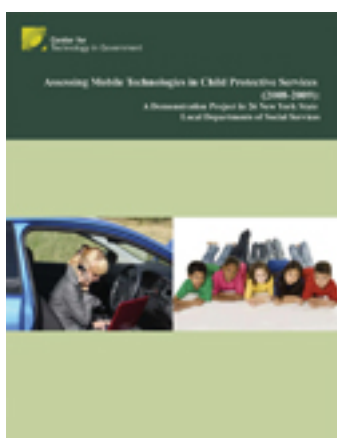




**Creating Enhanced Enterprise Information Technology Governance for New York State: A Set of Recommendations for Value-Generating Change** This report outlines five recommendations for change developed through a collaborative, consensus-driven process conducted by CTG on behalf of the NYS CIO community. The recommendations are targeted at building new capability for enterprise information technology investment decision making for NYS. They lay out a structure for four entities to form the foundation for enhanced IT governance, along with creating new clarity about the relationships among these entities.

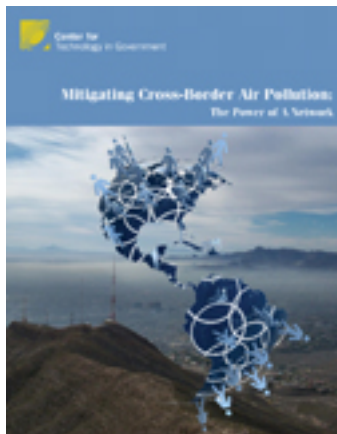


**Enterprise IT Governance in State Government: State Profiles** This report reviews the enterprise IT governance arrangements in thirteen states (California, Florida, Georgia, Kansas, Kentucky, Maine, Michigan, Minnesota, New York, North Carolina, Pennsylvania, Texas, and Virginia). The states represent a diverse set of approaches and provide a broad picture of state enterprise IT governance strategies in the United States.



**Assessing Mobile Technologies in Child Protective Services (2008-2009): A Demonstration Project in 26 New York State Local Departments of Social Service** This report presents an efficiency assessment of a collaborative effort among the NYS Office of Children and Family Services (OCFS) and county Departments of Social Services to deploy mobile technologies to twenty-six NYS local social service districts for child protective services (CPS) in January 2009. Over 500 mobile devices were deployed to CPS caseworkers, supervisors, and managers. This assessment solely addresses measures of productivity and efficiency, and is one of five produced by CTG over the course of a multi-year initiative to assess the use of mobile technologies in CPS work in NYS as mandated by the NYS Legislature.

**Exploratory Social Media Project Phase I: Identifying Benefits and Concerns Surrounding Use of Social Media in Government** This report summarizes results from two workshops held with government professionals from NYS to collect information on the value agencies seek in their current or future use of social media, as well as their most pressing questions and concerns regarding that use. The report summarizes the workshop results, with complete results provided in three appendices, and concludes with a section outlining the next steps in the project.



**Mitigating Cross-Border Air Pollution: The Power of a Network** This report describes how a diverse mix of individuals and organizations representing two countries, three states, multiple levels of government, private industry, academia, and the public were able to successfully collaborate to improve air quality along the US and Mexican border. The focal point of this study is the Joint Advisory Committee for the Improvement of Air Quality in the Ciudad Juárez, Mexico/El Paso, Texas/Dofia Ana County, New Mexico Air Basin.

**Factors Influencing Government Cross-Boundary Information Sharing: Preliminary Analysis of a National Survey** This report summarizes the results of a national survey of cross-boundary information (CBI) sharing in the public sector conducted by CTG. The study, supported by a grant from the National Science Foundation, was designed to increase understanding about information integration and sharing within and across boundaries of organizations. The identification of a consistent set of factors and the understanding of how they interact to influence CBI initiatives will provide practitioners from around the world with important knowledge necessary to increase government performance, accountability, and transparency.



**IT Governance Capability: Laying the Foundation for Government Interoperability** This report is the third in a series focused on helping governments worldwide develop the capabilities necessary for improving interoperability. CTG's research has found that engaging in coordinated action across the boundaries of organizations to create interoperability requires new models of decision making, knowledge sharing, and resource allocation; in essence, new governance capability. The report draws on CTG's comparative case study of IT governance to illustrate that, although effective governance structures include a consistent set of elements or capabilities, a wide range of context specific issues must also be considered in the governance design, development, and implementation processes.



**International Digital Government Research: A Reconnaissance Study (1994-2008)—UPDATED Interoperability**  
The reconnaissance study, initially completed in 2007, was updated in 2009. It takes a broad look at the state of international digital government research. A set of 276 English-language articles, found in 40 journals, proceedings of thirteen conferences, and the Web sites of twelve research-oriented organizations between 1994 and 2008 are categorized into six areas encompassing various elements of international research: benchmark, comparative, transnational, fundamental issue, regional, and best practice studies. The report also highlights publishing trends and research and topical patterns.

**ReFORMing the University at Albany's Human Resource Processes: Moving Toward An Automated Workflow** This report examines the core processes and information flow among the University at Albany's human resource processes within the departments of Financial Management and Budget, Human Resources Management (including Payroll and Benefits), and the Office of Diversity and Affirmative Action. CTG developed a set of process models defining the University's appointment process and set forth recommendations to move to a more automated workflow.