



Center for
Technology in Government

Government Worth Having

>> transparency >> accountability >> collaboration >> innovation

08

Annual Report

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MISSION

The Center for Technology in Government works with government to develop well-informed information **strategies** that foster **innovation** and enhance the quality and coordination of public services.

We carry out this mission through applied **research** and **partnership** projects that address the policy, management, and technology dimensions of information use in the public sector.



IN MEMORY OF VALERIE GREGG 1952-2009

In early 2008, Valerie Gregg joined CTG as a government fellow and co-principal investigator on a National Science Foundation (NSF)-funded award entitled *Building and Sustaining an International Digital Government Research Community of Practice*. In addition, she served as co-director of CTG's *iGov Research Institute*.

As a government fellow, Val played a central role in CTG's global project to engage researchers, government officials, and students in a multi-cultural digital government community. The work she fostered included people from a dozen countries working on e-democracy, detection of emerging crises, and international cooperation across national borders. Her work and dedication to the *iGov Research Institute* benefitted students who attended from six continents.

Prior to CTG, Valerie's career spanned 30-years in federal public service at the National Science Foundation and the U.S Census Bureau. Her work with CTG while a NSF program manager led to CTG's early involvement in several experiments in international cooperation with colleagues in Europe and China.

Her passing in early 2009 is a great loss to CTG and the digital government community; her knowledge, expertise, generosity, caring, and ever-present enthusiasm are deeply missed.

Government Worth Having

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The year 2008 has been one of important transitions for CTG and for the world around us. The Center has launched new projects and research in response to these dramatic changes and the accelerating demands for better use of technology to meet government challenges. Our work has been based on a growing appreciation of the interdependencies of society and technology, as well as for the need for new interdisciplinary perspectives to understand our interdependent world. In these turbulent times, we strive to stay alert to the emerging questions and challenges faced by our stakeholders. Our aim has been to focus the Center's unparalleled expertise and research strategies on the innovation agendas and problems facing today's government leaders. This report reflects another year of success in that pursuit.

Many of the goals now being discussed as central to government's role in the global economic recovery—greater transparency, accountability, innovation, and capacity building—have been key tenets of CTG's work for over 15 years. This is our game, and we have been in it all along. Success in that game comes from working together with elected officials and other government leaders in pursuit of these goals, to forge a *Government Worth Having*, as expressed in the title to one of our 2008 reports.

One of the greatest challenges to achieving a *Government Worth Having* is building a culture of collaboration among agencies, sharing of information and knowledge, building trust, and breaking down intergovernmental barriers. These are fundamental requirements of improving information technology use in government and have never been more relevant to the world around us as in the work we accomplished this past year. This principle is most evident in two major 2008 initiatives, one aimed at improving enterprise-level IT governance for New York State agencies, and the other a project to improve enterprise IT governance in the Social Security Administration.

Information sharing and access were two other major themes in our 2008 program. CTG staff participated in new collaborative efforts in electronic records access for New York State and e-rulemaking for the federal government.

In addition, our research on information integration and interoperability led to a new framework for government leaders and managers, and new data from a national survey of government IT executives about the success of integration initiatives is contributing to a model of cross-boundary information sharing.

Our work on developing collaboration and partnerships extended to the international sphere as we joined with the United Nations and Microsoft to improve data collection on e-government readiness across the globe. CTG is also bringing along a new generation of digital government scholars through its National Science Foundation-funded *iGov Research Institute*, held this past year at the University of Salford in Manchester, United Kingdom.

CTG will continue our commitment to innovation and sharing our knowledge and expertise to all levels of government in the U.S. and internationally. Perspectives on research funding are shifting; CTG is responding to this by building on our past successes, and leveraging a renewed vision into opportunity, opportunity into engagement, and engagement into new research and practical resources and insights. CTG will continue to develop as a leader in the global discourse on IT innovation in government, while ensuring that we provide value to national, state, and local government agencies, and the academic community at the University at Albany, and elsewhere.

Projects

In 2008, CTG partnered with governments at all levels, from the United Nations to New York counties, in projects to improve *IT governance, interoperability, information sharing, mobile technology, and IT investments*. In addition, CTG staff provided expert guidance in the areas of *electronic records and e-rulemaking* by participating on committees and working groups in both the state and federal arenas.

IT GOVERNANCE

Effective enterprise-level governance for investment and implementation is central to achieving IT's transformative potential for government. Achieving new enterprise-level efficiencies and enhancements in government performance requires IT governance frameworks that match the scope and challenges of this task. CTG is working with state and federal agencies to build the kinds of governance frameworks that address these challenges and provide new governance capability.

Creating an Enterprise IT Governance Framework for New York State Government

CTG is working collaboratively with key stakeholders within New York State, such as the Office of the Chief Information Officer (OCIO), the CIO Council, and key policy makers, to create an enhanced sustainable enterprise IT governance framework. CTG is drawing on the established IT governance frameworks already in place within New York State and a review of other states to inform the process.

This 16 month project was launched in 2008 with the first of four workshops bringing together over 30 CIOs and IT directors from both state and local government to explore these issues and to raise the question about the value of enhancing enterprise IT governance within New York. The project will conclude in early summer of 2009.

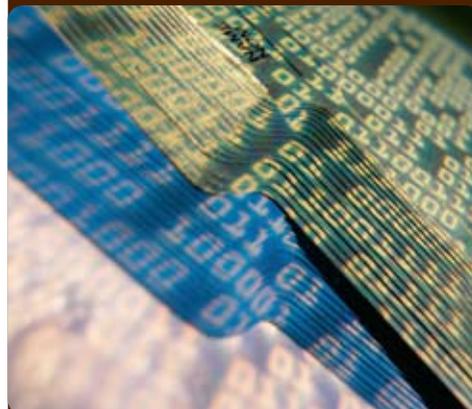
Social Security Administration

The U.S. Social Security Administration (SSA) is seeking to improve its current policies and procedures that support investment decision making and performance assessment for information technology systems and IT infrastructure. SSA decided to partner with CTG to explore new governance models as a strategy for improving the decision making process for the over \$1 billion the agency invests in IT each year.

The initial focus of the work with SSA was on identifying the key IT governance processes and the ways in which they support the strategic goals of the agency. The project will continue to examine how management processes and information sharing can better support the strategic goals of SSA, enhance performance assessment, and document the value of IT investments. During the latter half of 2008, CTG collected data through interviews with key SSA program and IT leaders and conducted an extensive review of existing IT decision making processes. CTG then presented its initial analysis to SSA along with a set of recommendations on focus areas for improving IT management capabilities and governance processes.



>> State and local CIOs were asked to prioritize the potential value of enterprise IT governance in New York. Pictured from left to right: Moses Kamyra, Chief Information Officer, NYS Governor's Office of Employee Relations and Ed Hemminger, Chief Information Officer, Ontario County.



INFORMATION SHARING

Very few government services are provided or important public issues addressed by a single organization acting alone. Investigating child abuse, for example, may require information from schools, sex offender registries, welfare agencies, criminal history repositories, health care providers, and even Web site hosts. Many similar issues in our complex society demand that information and other resources be shared across many organizational and jurisdictional boundaries. Information technology is an essential enabler of this sharing, but it must be applied with a solid understanding of the context of use; in particular the political, organizational, and economic realities likely to influence the information sharing effort.

Modeling Interorganizational Information Integration

This National Science Foundation funded project began with a study of eight information integration initiatives in criminal justice and public health across five states: New York, Colorado, Connecticut, North Carolina, and Oregon. Based on data collected from these eight cases, researchers at CTG created a new model of the complex socio-technical relationships that underlie and influence efforts to respond to public problems through the sharing of information across the boundaries of organizations.

CTG is currently testing this model of cross-boundary information sharing captured in these case studies with data collected through a national survey of public health and public safety professionals. The results of this analysis will provide the foundation for future research and material for academic and practitioner publications.

E-RECORDS

In 2008, CTG participated in the New York State E Records Workgroup that produced the report, *A Strategy for Openness: Enhancing E-Records Access in New York State*. The report examines how the state can provide choice, interoperability, and vendor neutrality in electronic document creation while ensuring electronic records are preserved and remain accessible. It also makes recommendations to promote openness and transparency aimed at ensuring public records remain freely accessible, rather than locked into proprietary systems and software applications.

E-RULEMAKING

In 2008, the *Committee on the Status and Future of Federal e-Rulemaking* issued a report to the President and Congress on the current state and future potential of federal e-rulemaking—the systems and processes that support the dialog and decisions that surround federal regulations. Sharon Dawes, CTG senior fellow, was one of more than 20 experts, researchers and practitioners, who served on the committee.

"I recently read *Improving Government Interoperability: A Capability Framework for Government Managers* and found great value in the capability model presented. The framework offer[s] a practical approach to [assessing] the complex challenges posed by increasing information exchange across multiple networks. Your papers have been circulated as recommended reading here in Oregon state government."

Rick Howard, Chief Information Officer, Department of Human Services, Oregon

INTEROPERABILITY

Governments struggle with the challenge of effectively sharing authority, resources, and information across organizational boundaries within and outside those governments, i.e., becoming interoperable. While differing in their specific political structures and even degrees of civil society and rule of law, governments around the world tend to share this challenge. The degree of complexity of the conditions do vary, but the struggle of working together across the boundaries of organizations remains intense, whether there are simply two agencies or a multi-level, multi-sector network of organizations.

Government Interoperability Improvement Framework

Based on our research, CTG has learned about the challenges of working across the traditional boundaries of agencies, levels of government, and with the private sector. These challenges extend well beyond the technology, including conflicts and constraints in the current political, social, and economic environment. Often the government capabilities necessary to affect changes across the boundaries of organizations are missing.

To help government leaders and other key policy makers enable rather than hinder interoperability efforts, CTG has developed the *Government Interoperability Improvement Framework*. This framework is designed to provide government decision makers with a practical and efficient tool to help them assess current governmentwide capabilities and then plan for improving those capabilities needed to meet specific interoperability goals.



>> Please visit the CTG project pages at www.ctg.albany/projects to find more information on current and past projects.

Technology Transfer

In 2008, CTG announced the first initiative in its technology transfer program, Advanced Web Technologies (AWT). Under this initiative, CTG will periodically release practical resources grounded in applied research and applicable to government's use of the Web.

The first product to go under a licensure agreement is CTG's two-day XML training curriculum, *Using XML for Web Site Management: A Hands-on Introduction with Advanced Exercises*. CTG's partner is MicroKnowledge, Tech Valley's leading computer training and consulting firm. This unique partnership will allow the public to benefit from CTG's expertise, research, and practice in the use of XML for Web site management and MicroKnowledge's 23 years of experience in the delivery of high-quality technical training. MicroKnowledge will begin offering classes using CTG's curriculum in January 2009.

Advanced Web Technologies



practical training for the workplace

An Initiative of the Center For Technology in Government, University at Albany

"Our partnership with CTG is based on our shared commitment to improving IT performance in government and across the workforce. It is a perfect fit for us to work with CTG to deliver a unique product. The XML training workshop is based on proven, practical research that sets it apart from standard XML classes and offers high value to participants."

Beth Coco, chair and executive vice president of MicroKnowledge



IT INVESTMENTS

The transformative potential of information technology is easy to describe, but very hard to achieve. That potential can simplify operations, enhance services, and transform the business of government. These potential benefits, however, come with a large catalog of risks, along with political and organizational resistance to changing the way government programs work. Understanding the value proposition for IT investments, in light of the resistance and risks, can help decision makers better understand how to maximize their resources.

Assessing Mobile Technologies in Child Protective Services in New York State

For the past three years, CTG, in collaboration with the New York State Office of Children and Family Services (OCFS), has been assessing the use of mobile technologies in child protective services (CPS) in New York State. The goal of the assessment is to learn how mobile technology affects the conduct and outputs of CPS work. The results will enhance understanding of what influences mobile technology use in order to inform future IT investments.

In 2008, CTG assessed the use of mobile technologies in three Local Social Service Districts in New York State. The assessment combined data from previous assessments with a new laptop computer deployment to explore how mobile technology affects CPS work after an initial adjustment period. The assessment examined productivity results through analysis of data from the state central database as well as caseworkers' satisfaction through group interviews.

CTG found that laptop use does appear to increase caseworker productivity and satisfaction. More importantly, however, this assessment identified areas where modifications to management and policy guidelines could be implemented to increase the value of the overall investment.

Building International Partnerships

Digital government (DG) has become a truly global phenomenon, evolving rapidly in both developed and developing countries. CTG has been involved in the international DG arena for more than ten years and is a global leader in the field. Long-standing relationships with colleagues in Canada, Mexico, and Europe and a four-year National Science Foundation (NSF) project launched in 2005 have facilitated a flowering of international partnerships and collaborations with researchers and international organizations that now reaches around the globe. In 2008, CTG's international work included support for several international working groups and an innovative international doctoral institute, as well as work with the United Nations to develop an interactive advisory tool for e-government readiness. Leadership in organizing and participating in international conferences and workshops further strengthened relationships with scholars and governments in China, Europe, and North America.



>> Students and faculty at the 2008 iGov Research Institute in Manchester, UK at the University of Salford.

BUILDING A SUSTAINABLE INTERNATIONAL RESEARCH COMMUNITY

In 2005, CTG embarked on a four-year effort to develop a sustainable global community among digital government researchers and research sponsors. This NSF-funded project includes an international reconnaissance study describing the current status of digital government research, an annual research institute for doctoral students, and support for three international working groups.

iGov Research Institute

Digital government is a global phenomenon that is changing the capabilities of government, the expectations of citizens, and the nature of related scholarship. Doctoral students from around the world who are interested in DG research compete to participate in a week-long, intensive residential program focused on ways to advance, study, and understand DG research in an international context.

In 2008, the iGov Research Institute was held in Manchester, UK at the University of Salford. A week of site visits, research discussions, group projects, and social networking allowed 20 doctoral students and ten faculty, staff, and mentors from around the world to consider DG research problems from an interdisciplinary and cross-cultural perspective. Representing Europe, North and South America, Asia, Africa, and Australia, students came from 15 countries, 13 universities, and six academic fields, including Public Policy, Information Science, Computer Science, Sociology, Environment and Architecture, and Organizational Studies.



>> Members of the North American Digital Government Working group held its third meeting to coincide with dg.o 2008 in Montréal, Québec.

International Working Groups

Three international groups of scholars are working to address transnational and comparative issues of governmental processes, decision making, and citizen participation through a framework of support provided by the NSF grant.

- The North American Digital Government Working Group (NADGWG) was formed to advance electronic government research across the geographic and political boundaries of Canada, the United States, and Mexico. A Border Region subgroup is examining the issues and challenges facing government organizations in terms of information sharing and interoperability in border areas. The Full Information Product Pricing (FIPP) subgroup is investigating the roles of government policy, trust, and information and communication technologies in the promotion of emerging distribution networks in the NAFTA trading region.
- Members of the International Working Group on Online Consultation and Public Policy Making are based in Australia, England, France, Israel, Italy, Slovenia, and the United States. The group is assessing ways to evaluate the policy and social impacts of online citizen consultation initiatives and how they are affected by cultural, social, legal, and institutional context. The group is jointly authoring a forthcoming book based on its work. *Connecting Democracy: Online Consultation and the Future of Democratic Discourse* will address the impact of online consultation on government agencies and policy makers, public participants, and civil society organizations.
- The third working group is addressing Digital Governance and Hotspot Geoinformatics for Monitoring, Etiology, Early Warning, and Management. Members from India, Asia, Europe, and the U.S. are developing case studies and a prototype geoinformatic hotspot surveillance system that relies on advanced statistical techniques for detecting hotspots of critical importance around the world in such areas as public health, ecosystem conditions, watershed management, persistent poverty, and networked infrastructure security.

INTERNATIONAL ADVISORY BOARDS

Theresa Pardo, deputy director, was named to the Advisory Board of the Data Center for Applied Research in Social Sciences (BIIACS) in Mexico. The mission of BIIACS is to address the serious limitations regarding access to information in social sciences research in Mexico and Latin America.

Sharon Dawes, senior fellow, was named to the Advisory Board of the United Nations University, International Institute of Software Technology (UNU-IIST) in Macao. UNU-IIST is the home of the UNU Center for Electronic Governance, which focuses on e-governance topics in developing nations.

“Developing partnerships are key to effectively implementing e-Government policies and programs. The tripartite partnership established among Microsoft, the Center for Technology in Government (CTG) and the United Nations Department of Economic and Social Affairs (UNDESA) has enabled the creation of METER 2, an online interactive tool to assist governments, especially from the developing and the least developed countries, and decision-makers in transforming government to be more citizen-centered.”

Haiyan Qian, Director, Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs

E-GOVERNMENT READINESS TOOL: UN METER

In 2008, CTG joined a collaborative team led by the Division for Public Administration and Development Management (DPADM) of the United Nations Department of Economic and Social Affairs (UNDESA) to assist in the development of METER 2, an interactive online advisory tool for e-government readiness. UNDESA selected CTG based on our extensive experience in building capability assessment tools for managing knowledge in government.

The objective of METER 2 is to assist governments around the world in monitoring and refining the enabling environment for e-government. METER 2 identifies essential factors, choices, and challenges likely to influence a government’s capability to effectively harness technology as an enabling force for government transformation.

As a key partner in the development of METER 2, CTG was responsible for content, identifying relevant case studies to enhance the learning process, and providing UNDESA with advice on the usability of METER 2.

Disseminating Knowledge

Through our participation in local, national, and international academic and professional conferences, CTG takes an active role in the community of researchers and managers engaged in building and sharing knowledge about information technology (IT) innovation in government. Staff are also involved in workshops, panels, and advisory boards at all levels of government to explore and advise on key issues related to digital government.

CONFERENCES AND WORKSHOPS

9th International Digital Government Research Conference, Montréal, Québec

CTG continues to have a significant presence at dg.o both through program submissions and membership in the Society’s leadership. This year, CTG staff presented their project results at the conference in three papers, four posters, and during two panel discussions. Both Theresa Pardo, deputy director, and Sharon Dawes, senior fellow, sit on the Digital Government Society’s Board. Theresa also served as the sponsorship chair for 2008 Conference.

41st Hawaii International Conference on System Sciences, Big Island, Hawaii

The annual HICSS conference is a unique and respected forum in computer and information systems and technology for the exchange of ideas among research and development communities around the world. It is one of the oldest and most influential conferences in the field of system sciences. CTG has played a key leadership role in establishing both the size and stature of the Electronic Government track. This year, CTG staff co-chaired three of the e-Government mini-tracks, helped to facilitate a day-long symposium on a Global Electronic Government Research and Practice Community, and presented two papers.



>> Deputy director Theresa Pardo was one of 17 U.S. and 15 Chinese researchers and government practitioners to present at First U.S.-China Infectious Disease Informatics and Biosurveillance Workshop in Beijing.

2008 International Conference on the Theory and Practice of E-governance (ICEGOV), Cairo

For ICEGOV 2008, CTG co-organized a tutorial and workshop with the China National School of Administration on the topic of designing information access programs for government. The workshop, *Access to Government Information*, was based on CTG's project, *Opening Gateways to the Past, Present, and Future*.

Digital Preservation, Beijing

G. Brian Burke, senior program associate, traveled with a delegation of U.S. researchers to share strategies for managing and preserving electronic information sponsored through a NSF grant to the University of Michigan under the *Special Collaborative Project in Digital Government Research* agreement between NSF and the Chinese Natural Science Foundation.

Comparative eGovernment Research, Torino, Italy

Sharon Dawes participated in a workshop at the annual DEXA eGov conference devoted to concepts and methods for conducting comparative research. Her presentation was based on the results of CTG's Canadian-U.S.-European partnership project, *New Models of Collaboration for Delivering Services*.

China e-Government Forum, Beijing

The annual e-Government Forum in China brings together government leaders from both central and provincial governments to discuss developments and future directions for IT-enabled government. Sharon Dawes gave a keynote talk on the evolution of e-government in the U.S.

International Council for Information Technology in Government Administration (ICA), Seoul

ICA is an international forum to support senior executives in 26 democracies around the world in the formulation of IT policy to improve government administration. Sharon Dawes was a member of the U.S. delegation and facilitated a workshop on the role of the government CIO.

ADDITIONAL CONFERENCES

The following are a select list of events where CTG staff participated as speakers or presented research papers and project findings in 2008:

**A Focus on the Enterprise:
Driving Efficiency and Innovation**
NASCIO 2008 Annual Conference
Milwaukee, Wisconsin

**NYS Local Government IT
Directors Association**
Spring and Fall Conferences
*Saratoga Springs and Syracuse,
New York*

**ROI for Your IT Security
Investments**
NYS Forum's Security Committee
Seminar
Albany, New York

**Protecting New York from
Terrorism and Disaster:
Taking Stock, Setting Directions,
Looking Forward**
Protect New York Conference
New York City, New York

The Web as a Productivity Tool
New York State Webmasters' Guild
Albany, New York

LOG-IN Africa
Local Governance and ICTs
Research Network for Africa
Cairo, Egypt

**First US-China Infectious Disease
Informatics and Biosurveillance
Workshop (IBD 2008)**
China Academy of Chinese Medical
Sciences, Beijing Center for
Disease Control and Prevention,
the Institute of Automation of the
Chinese Academy of Sciences,
and the University of Arizona.
Beijing, China

Academic Collaborations

CTG's success depends heavily upon the collaborations we forge with researchers in the United States and around the world. The foundation of many of these partnerships begins with the high caliber students who work at CTG. Starting with the doctoral students who serve as graduate assistants, CTG has had the fortune of working with an international and multi-disciplinary cadre of aspiring researchers.

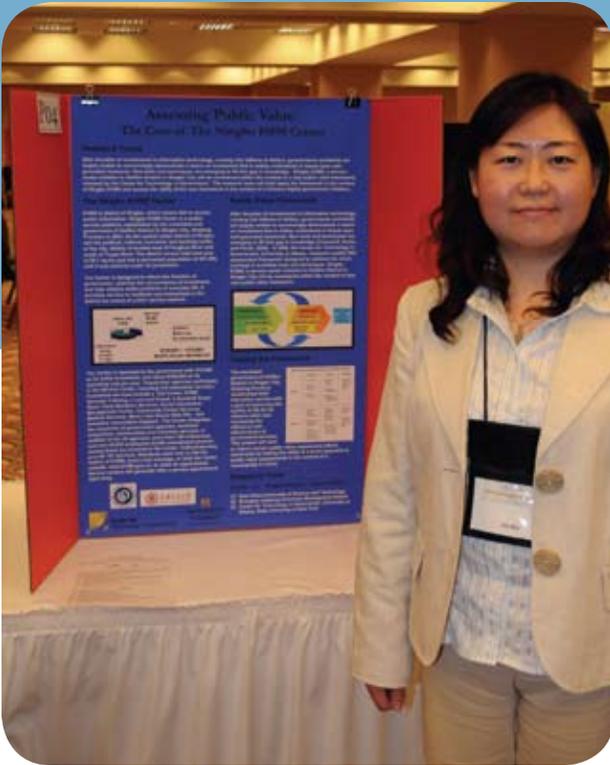


>> Lei Zheng, CTG graduate assistant and Ph.D. student at Rockefeller College of Public Affairs and Policy, presenting CTG's poster at the 9th Annual International Digital Government Research Conference (dg.o 2008) held in Montréal, Québec, Canada.

In 2008, we had doctoral students from Jordan, China, Turkey, and the United States, representing UAlbany's Rockefeller College of Public Affairs and Policy, College of Computing and Informatics, and School of Criminal Justice. They brought their own perspectives, research interests, and expertise to many CTG projects, while at the same time honing their research skills and learning how to work with government agencies.

A number of UAlbany alumni continue to be important research partners with CTG, a pattern we strive to repeat with our current doctoral students upon their graduation. From faculty members at Clark University in Massachusetts and the University of Washington in Seattle to the Centro de Investigación y Docencia Económicas (CIDE) in Mexico City and the Universidad de las Americas-Puebla in Cholula, Mexico, our research network continues to grow and strengthen. These scholars have become respected researchers in their own institutions and important partners in our portfolio of domestic and international research projects.

CTG is also broadening its research partnerships through two additional programs. The first is our Faculty and Research Fellows program. This program allows CTG to work closely with additional researchers from UAlbany and internationally. In 2008, Senem Guney, assistant professor at the College of Computing and Information, Department of Informatics, joined CTG as a Faculty Fellow. Dr. Guney's expertise includes investigating social-organizational questions involved in creating and



⇒ Lin Zhu spent the year in residency at CTG as a Visiting Scholar, integrating herself as a member of various research project teams and a co-author on several writing projects.

maintaining collaborative enterprises. In addition, J. Ramon Gil-Garcia, an assistant professor in the Division of Public Administration at CIDE in Mexico City, as well as a UAlbany graduate, is a CTG Research Fellow. Dr. Gil-Garcia works closely with CTG staff on a number of research efforts and has helped CTG in building relationships with the Mexican government.

The second method CTG employs to expand our research network is the Visiting Scholar program. In 2008, Lin Zhu spent the year in residency at CTG as a Visiting Scholar. Dr. Zhu is an assistant professor at the Department of Public Administration of East China University of Science and Technology in Shanghai, where she specializes in research on e-government. At CTG, Dr. Zhu integrated herself as a member of various research project teams and was a co-author on several writing projects.



RESEARCH EXCHANGES AT CTG

Visiting researchers to CTG are always invited to give a public presentation to share their research-in-progress. In 2008, the following exchanges took place:

EGovernment in Norway
Oystein Saboe, associate professor, and Leif Skiftenes Flak, associate professor, University of Agder, Kristiansand, Norway

Improving Citizen Access to Government Information in China
Lin Zhu, visiting scholar, CTG, and assistant professor at the Department of Public Administration of East China University of Science and Technology, Shanghai

Electronic Governance at United Nations University and Programmable Messaging for Electronic Government
Tomasz Janowski, founder and head of the UNU-IIST Center for Electronic Governance

Awards and Recognition

Since 1993, CTG has earned recognition from state and national organizations for both our organizational accomplishments and the individual expertise and service of our staff. We have received honors ranging from the prestigious Ford Foundation's Innovations in American Government Award to *Governing* magazine's Public Official of the Year award. Each award and honor has special meaning to our organization, and we thank those who have extended this recognition. In 2008, we received the following awards:

Best Practice Award

The New York State Forum's *Best Practices* award acknowledges the work done each year by New York state and local government organizations in the area of Information Resource Management. CTG and the New York State Office of Children and Family Services were honored in 2008 for their collaborative effort in a research-practice partnership to learn about how mobile technologies can be used in child protective services (CPS) work in New York State.



>> CTG and the New York State Office of Children and Family Services (OCFS) were presented with the 2008 Best Practices Award in Management by the NYS Forum at their annual meeting.

Excellence in Teaching Award, UAlbany

Each year, the University at Albany honors special members of its community with *Excellence Awards* denoting exceptional contributions to the life of the campus. Theresa Pardo, deputy director, was awarded the 2008 excellence in teaching award.



>> Theresa Pardo, deputy director, and Donna Canestraro, program manager, accepting Best Management, Case Study, and Policy Paper Award at dg.o 2008.

Best Paper Award, Digital Government Society of North America, 2008

At the Digital Government Society of North America's 9th Annual International Digital Government Research Conference (dg.o 2008), Donna Canestraro, Theresa Pardo, and Anna Raup-Kounovsky, along with Dennis Taratus of the New York State Department of Public Service (DPS), received the Best Management, Case Study, and Policy Paper Award for *Regional Telecommunication Incident Response: Delivering Public Value Through Increased Trust*. The paper was based on a joint CTG-DPS project to explore the potential for regional telecommunications incident response coordination in the New York region.

Best Paper Award, American Society for Information Science and Technology (ASIS&T)

CTG and the Department of Communication at the University at Albany collaborated on a paper chosen for the John Wiley & Sons *Best JASIST Paper* award from the American Society for Information Science and Technology (ASIS&T). The paper, *Geographic Information Technologies, Structuration Theory, and the World Trade Center Crisis* was coauthored by Teresa M. Harrison, chair, Department of Communication, and CTG's Theresa Pardo, deputy director, J. Ramon Gil-Garcia, research fellow, Fiona Thompson, former senior program associate, and Dubravka Juraga, former research associate.

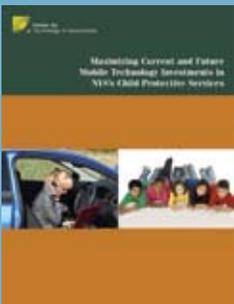
Reports



Assessing Mobile Technologies in Child Protective Services: A Demonstration Project in 23 New York State Local Departments of Social Services

NYS's Office of Children and Family Services (OCFS) and CTG partnered to learn more

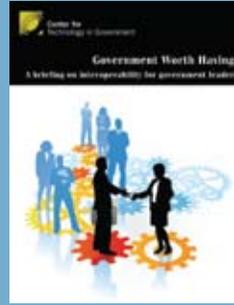
about the impact of mobile technology use in child protective services (CPS) in New York State. In this phase, 450 laptops and tablets were deployed to CPS caseworkers in 23 NYS Local Social Services Districts. CTG conducted the independent assessment that evaluated mobility, productivity, and satisfaction as well as addressed environmental factors in statewide IT deployment. The summary report looks at high level impacts across all districts and the profiles detail findings from each individual district.



Maximizing Current and Future Mobile Technology Investments in New York State Child Protective Services

CTG partnered with NYS's Office of Children and Family Services (OCFS) to conduct an extended study of the use of connected laptops

in child protective services (CPS). Previous pilot and demonstration assessments established a solid foundation of information to support a reasonably clear picture of the short term impacts of deploying and using laptops in CPS work. This assessment allocated a longer time period for data collection (8-10 months) and provided an opportunity to learn more about how laptops are integrated into CPS work, including examining mobility, productivity, and satisfaction. This study also examined the long-term impacts and conditions necessary to maximize current and future mobile technology investments in NYS's child protective services.



Government Worth Having: A Briefing on Interoperability for Government Leaders

While public officials at all levels of government play important roles in interoperability efforts, government leaders alone have the power to alleviate the institutional constraints that impede these potentially transformative, but highly complex

enterprise initiatives. This paper is for government leaders and presents a unique focus on creation of the policy and management capability, rather than technical capability, necessary to create interoperable government. It presents a set of recommendations to guide these leaders in the development of policies and principles for action.



Improving Government Interoperability: A Capability Framework for Government Managers

This paper presents a framework for governments as they begin to move beyond the vision of a more effective government to the reality. The framework focuses first on understanding the capabilities needed to develop and manage (i.e., plan,

select, control, and evaluate) initiatives to improve interoperability among government agencies and their network partners, and second on determining the right mix of capabilities needed to share information across a network of organizations.

The complete framework is provided for immediate use by government managers to assess existing and needed capabilities for improving government interoperability.



Center Review: Self Evaluation Report

This report was produced for the University at Albany's Vice President for Research, in response to a policy requirement calling for periodic reviews of research centers and institutes. The report, prepared by Center staff, covers the period from the Center's founding in 1993 to the

present. It includes an overview of the Center's history, where we stand today, and our vision for the future. Through this report, CTG shared its vision and progress with University colleagues, the broader academic community, and government and private sector partners and friends.

Scholarly Papers

BOOK CHAPTERS

Digital Divide and Broadband Access: The Case of an Italian Region

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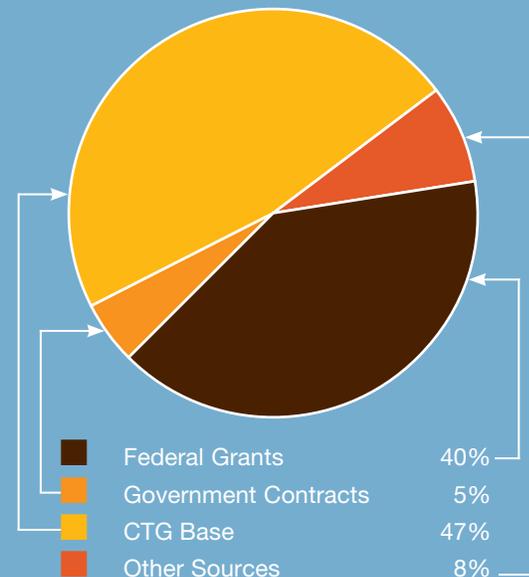
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**UNIVERSITY
AT ALBANY**

State University of New York

Center for Technology in Government

187 Wolf Road, Suite 301

Albany, New York 12205

Phone: 518-442-3892

Fax: 518-442-3886

E-mail: info@ctg.albany.edu

www.ctg.albany.edu