

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

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

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

Information sharing and access were two other major themes in our 2008 program. CTG staff participated in new collaborative efforts in electronic records access for New York State and e-rulemaking for the federal government. In addition, our research on information integration and interoperability led to a new framework for government leaders and managers, and new data from a national survey of government IT executives about the success of integration initiatives is contributing to a model of cross-boundary information sharing.

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

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