs between innovation, security, and interoperability.

The goal is to weave together these dimensions, the session offers a holistic view of how data and AI can drive institutional change. Attendees will gain actionable insights into building resilient, adaptive organizations and governments that balance technological innovation with human values and organizational effectiveness.

**Biography**

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**Mark Kryzsko**

Senior Research Scientist  
Stevens Institute of Technology



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**SESSION**  
**8-A**

**PRESENTATION**  
**TBD**

**Speaker**

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**Abstract**

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**Biography**

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**SESSION**  
**8-B**

**PRESENTATION**  
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**Speaker**

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**Biography**

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SESSION  
**8-C**

PRESENTATION

# Agentic AI Governance

**Speaker**

**Sunil Soares, Tavro AI**

**Abstract**

Autonomous and semi-autonomous AI agents are transforming how businesses operate—taking on tasks, making decisions, and interacting with systems and users with minimal human input. These agentic systems promise major gains in innovation, productivity, and ROI. At the same time, they introduce new layers of complexity in transparency, accountability, ethics, and compliance. As organizations adopt these technologies, the ability to govern them effectively is critical to managing risk and building trust.

This session addresses the following topics:

- Governance challenges and implications related to the deployment of agentic AI systems.
- Global AI regulations, including the EU AI Act and U.S. sector-specific laws.
- Agentic metadata management including lineage to source data.
- Clarify organizational roles and responsibilities for AI governance, including the function of a Chief AI Officer.

**Biography**

## Sunil Soares

Co-Founder & CEO  
Tavro AI



Sunil Soares is the Co-Founder & CEO of Tavro AI focused on Agent Risk Management. He is the author of 13 books on AI & Data Governance. Prior to this role, Sunil was the Founder and CEO of Information Asset focused on Data Governance. Sunil has an MBA in Finance from the University of Chicago.

**SESSION**  
**8-D**

**PRESENTATION**  
**TBD**

**Speaker**

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**Abstract**

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**Biography**

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SESSION  
**8-E**

PANEL DISCUSSION

# Governing AI Starts with Governing Data

**Moderator**

**Azhar Rahman,**

**Panelists**

**Nicole Janeway Bills, Data Strategy Professionals; Dia Adams, Datafolx AI; and Fern Halper, AI Foundations Group & TDWI**

**Abstract**

TBD

**Biography**

## Azhar Rahman

Enterprise Data & AI Executive | Author | Speaker



Azhar Rahman is a senior data leader with over 20 years of experience advancing data governance and AI at scale across banking, healthcare, and highly regulated industries. He currently consults with a large global pharmaceutical organization, advising on enterprise data strategy, governance modernization, and responsible AI enablement. Previously, Azhar served as Enterprise Data Director at AGFirst Farm Credit Bank, where he led enterprise-wide data strategy, governance, architecture, analytics, and AI across the bank and its affiliated institutions. He also held executive data leadership roles at CVS Health and Citizens Bank, building scalable governance programs, leading global teams, and delivering measurable cost and efficiency gain.

Azhar specializes in operationalizing trusted data, embedding responsible AI into enterprise workflows, and transforming governance from a compliance function into a strategic growth enabler. He is the author of Practical Guide to Collibra: Building Active Data Governance and a frequent speaker on data governance, AI strategy, and digital transformation.

## Nicole Janeway Bills

Founder & CEO

Data Strategy Professionals



Nicole has five years of experience providing training for data-related exams. She offers a proven track record of applying Data Strategy and related disciplines to solve clients' most pressing challenges. She has worked as a Data Scientist and Project Manager for federal and commercial consulting teams, writing 35+ Medium articles along the way. Her business experience includes natural language processing, cloud computing, statistical testing, pricing analysis, ETL processes, and web and application development. She attained recognition from DAMA for a Master-level pass of the CDMP Fundamentals Exam and the Data Quality and Data Governance Specialist Exams.

## Dia Adams

Chief Data & AI Officer

Datafolx AI



Dia Adams brings two decades of data & AI expertise. Her career highlights include serving as Enterprise Data Strategist at the White House, where she led efforts to modernize and standardize federal data management practices, and as Chief Data & AI Officer at Datafolx. She is also the best-selling author of “Winning With AI: A Blueprint for Corporate Leaders” an executive guide for managing AI transformation effectively. Currently, she is the presiding Board Chair at the Washington, DC-based think tank The AI Table—which is dedicated to documenting and disseminating responsible AI policies and practices.

## Fern Halper

Founder, VP of Research

AI Foundations Group, TDWI



Fern Halper, Ph.D., is a nationally recognized expert and thought leader in data, analytics, and artificial intelligence, known for helping organizations understand what it actually takes to succeed with AI in practice. As founder of the AI Foundations Group and VP of Research at TDWI, she works closely with executives and practitioners through research, advisory, and education to cut through hype, build AI literacy, and guide sound decisions around data, governance, and enterprise AI adoption. A widely published author with hundreds of articles and research reports, she is also the author of *Data Makes the World Go 'Round: The Data, Tech, and Trust Behind AI Success*. Dr. Halper has been named a top thought leader in AI governance, recognized among the top women in BI and analytics, and has

received multiple industry honors, including Bell Labs awards and a notable contribution to the literature award for her work in continuous monitoring.

## **Lorena van Gestel**

Area Lead Governance Platform

Rabobank



Fern Lorena van Gestel is Area Lead Governance Platform at Rabobank, responsible for enterprise data & AI governance platforms enforcing compliance with BCBS#239, GDPR, and the EU AI Act. She leads cross-functional teams delivering governance capabilities to 15,000+ unique users on annual basis and focused on operationalizing responsible AI across complex financial ecosystems.

**SESSION**  
**10-A**

**PRESENTATION**  
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**Speaker**

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**Biography**

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**SESSION**  
**10-B**

**PRESENTATION**  
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**Speaker**

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**Biography**

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**SESSION**  
**10-C**

**PRESENTATION**  
**TBD**

**Speaker**

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**Biography**

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**SESSION**  
**10-D**

**PRESENTATION**  
**TBD**

**Speaker**

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**Biography**

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**SESSION**  
**10-E**

**PRESENTATION**  
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**Speaker**

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**Biography**

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SESSION  
**11-A**

**PRESENTATION**

# **Doubling Down on Data Products to Drive the Business**

**Speaker**

**Amy Lenander & Christina Egea, Capital One**

**Abstract**

While lots of organizations are building data products, the approach and scope of them varies significantly. This talk will offer a practical guide to building a data products approach where they are at the core of how the business operates. Attendees will hear Capital One’s real-world insights on interoperable data product development, definitions and frameworks, the role of talent and the data product manager, and examples of how data products can support analytical and operational use cases at scale.

**Biography**

## **Amy Lenander**

Chief Data Officer  
Capital One



Amy Lenander is Chief Data Officer at Capital One, where she leads the development and delivery of Capital One’s data strategy. A Fortune 500 company, Capital One was founded with data in its DNA and serves more than 100 million customers across a broad spectrum of financial products and services. Amy’s team builds and manages the data platforms and products that make up Capital One’s data ecosystem and drives data management practices across the company.

Since joining Capital One in 2003, Amy has held a variety of business leadership roles. These have included leading the No Hassle Rewards program, strengthening customer advocacy and digital engagement; Head of International and CEO of Capital One UK, leading all aspects of that business; and Head of Capital One’s Navigator Platform, which aims to simplify the car buying experience. She is a Fellow of the 2019 class of the Aspen Institute Finance Leaders Fellowship and a member of the Aspen Global Leadership Network. She is also a board member of the non-profit LIFT.

Amy is passionate about developing talent and creating products that make life better for consumers. Born and raised in New Jersey, Amy earned her undergraduate degree in Economics from Harvard University and M.B.A. from Columbia University. recognition, including Global 100 honors, and he serves as a UN Representative

to the AWWG at the United Nations Economic and Social Council (ECOSOC). He regularly speaks, advises executives, and mentors leaders across retail, fintech, and automotive industries.

## **Christina Egea**

SVP, Enterprise Data  
Capital One



Christina is a Senior Vice President in Enterprise Data at Capital One, where she leads a team of product and data experts who are responsible for the experiences and capabilities that standardize, protect and operationalize the company’s data. Christina and team are focused on building the experiences that ensure data users can easily find, understand, and use trustworthy data from across the company. She joined Capital One in 2016 and received her degree from Vanderbilt University.

SESSION  
**11-B**

PRESENTATION

# From Noise to Clarity: Turning Unstructured Enterprise Data into AI-Ready Context

**Speaker**

**Or Zabłudowski, Flexor**

**Abstract**

In today's rapidly changing world, enterprises are racing to embed AI agents and agentic applications. While technology is ripe, trust is still lacking. AI agents hallucinate, provide inaccurate outputs and are inconsistent when used across the enterprise.

80-90% of the organization's most critical knowledge: customer intent, operational risk signals, competitive intelligence, compliance requirements, and strategic context, lives in unstructured formats: emails, calls, PDFs, reports, contracts, meeting notes, and internal documents. This data can be used to provide valuable context for AI, but it is messy, non-standardized and impossible for AI agents to use reliably, without the right technologies and processes that make it AI-ready.

In this session, Or Zabłudowski, Flexor's CEO, will unpack why enterprise context is the defining challenge of enterprise AI, and what it takes to turn unstructured data into context for AI, to empower your teams and AI agents to make the right decision, every time.

This session will cover:

- How to automate pre-processing and context-building, to turn unstructured data into AI-ready information for AI applications that handle customers, operations, and compliance
- What an AI Context Engine consists of, and what are the steps needed to unify, contextualize, standardize, normalize and structure unstructured data, turning it into a trusted knowledge foundation
- How to achieve AI explainability, governance and lineage tracking
- How to create a robust process that works at scale, across use cases, and integrates seamlessly with your existing data stack
- How to keep costs under control and lower TCO by building context once, and using it across the enterprise.

This session will include real-world examples from global enterprises, including customer service agents, operations automation, procurement optimization, and more.

**Biography**

**Or Zabłudowski**

Co-Founder & CEO  
Flexor



Or Zabłudowski is Co-founder and CEO of Flexor, bringing more than 15 years of specialized experience in unstructured data management and enterprise-grade systems. Or has built his career solving the fundamental challenge of transforming scattered, messy information such as emails, messages, PDFs and calls into valuable knowledge at scale.

Or led unstructured data teams for over a decade, developing systems that turned fragmented information into critical insights. When the COVID-19 pandemic emerged, Or was selected to spearhead the National COVID Data Team, leading unstructured data analysis that informed critical healthcare decisions during an unprecedented public health crisis.

Or holds an MSc in Biomedical Engineering, where he focused on computational approaches to complex biological systems.

Today, as CEO of Flexor, he enables global enterprises to turn their unstructured data into context for AI with ACE - The AI Context Engine. By unifying, standardizing and contextualizing organizational unstructured data in an automated, unified and systematic way, Or and his team help global organizations deploy AI initiatives with confidence, making AI trustworthy, contextual and business-aware.

SESSION  
**11-C**

PANEL DISCUSSION

# The CDO Role: 20 Years Later -- Why Organizations Need a Chief Data, Analytics, & AI Officer

**Moderator**

**Randy Bean, Data & AI Leadership Exchange**

**Panelists**

**Katya Andresen, Cigna; Chandhu Nair, Lowes; Bhagyesh Phanse, Starbucks**

**Abstract**

In celebration of the 20th anniversary of the CDOIQ Symposium, this will be the 12th annual CDO panel moderated by Randy Bean on the ongoing evolution of the Chief Data Officer role since its inception in the decade of the 2000's. While only 12% of leading firms had appointed a CDO by 2012 when the CDOIQ Symposium was still in its formative years, that number had exploded to 85% by 2025. The CDO role has become ubiquitous, but now will the acceleration of AI advancement reinforce this direction or lead in new directions? A panel of leading CDOs will explore this question and discuss where the CDO role evolves next in an AI future.

**Biography**

## Randy Bean

Founder | CEO  
Data & AI Leadership Exchange



Randy Bean has been an advisor to Fortune 1000 organizations on data and AI leadership for 3+ decades. He is a Founder, CEO, Author, Speaker, Senior Advisor, Innovation Fellow, and Board Member.

Randy is the bestselling author of "Fail Fast, Learn Faster: Lessons in Data-Driven Leadership in an Age of Disruption, Big Data, and AI", and a regular contributor to Forbes, Harvard Business Review, and MIT Sloan Management Review on Data & AI leadership. He was previously Founder and CEO of NewVantage Partners (NVP), a data and AI leadership advisory firm to Fortune 1000 clients, which he founded in 2001. NVP was acquired by Wavestone, a Paris-based global consultancy, in 2021. Randy has organized and moderated a Chief Data Officer keynote panel for CDOIQ since 2014 and serves on its advisory board.

## Katya Andresen

Senior Vice President and Chief Digital & Analytics Office

Cigna



Katya Andresen serves as The Cigna Group's Chief Digital & Analytics Officer. In this position she leads strategy and execution of digital, analytics, and data governance and commercialization, as well as AI-driven experiences across the company's lines of business. She also oversees the Evernorth Labs, Evernorth Research Institute, and a cross-enterprise organization that drives the implementation of innovations designed to deliver more personalized, transparent, and affordable health care experiences. By uniting digital, analytics, and innovation, powered by data, Katya and her team are transforming health care experiences for customers, clients, and providers.

Prior to joining Cigna in September 2021, Katya drove experience innovation in financial services as a Senior Vice President at Capital One, focusing on creating and delivering an integrated, end-to-end experience for customers across all touchpoints with a team that included customer insights, digital product and experience, brand, digital marketing, content marketing, design, servicing, and Capital One Cafes. Before joining Capital One, Katya served in executive roles for mission-focused technology companies, as CEO of the education technology company Cricket Media and COO and CSO of Network for Good, a payments platform and SaaS enterprise solution for digital giving and social actions that was founded by AOL, Yahoo! and Cisco. Katya guest lectures at Georgetown University's business school and has served as an adjunct professor at the American University Key Executive Leadership Program. Earlier in her career, Katya was a foreign correspondent for Reuters News and Television in Asia and for Associated Press and major U.S. newspapers in Africa. Katya holds a B.A. in History from Haverford College.

## Chandhu Nair

SVP/Data, AI, & Innovation

Lowes



TBD

**Bhagyesh Phanse**

SVP/Chief Data & Analytics Officer  
Starbucks



TBD

SESSION  
**11-D**

PRESENTATION  
**TBD by Informatica**

**Speaker**

**TBD**

**Abstract**

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**Biography**

**TBD**

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SESSION  
**11-E**

PRESENTATION

# From Data Lakes to Agentic Enterprises: Governing Real-Time, Model-Native Data Ecosystems

**Speaker**

**Stewart Bond, IDC**

**Abstract**

As AI systems become increasingly agentic, capable of reasoning, acting, and governing data autonomously, the enterprise data landscape is undergoing a profound shift. Foundational models are evolving into the analytical layer itself, blurring the lines between data, application, and intelligence. Traditional warehouses and lakehouses are converging into model-lakes, where data preparation, inference, and decision automation are unified.

At the same time, event-driven architectures are redefining the role of data as a live, continuously observable asset. In this new model-native paradigm, governance is no longer about control points and committees, it becomes intent orchestration, built on trust, real-time visibility, and autonomous compliance.

This session will explore how Chief Data Officers can lead this transition by modernizing architectures for real-time responsiveness, embedding AI into governance and policy, and preparing their data ecosystems for an era when “data is the application.” Drawing on 2025–2026 IDC research, the discussion will illustrate a practical path from today’s federated data models to tomorrow’s agentic enterprise.

**Biography**

## Stewart Bond

Research Vice President  
IDC



Stewart Bond is Vice President of IDC’s Data Intelligence and Integration Software service. Mr. Bond's core research coverage includes watching emerging trends that are shaping and changing data movement, ingestion, transformation, mastering, cleansing and consumption in the AI era. Having worked in the IT industry for over 30 years, from early experience in database and application development, through solution design and deployment, to strategic architectural consulting, Stewart has worked through some significant

changes in the IT industry. His depth of field experience coupled with market insight gives him a unique perspective, valued by his customers and peers. Mr. Bond has led numerous research projects and publications and is recognized as a primary driver behind establishing the data intelligence market category. Prior to becoming a market and industry analyst in 2011, Stewart spent 10 years with IBM as a master certified IT architect, consulting on information management and middleware strategies, and delivering integration solutions to customers around the globe.

**SESSION**  
**12-A**

**PRESENTATION**  
**TBD**

**Speaker**

**TBD**

**Abstract**

TBD

**Biography**

**TBD**

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**SESSION  
12-B**

**PRESENTATION  
TBD**

**Moderator**

**TBD**

**Panelists**

**TBD**

**Abstract**

**TBD**

**Biography**

**TBD**



TBD

SESSION  
**12-C**

PRESENTATION

# Achieving and Measuring Value from Artificial Intelligence

**Speaker**

**Thomas Davenport, Babson College**

**Abstract**

Achieving value from artificial intelligence initiatives has become not only important to individual companies, but also to the entire economy. Valuations of AI companies are often described as too high, in part because customer companies don't generate enough value from their products to justify the high valuations. In this presentation Tom Davenport will provide an overview of the value issue, describe how it varies by the type of AI technology involved, and make recommendations for AI value management. He will also present the results of a survey on AI economic value and a maturity model for achieving, aggregating, and reporting on AI value.

**Biography**

## Thomas Davenport

Distinguished Professor  
Babson College



Tom Davenport is the President's Distinguished Professor of Information Technology and Management and the Faculty Director of the Metropoulos Institute for Technology and Entrepreneurship at Babson College, a Visiting Professor at the UVA Darden School of Business, a Fellow of the MIT Initiative on the Digital Economy, and a Senior Advisor to Deloitte's Chief Data and Analytics Officer program. He pioneered the concept of "competing on analytics" with his best-selling 2006 Harvard Business Review article (and his 2007 book by the same name). He recently co-authored the book *All Hands on Tech: The AI-Powered Citizen Revolution* (with Ian Barkin), and he has also co-authored the book *Agentic Artificial Intelligence*. He has published 26 books and over 300 articles for Harvard Business Review, MIT Sloan Management Review, and many other publications. He writes columns for Forbes, MIT Sloan Management Review, and the Wall Street Journal. He has been named one of the world's "Top 25 Consultants" by Consulting magazine, one of the top 3 business/technology analysts in the world by Optimize magazine, one of the 100 most influential people in the IT industry by Ziff-Davis magazines, and one of the world's top fifty business school professors by Fortune magazine. He's also been a LinkedIn Top Voice for both the education and tech sectors.

SESSION  
**12-D**

PRESENTATION

# From Unstructured Data to Enterprise Enablement: Building the Context Layer That Makes AI Work

Speaker

**TBD**

Abstract

Your organization already holds everything it needs to build AI that is tailored to your enterprise. Most of it just hasn't been unlocked yet.

Earlier this year at GTC, Jensen Huang said the future of agentic AI runs on context. The richest source of that context isn't structured data, it's the 80-90% of organizational knowledge locked in emails, call transcripts, PDFs, and meeting notes - unstructured data. Accumulated over years. Specific to your business. Unlike anything a general-purpose model has ever seen. And very difficult for AI to harness using generic LLMs and RAG.

This session is about how to unlock it. We'll walk through the key building blocks:

Unstructured data unification, Pre-processing, Context-building and Domain intelligence enrichment.

**We'll ground each one in a real enterprise use case:**

**\$33M recovered** by a large retailer that transformed 140,000+ customer calls and chats into actionable context, identifying drop-offs and enabling real-time intervention.

**Millions saved annually** inside a \$4B procurement operation by making thousands of fragmented PDF contracts readable, connectable, and actionable for their AI agent.

**90%+ KPI accuracy achieved** across thousands of portfolio companies by a venture capital firm that transformed unstructured CRM data, meeting notes, and decks into a trusted knowledge foundation that correctly identifies ARR, revenue, cash and runway at any point in time.

**The opportunity inside your unstructured data is larger than most enterprises have imagined. This session is about what it takes to realize it, and how leading enterprises are paving the way in turning unstructured data into the context AI needs to succeed.**

**Biography**

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**TBD**

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TBD



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SESSION  
**12-E**

PRESENTATION

# Advancing Data Leadership in Higher Education: Translating Executive Intent into Measurable Impact

**Speakers**

**Olivia Kew, Vanderbilt University & Kappu Ramasubramanian, Rutgers, The State University of New Jersey**

**Abstract**

Research universities operate in complex ecosystems where value is contextual, and impact unfolds over time. In this environment, CDOs must move beyond analytics delivery to translate organizational priorities into institutional direction.

Two university CDOs share complementary leadership operating models. Kappu Ramasubramanian presents her “Dialogue – Data – Direction” framework, connecting data to strategic objectives to shape direction. Olivia Kew introduces her “data journey” approach, guiding stakeholders from early wins to sustained transformation.

The session explores how two CDOs from public and private research universities deploy distinct operating models to demonstrate measurable value in higher education through data and analytics.

**Biography**

## Olivia Kew

Chief Data Officer  
Vanderbilt University



Olivia Kew is the inaugural Chief Data Officer at Vanderbilt University. She leads the Office of Data & Strategic Analytics, partnering with leaders across Vanderbilt to deliver value through better use of data.

Olivia came to Vanderbilt in 2019 from the University of Birmingham in England, where she was the Director of Strategic Planning. In that role she led strategy development, annual planning, and business intelligence. She had previously managed special projects and executive communications for the vice-chancellor (president) of the University of Birmingham.

Olivia brings to her role as Chief Data Officer an unusually broad perspective thanks to her international background and her ability to bridge between strategic and technical concepts. She is widely networked internationally. In the UK she served on a governmental advisory group on higher education costing and oversaw training programs for her professional organization. She is now a member of the Global Editorial Board at CDO Magazine, is regularly invited to speak to higher education and technology audiences, and is active in the Nashville technology community.

Olivia began her career working in international development, including in Ukraine supporting better governance, and at California State Polytechnic University in Pomona running international training. She speaks Ukrainian and Russian. She holds a bachelor's in history from Princeton University and an MBA from the University of Leicester in the UK.

## **Kappu Ramasubramanian**

Chief Data Officer

Rutgers, The State University of New Jersey



Kappu Ramasubramanian (Kappu Ram) is the inaugural Chief Data Officer and Assistant Vice President at Rutgers University, where she provides strategic leadership and vision to advance data and analytics, enabling the university to leverage data as a strategic asset for decision-making across academic, administrative, and research units.

Prior to Rutgers, she founded Disha Consulting, partnering with higher education institutions and academic medical centers to strengthen data strategy, governance, and analytics. She previously served as Chief Data and Analytics Officer at the University of Virginia School of Medicine and UVA Health System, where she built the data analytics function from the ground up, establishing a scalable, integrated data ecosystem and advancing a data-driven culture.

Kappu also brings experience from the federal and private sectors, with a background in large-scale systems implementation and engineering in complex, mission-focused environments.

SESSION  
**13-A**

PRESENTATION  
**TBD**

**Speaker**

**TBD**

**Abstract**

TBD

**Biography**

**TBD**

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TBD



TBD

SESSION  
**13-B**

PANEL DISCUSSION

# Why Strong Data Management Beats a New Platform, Every Time

**Moderator**

**Caroline Serio, KeyBank**

**Panelists**

**Doug Kanouff, Kevin Eichas, Brendan Sullivan, & Kevin Hunter, KeyBank**

**Abstract**

Banks rarely struggle because they lack data platforms. They struggle because **data management foundations evolve unevenly**, governance is fragmented, ownership is implied rather than adopted, quality expectations vary, literacy is inconsistent, and the data supply chain is asked to execute without clear rules.

Over the last three years, KeyBank turned bright spots of capabilities into an integrated enterprise data management foundation designed to execute: governance decision rights and forums with defined authority; measurable data quality standards and observation/defect management; enterprise data literacy expectations supported by catalog-driven findability; formalized data product ownership with clear domain accountability; and an enterprise data supply chain—implementation and operations, including master data management—that turns standards into usable, scalable outcomes. This is a strong foundation—and we are still building, strengthening, and scaling.

This 45-minute session is structured as an **executive interview**, led by **Caroline Serio**, Head of Enterprise Data Governance and Enablement, the leader responsible for defining governance expectations, focusing on enterprise-wide people change, and strong risk management. Caroline interviews the leaders accountable for strategic definition and execution:

In addition to the structure being a differentiator, the leadership team worked to obtain buy-in from the start to create partnerships across the business, risk leaders, and the enterprise. The team deliberately spent—and continues to spend—time focused on the people side of change, knowing that adoption, trust, and sustained execution depend less on policy and more on how leaders engage, challenge, and align the organization through each decision.

For leaders navigating constant shifts in regulatory, business, and AI-driven priorities, this session offers a practical perspective: organizations that invest in strong data management foundations *and* a strong leadership culture move faster, with less risk, when change inevitably arrives.

**Biography**

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**Caroline Serio**

Head of Data and Analytics Governance  
KeyBank



Senior leader with 30+ years of experience and 3 years at KeyBank. She leads data and analytics strategy, and governance responsibilities for new policy, standards, controls and metrics & enables the enterprise through structured change management.

**Doug Kanouff**

Head of Enterprise Data and Information Services  
KeyBank



Senior leader with 30+ years of experience and 15 years at KeyBank, where he is accountable for the Enterprise Data Supply Chain, including Master Data Management, and oversees enterprise-wide data implementation and operations.

**Kevin Eichas**

Head of Commercial & Institutional Data Product  
KeyBank



Senior leader with 25 years of experience and 20 years at KeyBank. He leads data product strategy and governance across the Commercial & Institutional banks and oversees foundational data platform supporting Commercial & Institutional data.

## **Brendan Sullivan**

Head of Data Literacy  
KeyBank



Senior leader with 20+ years of experience and 3 years at KeyBank. He leads the Enterprise Data Catalog, enabling associates to easily find and use data, and oversees the curation of customer-sensitive information and customer golden records.

## **Kevin Hunter**

Head of Enterprise Data Quality  
KeyBank



Senior leader with 30+ years of experience and 1 year at KeyBank. He leads the establishment and scaling of Enterprise Data Quality Management, including sustainable processes, tools, and KPIs, and oversees the Critical Data Element Certification process.

SESSION  
**13-C**

PRESENTATION

# Beyond Data-Driven: Why the Future Belongs to the Data Inspired

**Speaker**

**Sebastian Wernicke, Oxera Consulting**

**Abstract**

After a decade of building data lakes, hiring scientists, and democratizing dashboards, most organizations find themselves somewhat "data-frustrated"—excellent at optimizing the status quo, but failing to truly transform their business.

Sebastian Wernicke argues that the barrier isn't technical, but cultural. Organizations must evolve from a data-driven mindset (using data primarily as a scorecard) to a data-inspired state of constant reinvention.

Drawing on his new book, *Data Inspired*, this session reveals how to break the cycle of incrementalism. Attendees will learn how to build a culture where data doesn't just settle arguments, but challenges core assumptions, fuels bold experiments, and uncovers entirely new business models.

**Biography**

**Sebastian Wernicke**

Author and Partner  
Oxera Consulting



Sebastian Wernicke, Ph.D., is the author of *Data Inspired* and a Partner at Oxera Consulting, where he leads the data science and AI practice. A leading expert in data strategy and a former Chief Data Scientist, Sebastian has spent two decades guiding global organizations to achieve breakthrough transformation through the power of trusted data and scalable AI.

His ability to make complex technical topics accessible, engaging, and actionable has made him a sought-after speaker and workshop facilitator for leadership teams worldwide. A three-time TED speaker, Sebastian's insights on the intersection of data and human decision-making have reached a global audience of over 5 million viewers.

SESSION  
**13-D**

PRESENTATION  
**TBD by Cyera**

**Speaker**

**TBD**

**Abstract**

TBD

**Biography**

**TBD**

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TBD



TBD

SESSION  
**13-E**

PRESENTATION  
**TBD by MIT Horizon**

**Speaker**

**TBD**

**Abstract**

TBD

**Biography**

**TBD**

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SESSION  
**14-A**

PRESENTATION  
**TBD**

**Speaker**

**TBD**

**Abstract**

TBD

**Biography**

**TBD**

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SESSION  
**14-B**

PRESENTATION

# Driving Business Values with Data and AI: A CEO's Perspective

**Speaker**

**Julia Bardmesser, Data4Real LLC**

**Abstract**

Based on insights from From Data to Dollars, this talk explores how organizations can define, communicate, and deliver business value from their data and AI. Grounded in real-world experience, Julia offers practical, proven approaches to turn data and AI into tangible outcomes that matter.

**Biography**

## Julia Bardmesser

CEO  
Data4Real LLC



Julia Bardmesser is a globally recognized authority on data and AI with over two decades of experience driving transformation at institutions like Voya Financial, Deutsche Bank, and Citigroup. As a sought-after keynote speaker, she brings sharp insights and real-world stories that bridge cutting edge technology and business value.

Julia is known for translating complex data challenges into actionable strategies that accelerate growth, sharpen decision-making, and improve operational resilience. Her thought leadership extends from the boardroom into the classroom, as an Adjunct Professor at NYU School of Business, and into the startup world, where she advises high-growth tech ventures.

Named a 2022 WLDA Changemaker in AI and a three-time honoree on CDO Magazine's Global Data Power Women list, Julia consistently inspires audiences to rethink how data and AI can transform their organizations.

SESSION  
14-C

PRESENTATION

# People and Data (and, oh yes, AI!)

Speaker

**Thomas Redman, Data Quality Solutions**

Abstract

The last several years have witnessed a drumbeat of intoxicating, potentially game-changing AI technologies. But as Jeff McMillan, who leads AI efforts at Morgan Stanley and whose program is as far along as any puts it, “When it comes to AI, technology is easy. Data and people are hard.”

That’s where *People and Data*, my latest, best, and most important book comes in. Based on engagements with dozens of clients, study groups, and interactions with other experts, it unpacks the essential roles “regular people,” those without data in their titles, play all things data. Yet most data programs ignore them, even viewing them as “the problem.”

We’ll step through the logic, call out specific roles for regular people, and discuss implications for data teams and AI. Most importantly, we’ll show how companies have made all this work. We’ll conclude with a short discussion on some longer-term issues. Namely, today’s organizations are unfit for data. While making the structural changes may be beyond the remit of attendees, it is essential that the “top data person” begin to press for such changes.

Biography

## Thomas Redman

The Data Doc, President  
Data Quality Solutions



**Thomas C. Redman, “The Data Doc,”** is the founder and President of Data Quality Solutions. He helps companies attack data issues head-on, get the basics right, and empower people. Everything, from AI, to better decisions and smooth operations, depends on high-quality data. His work can be found in *Harvard Business Review*, *Sloan Management Review* and in his latest book, *People and Data: Uniting to Transform Your Organization* (Kogan Page, 2023).

SESSION  
**14-D**

PRESENTATION

# The Hidden Data Problem Blocking AI at Scale

**Speaker**

**Terry Dorsey, Denodo**

**Abstract**

AI has never been easier to build, yet harder than ever to scale.

With each new AI project, teams are rebuilding logic, reapplying governance, and struggling to trust the data feeding their models. The result is slow delivery, rising costs, and stalled impact.

This session challenges the common assumption that better models will fix the problem. Instead, we explore an architectural approach built on governed data access, shared business meaning, and reusable data products.

Walk away with a clear blueprint to move from isolated AI wins to enterprise-wide value.

**Biography**

## Terry Dorsey

Senior Data Architect and North America's Evangelist  
Denodo



Terry Dorsey is a Senior Data Architect and North America's Evangelist for Denodo, a leading provider of Logical Data Management technology powered by data virtualization. With over 30 years of experience in Information Technology, she has played a central role in helping organizations modernize their data infrastructure to support advanced analytics, enterprise integration, and AI-driven outcomes.

Her academic credentials include a bachelor's degree in applied mathematics from Carnegie Mellon University, a master's in information science from the University of Pittsburgh, and a master's in analytics from Harrisburg University of Science and Technology. She is currently pursuing a PhD in Data Science at Harrisburg University, where her research focuses on the use of Artificial Intelligence and Machine Learning for processing unstructured data, leveraging graph theory and graph-based algorithms to enable contextual understanding and reasoning. Throughout her career, Terry has led strategic implementations across industries including consumer goods, healthcare, manufacturing, utilities, and defense. She has driven enterprise architecture initiatives, guided AI and ML solution delivery, and helped teams accelerate adoption of self-service

analytics while managing operational risk and cost. Her expertise lies in bridging modern data architecture with intelligent systems—using Data Virtualization as a core enabler of best practice design principles—such as abstraction, loose coupling, generalization and separation of concerns—to provide secure, scalable, and efficient access to data across distributed environments. Terry continues to focus on building systems that make data more usable, more explainable, and more aligned to business needs without compromising flexibility or governance.

SESSION  
**14-E**

PRESENTATION

# TBD by MIT Sloan

**Speaker**

**Christopher Reichart, MIT SBAA | R-F Consulting**

**Abstract**

TBD

**Biography**

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## **Christopher Reichart**

President | Chief Information Officer  
MIT SBAA | R-F Consulting



TBD

SESSION  
**15-A**

PRESENTATION

# Why Most Enterprise Retention Metrics Fail — And What CDOs Must Standardize to Unlock Reliable Growth Analytics

**Speaker**

**Bao Nguyen, Adobe**

**Abstract**

This session would explore:

- How inconsistent definitions of core PLG metrics (e.g.: retention, activation, engagement) undermine executive trust in data
- The role of standardized semantic layers and data governance in driving consistent enterprise reporting
- Practical strategies for aligning analytics engineering, data governance, and business stakeholders

**Biography**

## **Bao Nguyen**

Senior Analytics Engineer  
Adobe



Bao Nguyen is a Senior Analytics Engineer at Adobe, focused on building product analytics systems that translate user behavior into scalable growth strategies.

His work centers on designing data models, metrics, and retention frameworks that enable teams to make faster, more confident decisions. He has supported data initiatives through rapid scaling, helping drive adoption, collaboration workflows, and monetization strategies.

Bao brings a product-first perspective to analytics engineering, combining data modeling, experimentation, and business context to move beyond reporting toward true decision enablement.

Bao is also an active member of the data community, serving as a mentor and speaker on topics including data modeling, analytics engineering, and building reliable data systems.

SESSION  
**15-B**

PRESENTATION

# Designing an AI-Ready Data and Developer Platform for Clinical Workflows

**Speaker**

**Cliona Moloney, IDEXX**

**Abstract**

A data- and AI-driven framework has been targeted to convert fragmented veterinary clinical records into reliable clinical intelligence. Our framework integrates medical encounter-level context, curated annotations, AI-fueled enrichments with standardized interfaces, advanced AI/ML practices, and automated quality controls. This framework enables wide ranging capabilities such as speech-to-clinical-note, AI extracted patient histories, and medical report automation, - all set to fuel agentic-AI for safer deployment and greater transparency across the systems and tooling in veterinarian daily workflows.

**Biography**

## Cliona Moloney

VP R&D, Chief Data Officer & Head of Data Science  
IDEXX



Cliona Molony PhD is Vice President and Chief Data Officer at IDEXX, where she leads the Data & AI Center of Excellence, advancing clinically trusted AI across veterinary diagnostics instruments, software, services and data platforms. Her work focuses on delivering production-grade AI embedded in real systems and workflows. Prior to IDEXX, she held senior data and AI leadership roles across biopharma and health technology, spanning computational biomedicines, medical devices, and many global business functions.

SESSION  
**15-C**

PRESENTATION

# The Actual Data, Analytics, and AI Practices of High-Performing Organizations

**Speaker**

**Doug Laney, Data, Analytics and AI advisor, Reseacher, and Author and Moises Muñoz, EY**

**Abstract**

This session shares findings from a global study that compares how organizations actually use data, analytics and AI with how well they perform relative to their peers. The research highlights clear patterns that separate leaders from laggards, including how they govern data as an asset, operationalize analytics at scale, and embed AI into decision-making and data management itself. Rather than focusing on hype or isolated success stories, the study provides an evidence-based map of the practices that consistently correlate with higher strategic, operational and financial performance.

**Biography**

## Doug Laney

Data, Analytics, and AI advisor, Researcher, and Author



Douglas Laney is a renowned thought leader and advisor on data, analytics, and AI strategy. He is a best-selling author, as well as a featured speaker and business school professor. Laney has been recognised repeatedly as a top-50 global expert on data-related topics and is a three-time Gartner annual thought leadership award recipient. He originated the discipline of infonomics – recognising and treating data as an actual economic asset. Laney continues to focus on helping organisations and their leadership innovate with and optimise the value of their data assets.

## Moises Muñoz

Data & AI Director and IE School Professor  
EY



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SESSION  
**15-D**

PRESENTATION  
**TBD by SAIC**

**Speaker**

**TBD**

**Abstract**

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**Biography**

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SESSION  
**15-E**

PRESENTATION

# Evolving IT Leadership: How CDOs become CIOs and build resilient organizations.

**Speaker**

**Angela Chen, University of Delaware; Vasa Krisnan, Lüt**

**Abstract**

Ever since the launch of Chat GPT, Data and AI are at the forefront of many strategic discussions. It's fascinating to see how rapidly evolving technology options transform our life. New technology is exciting, but too much focus on technology is not going to be enough for optimal results. A well-connected data strategy is becoming even more important to connect the people, process, technology, and mindset to prepare every organization for the future. Data experts are stepping out of their comfort zone, taking on more roles and fueling the innovation. This session will go through Angela's leadership journey as the background and discuss a multipronged IT strategy with data strategy at its core.

**Biography**

## Angela Chen

VP of Data, Chief Information Officer  
University of Delaware



**Angela Y. Chen** is Vice President for Information Technology and Chief Information Officer at the University of Delaware, where she leads central and distributed IT, enterprise systems modernization, cybersecurity, campus network, research cyber infrastructure and data management in support of the university's academic, research, and administrative mission. She serves on the President's senior leadership team and oversees large-scale technology investments focused on resilience, efficiency, and data-driven decision-making.

With more than 25 years of experience across higher education and financial services, Angela has held senior leadership roles at New York University, Yale University, AIG, Bank of America, and other global organizations. Her career spans data architecture, analytics, enterprise systems, cloud transformation, and organizational leadership. Angela is recognized for building resilient, service-oriented IT organizations and for bridging data leadership with enterprise-wide technology strategy. She has been named to *CDO Magazine's* Leading Tech Executives Impacting U.S. Higher Education list and serves on the NYSERNet Board of Directors.

## Vasa Krishnan

Chief Information and Technology Officer

Lüt



Vasa Krishnan is the Chief Information and Technology Officer at Lüt, where he leads Technology, Innovation & Research, Data, AI, Compliance, and Cybersecurity, defining global strategy and execution for a cutting-edge, next-generation payments platform at the forefront of fintech disruption.

Vasa has a distinguished leadership track record, having served in senior executive and strategic consulting leadership roles across premier global financial institutions. His career reflects the evolution from data and analytics leadership into enterprise wide technology leadership bridging the roles of Chief Data Officer and Chief Information Officer to drive integrated, business aligned transformation.

He has driven enterprise scale technology, data, and business transformation, overseeing significant investments and leading global teams across financial services, fintech, and consulting. He has consistently delivered substantial business value through technology and data initiatives, building and leading high-performing global teams from the ground up.

Vasa is recognized for aligning technology and data strategy with business outcomes enabling innovation, accelerating growth, and building resilient, future ready organizations.

SESSION  
**17-A**

**PRESENTATION**

# **Bridging the AI Readiness Gap: From Insight to Implementation**

**Speaker**

**Leticia Naqvi, Apple**

**Abstract**

As artificial intelligence continues to transform how organizations operate, many leaders are still struggling to translate experimentation into measurable value. Despite growing investment, AI initiatives often stall between the pilot and production stages due to misaligned strategies, fragmented data infrastructure, and resistance to change. This session presents a practical framework designed to help organizations bridge the gap between AI readiness and implementation. Drawing from ongoing doctoral research and enterprise experience, the discussion focuses on four core pillars: leadership alignment, data maturity, innovation culture, and change management. Together, these pillars form the foundation for sustainable and scalable AI adoption. Attendees will learn how to assess organizational readiness, identify common barriers, and develop a structured roadmap that embeds AI into business processes. The session provides actionable strategies to help data and analytics leaders responsibly and effectively move from conceptual opportunity to operational impact.

**Biography**

## **Leticia Naqvi**

People Analytics Research Manager  
Apple



Leticia Naqvi is a People Analytics Research Manager at Apple and Doctor of Business Administration candidate at City University of Seattle. Her research explores organizational readiness for AI-driven decision support and data-driven transformation. She focuses on bridging strategy, analytics, and governance to help enterprises operationalize responsible AI adoption.

SESSION  
**17-B**

PRESENTATION

# Building Trusted AI: Ensuring Data Consistency, Governance, and Information Quality in Distributed Enterprise System

**Speaker**

**Hemasundara Reddy Lanka, Publicis Sapiant**

**Abstract**

As organizations scale AI and advanced analytics across distributed environments, the quality, consistency, and governance of underlying data become critical determinants of success. Inconsistent data architectures and fragmented governance models can undermine decision intelligence, increase compliance risk, and erode stakeholder trust. This session will explore practical strategies for embedding information quality, data governance, security, and lineage directly into modern distributed systems. Drawing from real-world enterprise experience, the discussion will highlight architectural patterns, governance-by-design approaches, and operational controls that enable trusted AI and sustainable data-driven decision-making at scale.

**Biography**

## Hemasundara Reddy Lanka

Technical Architect  
Publicis Sapiant



Hemasundara Reddy Lanka is a Technical Architect with over 20 years of experience designing and modernizing enterprise-scale data and AI systems across commercial and federal environments. He specializes in architecting distributed, cloud-native platforms that ensure data consistency, governance, and information quality in complex ecosystems.

His expertise spans enterprise system architecture, data integration frameworks, real-time data pipelines, Master Data Management, and AI-enabled modernization strategies. Hemasundar focuses on building resilient, interoperable architectures that align trusted data foundations with regulatory compliance and intelligent automation goals.

He has led cross-functional engineering teams in delivering scalable, secure platforms that support mission-critical operations and enterprise analytics. At CDOIQ, he shares practical architectural strategies for building trusted AI through strong governance, system design discipline, and distributed information quality controls.

SESSION  
**17-C**

PANEL DISCUSSION

# Data Quality's Invisible Foe: FEAR

**Moderator**

**Kim Herrington, Forrester Research**

**Panelists**

**Tammy Baker, Industry Specialist; Danette McGilvray, Granite Falls Consulting; C. Lwanga Yonke, Padouk Consulting, LLC; Dan Everett, Insightful Research; Dora Boussias, DoraB Global**

**Abstract**

Fear can quietly undermine data quality efforts by discouraging transparency and honest discussion of mistakes. This panel will explore how fear of blame or failure leads to hidden data problems and stalled initiatives. Backed by Forrester research and other key sources and interviews, our panel will share key outcomes of our panel's ongoing fear/DQ workgroup sessions and summarize what causes fears and how they impact your data quality programs. Most importantly, you'll learn leadership strategies to build psychological safety to create a culture of inquiry where tough data issues can be openly addressed, ultimately improving trust and data quality outcomes.

**Biography**

## Kim Herrington

Senior Analyst – Data Leadership, Org. & Culture  
Forrester Research



Kim covers data literacy, leadership, and culture at Forrester, helping organizations drive insight-driven decision-making and navigate AI adoption with trust and rigor. She is a nationally recognized data literacy advocate and community builder.

## Tammy Baker

Data Strategy and Governance Lead  
Industry Specialist



Tammy Baker is a data strategy and governance advisor who helps organizations create trusted, decision-ready data ecosystems. She brings cross-industry leadership experience designing governance operating models, improving data quality, and guiding organizations through the cultural change needed to elevate trust in data. Tammy holds CDMP and PMP credentials and is co-leading the Fear study group focused on data quality and organizational culture.

## Danette McGilvray

President & Principal  
Granite Falls Consulting



Danette is an internationally respected expert in data quality and governance, and author of *Executing Data Quality Projects: Ten Steps to Quality Data and Trusted Information™*.

## C. Lwanga Yonke

Founder & President  
Padouk Consulting



Lwanga is a seasoned information quality leader with expertise in data governance, architecture, and culture. He brings decades of experience across engineering and data management.

## Dan Everett

Technology Strategist  
Insightful Research



Dan is a strategist with 25+ years of experience helping organizations align data and analytics with business outcomes. His work blends technical depth with behavioral psychology and leadership alignment.

## Dora Boussias

Founder & Executive Advisor  
DoraB Global



Dora is a global data and AI leader with 30 years of enterprise experience. She focuses on decision quality, trust, and leadership in high-stakes environments, and is the creator of SOAR with Confidence®.

**SESSION**  
**17-D**

**PRESENTATION**  
**TBD**

**Speaker**

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**Abstract**

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**Biography**

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SESSION  
**17-E**

**PRESENTATION**

# My Journey with LLMs

**Speaker**

**Michael Stonebraker, MIT / Tamr**

**Abstract**

For the last two years, we have been attempting to use LLMs and agentic AI to query data warehouses using text-to-SQL methodology. On public benchmarks (Spider, Burd) the results are encouraging. However, there are difficulties with real data warehouses, which limit query accuracy to the 30% range, even when the correct tables are given to the system.

I then turn to an alternate agentic AI architecture which has much better accuracy, as well as offering access to multiple data sources.

My group at MIT has also tried agentic AI on data mastering, i.e. integrating multiple, independently constructed data sets. Here, results have been much better, but there are some caveats which make the results somewhat nuanced. I will also explain why rule systems are destined to fail at scale and why deep neural networks are generally avoided. This leaves traditional machine learning as the “last candidate standing”.

**Biography**

## Michael Stonebraker

Adjunct Professor / CTO  
MIT / Tamr



Michael Stonebraker is an adjunct professor at MIT CSAIL and a database pioneer who specializes in database management systems and data integration. He was awarded the 2014 A.M.Turing Award (known as the “Nobel Prize of computing”) by the Association for Computing Machinery for his “fundamental contributions to the concepts and practices underlying modern database systems as well as their practical application through nine start-up companies that he has founded.” Stonebraker also co-founded and serves as CTO of Tamr.

SESSION  
**18-A**

PRESENTATION

# Anomaly Detection Using Contextual Gen AI Solutions: A CDO's Guide to Applying Context for Anomaly Detection Using Streaming IOT Data

**Speakers**

Asha Poulose & Balaji Uppili, GE Healthcare

**Abstract**

This session explores why organizations must embrace contextual knowledge layer to unlock the power of Generative AI to maintain a competitive edge. We will discuss how leveraging the knowledge fabric as a foundational layer can dramatically accelerate return on investment (ROI) by improving data utilisation and enabling faster insights. Furthermore, the session will analyze application of **Large Language models to real-time machine data**, paving the way for innovative products, services, and new revenue streams, ultimately driving **return on innovation**. Finally, it will outline a **change management framework** essential for implementing the solutions across business to enable real-time future with data.

**Biography**

**Asha Poulose**  
Chief Digital Officer  
GE Healthcare



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**Balaji Uppili**

Senior Director for Digital Innovation  
GE Healthcare



TBD

SESSION  
**18-B**

PRESENTATION

# Modernization of Data Management from traditional on-prem solutions to Cloud-native solutions

**Speaker**

**Vinod Surasani, RBC Wealth Management**

**Abstract**

In today's data-driven economy, organizations face the dual challenge of managing massive volumes of data while ensuring its quality, consistency, and accessibility. Cloud modernization of data warehousing platforms, coupled with the evolution of Master Data Management solutions, provides a transformative path toward scalable, intelligent, and agile data ecosystems.

A critical component of successful modernization is the adoption of modern MDM solutions, which unify and govern core business entities such as customers, products, and suppliers. Cloud-based MDM platforms enable consistent, high-quality data across systems while supporting global data stewardship, lineage tracking, and compliance with evolving regulations.

1. Key best practices include implementing data catalogs, role-based access control, serverless compute for cost optimization, and enabling self-service analytics for business users.
2. The topic concludes by looking ahead at trends such as zero-ETL frameworks, AI-augmented MDM, and unified data platforms that combine analytics, governance, and master data into a cohesive cloud-native architecture.

**Biography**

## Vinod Surasani

Sr Software Engineer MDM  
RBC Wealth Management



Vinod Surasani is a Senior Software Engineer with 14 years of experience designing and delivering enterprise applications and data-driven solutions. His expertise spans data analytics, AI/ML integration, cloud-native development, and modernization of data management platforms, with a focus on scalability, performance, and governance. Vinod has led impactful initiatives across finance, healthcare, and technology, helping organizations unlock business value through advanced analytics and automation. He has deep hands-on experience with Master Data Management (MDM), event-driven architectures, and modern data platforms that enable intelligent

decision-making. Passionate about giving back to academia, Vinod serves as an Industry Advisor with Cornell Tech and delivers guest talks at Several Universities, mentoring students on careers and emerging tech. He regularly reviews, speaks, and mentors, sharing practical insights on AI-ready, data-driven enterprises.

SESSION  
**18-C**

PANEL DISCUSSION

# AI Data Governance for the Enterprise - Using Data Governance & Risk Management to Protect Your Data

**Moderator**

Lindy Kresl, Tecnologia

**Panelists**

Melvina Sparks, EmbraceIT AI; Nate Rain, Informatica by Salesforce; Patty Haines, Data Governance Advisor

**Abstract**

As artificial intelligence becomes embedded across enterprise operations, the risks associated with poorly governed data grow exponentially. This expert panel discussion explores how AI Data Governance serves as a critical risk management discipline—protecting data integrity, ensuring regulatory compliance, and preserving trust in AI-driven decisions. Panelists will examine how traditional data governance frameworks must evolve to address AI-specific risks such as bias, explainability, data lineage, model accountability, and operational misuse. Through real-world enterprise examples, the discussion will highlight practical strategies for aligning data governance, risk management, and AI innovation—enabling organizations to responsibly scale AI while safeguarding their most valuable asset: data.

**Biography**

## Lindy Kresl

Chief Data Officer  
Tecnologia



Linda A. Kresl is a seasoned data and AI executive with more than 25 years of experience leading Data Governance and Analytics solutions across the public and private sectors. She has held professional and management roles with the U.S. Department of Energy and Department of Defense, as well as The Boeing Company, Yahoo!, PricewaterhouseCoopers, Nike, and Informatica. From 2001 to 2016, she founded and led a successful consultancy specializing in Artificial Intelligence for Business Strategy, Business Intelligence, Enterprise Data Architecture, and Data Governance strategy. She has expanded her focus exclusively to Artificial Intelligence, earning the MIT Professional Certificate in Artificial Intelligence along with MIT Chief Data Officer and Data Quality certifications. Her work centers on ethical AI implementation, AI-assisted data governance, explainable AI in healthcare, and defense data modernization. Ms.

Kresl has served on the Board of Directors for DAMA International and IAIDQ and has spoken at the MIT Information Quality Symposium and international standards forums. She is co-author of the book entitled “AI Risk Management for the Enterprise” and currently leads AI-enabled data governance modernization initiatives for a U.S. defense agency.

## Melvina Sparks

Consultant  
EmbraceIT AI



Melvina Sparks is a data governance, risk, and compliance (GRC) and AI strategy leader with experience across Fortune 100 and Fortune 500 organizations. A U.S. Air Force veteran and trusted business-technical liaison, she translates regulatory, risk, and executive priorities into scalable governance solutions through the implementation of leading eGRC platforms. Her work includes shaping enterprise metadata and sensitive data classification strategies and designing AI-driven proof-of-concepts to automate privacy, PCI-DSS, and risk identification. With a background in enterprise network architecture, Melvina brings a forward-looking, systems-level perspective on governing data and AI at scale.

## Nate Rain

DG Expert  
Informatica by Salesforce



Nate Rain started his career at Anheuser-Busch hired to prevent the end of the world in Y2K. Data analyst to data modeler to ETL developer to report writer to managing data warehouse projects to managing the data warehouse and BI team. Implemented Data Governance and MDM efforts in multiple organizations. And most recently joined Informatica 5 years ago to help a wider audience base with data challenges.

## Patty Haines

Data Governance Advisor



Patty Haines is a senior level consultant providing solutions to customers’ information needs for 25 years. Patty possesses a deep expertise in the data realm, specializing in areas of architecture, quality, governance, warehousing, and business intelligence. She adeptly participates in roles ranging from solutions architect and project manager to analyst and mentor, bridging the gap between data solutions and business needs. Patty has experience with government and private industry organizations, including Pillsbury, Eli Lilly, Country Financial, USAA, Software AG, Whelen Engineering, and Treasury Department.

SESSION  
**18-D**

PRESENTATION  
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**Speaker**

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**Abstract**

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**Biography**

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SESSION  
**18-E**

PANEL DISCUSSION

# The Governance Imperative

**Moderator**

**Julia Cherashore, New York State Government Agency**

**Panelists**

**Ryan Day, Conference of State Bank Supervisors**

**Abstract**

Your AI and Data initiatives need robust governance. This not-to-be-missed session will unpack critical aspects of governance – both data governance and AI governance, and how to realize the synergies from both. It will explore how to achieve trusted data at scale using latest innovations, how to scale AI through data & tech infrastructure, and how to leverage unstructured data governance to improve AI outcomes. The panel will also explore how AI governance is evolving and focus on the critical AI governance capabilities that matter most for real-world AI deployment. Attendees will leave this session with practical takeaways from practitioners they can use immediately.

**Biography**

## Julia Cherashore

Deputy Superintendent, Data Governance and Management  
New York State Government Agency



Julia Cherashore is Deputy Superintendent for Data Governance and Management at New York State Department of Financial Services, one of the premier financial regulators in the world. Within New York State, the Department regulates activities of over 3,000 financial institutions with nearly \$10 trillion in assets. In her role, she’s leading DFS’ data transformation and implementation of agency-wide data governance program, including leading data governance solutions, tools, processes and capabilities. In 2024, the DFS Data Governance program received Best of State Award for Best Workplace Initiative. Prior to joining DFS in 2023, Julia spent two decades working at top investment banks and financial services firms across Data, Risk Management, Compliance, Management Consulting, and Operations. She received an MBA from NYU Stern School of Business and dual undergraduate degrees in Music and Business Administration from Weber State University. In addition to her professional responsibilities, Julia has been engaged with affinity networks and non-profits in a leadership role since 2014 and currently serves on several charitable Boards dedicated to advancing education and economic opportunity.

## Ryan Day

Advanced Data Scientist, Office of CDO, IT  
Conference of State Bank Supervisors



Ryan Day is an advanced data scientist at the Conference of State Bank Supervisors (CSBS) and the author of Hands-on APIs for AI and Data Science from O'Reilly Publishing. He previously led the digital services division at the General Services Administration. He holds an AWS Solutions Architect certification and is a member of the National Association of Business Economics

**SESSION**  
**19-A**

**PRESENTATION**  
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**Speaker**

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**Abstract**

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**Biography**

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SESSION  
**19-B**

PRESENTATION

# From Reactive to Proactive: How Intuit Credit Karma Solved Data Quality at Scale

**Speaker**

**Puneet Singh and Veenit Shah, Intuit Credit Karma**

**Abstract**

Powering financial progress for 140 million members requires data integrity at an immense scale. At Intuit Credit Karma, managing massive datasets across thousands of columns (hundreds of tables) made manual monitoring obsolete. This session explores our transition from reactive firefighting to proactive observability. Built on five pillars—Timeliness, Completeness, Accuracy, Observability, and Governance—we replaced manual effort with AI-driven automation and a centralized Data Asset Registry. We'll detail how we leveraged AI to solve Data Quality at scale and eliminate alert fatigue by creating high-confidence, real-time paging model that empowers the business with trustworthy, actionable data driven insights for critical decisions.

**Biography**

## Puneet Singh

Senior Data Engineer II  
Intuit Credit Karma



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## Veenit Shah

Senior Manager, Data Engineering  
Intuit Credit Karma



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SESSION  
**19-C**

**PRESENTATION**

# AI Oversight in the Boardroom: The Evolving Role of the CDO

**Speaker**

**Elena Alikhachkina, InfoFluence.ai**

**Abstract**

As AI moves from experimentation to enterprise infrastructure, boards are demanding greater transparency, accountability, and measurable value. Yet many organizations lack a clear oversight model. This session explores how the CDO's role is evolving from data steward to AI accountability leader. We will examine practical approaches for governing AI risk, aligning AI strategy with enterprise priorities, strengthening regulatory readiness, and building trust across stakeholders. Attendees will leave with a clear framework for structuring AI oversight between the board, executive leadership, and the data organization.

**Biography**

## Elena Alikhachkina

Board Director and CDO  
InfoFluence.ai



Dr. Elena Alikhachkina is a board advisor and former Fortune 500 Chief Data, Digital, and AI Officer with more than 25 years of global executive leadership experience overseeing AI, digital transformation, and technology-enabled value creation in highly regulated healthcare, life sciences, and consumer health environments. She brings deep expertise in AI governance, digital and data oversight, cybersecurity and data privacy, regulatory compliance, and enterprise risk management across multinational organizations. Elena has held senior executive roles at Roche, Johnson & Johnson, GSK, Danone, Nestlé, News Corp / Dow Jones, and TE Connectivity, where she led and governed large-scale AI, data, and digital programs spanning commercial operations, pharmacy-adjacent retail, supply chains, patient and consumer engagement platforms, and enterprise functions. Across these roles, she advised executive committees and boards on responsible AI adoption, automation, advanced analytics, and digital platform strategy, while ensuring alignment with healthcare regulations, GDPR, and global privacy and security standards. In healthcare and consumer health, Elena has overseen the application of AI and advanced analytics in pharmacovigilance, patient engagement, demand forecasting, pricing and promotion optimization, and

operational efficiency. At Roche and Johnson & Johnson, she governed multi-billion-dollar digital and data portfolios, establishing enterprise-wide AI governance models, data stewardship frameworks, and risk controls designed to scale innovation while maintaining regulatory and ethical discipline. Her work consistently balanced innovation, patient safety, and compliance. Elena has extensive experience supporting boards through periods of transformation, including oversight of complex cross-border M&A, divestitures, and post-merger integrations across Europe, Asia, and the Americas. Her governance background includes supervising technology and data integrations, assessing AI and cyber risk during transactions, and ensuring continuity of controls in regulated environments transitioning to private equity or public ownership structures. She is the founder of InfoFluence.ai, a digital leadership and AI-readiness platform focused on executive and board-level capability building, and the creator of proprietary governance diagnostics, including Digital Leadership IQ™ and the AI Data Readiness Score™, which are used to support board oversight of AI risk, value realization, and organizational readiness. Elena is also the author of *AI Oversight: A New Mandate for Corporate Directors and Executives*, a practical guide for directors navigating AI accountability, governance structures, and regulatory expectations. Elena currently serves as a board advisor to multiple AI and data technology companies and is a member of the National Association of Corporate Directors. She is a frequent keynote speaker on AI governance, digital trust, and leadership in the AI era, advising directors, regulators, and executives globally. Elena holds advanced degrees in engineering, economics, and data sciences, has completed executive education at Wharton, and is NACD-certified in Corporate Board Directorship. She is based in the New York and Connecticut area, USA.

SESSION  
**19-D**

PRESENTATION

# **Bold but Safe: The State of Data and AI Governance**

**Speaker**

**Kevin Petrie, BARC US**

**Abstract**

While initial results are promising, too AI adopters are only beginning to appreciate the risks involved. Data and AI leaders must ensure accuracy, privacy, and regulatory compliance while protecting intellectual property and avoiding biased or toxic content.

This session will explore fresh survey results about the state of data and AI governance. We assess how organizations are extending their data governance programs to address the new requirements of AI models and agents. We explore the roles, processes and technologies required to govern modern AI initiatives, with a particular focus on the best practices of leading adopters.

**Biography**

**Kevin Petrie**

VP Research  
BARC US



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**SESSION**  
**19-E**

**PRESENTATION**  
**TBD**

**Speaker**

**TBD**

**Abstract**

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**Biography**

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**SESSION 20**

## **TOWN HALL MEETING**

In this townhall meeting, we will summarize the highlights of the Symposium. Importantly, we would like to solicit your informative feedback for 2026 and take a virtual group photo together. Thank you all for attending the Symposium!

**Host**

**Dr. Richard Wang**

Founder and Executive Director  
CDOIQ Program

## Dr. Richard Y. Wang

Founder and Executive Director

Chief Data Officer & Information Quality Program (CDOIQ)



Richard Y. Wang is Director of the Chief Data Officer and Information Quality (CDOIQ) Program. He is a pioneer and leader in the research and practice of Chief Data Officer (CDO). Dr. Wang has significant credentials across government, industry, and academia. He conceived and chaired the Inaugural MIT-Army CDO Forum, and established the CDO Forum as an annual event at MIT. In addition, he has been chairing the Annual MIT CDOIQ Symposium since 2007. Dr. Wang was a professor at the MIT Sloan School of Management for almost a decade. From 2005-2009, he was appointed as a Visiting University Professor of Information Quality, University of Arkansas at Little Rock. He is an Honorary Professor at Xi'An Jiao Tong University, China.

Dr. Wang has put the term Information Quality on the intellectual map with myriad publications. In 1996, Prof. Wang organized the premier International Conference on Information Quality, which he has served as the general conference chair and currently serves as Chairman of the Board. Dr. Wang's books on information quality include *Journey to Data Quality* (MIT Press, 2006), *Information Quality: Advances in Management Information Systems* (M.E. Sharpe, 2005), *Introduction to Information Quality* (MITIQ Publications, 2005), *Data Quality* (Kluwer Academic, 2001), and *Quality Information and Knowledge* (Prentice Hall, 1999).

Prof. Wang has been instrumental in the establishment of the Ph.D. and Master of Science in Information Quality degree program at the University of Arkansas at Little Rock, the Stuart Madnick IQ Best Paper Award for the International Conference on Information Quality, the comprehensive IQ Ph.D. dissertations website, and the Donald Ballou & Harry Pazer IQ Ph.D. Dissertation Award.

Dr. Wang is the recipient of the 2005 DAMA International Achievement Award. Previous recipients of this award include Codd for inventing the Relational Data model and Chen for the Entity Relationship model.

In 2005, he received a certificate of appreciation from the Director of Central Intelligence and a thank you letter from the Director of National Intelligence. From 2009-2011, Dr. Wang served as the Deputy CDO and Chief Data Quality Officer of the U.S. Army, for which he received letters of appreciation from the Army's Chief Information Officer, and the CIO at the Office of the Secretary of Defense. He received a Ph.D. in Information Technology from the MIT Sloan School of Management in 1985.