

Theresa A. Pardo
tpardo@ctg.albany.edu
518.442.3892

EDUCATION

UNIVERSITY AT ALBANY - STATE UNIVERSITY OF NEW YORK

Ph.D. Information Science, 1998, Rockefeller College of Public Affairs & Policy

Dissertation: Reducing the Risks in Innovative Uses of Information Technology in the Public Sector: A Multidisciplinary Model.

Master of Science Educational Administration, 1990, School of Education

Concentration: Higher, Adult, and Continuing Education.

Bachelor of Arts Political Science, 1982

Minors: Computer Science; Business.

PROFESSIONAL EXPERIENCE

UNIVERSITY AT ALBANY - STATE UNIVERSITY OF NEW YORK

Center for Technology in Government

- **Director**, 2009-Present
- **Deputy Director**, 2002-2009
- **Project Director**, 1998-2002
- **Project Coordinator**, 1994-1998

The Center for Technology in Government (CTG) is a premier applied research center that works with governments worldwide on information strategies that foster innovation and enhance the quality and coordination of public services. We conduct applied research and problem-solving partnership projects focused on the policy, management, and technology issues surrounding information use in the public sector.

Faculty Appointments

Rockefeller College of Public Affairs and Policy, Department of Public Administration and Policy

- **Research Associate Professor**, 2007-Present
- **Research Assistant Professor**, 2001-2007

Co-founding member of the Information Strategy & Management Concentration - ranked No. 3 in US by U.S. News and World Report.

College of Computing and Information, Department of Informatics

- **Research Associate Professor**, 2012-Present
- **Affiliate Faculty Member**, 2004-2011

SIENA COLLEGE

- **Director of Academic Computing Services**, 1990-1994

Responsible for academic computing services and support to Siena students, faculty and staff including networking services for academic and administrative operations of the College.

UNION COLLEGE

- **Assistant Director for Academic Computing**, 1989-1990
- **Coordinator of Academic Computing Services**, 1985-1989

- **Technical Information Analyst**, 1983-1985
- **Programmer Analyst**, 1982-1983

GRANTS AND CONTRACTS

\$2,356	University at Albany, Faculty Research Awards Program Competition, <i>Opening Data and Citizen Co-production: Do government-sponsored initiatives matter?</i>
\$45,454	World Bank, Nigeria Open Forum Data Workshop, 2014
\$25,707	Center for International Development via the Center for International Development, Kenya, <i>Sharing Asset and Liability Information in Kenya: Recommendations for Building the Necessary Capability</i> , 2014
\$19,898	New York City Transit, Metropolitan Transit Authority, <i>NYC Transit Authority Public Value Framework Executive Development</i> , 2013
\$99,713	Institute of Museum and Library Services, 2013 Laura Bush 21st Century Librarian Program Grant, <i>The Role of Public Libraries in Improving Local Open Government Ecosystems</i> , Project Director, Grant Period 2012-2013.
\$54,999	City of Binghamton Municipal Funds, <i>Becoming a Smarter City: A Roadmap to Binghamton's Future</i> , Project Director, Grant Period 2012-2013
\$80,269	National Science Foundation – Big Data Science and Engineering, <i>Information Sharing and Coordination Challenges in Financial Market Regulation: A research agenda setting workshop</i> , Principal Investigator. Grant Period 2012-2013.
\$799,624	National Science Foundation CPATH Program: <i>Learning Computational Thinking in Context: Using Problems and Cases in Financial Market Regulation</i> , Co-Principal Investigator.
\$710,000	National Science Foundation, <i>INTEROP: Building Information Sharing Networks to Support Consumer Choice (I-Choose)</i> , Principal Investigator, Grant Period 2010-2013
\$100,025	SAP Labs LLC, <i>Open Government: Improving the Lives of Citizens in an Information-centric Policy</i> , Grant Period 2012.
\$295,667	World Bank, <i>Nigeria: A consultancy to develop a Technology Framework for Open Government and Creation of an Innovation Ecosystem by Leveraging open data government data</i> , Grant Period 2012-2013.
\$10,600	US Department of State, <i>Social Media Training Program for Government of Moldova</i> , Principal Investigator, Grant Period 2011.
\$69,800	Social Science Research Council of Canada, <i>E-government: a world-wide framework for service integration</i> , Co-Principal Investigator, Grant Period 2010-2012.
\$10,000	United State Patent and Trade Office, <i>A Workshop on the Future of Patent and Trade Data</i> .
\$46,000	Microsoft Corporation, <i>Open Government Project</i> , Grant Period 2010.
\$110,000	National Science Foundation, <i>Creating a Knowledge Foundation for Citizen Services Research Programs in Government</i> , Principal Investigator, Grant period 2009-2010.
\$50,000	National Science Foundation, <i>Launching a Grand Challenges Conversation on Transformative Research on Information Technology in the Public Sector</i> , Principal Investigator, Grant period 2009-2010.
\$56,811	Microsoft Corporation, <i>Envisioning Workshop Trinidad Tobago</i> , Principal Investigator, Contract Period 2010.
\$3,000	Programa Inter-institucional de Estudios sobre la Región de América del Norte (PIERAN), <i>Collaboration, Information Sharing, and Interoperability at the North American Borders</i> . A small grant to organize a workshop involving researchers from the three countries, Grant Period 2009.
\$13,000	Consejo Nacional de Ciencia y Tecnología (CONACYT), <i>Full Information Product Pricing (FIPP): ICT Strategies to promote local and regional development</i> . A grant to conduct field work with coffee producers in Mexico. Project no. 84082, Grant Period 2008-2009.

\$9,000	Consejo Nacional de Ciencia y Tecnología (CONACYT). <i>Working Group Meetings on Intergovernmental and Inter-organizational Digital Government Initiatives in Multi-Jurisdictional Policy Domains: A Comparative and Transnational Research Agenda for North America</i> . Funding to support the travel costs of the Mexican members for meetings held during 2008. Grant No. I0110/127/08, Grant Period 2008.
\$10,000	Microsoft Corporation, Second Interoperability White Paper for Government Leaders.
\$7,500	Microsoft Corporation, First Interoperability White Paper for Government Leaders.
\$18,000	International Criminal Tribunal for the Former Yugoslavia, Four-day Workshop, <i>Creating an Action Plan for Preserving the Record of the International Criminal Tribunal for the Former Yugoslavia</i> , United Nations, The Hague, September 2007.
\$17,500	United Nations Division of Peacekeeping Operations, Four-day Workshop, <i>Records Management Workshop for Field Staff in Peacekeeping Operations</i> , United Nations Logistics Base, Brindisi, Italy, May 2007.
\$75,000	National Science Foundation, <i>Intergovernmental and Inter-organizational Digital Government Initiatives in Multi-Jurisdictional Policy Domains: A Comparative and Transnational Research Agenda from the Cases of Canada, Mexico and the United States</i> , Principal Investigator, Grant Period 2007-2009.
\$1,200,000	National Science Foundation, <i>Modeling the Social and Technical Processes of Interorganizational Information Sharing</i> , Managing Co-Principal Investigator, Grant period 2003-Present.
\$18,876	United Nations, <i>Creating an Action Plan for Preserving the Record of the International Criminal Tribunal for the former Yugoslavia</i> , Principal Investigator, Grant Period 2007.
\$17,471	United Nations, <i>Records Management in UN Peacekeeping Operations</i> , Principal Investigator, Grant Period 2007.
\$17,235	New York State Department of Public Service, <i>Exploring Regional Telecommunications Incident Response Coordination</i> , Principal Investigator, Grant Period 2007.
\$10,000	United Nations, Archives and Records Management Unit, Three-day Workshop, <i>Building a Collaborative Framework for Enterprise Content Management</i> , New York City, May 2006.
\$38,000	Bethlehem Police Department, <i>A Performance Measurement Framework for Balancing Growth and Public Safety</i> , Principal Investigator, Town of Bethlehem, New York, Grant Period 2006.
\$30,000	United States Department of Agriculture, Forestry Service, <i>Leveraging Investments in the Electronic Commons</i> , Principal Investigator, Grant period 2006.
\$250,000	New York State Department of Corrections, <i>A Cost Benefit Analysis of an Electronic Health Record for the Corrections Community</i> , Principal Investigator, Grant period 2005-2006.
\$310,000	SAP, <i>Developing a Public Sector ROI Model</i> , Co-Principal Investigator, Grant period 2005-2006.
\$766,000	Library of Congress, <i>Library of Congress Partnership for Preservation of State Government Digital Information</i> , Managing Co-Principal Investigator, Grant period 2004-2006.
\$108,000	New York State Department of State, Division of Coastal Resources, <i>Leveraging Key Program Drivers: A Business Process Analysis of The NYS Department of State Division of Coastal Resource's Five Key Program Drivers</i> , Principal Investigator, Grant period 2004-2005.
\$100,000	National Science Foundation, <i>Turning to Digital Government in a Crisis—An Assessment of the Governmental Response to the World Trade Center Attack</i> , Co-Principal Investigator, Grant period 2002-03.
\$503,467	U.S. Department of Justice, <i>Increasing Information Sharing Effectiveness: Guidelines For Assessing and Building Capability in the Criminal Justice Enterprise</i> , Co-Principal Investigator, Grant period 2002-2004.

- \$236,791 National Science Foundation, *Developing an Information Technology and Organizational Design Research Agenda for Evaluation and Management of Research Proposals*, Co-Principal Investigator, Grant period March 2001 to December 2001.
- \$1,000,000 National Science Foundation, *Knowledge and Distributed Intelligence*, Co-Principal Investigator, Grant period 2000 to 2003.
- \$381,000 National Historical Publications and Records Commission, *Gateways to the Past, Present, and Future: Practical Guidelines for Secondary Uses of Electronic Records*, Principal Investigator, Grant period 1998- 2000.
- \$140,000 National Historical Publications and Records Commission, *Models for Action: Developing Practical Approaches to Electronic Records Management and Preservation*, Principal Investigator, Grant period 1996-1998.

INVITED KEYNOTES, PLENARY TALKS AND PANEL MODERATION

- Privacy, Big Data, and the Public Good: Frameworks for Engagement Workshop, Center for Urban Science and Progress, Capstone Speaker, NYC, June 2014
- Major Cities of Europe Conference, Zurich, Switzerland, June 2014
- The Role of Public Libraries in Enabling Open Government: A Stakeholder Workshop, Institute of Museum and Library Services (IMLS), Alexandria, Virginia, May 2014
- First International Conference on Electronic Government, Tunisian Management Scientific Society, *Building a 21st Century e-Government Strategy: A guide for government leaders*, Program Committee and Speaker, Tunis, Tunisia, May 2014
- American Society of Public Administration (ASPA) Symposium on Technological Innovation in Government: Toward Open and Smart Government, UMASS Boston, Featured Speaker, April 2014
- Networking and Information Technology Research and Development (NITRD) FASTER CoP, *Opening Government Data and Creating Public Value*, April, 2014
- The Social, Economic and Workforce Implications of Big Data Analytics and Decision-Making Workshop, Bentley College, Washington, DC, 2014
- Brookings-Mckinsey E-government Roundtable, Brookings Center, Washington, DC, Dec., 2013
- Detecting and Preventing Fraud, Waste and Abuse: A Statewide and National Perspective, Nelson A. Rockefeller Institute of Government, November, 2013
- World Bank U.S. Study Visit Program for E-Government Leaders of the Russian Federation, Washington, DC, November 2013
- Fudan University International E-Governance Symposium, Shanghai, China, 2013
- Data Transparency Conference, Washington, DC, 2013
- SAP Public Sector Forum, Ottawa, Canada, 2013.
- World Bank ICT Solutions Day, Washington DC, 2013
- Bahrain International e-Government Forum, Bahrain, 2013.
- Smart Cities Expo World Congress, Barcelona, 2012.
- International Open Government Data Committee, Washington DC, World Bank and General Services Administration, 2012.
- Major Cities of Europe Conference, Vienna, Austria, 2012.
- The Administrative Agency in the Electronic Agency, Princeton University, 2012.
- Organisation for Economic Cooperation and Development, Open Government, Mexico City, 2012.
- Diplomacy in the Digital Age, New York City, NY, Canadian Consulate, SUNY Global Center, 2011.
- Open Government Research and Development Summit, Washington DC, National Information Technology Research and Development, National Archives and Records Administration and the MacArthur Foundation, 2011.

- Next Generation Public Service Delivery, Geneva, Switzerland, United Nations and Organisation for Economic Cooperation and Development, 2011.
- Workshop on E-government Indicators, *Strengths and Challenges of E-Government Indicator Initiatives*, Paris, France, 2010, Organisation for Economic Cooperation and Development.
- New York State Chief Information Officer/Office for Technology and the New York State Archives, Open Government Digital Summit, *Citizen Expectations for Access in the Digital Age*, March 2010.
- Albany Law School, EFOIL: The Freedom of Information Law Meets the Digital Age, *Where Do We Go From Here?*, December 2009.
- Columbia University, *GIS 3.0: Geospatial Intelligence, Social Data, and the Future of Public Health*
- Institute of Public Administration of Canada (IPAC), 2009 National New Professionals Conference, *The Role and Use of Technology in a Modern Public Sector*, October 2009.
- University at Albany, SUNY, Tackling Technology Together: Best Practices Exchange 2009, *Wicked and Tangled Government Problems: Are You Prepared?*, September 2009.
- United Nations Department of Economic and Social Affairs (UNDESA), *E-Government and Public Private Partnerships for Better Public Service Delivery and MDGs Implementation*, Geneva, Switzerland, May 2009.
- National School of Administration, China E-Government Forum, Beijing, China, April 2009.
- National Institute of Environmental Health Sciences Superfund Basic Research Program (SBRP), *Translating SBRP Triumphs into Public Health Progress: Understanding and Implementing Effective Research Translation*, Workshop hosted by the Center for International Earth Science Information Network (CIESIN) at Columbia University, February 2009.
- The Shifting Sands of Public Service Delivery: People, Partnerships, and Performance, Keynote Address, Institute of Public Administration of Canada, Nova Scotia Chapter, November 2007.
- 7th Global Forum on Reinventing Government: Building Trust in Government, Capacity Development Workshop on Managing Knowledge, Vienna, Austria, June 2007.
- National School of Administration, China E-Government Forum, Beijing, China, April 2007.
- Plato Royalty Lecture Service, Evergreen State College, Washington State, April 2006.
- United Nations University, International Institute for Software Technology (UNI-IIST), March 2006.
- National Institute of Public Administration (INA), Portugal, October 2005.
- College of Business and Public Administration, University of La Verne, February 2005.
- European Union Center, University of Pittsburgh, June 2001.

PUBLICATIONS

PEER REVIEWED BOOK CHAPTERS

- Pardo, T.A., Gil-Garcia, J.R., & Luna-Reyes, L.F. (2010). Collaborative and Cross-Boundary Information Sharing: Envisioning a Networked and IT-Enabled Public Administration. In Rosemary O'Leary, David M. Van Slyke, and Soonhee Kim (Eds.). *The Future of Public Administration Around the World: The Minnowbrook Perspective*. Washington, DC: Georgetown University Press.
- Luna-Reyes, L.F., Pardo, T.A., Gil-Garcia, J.R., Navarrete, C., Zhang, J., and Mellouli, S. (2010). Digital Government in North America: A Comparative Analysis of Policy and Program Priorities in Canada, Mexico, and the United States In Christopher G. Reddick (Ed.). *Comparative E-government*. Integrated Series in Information Systems, Vol. 25. New York: Springer.
- Gil-Garcia, J.R., Pardo, T., & Burke, B. (2010). Conceptualizing Inter-Organizational Information Integration in Government. In H. Jochen Scholl (Ed). *Electronic Government: Information, Technology, and Transformation*. Armonk, NY: ME Sharpe.
- Burke, G.B., Wirth, C.M., Pardo, T.A., Sullivan, A.D., Kwon, H., & Gil-Garcia, J.R. (2010). Moving Beyond Hierarchies: Creating Effective Collaboration Networks for West Nile Virus Biosurveillance in Oregon. In Dorothy Norris-Tirrell and Joy A. Clay (Eds). *Strategic Collaboration in Public and*

Nonprofit Administration: A Practice-Based Approach to Solving Shared Problems. Taylor and Francis.

- Pardo, T., Gil-Garcia, J.R., & Burke, G.B. (2009). Effective Cross-Boundary Information Sharing: Understanding Technical and Social Aspects. In Albert Meijer, Kees Boersma & Pieter Wagenaar (Eds). *ICTs, Citizens & Governance: After the Hype!*. Amsterdam: IOS Press.
- Gil-Garcia, J.R., Pardo, T.A., & Burke, G.B. (2009). Government Leadership in Multi-Sector IT-Enabled Networks: Lessons from the Response to the West Nile Virus Outbreak. In Jeffrey A. Raffel, Peter Leisink & Anthony Middlebrooks (Eds). *Public Sector Leadership: International Challenges and Perspectives*. Edward Elgar Publishing Ltd.
- Luna-Reyes, L. F., Pardo, T. A., Ochoátegui, F.B., & Sanabria, R.M. (2007). Bureau of Housing Services (BHS). In B. Rocheleau (Ed.). *Case Studies on Digital Government*. Hershey, PA: Idea Group Publishing.
- Pardo, T., Gil-García, J.R., & Burke, B. (2007). Sustainable Cross-Boundary Information Sharing. In Hsinchun Chen, Lawrence Brandt, Sharon Dawes, Valerie Gregg, Eduard Hovy, Ann Macintosh, Roland Traummüller, and Catherine A. Larson (Eds). *Digital Government: Advanced Research and Case Studies*. New York: Springer.
- Cresswell, A.M., Pardo, T.A., Thompson, F. & Zhang, J. (2006). Trust and Collaboration: Knowledge Sharing in Public Sector IT Innovations. In R. Traumuller (Ed.), *Knowledge Transfer for eGovernment*. Linz, Austria: Trauner Verlag.
- Zhang, J., Pardo, T. A., & Sarkis, J. (2005). MACROS: A Case Study of Knowledge Sharing System Development Within New York State Government Agencies. In M. Khosrow-Pour (Ed.), *Annals of Cases on Information Technology, Vol 7*. Hershey, PA: Idea Publishing Group.
- Dawes, S. S. & Pardo, T.A. (2002). Building Collaborative Digital Government Systems: Systemic Constraints and Effective Practices. In W. McIver & A.K. Elmagarmid (Eds.), *Advances in Digital Government: Technology, Human Factors, and Policy*. New York: Springer.

PEER REVIEWED JOURNAL ARTICLES

- Sayogo, D.S. & Pardo, T.A., (2014). Understanding Municipal Service Integration: An Exploratory Study of 311 Contact Centers, *Journal of Urban Technology* 21(1), 57-78.
- Yang, T., Pardo, T.A., & Yi-Jung (2014). How is information shared across the boundaries of government agencies? An e-Government case study, *Government Information Quarterly*, (in press)
- Sayogo, D.S., Zhang, J., Pardo, T.A, Tayi, G.K., Hrdinova, J., Andersen, D., & Luna-Reyes, L. (In Press). Open Data to Support Ethical Consumption, *The Journal of Theoretical and Applied Electronic Commerce Research (JTAER)*
- Pardo, T.A., Nam, T., & Burke, G.B. (2012). E-government Interoperability: Interaction of Policy, Management, and Technology Dimensions. *Social Science Computer Review* 30(1), 7-23.
- Yang, T., Zheng, L., & Pardo, T.A. (2012). The Boundaries of Information Sharing and Integration: A Case Study of Taiwan e-Government. *Government Information Quarterly* 29(S1), S51-S60.
- Rorissa, A., Demissie, D., & Pardo, T.A. (2011). Benchmarking E-government: A Comparison of Frameworks for Computing E-government Index and Ranking. *Government Information Quarterly* 28(3), 354-362.
- Canestraro, D. S., Pardo, T. A., Raup-Kounovsky, A.N., & Taratus, D. (2009). Regional telecommunication incident coordination: Sharing information for rapid response. *Information Polity* 14(1/2), 113-126.
- Dawes, S.S., Cresswell, A.M., & Pardo, T.A. (2009). From “Need to Know” to “Need to Share”: Tangled Problems, Information Boundaries, and the Building of Public Sector Knowledge Networks. *Public Administration Review* 69(3), 392-402.
- Kwon, H., Pardo, T. A., & Burke, G. B. (2009). Interorganizational Collaboration and community-building for the preservation of state government digital information: Lessons from NDIIPP state partnership initiative. *Government Information Quarterly*, 26(1), 186-192.

- Harrison, T., Gil-García, J. R., Pardo, T. A., & Thompson, F. (2007). Geographic Information Technologies, Structuration Theory, and the World Trade Center Attack. *Journal of the American Society for Information Science and Technology* 58(4), 2240-2253. Winner of the 2008 John Wiley Best JASIST Paper Award.
- Pardo, T.A. & Tayi, G.K. (2007). Interorganizational Information Integration: A key enabler for digital government. *Government Information Quarterly* 24(4), 691-715.
- Gil-García, J.R., Costello, J., Pardo, T.A., and Werthmuller, D. (2007). Invigorating E-Government through Emergent Technologies: XML as a Website Management Tool, *International Journal of Electronic Governance* (1)1, 52-78.
- Pardo, T.A. & J. R. Gil-García. (2006). Understanding the Complexity of E-Government: Multi-method Approaches to Social Phenomena. *International Journal on Computers, Systems and Signals* (7)2, 3-17.
- Luna-Reyes, L.F., Martinez-Moyano, I.J., Pardo, T.A., Cresswell, A.M., Andersen, D.F., and Richardson, G.P. (2006). Anatomy of a Group Model-Building Intervention: Building Dynamic Theory from Case Study Research. *System Dynamics Review*, 22(4).
- Pardo, T. A., Cresswell, A. M., Thompson, F., & Zhang, J. (2006). Knowledge Sharing in Cross-Boundary Information Systems Development. *Journal of Information Technology and Management*, 7(4) (Special Issue on Information Sharing Across Multiple Organizations).
- Cushing, J., & Pardo, T.A. (2005) Research in the Digital Government Realm. *IEEE Computer*, Special Issue on Digital Government.
- Gil-García, J.R. & Pardo, T. A. (2005). eGovernment Success Factors: Mapping Practical Tools to Theoretical Foundations. *Government Information Quarterly*, 22(1), 187-216.
- Dawes, S.S., Pardo, T.A., & Cresswell, A. M. (2004). Designing Electronic Government Information Access Programs: A Holistic Approach. *Government Information Quarterly*, 21(1), 3-23
- Cresswell, Anthony M. & Pardo, T.A. (2001). "Implications of Legal and Organizational Issues for Urban Digital Government Development," *Government Information Quarterly*, 18(4), 269-278.
- Dawes, S.S., Pardo, T.A., & DiCaterino, A. (1999). Crossing the Threshold: Practical Foundations for Government Services on the World Wide Web. *Journal of the American Society for Information Science*, 50 (4), 346-353.
- Dawes, S.S., Bloniarz, P., Kelly, K., Connelly, D., & Pardo, T.A. (1999). Realities of IT Innovation. *Public Manager*, 28(1).

PRACTITIONER ARTICLES

- Pardo, T.A. (2010). 3 Policy Priorities for Incoming Governors and CIOs. *Public CIO*.
- Pardo, T.A. & Hrdinová, J. (2009). Enterprise Information Technology Requires Customized Governance. *Public CIO*.
- Pardo, T.A. (2008). China and US Collaborate on Digital Government Research. *Public CIO*.
- Pardo, T.A. & Burke, G.B. (2006). Preserving the Public Record through Enterprise Partnerships. *Public CIO*.
- Pardo, T.A. & Burke, G.B. (2005). Solving the Integration Puzzle. *Public CIO*.
- O'Connell, P.J. & Pardo, T.A. (2004). Cautious Optimism: Reflections Upon Compstat's True Ability to Transform Law Enforcement Organizations. *Law Enforcement Executive Forum*, 4(2).
- Pardo, T.A. (2004). Building a Business Case for E-Government. In P.D. Fletcher (Ed.), *Egovernment Transformation Best Practices*. Macromedia.
- Pardo, T.A. (2001). Realizing the Promise of Digital Government: It's More than Building a Web Site. *SAIC Strategies Group*.
- Pardo, T.A., & Canestraro, D.S. (2002). The Challenge of Integrating Data for E-Government. *Global ICT Agenda 2002*, 1, 40-41. London: Quasar International Communications.
- Pardo, T.A. (1998). Managing Electronic Records. *Capital District Business Review*.

POLICY GUIDANCE, MANAGEMENT REPORTS, PRACTITIONER GUIDES AND TOOLKITS

- “Government Information Sharing: A Planning Toolkit,” 2013
- “Opening Gateways: A Practical Guide for Designing Information Access Programs,” 2012
- “Modeling the Informational Relationships between Government and Society”, 2012,
- “Open Government Public Value Assessment Toolkit (PVAT), CTG Toolkit,” 2010.
- “Eight Essential Elements of Social Media Policy”, CTG Policy Guidance,” 2010.
- “IT Governance Capability: Laying the foundation for government interoperability,” CTG White Paper, 2009.
- “Creating Enhanced Enterprise Information Technology Governance for New York State: A Set of Recommendations for Value-Generating Change,” CTG Project Report, 2009.
- “Government Worth Having: A briefing on interoperability for government leaders,” CTG White Paper, 2008.
- “Improving Government Interoperability: A capability framework for government managers,” CTG White Paper, 2008.
- “Exploring Regional Telecommunications Incident Response Coordination,” CTG Project Report, 2007.
- “Knowledge Sharing Innovations in the Natural Resources Community: A toolkit for community-based project teams,” CTG Project Report, 2007.
- “Advancing Return on Investment Analysis for Government IT: A Public Value Framework,” CTG Project Report, 2006.
- “Public ROI Case Study Series: Service New Brunswick,” CTG Case Study, 2006.
- “Setting the Stage for an Electronic Health Record: A Business Analysis for the New York State Department of Corrections,” CTG Project Report, 2006.
- “A Performance Measurement Framework for Balancing Growth and Public Safety: Town of Bethlehem,” CTG Project Report, 2006.
- “Preserving State Government Digital Information: A Baseline Report,” CTG Project Report, 2006.
- “Creating Growth Capacity: A New Information Management Framework,” CTG Business Analysis Report, 2005.
- “Building State Government Digital Preservation Partnerships: A Capability Assessment and Planning Toolkit,” CTG Toolkit, 2005.
- “Sharing Justice Information: A Capability Assessment Toolkit,” CTG Toolkit, 2005.
- “Making Smart IT Choices: Understanding Value and Risk in Government IT Investments,” Second edition, CTG Handbook, 2003.
- “Finding Our Future: A Research Agenda for the Research Enterprise,” CTG Project Report, 2002.
- “Making a Case for Local E-government,” CTG Project Report, 2002.
- “Untangle the Web,” CTG Guidelines Document, 2001.
- “Listen Before You Leap: Revitalizing the New York State Central Accounting System,” CTG Case Study, 2000.
- “Reassessing New York: A Collaborative Process,” CTG Project Report, 2000.
- “Insider’s Guide to Using Information in Government,” CTG Web-based Guidelines, 2000.
- “Opening Gateways: A Practical Guide for Designing Electronic Records Access Programs,” CTG Guidelines Document, 2000.
- “Model for Action: Practical Approaches to Electronic Records Management and Preservation,” CTG Project Report, 1998.
- “Partners in State-Local Information Systems: Lessons from the Field,” CTG Project Report, 1997.
- “Tying a Sensible Knot: A Practical Guide to State-Local Information Systems,” CTG Handbook, 1997.
- “Developing and Delivering Government Services on the World Wide Web: Recommended Practices for New York State,” CTG Handbook, 1996.
- “Delivering on the Web: The NYS Internet Services Testbed Project,” CTG Project Report, 1996.
- “The World Wide Web as a Universal Interface to Government Services,” CTG Evaluation Report, 1996.

“Sharing the Costs, Sharing the Benefits: The NYS GIS Cooperative Project,” CTG Project Report, 1995.

“Groupware Technology Testbed,” CTG Project Report, 1994.

PEER REVIEWED CONFERENCE PROCEEDINGS

- Sayogo, D.S. & Pardo, T.A. (2013). Understanding Smart Data Disclosure Policy Success: The Case of Green Button, Proceedings of the 14th Annual International Conference on Digital Government Research (dg.o)
- Nam, T & Pardo, T.A. (2013). Identifying Success Factors and Challenges of 311-Driven Service Integration: A Comparative Case Study of NYC311 and Philly311 , Proceedings of the 46th Hawaii International Conference on System Sciences (HICSS), Hawaii.
- Sayogo, D.S. & Pardo, T.A. (2012). Exploring the Motive for Data Publication in Open Data Initiative: Linking Intention to Action. Paper presented at the 45th Hawaii International Conference of System Sciences (HICSS), Hawaii.
- Luna-Reyes, L.F., Sayogo, D., Zhang, J., Pardo T.A., Tayi, G.K., Hrdinova, J., Andersen, D. (2012) Beyond Open Government: Ontologies and Data Architectures to Support Ethical Consumption, Proceedings of the 6th International Conference on Theory and Practice of Electronic Governance (ICEGOV2012).
- Chourabi, H., Nam, T., Walker, S., Gil-Garcia, J.R., Mellouli, S., Nahon, K., Pardo, T.A., & Scholl, H.J. (2012). Understanding Smart Cities: An Integrative Framework. Paper presented at the 45th Hawaii International Conference on System Sciences (HICSS). Hawaii.
- Nam, T. & Pardo, T.A. (2011). Smart City as Urban Innovation: Focusing on Management, Policy, and Context. Paper presented at the 5th International Conference on Theory and Practice of Electronic Governance (ICEGOV2011), Tallinn, Estonia.
- Sayogo, D.S. & Pardo, T.A. (2011). Exploring the Determinants of Publication of Scientific Data in Open Data Initiative. Paper presented at the 5th International Conference on Theory and Practice of Electronic Governance (ICEGOV2011), Tallinn, Estonia.
- Pardo, T.A., Sayogo, D.S., & Canestraro, D. (2011). Understanding the Impact of Computing and Information Technology Challenges for 21st Century Financial Market Regulators. Paper presented at the 10th IFIP E-government Conference, Delft, The Netherlands.
- Nam, T. & Pardo, T.A. (2011). Conceptualizing Smart City with Dimensions of Technology, People, and Institutions. Paper presented at the 12th International Conference of Digital Government Research (dg.o 2011), College Park, Maryland.
- Sayogo, D.S., Pardo, T.A., & Zhang, J. (2011). Evaluating the Impact of Online Collaborative Media on the Formation of Cross-Boundary Digital Government Research Collaboration: A Social Network Approach. Paper presented at the 12th International Digital Government Research Conference (dg.o 2011), College Park, Maryland.
- Sayogo, D.S. & Pardo, T.A. (2011). Understanding the Capabilities and Critical Success Factors for Scientific Data Sharing in DataONE Collaborative Network. Paper presented at the 12th International Digital Government Research Conference (dg.o 2011), College Park, Maryland.
- Yang, T. and Pardo, T.A. (2011). How is Information Shared Across Boundaries? Paper presented at the 44th Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Raup-Kounovsky, A.N., Canestraro, D.S., Pardo, T.A., and Hrdinová, J. (2010). IT Governance to Fit Your Context: Two U.S. Case Studies. Paper presented at the International Conference on Theory and Practice of Electronic Governance (ICEGOV2010), Beijing, China.
- Yang, T., Zheng, L., and Pardo, T.A. (2010). The Boundaries of Information Sharing and Integration: A Case Study in Taiwan E-Government. Paper presented at the International Conference on Theory and Practice of Electronic Governance (ICEGOV2010), Beijing, China.

- Scholl, H.J. and Pardo, T.A. (2010). Data-centric workflows in government: a new avenue of research? Paper presented at the 11th Annual International Digital Government Research Conference (dg.o 2010), Puebla, Mexico.
- Helbig, N., Styrin, E., Canestraro, D., and Pardo, T. (2010). Information and Transparency: Learning from Recovery Act Reporting Experiences. Paper presented at the 11th Annual International Digital Government Research Conference (dg.o 2010), Puebla, Mexico.
- Navarrete, C., Gil-Garcia, J.R., Mellouli, S. Pardo, T., and Scholl, J. (2010). Multinational E-Government Collaboration, Information Sharing, and Interoperability: An Integrative Model. Paper presented at the 43rd Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Gil-Garcia, J.R., Guler, A. Pardo, T.A., and Burke, G.B. (2010). Trust in Government Cross-Boundary Information Sharing Initiatives: Identifying the Determinants. Paper presented at the 43rd Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Zheng, L., Dawes, S., and Pardo, T.A. (2009). Leadership Behavior in Cross-boundary Information Sharing and Integration: Comparing the US and China. Paper presented at the 3rd International Conference on Theory and Practice of Electronic Governance (ICEGOV2009), Bogota, Colombia.
- Gharawi, M.A., Pardo, T.A., and Guerrero, S. (2009). Issues and Strategies for Conducting Cross-National e-Government Comparative Research. Paper presented at the 3rd International Conference on Theory and Practice of Electronic Governance (ICEGOV2009), Bogota, Colombia.
- Pardo, T.A., Burke, B., Guler, A., and Gil-Garcia, J.R. (2009). Clarity of Roles and Responsibilities in Government Cross-Boundary Information Sharing Initiatives: Identifying the Determinants. Paper presented at the 5th International Conference on e-Government (ICEG), Boston, MA.
- Pardo, T.A., Navarrete, C.A., Mellouli, S., and Gil-Garcia, J.R. (2009). Information Sharing at National Borders: Extending the Utility of Border Theory. Paper presented at the 42nd Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Gil-Garcia, J.R., Berg, S., Burke, G.B., and Guler, A. (2009). Conducting Web-Based Surveys of Government Practitioners in Social Sciences: Practical Lessons for E-Government Researchers. Paper presented at the 42nd Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Zheng, L. Yang, T.M., Pardo, T.A., and Jiang, Y. (2009). Understanding the “Boundary” in Information Sharing and Integration. Paper presented at the 42nd Hawaiian International Conference on System Sciences (HICSS), Hawaii. Winner of the Best Paper Award for the Egovernment track.
- Puron Cid, G., Gil-Garcia, J.R., and Pardo, T.A. (2009). Longitudinal Analysis of the Effects of IT Characteristics on Web Site Rankings Across State Governments in the US (2001-2006). Paper presented at the 42nd Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Dawes, S.S., Pardo, T.A., and Jiang, Y. (2008). Holistic Framework for Understanding Government Information Access Initiatives. Paper presented at the 2nd International Conference on Theory and Practice of Electronic Governance (ICEGOV2008), Cairo, Egypt.
- Potnis, D. and Pardo, T.A. (2008). Evolution of Readiness Indicators. Paper presented at the 2nd International Conference on Theory and Practice of Electronic Governance (ICEGOV2008), Cairo, Egypt.
- Rorissa, A., Demissie, D., and Pardo, T.A. (2008). Toward a Common Framework for Computing e-Government Index. Paper presented at the 2nd International Conference on Theory and Practice of Electronic Governance (ICEGOV2008), Cairo, Egypt.
- Zheng, L., Jiang, Y., Yang, T.M., and Pardo, T.A. (2008). Sharing Information for Product Quality and Food Safety in China: Barriers and Enablers. Paper presented at the 2nd International Conference on Theory and Practice of Electronic Governance (ICEGOV2008), Cairo, Egypt.
- Pardo, T.A., Gil-Garcia, J.R., & Luna-Reyes, L.F. (2008). Collaborative Governance and Cross-Boundary Information Sharing: Envisioning a Networked and IT-Enabled Public Administration. Paper presented at the Minnowbrook III Conference, Lake Placid, NY, September 5-7, 2008.
- Canestraro, D.S., Pardo, T.A., Raup-Kounovsky, A.N., and Taratus, D. (2008). Regional Telecommunication Incident Response: Delivering Public Value Through Increased Trust. Paper

- presented at the 9th Annual International Digital Government Research Conference (dg.o 2008), Montréal, Canada. Winner of the Best Management, Case Study, and Policy Paper Award.
- Pardo, Theresa, J. Ramon Gil-Garcia and Brian Burke. (2008). Governance Structures in Cross-Boundary Information Sharing: Lessons from State and Local Criminal Justice Initiatives. Paper presented at the 41st Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Pardo, T.A. and Jiang, Y. (2007). Electronic governance and organizational transformation. Paper presented at the 1st International Conference on Theory and Practice of Electronic Governance (ICEGOV2007), Macau, China.
- Pardo, Theresa, Gil-Garcia, J.R., and Burke, G.B. (2007). IT-Enabled Collaboration in Intergovernmental Settings: Lessons from the Response to the West Nile Virus Outbreak. Paper presented at the 68th ASPA National Conference, organized by the American Society for Public Administration, Washington, DC.
- Pardo, Theresa, Gil-Garcia, J.R., and Burke, G.B. (2007). Informal Leadership and Networks: Lessons from the Response to the West Nile Virus Outbreak in North America. Paper presented at the eChallenges 2007 Conference, supported by the European Commission, The Hague, The Netherlands.
- Pardo, T.A., Gil-Garcia, J.R., and Burke, G.B. (2007). Leadership and Cross-Boundary Information Sharing: Insights from the U.S. West Nile Virus Outbreak. Paper presented at 7th United Nations Global Forum on Reinventing Government, Vienna, Austria.
- Cresswell, A.M., Pardo, T.A., & Hassan, S. (2007). Assessing Capability for Justice Information Sharing. Paper presented at the 8th International Digital Government Research Conference (dg.o 2007), Philadelphia, PA.
- Luna-Reyes, L.F., Andersen, D.F., Richardson, G.P., Pardo, T.A., & Cresswell, A.M. (2007). Emergence of the Governance Structure for Information Integration Across Governmental Agencies: A System Dynamics Approach. Paper presented at the 8th International Digital Government Research Conference (dg.o 2007), Philadelphia, PA.
- Gil-Garcia, J.R., Pardo, T. A., & Baker, A. (2007). Understanding Context through a Comprehensive Prototyping Experience: A Testbed Research Strategy for Emerging Technologies. Paper presented at the 40th Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Pardo, T.A., Gil-Garcia, J.R. & Burke, G.B. (2006). Building Response Capacity Through Cross-Boundary Information Sharing: The Critical Role of Trust. Paper presented at the EChallenges Conference, Barcelona, Spain.
- Dawes, S.S. & Pardo, T.A. (2006). Maximizing Knowledge for Program Evaluation: Critical Issues and Practical Challenges of ICT Strategies. Paper presented at the 5th International EGOV Conference, Krakow, Poland.
- Cresswell, A.M., Pardo, T.A., & Canestraro, D.S. (2006). Digital Capability Assessment for eGovernment: A Multi-Dimensional Approach. Paper presented at the 5th International EGOV Conference, Krakow, Poland.
- Kwon, H., Pardo, T.A. & Burke, G.B. (2006). Building a State Government Digital Preservation Community: Lessons on Interorganizational Collaboration. Paper presented at the 7th International Digital Government Research Conference (dg.o 2006), San Diego, CA.
- Gil-García, J. Ramón and Theresa A. Pardo. (2006). Multi-Method Approaches to Digital Government Research: Value Lessons and Implementation Challenges. Paper presented at the 39th Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Harrison, T., Gil-García, J.R., Pardo, T.A., & Thompson, F. (2006). Learning about Interoperability for Emergency Response: Geographic Information Technologies and the World Trade Center Crisis. Paper presented at the 39th Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Pardo, T. A., & Gil-García, J. R. (2005). Understanding the Complexity of E-Government: Multi-method Approaches to Social Phenomena. Paper presented at the American Society for Public Administration Conference, Milwaukee.

- Gil-García, J. R., Schneider, C., Pardo, T., & Cresswell, A.M. (2005). Interorganizational Information Integration in the Criminal Justice Community: Preliminary Lessons from State and County Initiatives. Paper presented at the 39th Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Cresswell, A. M., Pardo, T. A., & Dawes, S. S. (2005). US-European Union Collaboration on Digital Government Research: Developing New models. Paper presented at the 6th National Digital Government Research Conference (dg.o 2005), Atlanta, Georgia.
- Pardo, T.A, Cresswell, A.M., Dawes, S.S., & Burke, G.B. (2004). Modeling the Social and Technical Processes of Interorganizational Information Integration. Paper presented at the 37th Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Dawes, S. S., & Pardo, T. (2004). Critical Issues and Practical Challenges in Building and Sustaining Information Technology Tools for Policy Analysis and Program Evaluation. Paper presented at the Annual Meeting of the Association for Public Policy Analysis and Management, Atlanta, GA.
- Ho, J. & Pardo, T.A. (2004). Toward the Success Factors of Egovernment Initiatives: Mapping Known Success Factors to the Design of Practical Tools. Paper presented at the 37th Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Luna-Reyes, L. F., Mojtahedzadeh, M., Andersen, D.F., Richardson, G.P., Pardo, T.A., Burke, B., Wu, Y., Cresswell, A.M., Bodor, T., Canestraro, D., Dawes, S., Demircivi, F., Schneider, C., & Thompson, F. (2004). Emergence of the Governance Structure for Information Integration across Governmental Agencies: A System Dynamics Approach. Paper presented at the System Dynamics Research Conference. Albany, NY: System Dynamics Society.
- Costello, J., Adhya, S., Gil-Garcia, J.R., Pardo, T.A. & Werthmuller, D. (2004). Beyond Data Exchange: XML as a Website Workflow and Content Management Technology. Research in progress paper presented at the Annual Meeting of the Academy of Management, New Orleans.
- Black, L, Cresswell, A.M., Pardo, T.A., Thompson, F., Canestraro, D.S., Cook, M., Luna, L.F., Martinez, I.J., Andersen, D. & Richardson, G. (2003). A Dynamic Theory of Collaboration: A Structural Approach to Facilitating Intergovernmental Use of Information Technology. Paper presented at the 36th Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Dawes, S.S., Pardo, T.A. & Cresswell, A.M. (2003). Designing Electronic Government Information Access Programs: A Holistic Approach. Paper presented at the 36th Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Scholl, H.J. & Pardo, T.A. (2002). Walking Atop the Cliffs: Avoiding Failure and Reducing Risk in Large Scale E-Government Projects. Paper presented at the 35th Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Cresswell, A.M., Pardo, T.A., Thompson, F., Canestraro, D., Cook, M., Black, L., Luna, L.F., Martinez, I.J., Andersen, D. & Richardson, G. (2002). Modeling Intergovernmental Collaboration: A System Dynamics Approach. Paper presented at the 35th Hawaiian International Conference on System Sciences (HICSS), Hawaii.
- Cresswell, A.M., Canestraro, D., Cook, M., Pardo, T.A., Thompson, F., Black, L., Luna, L.F., Martinez, I.J., Anderson, D. & Richardson, G. (2001). A Preliminary System Dynamics Model of Intergovernmental Collaboration. Paper presented at the System Dynamics Research Conference. Albany, NY: System Dynamics Society.
- Pardo, T. A., Cresswell, A. M., Zhang, J., & Thompson, F. (2001). Interorganizational Knowledge Sharing in Public Sector Innovations. Paper presented at the Best Paper Proceedings of the Annual Meeting of the Academy of Management, Washington D.C.
- Cresswell, A. M., Pardo, T. A., Dawes, S.S., Kelly, K. (2000). Partnership Effectiveness in Public Sector Information Technology Innovation. Paper presented at the Annual Meeting of the Academy of Management, Toronto.

PEER REVIEWED CONFERENCE PARTICIPATION

- Hafedh Chourabi, Taewoo Nam, Shawn Walker, J. Ramon Gil-Garcia, Sehl Mellouli, Karine Nahon, Theresa Pardo, and Hans Jochen Scholl, 2012, Understanding Smart Cities: An Integrative Framework, Proceedings of the 45th Hawaii International Conference on System Sciences.
- Nam, T., & Pardo, T.A., (2011) Smart City as an Urban Innovation: Focusing on Management, Policy and Context, International Conference on Electronic Governance Theory and Practice.
- Sayogo, D.S., Pardo, T.A., & Canestraro, D. (2011). Understanding the Impact of Computing and Information Technology Challenges for 21st Century Financial Market Regulators. Poster presented at the 12th International Digital Government Research Conference (dg.o 2011), College Park, Maryland.
- Nam, T & Pardo, T.A., 2011 Conceptualizing Smart City with Dimensions of Technology, People, and Institutions, Proceedings of the 12th Annual International Conference on Digital Government Research.
- Nam, T., Aldama, F.A., Chourabi, H., Mellouli, S., Pardo, T.A., Gil-Garcia, J.R., Scholl, H.J., Ojo, A., Estevez, E., & Zheng, L. (2011). Smart Cities and Service Integration. Poster presented at the the 12th International Conference of Digital Government Research (dg.o 2011), College Park, Maryland.
- Mellouli, S., Gil-Garcia, J.R., Navarrete, C., Pardo, T.A., Cresswell, A., Zheng, L., and Scholl, H.J. (2010). Integration and interoperability at the border in North America: a status report. Poster presented at the 11th Annual International Digital Government Research Conference (dg.o 2010), Puebla, Mexico.
- Luna-Reyes, L.F., Mellouli, S., Gil-Garcia, J.R., Pardo, T.A., Zhang, J., and Navarrete, C. (2010). Comparing digital government agendas in Canada, Mexico, and the United States. Poster presented at the 11th Annual International Digital Government Research Conference (dg.o 2010), Puebla, Mexico.
- Raup-Kounovsky, A., Hrdinova, J., Canestraro, D.S., and Pardo, T.A. (2009). Public Sector IT Governance: From Frameworks to Action. Poster presented at the 3rd International Conference on Theory and Practice of Electronic Governance (ICEGOV2009), Bogota, Colombia.
- Gil-Garcia, J.R., Luna Reyes, L.F., Mellouli, S., Navarrete, C., Pardo, T.A., and Zhang, J. (2009). Research Group on Digital Government in North America: Developing a Comparative and Transnational Agenda. Poster in the Proceedings of the 10th International Digital Government Research Conference (dg.o 2009).
- Gil-Garcia, J.R., Mellouli, S., Navarrete, C., Scholl, H. J., Pardo, T.A., Cresswell, A.M., and Zhang, J. (2009). Integration and Interoperation at the Border States in North America: A Status Report. Poster in the Proceedings of the 10th International Digital Government Research Conference (dg.o 2009).
- Pardo, T.A. (2008). Assessing Progress of E-Governance. Panel presented at the 2nd International Conference on Electronic Governance Theory and Practice (ICEGOV '08), Cairo, Egypt.
- Mulki, Fawzi, Lei Zheng, and Theresa A. Pardo. (2008). *International Program on Comparative Information Sharing Research*. Poster presented at the 9th International Digital Government Research Conference (dg.o 2008), Montréal, Canada.
- Navarrete, C., Pardo, T., Gil-Garcia, J.R., Zhang, J., & Luna-Reyes, L.F. (2008). North American digital government working group: Initial steps in the development of a comparative and transnational agenda. Poster presented at the 9th International Digital Government Research Conference (dg.o 2008), Montréal, Canada.
- Zheng, L., Pardo, T., Navarrete, C., & Mellouli, S. (2008). Information sharing and interoperability at the borders: A Study of North America. Poster presented at the 9th International Digital Government Research Conference (dg.o 2008), Montréal, Canada.
- Cresswell, A.M., Pardo, T.A., Burke, G.B., & Dadayan, L. (2007). Advancing Return on Investment Analysis for Government Information Technology. Poster presented at the 8th International Digital Government Research Conference (dg.o 2007), Philadelphia, PA.

- Gil-Garcia, J.R., Helbig, N., Pardo, T.A., Luna Reyes, L.F., & Navarrete, C. (2007). Working group on Comparative and Transnational Digital Government in North America. Poster presented at the 8th International Digital Government Research Conference (dg.o 2007), Philadelphia, PA.
- Pardo, T.A. (2007). Building a Relevant Digital Government Curriculum. Panel presented at the 8th International Digital Government Research Conference (dg.o 2007), Philadelphia, PA.
- Gil-Garcia, J. R., Pardo, T.A., and Burke, G.B. (2007). *Understanding Inter-Organizational Information Integration in Government: An Interdisciplinary Study of Politics, Technology, and Bureaucratic Decision-Making*. Poster presented at the 2007 APSA Annual Meeting, organized by the American Political Science Association, Chicago, IL, August 30 - September 2.
- Pardo, T.A. & Gil-Garcia, J.R. (2005). Understanding Context through a Comprehensive Prototyping Experience: A Testbed Research Strategy for Emerging Technologies. Presented at the International Conference on System Sciences, Pre-ICIS International Symposium on Research Methods.
- LeFurgy, W., Pardo, T., Hedstrom, M., & Walters, Tyler O. (2005). Preserving Information Long-Term: Digital Archiving. Panel presented at the 6th National Digital Government Research Conference (dg.o 2005), Atlanta, GA.
- Dawes, S.S., Cresswell, A. M., Pardo, T. A., & Thompson, F. (2005). Modeling the Social and Technical Processes of Interorganizational Information Integration. Poster presented at the 6th National Digital Government Research Conference (dg.o 2005), Atlanta, GA.
- Gil-García, J. R., Harrison, T., Pardo, T., & Thompson, F. (2005). The Structuring of GIS Technologies: The World Trade Center Crisis as a Change Episode. Poster presented at the GIS and World Town Planning Day Conference, University at Albany.
- Gil-García, J. R., Harrison, T., Juraga, D., Pardo, T., & Thompson, F. (2004). The Structuring of GIS Technologies: The World Trade Center Crisis as a Change Episode. Poster presented at the Annual Meeting of the American Society for Information Science & Technology, Providence RI.
- Cresswell, A.M., Canestraro, D.S., Gil-García, J.R., Pardo, T.A., & Schneider, C. (2004). Interorganizational Information Integration: Lessons from the Field. Presented at the 65th American Society for Public Administration Annual Conference, Portland OR.
- Cresswell, A.M. & Pardo, T.A. (2001). Implications of Legal and Organizational Issues for Urban Digital Government Development. Presented at the Foundations of Electronic Government in America's Cities: A Multi-Disciplinary Workshop, National Science Foundation and the Great Cities Institute, Chicago, IL.
- Kelly, K. & Pardo, T.A. (1998). An Innovative Methodology for Conceptualizing and Evaluating Government Information Systems: The CTG Approach. Workshop presented at the Association of Information Systems Conference (AIS), Baltimore, MD.
- Pardo, T.A. & Connolly, D. (1998). Delivering Government Services on the Web: Management, Policy, and Technology Lessons from the Field. Presented at the American Society for Public Administration Conference (ASPA), Seattle.
- Dawes, S.S. & Pardo, T.A. (1997). Discovering Best Practices in State Local Information Systems. Presented at the SIM Academic Institution Workshop, Atlanta.

PRACTITIONER CONFERENCES AND WORKSHOP PRESENTATIONS

- “ARRA Reporting Practices.” IT Week 2009, US Government Accountability Office, Washington, D.C., November 19, 2009.
- “Transformative Government: Making Smart IT Choices.” New York State City/County Management Association, Albany, NY, November 23, 2009.
- “Enterprise Content Management: Building a Collaborative Framework.” Building Capacity for Enterprise Content Management, United Nations, New York City, May 31 - June 1, 2006.
- “IT Investment Management.” U.S. Government Accountability Office, Washington D.C., December, 2005.

“Designing and Developing Electronic Records Access Programs.” Public Access Guidelines Workshop, National Criminal Justice Association and the Office of Justice Programs, March 2001.

“Understanding E-government.” International Personnel Management Association, June 2001.

“Digital Democracy.” Egov Summit, Private Sector Council, June 2001.

“Providing Access to Electronic Records: Learning from the Results of the Gateways Project.” Mid-Atlantic Regional Archives Conference, May 2001.

“Designing and Developing Electronic Records Access Programs.” Public Access Guidelines Workshop, National Criminal Justice Association and the Office of Justice Programs, March 2001.

“Digital Government: Issues, Strategies, Prospects.” National Archives and Records Administration, Digital Strategies 2000 Conference, November 2000.

“Horizontal Government.” General Services Administration Interagency Resources Administration Conference and Federal Chief Information Officers Council Conference, September 2000.

“Reducing the Risk of IT Investment.” National Association of Counties, March 2000.

“What Leaders and Managers Really Need to Know about Information Technology.” Non-Profits & Academia: Strategies to Shape Social Change, November 1999.

“Supporting Inter-Organizational Collaboration: First Steps Toward Technology Decision Making.” New York State AIDS Coalition, October, 1999.

“Tools and Techniques for Managing Work.” Public Management Internship Program, Rockefeller College of Public Affairs and Policy, October 1999.

“Using Information in Government Homeless Services Program.” NYC Homeless Shelters Directors Conference, October 1999.

“What Leaders and Managers Really Need to Know about Information Technology.” Virginia First Annual State-Local Information Technology Symposium, September 1999.

“Models for Action: Practical Approaches to Electronic Records Management.” Public Services Workshop Program, April 1999.

“Y2K and the State.” New York City Homeless Shelter Technology Conference, April 1999.

“Tools and Techniques for Managing Work.” Project Management Internship Program, February 1999.

“Innovating in the Public Sector: critical Success Factors,” Keynote Address at the Federal/New York State Government Document Conference, October 1998.

“Models for Action: Practical Approaches to Electronic Records Management.” Government Technology Conference, September 1998.

“Electronic Records Management: Access and Preservation Partnerships.” New York State Education Department, Commissioner’s Quarterly Review, January 1998.

“Citizen Needs, Statewide Plans, Local Devolution.” University of Wisconsin-Extension & WiscNet, October 1997.

“EDI and Medicaid Managed Care.” New York Electronic Data Interchange Coalition, September 1997.

“Intergovernmental Information Systems.” Eastern Government Technology Conference, September 1997.

“Developing and Delivering Government Services.” Association of Records Managers and Administrators (ARMA), December 1996.

“Using Geographic Information Systems to Develop the Economy.” National Association of State Information Resource Executives (NASIRE), October 1996. Plenary Session.

“Understanding Web Technologies.” The Institute of Internal Auditors, October 1996.

“The NYS GIS Cooperative Project.” The New York State GIS Conference, October 1996.

“Local Government and the World Wide Web.” NYS Local Government Information Technology Directors Association, May 1996.

“Understanding Metadata.” Capital District Arc/Info User’s Group, January 1996.

“The NYS GIS Cooperative Project.” NYS Geographic Information Systems Council, January 1996.

“The NYS GIS Cooperative Project.” Geographic Information Systems and Mapping Operations (GISMO), September 1995.

- “The NYS GIS Cooperative Project.” Eastern Regional Government Technology Conference (GTC), September 1995.
- “Reorganization for the 90’s.” Association of Computing Machinery (ACM), Special Interest Group for User Services Conference, 1991, Paper published in conference proceedings.
- “Software Support Levels.” Eastern Small College Computing Conference, October 1989. Paper published in conference proceedings.
- “Supporting Academic Computing: How to Plan for the Future.” Association for Small Computer Users in Education, June 1989.
- “CHUC: A Computerized Humanities Undergraduate Curriculum.” Digital Equipment Corporation Users Society (DECUS), Spring 1987.
- “The Multi-Technology Network at Union College.” Cause, December 1986.

EXECUTIVE DEVELOPMENT EXPERIENCE

- Moscow City Government Executive Program, October 2013
- New York State Public Management Intern Program, Instructor, 2000-2010.
- United States Office of Personnel Management, Leadership in IT, 2005-2010.
- United States Office of Personnel Management, Public Management Academy, 2002-2005.
- United Nations International Tribunal for the Former Yugoslavia, Creating an Action Plan for Preserving the Record of the International Criminal Tribunal for the Former Yugoslavia, The Hague, September 2007.
- United Nations Division of Peacekeeping Operations, Records Management Workshop, United Nations Logistics Base, Italy, May 2007.
- National Institute of Public Administration (INA), “Smart IT for Government: Making the Case for IT-Enabled Innovation, Portugal, October 2005.
- Digital Government Institute, Navigating the Information Requirements of eGovernment Investment Processes, Washington D.C., 2004.
- Office of the State Comptroller, New York State, Making Smart It Choices, 2001.
- Cascade Center for Public Service and Leadership, University of Washington, Instructor, 200-2003.
- University at Albany Professional Development Program, Instructor, Various years since 1990.
- Siena College and Union College, Instructor – various courses in productivity tools including graphics and statistics packages as well as courseware development tools and techniques, 1983-1994.

SERVICE

INVITED ADVISORY BOARDS, PROFESSIONAL APPOINTMENTS, COMMITTEES, WORKGROUPS AND PANELS

- International Conference on Theory and Practice of Electronic Governance (ICEGOV), Conference Series Advisory Committee, 2014
- Board of Champions, New York State Science, Technology, Engineering, Arts, and Math (STEAM) Girls Collaborative, 2014
- International Advisor, E-Government Committee for the China Information Association, 2014
- New York State’s Open NY Policy Advisor, 2013
- Expert Advisor, Open Data 500, 2013
- Open Health Data, Open Opportunities, Advisory Committee, Rockefeller Institute of Government, November, 2013
- Technology for Engagement Summit, Govlab, NYU, 2012-Present

- Chancellor's Technology Transformation Implementation Team, State University of New York, 2010-Present.
- Steering Committee, National Gap Analysis in Technology Policy for the US Department of Homeland Security, Applied Science Center – Homeland Security (ASCHS) and South Carolina Research Association (SCRA), 2010-Present.
- Jury Committee, Sultan Qaboos Award for excellence in eGovernment, Information Technology Authority, Sultanate Of Oman, 2010, 2011, and 2014.
- DataONE (Observation Network for Earth) Working Group on Socio-Cultural Issues, National Science Foundation, 2010-Present.
- Advisory Group, Department of Civil Service's Division of Classification and Compensation Dual Information Technology Career Track, 2010-2011.
- Advisory Board, National Center for Security and Preparedness, University at Albany, 2009-Present.
- National Science Foundation Workshop on Data-Centric Workflows, 2009.
- New York State Assembly, Standing Committees on Governmental Operations and Governmental Employees, State Technology Workforce Roundtable, 2009.
- Advisory Board, Educating Stewards of Public Information in the 21st Century, University of North Carolina, Chapel Hill, 2008-Present.
- Advisory Board, Data Center for Applied Research in Social Sciences, Centro de Investigacion y Docencia Economicas (CIDE), Mexico, 2008-Present.
- Advisory Board, Digital Preservation Management Workshop, Inter-University Consortium for Political and Social Research (ICPSR), 2008-Present.
- Infectious Disease and Biosurveillance Workshop, Beijing, China, 2008.
- New York State Geographic Information Systems Legislative Committee, 2008.
- Council of Experts, International Commission on Workforce Development (ICWFD), 2008-Present.
- Billion Minds Foundation, Leadership Council, 2007.
- EUREGOV Expert Working Group, 2006-present.
- European eGovernment Society, Nominations and Election Committee, 2007.
- Symposium Facilitator, National Association of Secretary of States, 2006.
- Symposium Facilitator, National Electronic Commerce Coordinating Committee, 2005.
- National Science Foundation Young Scientist Delegation to the World Science Forum, Budapest, Hungary, 2005.
- Advisory Board, Managing and Preserving Geospatial Electronic Records, Center for International Earth Science Information Network, Columbia University – a project funded by the National Historical Publications and Records Commission, National Archives and Records Administration, 2003-2004.
- Steering Committee, National Archives and Records Administration, Research Issues in Electronic Records, 2002-2004
- Panel, Select Committee on Technology in Government, The Council of the City of New York, 2003.
- Advisory Board, AIIM, Enterprise Content Management Association, 2002-Present.
- Advisory Board, Developing an Electronic Records Research Agenda, National Historical Publications and Records Commission, National Archives and Records Administration. 2002-2003.
- Advisory Team, MACROS, Office of the State Comptroller, 1998-2001.
- Advisory Team, Central Account System FMS Redesign Project, Office of the State Comptroller, 2000-2002.
- Review Panel for Public Access Guidelines for Criminal Justice Information, National Association of Criminal Justice and the Office of Justice Programs, 2001.
- State Archives Director of Operations Search Committee, New York State Archives and Records Administration, 2000.
- Web Page Steering Committee, NYS Office for Technology, 1999.
- Cost Accounting Work group, NYS Forum for Information Resource Management, 1999-2001.

- Local Government Subcommittee, NYS Office for Technology, 1997-2002.
- GIS Coordinating Body, GIS Clearinghouse Work Group, NYS Office for Technology, 1996-1998.
- Best Practices in Internet and Intranet Applications in Government, Selection Panel, NY State Office for Technology, 1998.
- Internet Policy Work Group, NY State Office for Technology, 1996.
- Council Staff, New York State Temporary GIS Council, 1995-1996.
- Refereed Papers Committee, Digital Equipment Corporation Users Society (DECUS), 1987-1988.

UNIVERSITY AT ALBANY SERVICE

- Co-Chair, Inaugural President's Forum on Data, 2014
- Advanced Data Analytics Cluster Steering Committee, 2013-Present
- Strategic Planning Committee: Co-Chair Emerging Technologies Work Group, 2011-Present
- Rockefeller College of Public Affairs and Policy, Dean Search, 2012 Community Engagement Committee, Engaged Scholarship Subcommittee, 2010-Present
- Chancellor's Technology University Governance Council, 2007-2008.
- President's 2010 Strategic Planning Team – Research Work Group
- Faculty Search Committee, College of Computing and Information, 2005-2006.
- Informatics Ph.D. Core Curriculum Drafting Committee, 2005.
- Faculty Search Committee, School of Social Welfare, 2004-2005.
- Information Technology Commons Recruitment Committee, 2004.
- Assistant Vice President of Research Search Committee, 2000.

PROFESSIONAL SOCIETY ACTIVITIES

- Digital Government Society, President, 2014
- Digital Government Society, President-Elect, 2013
- Digital Government Society of North America, Elected Board Member, 2008-present.
- Digital Government Society of North America, Sponsorship Committee Chair, 2007-2008.
- European eGovernment Society, Nominations and Election Committee, 2007.
- Digital Government Society of North America, Constitution Development Committee, 2005-2006.
- Digital Government Society of North America, Nominations and Election Committee, 2006.

EDITORIAL BOARDS

- Public Management Review, 2012-present
- Government Information Quarterly, 2002-present.
- Transforming Government: People, Policies, and Practices, 2006-present.
- International Journal of Electronic Governance, 2006-present.

SPECIAL ISSUE EDITOR

- Government Information Quarterly, Co-editor with Tomasz Janowski and Gboyega Ojo, Selected Papers from ICEGOV 2012.
- Government Information Quarterly, Co-editor with Giri Kumar Tayi, Symposium Issue on Interorganizational Information Integration, 2007.
- IEEE Computer, Co-editor with Judith Bayard Cushing, Special Issue on Research in the Digital Government Realm, 2005.

CONFERENCE COORDINATION ACTIVITIES

Fudan University International E-Governance Symposium, Shanghai, China, 2013

- Co-chairs: Theresa A. Pardo and Lei Zheng
- Keynote Speaker

International Conference on Electronic Governance Theory and Practice (ICEGOV)

- Track Co-Chair, 2013, Seoul, Korea
- Conference Chair and Host, 2012, Albany, New York
- Conference Co-Chair, 2011, Tallin, Estonia
- Conference Co-Chair, 2010, Beijing, China
- Advisory Committee Member, 2009, Bogota, Colombia
- Program Committee Co-Chair, 2008, Cairo, Egypt
- Program Committee Co-Chair, 2007, Macau, China

International Digital Government Research Conference (dg.o)

- Conference Co-Chair, 2007, Philadelphia, Pennsylvania, USA
- Track Co-Chair, 2013, Quebec City, Quebec, Canada
- Program Committee Co-Chair, 2006, San Diego, California, USA
- Program Committee Co-Chair, 2005, Atlanta, Georgia, USA
- Birds of a Feather Co-Chair, 2004, Seattle, USA

Hawaiian International Conference on System Sciences (HICSS)

- HICSS E-government Emerging Topics, Mini-Track Co-Chair, 2007-Present
- HICSS E-government Symposium, Co-Chair, 2007-2011
- E-government Organization and Management, Mini-track Co-Chair, 2002-2006

JOURNAL REVIEWER

- Government Information Quarterly
- Information Policy
- Journal of Information Technology & Politics
- Public Administration Review
- Transforming Government: People Policies, Processes
- Journal of Managerial Issues
- International Journal of Public Policy

GRANT PROPOSAL REVIEWER

- National Science Foundation 2010-Present
- American Association for the Advancement of Science, 2010.
- US National Science Foundation, Directorate for Behavioral & Economic Sciences, 2010.
- Israel Science Foundation, 2010.
- National University of Singapore, Academic Research Fund, 2007-2008.
- Institute of Museum and Library Services, 2006.
- Initiatives for Women, Proposal Review Committee, 2005.
- National Historical Publications and Records Commission, National Archives and Records Administration, 2003.

CONFERENCE PROGRAM COMMITTEE MEMBER AND REVIEWER

- International Conference on Society and Information Technologies (ICSIT), 2010
- International Conference on Methodologies, Technologies and Tools Enabling e-Government (MeTTeG), 2010
- International Federation for Information Processing (IFIP) EGOV (formerly DEXA e-Gov), 2004-present; Outstanding Paper Committee, 2010
- International Conference on Business Process Management, 2009-present
- International Conference on Theory and Practice of Electronic Governance (ICEGOV), 2007-present
- eChallenges Conference, 2004-present
- International Digital Government Research Conference (dg.o), 2004-present
- Systems Dynamics Conference, 2004-present
- Hawaiian International Conference on System Sciences (HICSS), 2001-present
- Academy of Management (AOM), 2000-present

DISSERTATION COMMITTEES AND DOCTORAL STUDENT ADVISEMENT

Ph.D. Graduates

- Sayogo, Djoko Sigit, Public Administration and Policy , *Chair*
- Nam, Taewoo, Public Administration and Policy, 2012, *Chair*
- Kwon, Hyuckbin, Public Administration and Policy, 2012
- Gharawi, Mohammed, Information Science, 2012, *Chair*
- Cid Puron, Gabriel, Public Administration and Policy, 2010, *Chair*
- Potnis, Devendra, Information Science, 2010, *Chair*
- Fryling, Meg, Information Science Doctoral Program, 2010
- Kanya, Moses, Public Administration and Policy, 2009, *Chair*
- Zheng, Lei, Public Administration and Policy, 2009
- Kwang, Seok Yoon, Information Science Doctoral Program, 2008
- Chun-Shuo Chen (Jason), Information Science Doctoral Program, 2008
- Ho, Jinwon, Information Science Doctoral Program, 2005
- Neely, Pamela, Information Science Doctoral Program, 2002

Doctoral Dissertation Committees - Active

- Almpalla, Sharada, Public Administration and Policy – University at Albany, Rockefeller College
- Richards, Lori, Information & Library Science - University of North Carolina at Chapel Hill
- Graves, Alvaro, Computer Science – Rensselaer Polytechnic Institute

AWARDS

Rockefeller College Distinguished Service Award, 2014, Rockefeller College of Public Affairs & Policy at the University at Albany

Best Paper for Practice Award, the 14th Annual International Conference on Digital Government Research (dg.o)

Sayogo, D.S. & Pardo, T.A. (2013). Understanding Smart Data Disclosure Policy Success: The Case of Green Button.

Best Innovations in Practice Paper Award , 6th International Conference on Theory and Practice of Electronic Governance (ICEGOV)

Nam, T., Pardo T. (2012) Transforming City Government: A Case Study of Philly311.

Best Paper Award, eGovernment Track, Hawaiian Information Conference on System Science (HICSS).

Zheng, L., Yang, T., Pardo, T. A., and Jiang, J. (2009). Understanding the boundary in information sharing.

John Wiley Best JASIST Paper of the Year Award, 2008, *Journal of the American Society for Information Science and Technology*.

Harrison, T., Gil-García, J. R., Pardo, T. A., & Thompson, F. (2007). Geographic Information Technologies, Structuration Theory, and the World Trade Center Attack.

Best Management, Case Study, or Policy Paper Award, International Digital Government Research Conference, dg.o 2008.

Canestraro, D.S., Pardo, T.A., Raup-Kounovsky, A.N., and Taratus, D. (2008). Regional Telecommunication Incident Response: Delivering Public Value Through Increased Trust.

Excellence in Teaching Award, 2008, University at Albany, State University of New York.

Best Poster Award, International Digital Government Research Conference, dg.o 2007.

Cresswell, A, Pardo, T.A., and Burke, G. Brian, Advancing Return on Investment Analysis for Government Information Technology.

Runner-Up, Best Paper, E-Government Track, 39th Hawaiian International Conference on System Sciences.

Gil-García, J. Ramón and Theresa A. Pardo. (2006). Multi-Method Approaches to Digital Government Research: Value Lessons and Implementation Challenges.

Best Paper Award, Public and Non-Profit, Annual Meeting of the Academy of Management, 2001.

Pardo, T. A., Cresswell, A. M., Zhang, J., & Thompson, F. (2001). Interorganizational Knowledge Sharing in Public Sector Innovations.

PROFESSIONAL ASSOCIATIONS

- Academy of Management (AoM)
- American Society for Public Administration (ASPA)
- American Society for Information Science (ASIS)
- Association for Computing Machinery (ACM)
- Association for Information Systems (AIS)
- Association for Public Policy Analysis and Management (APPAM)
- Digital Government Society (DGS)
- NYS Forum for Information Resource Management