

## Strong foundations include the generosity of partners

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For nearly a decade, CTG has focused on helping public sector organizations deal with the policy, management, and technology issues they encounter when developing and delivering services and programs. Over that period, we have broadened our outreach into all levels of government and shared the results of our programs with countless government professionals and organizations in the US and abroad. Our foundations are strong; and our future is vibrant.

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 \$2,231,875, with federal research grants providing \$1,279,586, or 57 percent of the total. Another \$840,247, or 38 percent, came from New York State through the University's annual budget allocation. Four percent of our funding, or \$85,552, came from contractual work with government agencies and fee-based education programs. Government, corporate, and academic partners furnished another \$26,490 worth of in-kind contributions, mostly in the form of staff time and expert consulting.

## 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 have had continued success in competing for federal research grants to help support this work. In the past year, we received new grant awards funded by the National Science Foundation Digital Government and Information Technology Research programs, as well as from the U.S. Department of Justice.

## Government partners are teammates in tackling challenges

Public service is the common thread woven through the fabric of our work. Representatives of more than 100 local, state, and federal government agencies have worked with us this year to devise 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 issues that can be explored on many levels—as practical, conceptual, and theoretical problems.

Through interviews, focus groups, workshops, and seminars, our work with government partners provides 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.

## Academic partners share knowledge and expertise

Academic experts in a number of fields at the University at Albany and other colleges and universities 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, Belgium, and Switzerland, as well as American colleagues from the University of Maryland, Baltimore County and Indiana University. We value these relationships and are proud of the collective discovery process they encourage and body of knowledge they create.

## Corporate partners bring state of the art resources

When it comes to technical expertise, hardware, and software, our corporate partners are key resources. As partners, they apply their specific expertise to support our projects and assist in programs of outreach that share our results. Their knowledge and generosity insure that we employ the latest-and-right-technologies and technical strategies to meet our project goals. This year, we are particularly grateful for the ongoing support of Audio-Visual Sales and Service for continuing to support our demonstrations and workshops and to MetaGroup for full access

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to its research expertise. In addition, artist Randy Glasbergen's cartoons helped illustrate CTG presentations during the year.