

**2003  
ANNUAL REPORT**



**Center for Technology in Government**

**Celebrating Ten Years  
of Research, Partnership, and Innovation**

# Mission

**The Center for Technology in Government (CTG) 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.**

# Marking CTG's *10th Anniversary*

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July 2003

Dear Friends,

In 1993, CTG began operations in an unused television studio at the University at Albany. With half a dozen staff, a wonderful advisory board, and some great project ideas from New York State agencies, we began a journey that reached its tenth anniversary this year. During that time we have had the privilege to work on important public sector problems in the company of dedicated and creative people all striving to use information and technology to improve the performance of the government.



Over those ten years, we developed a unique mix of research, practical problem solving, and educational capabilities. These capabilities are the product of a decade of intense involvement in projects with governments ranging from tiny hamlets in the Adirondacks, to New York State government agencies, to the US Department of Justice, to the United Nations. The scope of our projects ranged from a national effort to help law enforcement agencies share information to a local project designed to help track the effectiveness of homeless services in New York City.

Some of our projects are research-intensive, supported by large National Science Foundation grants. Others are smaller, more practically oriented, driven by the expressed needs of New York's state and local governments. We continue to compile and disseminate the lessons gained from this work in an extensive array of reports, guides, and academic publications, along with education programs for government professionals.

During the years ahead, the topics we address will continue to change with the changing environment and demands on public service. But some things will surely stay the same — our commitment to knowledge creation and sharing, our tradition of partnerships, and our balanced emphasis on the organizational, policy, and technological aspects of innovation in government. Thank you to everyone who has taken part in our journey.

Sincerely,

A handwritten signature in cursive script that reads "Sharon S. Dawes". The signature is written in dark ink and is positioned above the printed name and title.

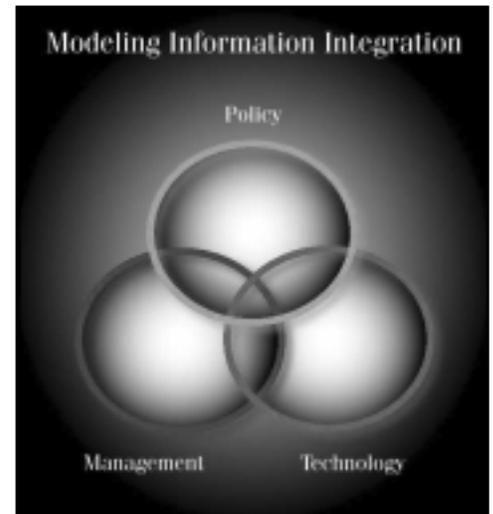
Sharon S. Dawes  
Director

# Modeling interorganizational information integration

Integrating and sharing information across agencies and levels of government is one of the most difficult, but also one of the most important, aspects of public management.

As a building block for electronic government, interorganizational information integration is essential for one-stop shopping for citizens. Equally important, integration of this kind is needed for effective human services, healthcare, public safety, economic development, and homeland security.

With a two-year, \$1.2 million grant from the National Science Foundation (NSF), we have assembled a multidisciplinary team of UAlbany researchers to examine cross-organizational information integration initiatives in the public sector. The team represents a range of disciplines including public policy, public administration, information science, information management, computer science, and organizational communication.



This multidisciplinary study is investigating the social and technical processes of integration in an effort to answer two basic questions:

- What are the critical factors and processes involved in integrating information across levels and agencies in government?
- How do IT and social factors interact to influence the effectiveness of interorganizational information integration?

The research program concentrates on integration activities in two critical policy areas: law enforcement and public health, both areas which tend to involve multiple agencies across all three levels of government. It will be conducted in three overlapping phases. Phase one includes two intensive integration projects: one with the New York State Criminal Justice Information Technology Group focused on e-Justice, and one with the New York State Department of Health focused on response to the West Nile Virus. Phase two will include field visits to other states to observe ongoing integration initiatives and to interview key participants. Phase three will comprise a national survey designed to test the models of integration developed from the New York cases and the field visits.

The study is funded by NSF's Information Technology Research Program.

## partners

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NYS Criminal Justice Information Technology Group  
NYS Department of Health  
National Science Foundation  
University at Albany

# Studying government's response to the World Trade Center attacks

On the morning of September 11, 2001, two hijacked jetliners flew into the upper floors of the World Trade Towers in New York. Thousands died; tens of thousands were evacuated from Lower Manhattan. When the towers collapsed, the 16-acre heart of New York's financial district lay in complete ruin. Government and community decision-makers were faced with unprecedented problems, and responded with creative, often unorthodox, solutions.

An exploratory research study set out to examine what government agencies and their business and community partners did in the midst of this crisis and the role IT played in the events that took place. The study was funded by the National Science Foundation's Digital Government Program and was undertaken jointly by UAlbany researchers and Urban Logic, Inc., a New York City nonprofit organization that was intimately involved in the emergency response and recovery.

The multidisciplinary project team interviewed 29 individuals who were critical to response and recovery efforts. These individuals represented departments and agencies from New York City, New York State, the Federal Government, and the nonprofit and private sectors. The project team also conducted extensive document analysis of materials associated with the response and recovery.

Key lessons that emerged from this study may benefit overall government operations and community resilience in normal times.

- The Internet, wireless computing, and GIS played critical roles in communicating with the public, between government agencies, and among emergency managers. At the same time, uneven capabilities and incompatible information systems hampered action and increased danger for first responders.
- Mapping and geographic data analysis were crucial to response, recovery, and dissemination of public information. Data issues (quality, access, use, sharing, security) far outweighed technology problems and were, and remain, harder to solve.
- Preparation for "Y2K" was invaluable for business continuity and business recovery. Even so, most nonprofits and local governments remain "have nots" in terms of technology, preparedness, and response capability.
- Some of the most successful activities rested on years of relationship and trust building among key individuals. The social capital of New York City contributed greatly to the response and recovery. Public-private-nonprofit cooperation was unprecedented.
- Crucial information policy questions remain regarding the balance of security, privacy, and responsible public access to information.

## partners

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Urban Logic, Inc.  
National Science Foundation  
University at Albany

# Capability assessment for the justice enterprise

Since 1999, CTG has been working with the U.S. Department of Justice, Office of Justice Programs (OJP) to enhance capability to share information as a way to improve public safety and the overall justice enterprise. This year, we built an Information Sharing Capability Assessment Toolkit to help justice agencies understand what they need to do to establish collaborative relationships and improve information sharing.

By working with justice professionals from across the country, we developed the capability assessment toolkit to answer two fundamental questions:

- What is the current capability for sharing and integrating information among the involved organizations?
- How can these organizations build higher levels of sharing and integration capability?

The toolkit's 16 dimensions (below) reveal a comprehensive and detailed picture of information sharing capabilities across the enterprise.

Business Model & Architecture  
Collaboration Readiness  
Data Assets & Requirements  
Governance  
Information Policies  
Leaders & Champions

Organizational Compatibility  
Performance Evaluation  
Project Management  
Resource Management  
Secure Environment  
Stakeholder Engagement

Strategic Planning  
Technology Acceptance  
Technology Compatibility  
Technology Knowledge

The project, which is supported by a \$500,000 grant from OJP, builds on previous CTG work with the U.S. Department of Justice. In 2000, CTG published "And Justice for All: Designing Your Business Case for Integrating Justice Information," the result of current practices research and a workshop involving justice professionals engaged in leading edge information sharing and integration projects.



## partners

US Department of Justice, Office of Justice Programs, Bureau of Justice Assistance  
National Association of State Chief Information Officers (NASCIO)  
National Governors Association (NGA)

# Building a prototype state-local Internet gateway



Over the past decade, state and local governments have increasingly used information technology to support operations. Many have developed intergovernmental information systems, but these systems usually perform only one business function or satisfy one program need. The result is a growing number of separate systems for government to government (G2G) business relationships at the state and local levels.

To test an innovative alternative for this type of intergovernmental work, CTG organized a broad collaborative partnership to build and evaluate a State-Local Internet Gateway Prototype. The prototype will channel three separate G2G business processes involving state agencies and participating local governments through one common access point. It will also provide general information and resources for state and local government professionals.

The project is designed to test whether such a gateway would provide state, county, and municipal governments with greater efficiency, higher quality data, and more consistent and coordinated services. Throughout the project, we are examining the policy, management, technology, and financial factors that influence the development of the prototype and any future real system.

Three types of G2G business processes are being tested in the gateway.

- A high-volume transaction process, represented by dog licensing involving towns and cities exchanging license data with the New York State Department of Agriculture and Markets
- An intergovernmental business process, represented by reporting of residential and commercial property transfers, involving towns, counties, and the New York State Office of Real Property Services
- A shared official information resource in the form of an authentic directory of contact information about selected state and local officials, modeled after a similar effort at the Office of the State Comptroller

The prototype is being built by corporate partners CGI and Keane, with additional resources donated by Microsoft. An AT&T Foundation grant is helping to support local participation and evaluation. An Ohio State faculty member is collaborating on the evaluation phase.

## partners

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AT&T Foundation  
CGI Information Systems & Management Consultants, Inc.  
Keane, Inc.  
Microsoft Corporation

This project is made possible through the commitment and energy of individuals from dozens of state and local government organizations. For a full list of those organizations, please visit [www.ctg.albany.edu/projects/lg2](http://www.ctg.albany.edu/projects/lg2).

# Bridging technology research and practice for government

## Knowledge Networking in the Public Sector

While the data collection is completed for the Center's three-year Knowledge Networking in the Public Sector study, CTG researchers have spent this year presenting and publishing research results. This study, supported by the National Science Foundation, examined the formation and operation of knowledge networks in the public sector, exploring the dimensions of success and how organizational, technological, and political factors influence outcomes.



This longitudinal study produced a wealth of data that is being analyzed for publications, presentations, doctoral dissertations, and masters theses. Topics include authority and leadership, expectations and success, trust and networking, and knowledge sharing. To date, thirteen papers have been presented at conferences around the world, including a best paper at the Academy of Management's 2001 Annual Conference.

## Lead Government Partner in EOT-PACI

For the past six years, CTG has been the lead government partner in the Education, Outreach, and Training Team of the National Partnership for Advanced Computational Infrastructure (EOT-PACI). The EOT team works to identify, develop, and disseminate the results of advanced technology research for potential use in education, the public sector, and other communities.

In this ongoing project funded by the National Science Foundation, the Center is connecting cutting-edge technology research to the practical problems of government. The goal for CTG is to increase awareness and support collaboration between researchers and government officials.

The following initiatives are part of CTG's contribution to EOT-PACI.

- An online resource designed to help government professionals design electronic access programs
- Linking research in technology, policy, and organizational management
- Modeling the social and technical processes of interorganizational information integration to improve our understanding of information system development and interorganizational collaboration

## partners

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These projects are made possible through the support of the National Science Foundation. For a full list of partners, please visit [www.ctg.albany.edu/projects/](http://www.ctg.albany.edu/projects/).

# Learning from new models of collaboration in the public sector

This year brought a close to the Center's three-year international study of New Models of Collaboration for Delivering Government Services. This NSF-funded collaborative research project was conducted in partnership with the Centre Francophone d'Informatisation des Organisations (CEFRIO), a Canadian research organization based in Quebec.

New Models explored multi-organizational collaborations engaged in the delivery of government services to citizens and businesses. The research included 15 case studies across two continents, four countries, and three different languages. The study was designed to identify critical barriers, enablers, and results of a variety of collaboration models.

New Models researchers analyzed data from the study, and compiled results for an online management guide designed to inform and support government practitioners seeking to build collaborative relationships in the public sector. The New Models Management Guide consists of case studies, essays, research reports, and conference materials that will be cross-referenced and accessible in a variety of ways.

Four major themes emerged across the full set of cases.

- Leadership — Collaborative forms of leadership accompany these new organizational forms.
- Communication and coordination — Partnerships among government agencies, businesses, and non-governmental organizations require both formal structures and informal problem-solving mechanisms.
- Risk management — These innovative programs face both external and internal risks and need to meld private sector and public sector models of risk management.
- Trust — These partnerships require two kinds of trust to succeed: public trust in the reliability of the program, and professional trust among the participants in the endeavor.



A November 2002 international conference organized by CEFRIO highlighted the special character of public private partnerships.

## partners

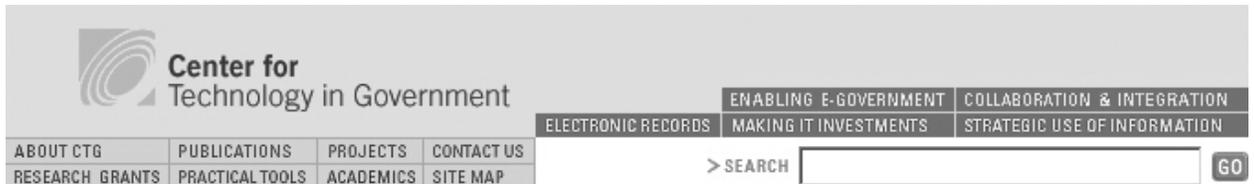
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National Science Foundation  
Centre Francophone d'Informatisation des Organisations  
(CEFRIO), Quebec, Canada  
Cellule Interfacultaire Technology Assessment, Belgium  
Ecole des Hautes Etudes Commerciales, Quebec, Canada

Syracuse University  
University of Bremen, Germany  
University of Maryland, Baltimore County  
University of Quebec at Montreal, Canada

# Leveraging XML for innovation and outreach

An integral part of our mission is to widely disseminate knowledge about IT use across government. Our primary vehicle for that dissemination is our Web site, and over the past year we have completely overhauled it using dynamic XML (eXtensible Markup Language) technology. The new site enables users to more intuitively search by project, publication, and the themes of our work, as well as other topics that may be of interest.



We decided to redesign our former Web site because its rapid growth was making it more difficult for our users to find what they were looking for and more difficult for us to maintain and manage.

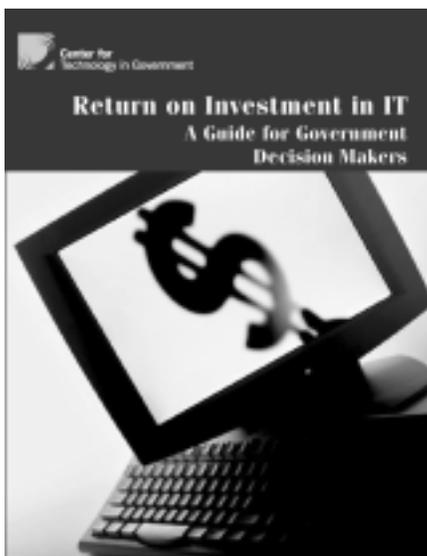
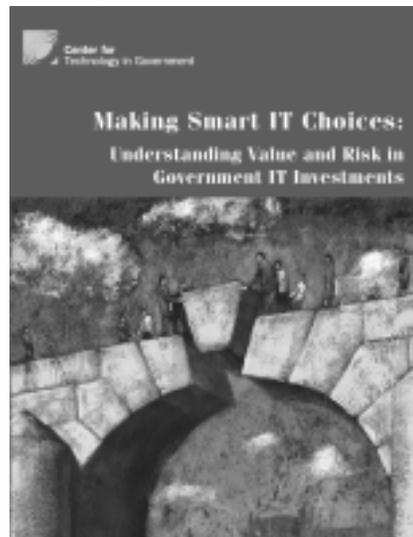
When we began investigating the redesign project, our site consisted of approximately 1,300 individually constructed pages and experienced, on average, 1,200 visitors per day. Now we manage only a few dozen modular files and documents that make up over 4,000 dynamic pages and our site now hosts over 2,000 visitors each day. In addition, the cost and effort associated with both site and content management have been dramatically reduced.

The site redesign has improved our information dissemination and positioning on the Web, eased users' ability to navigate and find information, enhanced our content management capabilities, added flexibility to test new designs and functions, and increased our expertise in a new field of technology (XML).

# Publishing new IT investment resources

While information technology (IT) has the power to improve government operations and services, today's budget constraints require decision-makers to make an effective case for each IT investment. Two new CTG resources are designed to help public sector managers make more informed choices about spending on new IT initiatives.

***Making Smart IT Choices: Understanding Value and Risk in Government IT Investments*** provides managers with practical methods to gather and assess the information needed to build a sound business case for an IT investment. It leads readers through the process of defining an objective, developing a strategic framework, analyzing stakeholders and business processes, and organizing a comprehensive set of business case components. It then discusses how to tailor a series of presentations that address the likely concerns of key audiences.



***Return on Investment in IT: A Guide for Government Decision-Makers*** treats ROI analyses as part of the overall decision-making process for IT investments. The guide provides a framework for understanding and deciding which method of ROI analysis is best for a proposed IT project. It highlights a collection of methods, skills, tools, activities, and ideas that can be combined in different ways to assess the relative value of an investment over time.

The decision about what sort of return on investment analysis to do depends on a variety of factors. Three key ones are:

- the way the investment decision will be made,
- the scale of the investment, and
- the level and nature of the risks involved.

# Playing leading roles in academic conferences

A core aspect of CTG's mission is to take an active role in the community of researchers studying and adding to the growing body of knowledge about IT in government. We accomplished that this year, in part, through our participation in national and international academic conferences.

## Hawaii International Conference on System Sciences (HICSS)

The Hawaii International Conference on System Sciences (HICSS) brings together international professionals and scholars in an interactive environment to address issues in the areas of computer science, computer engineering, and information systems. It is one of the oldest and most influential conferences in the field of system sciences.

The Center continues to play a leadership role in the conference by co-chairing minitracks for the E-Government Cluster. Last year, the Cluster included sessions on e-government management, e-government policy, e-democracy, and e-government services.



## National Conference on Digital Government Research, DG.O 2003

CTG staff members made five presentations at this year's National Conference on Digital Government Research, which was hosted by the Digital Government Research Center and the National Science Foundation.



The May conference, held in Boston, highlighted digital government research projects sponsored by NSF with presentations, poster sessions, and system demonstrations.

Among the themes explored throughout the conference were data sharing and integration, digital libraries and archives, citizens and privacy, information management, accessibility and visualization, and Internet and Web applications.

# Building on strong foundations and the generosity of partners

Our growing program is made possible by the commitment and generous support of government, corporate, and academic partners. From in-kind donations of equipment and expertise, to grants for applied research, these partnerships account for more than half of our financial resources.

CTG's total resources for the past year were valued at \$2.6 million, with federal research grants providing \$1.5 million, or 59 percent of the total. Another \$900,000, or 34 percent, came from New York State through the University's annual budget allocation. Three percent of our funding, or \$69,000, came from contractual work with government agencies and fee-based education programs. Government, corporate, and academic partners furnished the other four percent of our resources, or \$104,000 worth of in-kind contributions such as hardware and software, expert consulting, and staff time devoted to projects.

## Granting organizations key to CTG growth

CTG projects represent applied or "action" research. Action research can be described as a family of research methodologies that pursue action (or change) and research (or understanding) at the same time. Our work thus focuses not only on the solutions to practical needs or problems, it also generates new knowledge useful to both academics and practitioners.

We continue to have success competing for federal research grants to help support this work. For example, in the past year we were awarded \$1.2

million by the National Science Foundation Information Technology Research program to model interorganizational information integration initiatives. The AT&T Foundation awarded us \$20,000 to expand the number and variety of local governments involved in the State-Local Internet Gateway prototype project.



Moving our offices to 187 Wolf Road in Albany provides us with an environment that will help us build on existing partnership projects and research and education programs.

## **Government partners are teammates in tackling challenges**

Public service is the common thread woven through the fabric of our program. We have worked with representatives from more than two dozen local, state, and federal government agencies this past year to develop information-based strategies to help them meet their program and service goals. Our government partnerships assure that our work remains relevant and usable in the real world. They also raise essential policy, management, and technical questions to be explored on many levels—as practical, conceptual, and theoretical problems.

Through interviews, focus groups, workshops, and seminars, our government partners provide invaluable insight into the issues of contemporary government. Their willingness to participate and share their rich and varied experience is vital to our ability to craft models, tools, and guides that contribute to better, more effective government.

## **Corporate partners bring state-of-the-art resources**

When it comes to technical expertise, hardware, and software, our corporate partners are key resources. They apply their specific expertise to support our projects and assist in programs of outreach that share the results. Their knowledge and generosity insure that we employ the latest—and right—technologies and technical strategies to meet project goals. This year, we are particularly grateful for support from CGI Information Systems Inc. and Management Consultants Inc., Keane, Inc., and Microsoft Corporation for bringing technical expertise and experience to the development of the State-Local Internet Gateway Prototype.

## **Academic partners share knowledge and expertise**

Academic experts in a number of fields at the University at Albany and elsewhere have helped conduct research and shared their expertise on a number of projects this year. These cross-institutional, cross-disciplinary collaborations broaden our own knowledge and sharpen our appreciation for the variety of approaches that can be applied to important public issues.

Over the past year we have worked with academic partners from around the world including colleagues from Canada and Belgium, as well as American colleagues from the University of Maryland Baltimore County, Syracuse University, and Ohio State. We value these relationships and are proud of the collective discovery process they encourage and the diverse body of knowledge they create.

# Publications

**Making Smart IT Choices.** Sharon Dawes, Theresa Pardo, Stephanie Simon, Anthony Cresswell, Mark LaVigne, David Andersen, and Peter Bloniarz. March 2003

**Finding Our Future: A Research Agenda for the Research Enterprise.** Theresa Pardo, Sharon Dawes, Anthony Cresswell, Fiona Thompson, Giri Tayi. July 2002

**Making a Case for Local E-Government.** Meghan Cook, Mark LaVigne, Christina Pagano, Sharon Dawes, Theresa Pardo. July 2002

**Untangle the Web: Delivering Municipal Services Through the Internet.** Mark LaVigne, Stephanie Simon, Sharon Dawes, Theresa Pardo, Donna Berlin. June 2001; August 2002

**The Insider's Guide to Using Information in Government Executive Briefing.** February 2001

**Opening Gateways: A Practical Guide for Designing Electronic Records Access Programs.** Theresa Pardo, Sharon Dawes, Anthony Cresswell. December 2000; January 2002

**Insider's Guide to Using Information in Government.** November 2000

**What Citizens Want From E-Government.** Meghan Cook. October 2000

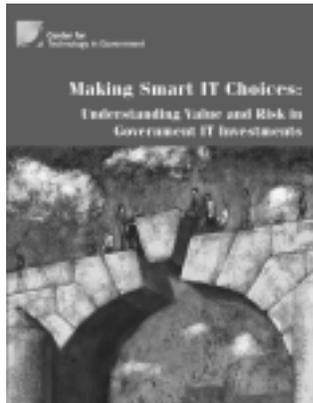
**New York State Central Accounting System Stakeholder Needs Analysis.** Theresa Pardo, Hans J. Scholl, Meghan Cook, David Connelly, Sharon Dawes. July 2000

**Reassessing New York: A Collaborative Process.** Mark LaVigne, David Connelly, Donna Canestraro, Theresa Pardo. June 2000

**And Justice for All: Designing Your Business Case for Integrating Justice Information.** Anthony Cresswell, Mark LaVigne, Stephanie Simon, Sharon Dawes, David Connelly, Shrilata Nath, James Ruda. March 2000

**An Executive Briefing for Leaders of Justice Organizations.** March 2000

**Putting Information Together: Building Integrated Data Repositories Seminar Summary.** February 2000



**Conducting Best and Current Practices Research—A Starter Kit.** Ophelia Eglene. January 2000

**What Rules Govern the Use of Information? Seminar Summary.** October 1999

**The Internet, the State Library, and the Implementation of Statewide Information Policy: The Case of the New York State GIS Clearinghouse.** Sharon Dawes, Sharon Oskam. Journal of Global Information Management, Volume 7, Number 4, October-December 1999.

**Reconnaissance Study: Developing a Business Case for the Integration of Criminal Justice Information.** Anthony Cresswell, David Connelly. September 1999

**Information Use Tools and Skill Sets Seminar Summary.** May 1999

**Some Assembly Required: Building a Digital Government for the 21<sup>st</sup> Century.** Sharon Dawes, Peter Bloniarz, Kristine Kelly, Patricia Fletcher. March 1999

**Four Realities of IT Innovation in Government.** Sharon Dawes, Peter Bloniarz, David Connelly, Kristine Kelly, Theresa Pardo. Spring 1999

**Research and Practical Experiences in the Use of Multiple Data Sources for Enterprise Level Planning and Decision Making: A Literature Review.** Jihong Zeng. Spring 1999

**Web-based Applications and/or Networked Legacy Systems.** Hans J. Scholl. Spring 1999

**Dealing with Data Seminar Summary.** February 1999

**Practical Tools for Electronic Records Management and Preservation.** Kristine Kelly, Theresa Pardo, Alan Kowlowitz. January 1999

**New Models of Collaboration: GIS Coordination in New York State.** Ophelia Eglene, Sharon Dawes. October 1998

**Data Quality Tools for Data Warehousing—A Small Sample Survey.** M. Pamela Neely. October 1998

**Models for Action: Practical Approaches to Electronic Records Management and Preservation.** Kristine Kelly, Alan Kowlowitz, Theresa Pardo, Darryl Green. July 1998



**Functional Requirements to Ensure the Creation, Maintenance, and Preservation of Electronic Records.** Alan Kowlowitz, Kristine Kelly. April 1998

**The Records Requirements Analysis and Implementation Tool.** Kristine Kelly and Alan Kowlowitz. April 1998

**A Survey of System Development Process Models.** Darryl Green, Ann DiCaterino. February 1998

**An Introduction to Workflow Management Systems.** Ann DiCaterino, Kai Larsen, Mei-Huei Tang, Wen-Li Wang. November 1997

**Partners in State-Local Information Systems: Lessons from the Field.** Sharon Dawes, Theresa Pardo, David Connelly, Darryl Green, Claire McInerney. October 1997

**A Survey of Key Concepts and Issues for Electronic Recordkeeping.** Betsy Maio. August 1997

**A Cost Performance Model for Assessing WWW Service Investments.** Peter Bloniarz, Kai Larsen. June 1997

**Tying a Sensible Knot: Best Practices in State-Local Information Systems.** Executive Briefing Paper. June 1997

**Tying a Sensible Knot: A Practical Guide to State-Local Information Systems.** Sharon Dawes, Theresa Pardo, Darryl Green, Claire McInerney, David Connelly, Ann DiCaterino. June 1997

**The World Wide Web as a Universal Interface to Government Services.** Ann DiCaterino, Theresa Pardo. December 1996

**Delivering on the Web: The NYS Internet Services Testbed.** Theresa Pardo, David Connelly, Sharon Dawes. December 1996

**Developing & Delivering Government Services on the World Wide Web: Recommended Practices for New York State.** Sharon Dawes, Theresa Pardo, Peter Bloniarz, Ann DiCaterino, Donna Berlin, David Connelly. September 1996

**World Wide Web Starter Kit.** April 1996

**Sharing the Costs, Sharing the Benefits: The NYS GIS Cooperative Project.** Kristine Kelly, Theresa Pardo, Sharon Dawes, Ann DiCaterino, Winsome Foderingham. December 1995

**The New York State Spatial Data Clearinghouse Technical Report.** Ann DiCaterino. December 1995

**Compelling Reasons for GIS Coordination in NYS.** Kristine Kelly. December 1995

**A Framework for Evaluating Public Sector Geographic Information Systems.** Kristine Kelly. December 1995

**Balancing Environmental Quality and Economic Vitality in the Adirondack Park.** David Andersen, Peter Avery, Peter Bloniarz, Sharon Dawes, Stephen Hyde, Kristine Kelly, Anne Miller, Eliot Rich. December 1995

**Evaluating the APA Prototype: Prospects for Providing Cheaper, Faster, and Better Services to APA's Customers.** David Andersen, Peter Avery, Stephen Hyde, Kristine Kelly, Soonhee Kim, John Rohrbaugh. October 1995

**Supporting Psychiatric Assessments in Emergency Rooms.** Sharon Dawes, Peter Bloniarz, Jeryl Mumpower, David Shern, Thomas Stewart, Bruce Way. September 1995

**Report of the Field Test to Evaluate a Decision Support Tool for Psychiatric Assessments in Emergency Rooms.** Sharon Dawes, Anthony Cresswell. August 1995

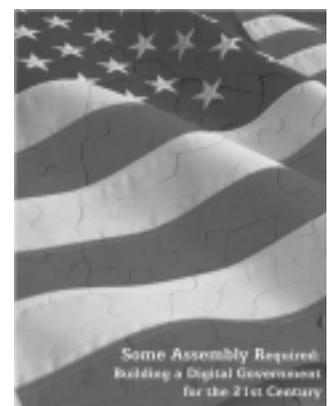
**Using Technology to Change Work: Technical Results from the APA Prototype.** Peter Bloniarz, Anne Miller, Eliot Rich. June 1995

**Voice Information Response System.** David Andersen, Peter Avery, Stephen Hyde, Kristine Kelly. May 1995

**Reviewing the Performance of ORMA's Voice Response System for Automated Business Permit Information: Integrating Technical, Cost-Based, and Customer-Oriented Evaluations of System Performance.** David Andersen, Peter Avery, Mark Giguere, Stephen Hyde, Kristine Kelly, Soonhee Kim, Mohammed Mojtahedzadeh, John Rohrbaugh. March 1995

**Groupware Technology Testbed.** Theresa Pardo, Mark Nelson. November 1994

**Title Imaging Project with NYS Department of Motor Vehicles.** Peter Bloniarz, Mark Nelson. November 1994



# Staff

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**Sharon Dawes**

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**Jochen Scholl**, Project Support Manager

**Fiona Thompson**, Research Associate

**Derek Werthmuller**, Director of Technology Services

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**Peter Bloniarz**, Information Science

**François Cooren**, Communication

**Teresa Harrison**, Communication

**David Landsbergen**, Public Policy and Management

**George Richardson**, Public Administration and Policy and Information Science

**Anna Sidovora**, Management Science and Information Systems

**Thomas Stewart**, Center for Policy Research

**Tomek Strazlkowski**, Computer Science

**Giri Tayi**, Management Science and Information Systems

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**Tina Chang**, Information Science and Policy

**Fikret Demircivi**, Sociology

**Ophelia Eglene**, Political Science

**Rachel Gaul**, Business Administration

**J. Ramon Gil-Garcia**, Public Administration and Policy

**Natalie Helbig**, Public Administration and Policy

**Luis Luna-Reyes**, Public Administration and Policy

**Jiaoheng Meng**, Computer Science

**Fida Musallam**, Information Science and Policy

**Shalini Paliath**, Computer Science

**Benjamin Schwartz**, Public Administration and Policy

**Carrie Schneider**, Political Science

**Annie Virkus**, Public Administration and Policy

**Yi-jung Wu**, Public Administration and Policy

**Jing Zhang**, Information Science