

# TecKnowledge ▶

Center for Advancing Business through Information Technology

Spring 2004 | Volume 1 Issue 1

PROVIDES LEADERSHIP COMMITMENT IN THE NEW E-BUSINESS MANAGEMENT WORLD

# research + education

Center for Advancing Business through Information Technology

BRINGING TOGETHER THE PRACTICES OF INFORMATION TECHNOLOGY AND KNOWLEDGE MANAGEMENT TO ENHANCE ORGANIZATIONAL SYSTEMS



W. P. CAREY  
SCHOOL of BUSINESS

ASU ARIZONA STATE UNIVERSITY



Ajay Vinze



# Welcome to this first edition of the CABIT newsletter – TecKnowledge! Our purpose is to keep you up to date with events, developments, opportunities and issues related to CABIT.

If you are receiving this newsletter, there is a good chance that I have met with you this past year, but if we have not had the chance to meet and discuss the notion and orientation for CABIT, I invite you to read the information contained in this newsletter as an initial introduction to the Center for Advancing Business through Information Technology (CABIT).

Since the emergence of the concept for CABIT at the W. P. Carey School of Business in June 2002, there has been high excitement and expectations for this initiative. After some initial legwork, the Center was formally launched on Feb. 21, 2003. We were delighted that the Honorable Janet Napolitano, Governor of Arizona helped us with the launch. Joining the Governor were a number of dignitaries and opinion leaders representing both the governmental and corporate sectors. The speakers at the event included Lynda Applegate, the Henry R. Byers Professor of Business Administration from the Harvard Business School; Mary Murphy-Hoye, director of IT Research and senior principal engineer, Intel Corporation; Arizona Senator Dean Martin and Thornton May, our resident corporate futurist. The event was a wonderful success and helped

introduce the Center as a hub for technology research, networking and thought leadership. Clearly we were off to a fast start!

Since the launch, CABIT associates have made significant strides in building a strong nexus between the public sector, commercial sector and the University. The relationships created are based on value added propositions that apply academic rigor to problems in organizational settings. The focus of attention for CABIT researchers and associates is knowledge management (KM). While KM is increasingly being seen as an important driver for information technology and the advancement of business practices, it is a concept that is often not well understood. At CABIT we are refining the notion of KM for organizations through projects we undertake with our partners in both the public and the commercial sectors. In the public sector, CABIT researchers are involving themselves with bio-terrorism related issues by working on projects in conjunction with the Maricopa County Public Health Department. Examples of our efforts in the private sector include projects addressing issues of service level management in IT outsourcing decisions, a project conducted with Veridian and Signal

Command in the context of U.S. Army Information Systems Engineering Command (ISEC). Additionally, researchers also have analyzed ontologies for failure analysis and failure identification and focused on the development of knowledge management capabilities assessment metrics with Intel Corporation.

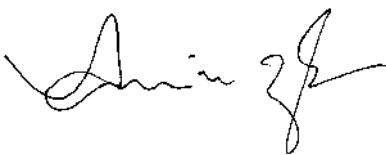
The CABIT associates have also been actively assembling events that bring together the best and brightest to discuss key technology issues in a public forum. Examples of recent activities include, the Center hosting the CEO of Sun Microsystems, Scott McNealy; facilitating a debate between CTOs from Microsoft Corporation and Sun Microsystems related to the dotNet and J2EE issue; and presenting knowledge management concepts to leaders in the public sector. The highlight of the year was our hosting the Security Symposium on Sept. 12, 2003. The symposium brought together notable experts for IT-related security specialists, CIOs, CTOs and CSOs in an all day event. John Shadegg, Arizona congressman and chair of the Select Committee on Emergency Preparedness and Response, was the plenary speaker. Details of the symposium are covered in a separate story in this newsletter. In hosting and conducting these events our purpose was to bring technology issues to the forefront and form an even stronger bond with the Arizona community at large.

2004 has been and promises to be another exciting year. We started by hosting the inaugural CABIT advisory board meeting on January 30. Per the recommendations of the distinguished board, we are planning a variety of events and engagements to allow more opportunities to connect. I look forward to seeing you at one of our events. Please stop by and say hello.

Finally, as we proceed with building on our initial successes, I foresee an extended role for creating new business relationships through information technology-based business standards. As an important part of the vision of the W. P. Carey School of Business, CABIT is developing new approaches to align academic research with forward looking business issues by leveraging the skills of our award winning faculty. We are forging a dynamic model of industry (public and commercial) and University collaboration and funding in the future.

I invite you to join us and participate in this exciting venture.

Best wishes,



AJAY VINZE  
 Earl and Gladys Davis Distinguished Professor  
 Director, Center for Advancing Business through Information Technology  
 W. P. Carey School of Business

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## CABIT Celebrates its Official Launch



Mary Murphy-Hoye  
*Intel Corporation*



Lynda Applegate  
*Harvard Business School*



Dean Martin  
*Arizona State Senate*



Thornton May  
*Corporate Futurist*



The Honorable Janet Napolitano,  
Governor of Arizona

The Center for Advancing Business through Information Technology at the W. P. Carey School of Business hosted its official launch on Feb. 21, 2003. With approximately 100 people in attendance representing both the business community and the government sector, **Arizona Governor Janet Napolitano** made opening remarks to kick-off the day's activities at the Arizona Club in downtown Phoenix. The governor remarked on the importance of technology to Arizona and suggested that the Center could be relabeled as the "Center for Advancing Arizona through Information Technology."

### Guest speakers at the launch included:

MARY MURPHY-HOYE, *Intel Corporation*  
*Director of IT Research and Senior Principal Engineer*

LYNDA APPEGATE, *Harvard Business School*  
*The Henry R. Byers Professor of Business Administration*

DEAN MARTIN  
*Senator, State of Arizona*

THORNTON MAY  
*Corporate Futurist*

The speakers stressed the importance of leveraging industry-university partnerships to stimulate business innovations and the role CABIT could play in this venture. Also, ASU researchers and client organizations shared results of recent projects and discussed plans for future endeavors. Attendee feedback confirmed that the launch was a major success in generating awareness for the new center and providing the vision for university collaboration.

# security symposium



## The successful Security Symposium, titled “Responding to Future Security Concerns with Emerging Technologies,”

was held on Sep. 12, 2003. Attendees representing corporations, government and academia were treated to a distinguished set of speakers and panelists who shared their knowledge and opinions about the country’s state of security in this post-September 11th era. Presentations focused on each of the levels of the security pyramid that CABIT researchers constructed specifically for the event.

Arizona Representative John Shadegg representing the 3rd District who is also the chairman of the house subcommittee on Emergency Preparedness and Response, delivered his views on public policy while

panelists concentrated their remarks on three major areas: homeland security, national defense and economic growth. “Facing Morphing Security Challenges,” “Impacting Economic Growth: Can we Secure the IT Infrastructure?” and “Bioterrorism: New Frontier for Security Threats” were among the topics presented. Collectively, these presentations helped frame current and future security issues.

A few of the distinguished speakers from the public sector featured at the Symposium included Chris Cumiskey, CIO of the state of Arizona; Ted Hendy, director of security for U.S. Army ISEC; and Jonathan Weisbuch, chief of public health for Maricopa County. Experts from the private sector included Mark Egan, CIO from Symantec; Steve Lund, director of security from Intel Corporation; Jon Callas, CSO from PGP Corp; Dennis Devlin, CSO from the Thomson Corporation; and the Jeff Drake, director of security strategy from IBM. The attendees were also given a demonstration of the Amber Alert System being developed for deployment in Arizona and in other states. Plans are underway to have the CABIT research center host a redundant version of this system and contribute to future design and development upgrades.

## 2003 Sponsors



Representative John Shadegg (R-AZ) served as Plenary Speaker for the Symposium



Look for details to be forthcoming on the next Security Symposium, tentatively scheduled for September 2004!

# Intel BECOMES FIRST CHARTER MEMBER

Intel first began working with CABIT in the summer of 2002 on a pilot study entitled Project Dandelion. The project, championed by Rudy Hacker, Manager Corporate Business Systems and Technologies at Intel, served as a channel for CABIT and Intel to develop an industry/business school partnership.



Project Dandelion collaboration resulted in thirty-one project ideas with two selected for exploration: Knowledge Ontology for Failure Analysis and Failure Identification Project and Knowledge Management Capabilities Assessment (KMCA). By summer 2002, the projects were underway and both CABIT and Intel were able to realize the benefits of their collaborative efforts.

The potential of these projects led to Intel's official declaration as a charter member in February 2003. Mary Murphy-Hoye, director of information technology research for Intel, sponsored this membership and supported the motion for continued funding allocation for CABIT research. In June 2003, corporate sponsor Jan E. Wolfe presented the KMCA effort to Intel Research and Development and approval for continued funding was granted along with approval for the reactivation of the knowledge ontology project in October 2003.

The CABIT KMCA team was led by Professors Uday Kulkarni and Robert St. Louis. Ronald Freeze (Ph.D. candidate) and Ann Frost (MBA '04) were also active members. The CABIT knowledge ontology team included Professors Raghu Santanam and Ajay Vinze as the lead investigators together with Theresa Edgington (Ph.D. candidate) and Beom-Jin Choi (Ph.D. candidate) as researchers.

Since the declaration of Intel's official charter membership in 2003, CABIT has grown in both associates and members. The CABIT team would like to thank Intel for their leap of faith in becoming the Center's first member and continuing their support as CABIT and its membership grow.

## State Farm invests in the development of CABIT associates

State Farm has made a donation to CABIT that is to be allocated for the strategic technology training of CABIT associates. The donation enhances our ability to keep faculty members up to date with the latest industry trends by attending trainings to expand their expertise and directly contribute to the information systems curriculum.

Technology is a key component in the curriculum of the W. P. Carey School of Business; the support from State Farm goes a long way in maintaining the school's status as a premier business school.

Our sincere thanks to State Farm for their generous contribution. Many thanks also go to Bill Cox, Arizona State University development officer, for facilitating this gift!



# Inaugural advisory board meeting

The Center for Advancing Business through Information Technology (CABIT) held its inaugural advisory board meeting on Jan. 30, 2004 in the Old Main Building at Arizona State University. The afternoon started with a review of CABIT activities for this past year by Director Ajay Vinze. Faculty associates for the Center reported on the progress and results of the Center's projects. Three projects were featured:

**Intel-KMCA initiative.**  
Presented by Uday Kulkarni

**Maricopa County Department of Public Health Bio-Terrorism Surveillance project.**  
Presented by Phil Reckers

**U.S. Army-Information Systems Engineering Command – Navy Marine Corp. Intranet – Internal Validation and Verification project.**  
Presented by Raghu Santanam

CABIT lab manager Ryan LaBrie also detailed the technology available at CABIT. The advisory board also reflected on the past year and planned for CABIT's future. A brainstorming activity facilitated by Susan Ledlow, faculty associate through the Center for Learning and Teaching Excellence, provided a structure for the board to channel their suggestions and advice to the CABIT team on how to strengthen its business plan. Board members provided new perspectives on revenue generation and encouraged the CABIT staff to enhance organizational interactions between the board and the Center via networking events and activities.

During an open dialogue, board members and center staff discussed a road map for the future. The feedback received was very constructive and helps ensure that plans for the future are aligned with the changing dynamics of the business world.

## Many Thanks to Advisory Board Attendees

All of us at CABIT are very pleased and honored to have such a high caliber advisory board. The board members wide range of expertise combined with their willingness to give constructive feedback will help CABIT continue to develop into a world class research center. The 2003-2004 CABIT board of advisors is comprised of:

**PHIL CALZADILLA**, *Regional Manager, Cisco Systems*

**CHRIS CUMMISKEY**, *Director and State Chief Information Officer, State of Arizona*

**JOHN DISCHINGER**, *Manager, Operations Support, Worldwide Distribution, IBM*

**MARY MURPHY-HOYE**, *Director of IT Research and Senior Principal Engineer, Intel Corporation*

**JIM O'DONNELL**, *Senior Engineer, U.S. Army ISEC*

**DAN O'NEILL**, *Chief Executive Officer, DJT Enterprises*

**DWAYNE PAUL**, *Vice President, Financial and Technology Strategy, Catholic Healthcare West*

**MYKOLAS RAMBUS**, *Chief Information Officer, W. P. Carey & Co., LLC*

**DEBRA VASEY**, *Vice President, Operations, State Farm Insurance Companies*

**JONATHAN WEISBUCH**, *Chief Health Officer, Maricopa County Department of Public Health*

# CABIT Spotlight

Each issue of TecKnowledge will feature a CABIT faculty associate and an on-going project. In this issue, we focus on Professor Uday Kulkarni and the current U.S. Army – ISEC Independent Validation and Verification project.

## **CABIT**Spotlight on Uday Kulkarni

Uday Kulkarni earned his Ph. D. in management information systems at the University of Wisconsin – Milwaukee and has been a professor in the department of information systems (formerly the School of Accountancy and Information Management) at the W. P. Carey School of Business since 1988.

Kulkarni's research focus is knowledge. He studies the generation, capture and organization of knowledge in addition to the categorization of different types of knowledge. A key issue driving his research is determining how knowledge is structured and stored for reuse and application.

Kulkarni's research led him to the Knowledge Management Capabilities Assessment (KMCA)

project conducted through a research grant provided by the Research and Development Council at Intel Corporation. The project is aimed at determining how effective the company's knowledge capabilities are within each business unit. As the project leader for this effort, Kulkarni has spearheaded the efforts necessary for the KMCA project initiation and the application of the project findings. He is joined in this effort by doctoral students, Ron Freeze and Jose Robles and MBA student Ann Frost.

Kulkarni has expressed his excitement about the project findings and stated the time he has spent working both on this project and with CABIT have been some of the most fulfilling of his career. ►



Uday Kulkarni

► Kulkarni and his research team are currently developing a survey to discover what employees know and how they share that knowledge. Their efforts were recently showcased in an article printed by the *Phoenix Business Journal* which quoted Kulkarni as saying, "It's become more and more apparent to business recently that knowledge is a major asset. We are trying to measure something that has not been measured but if you can't measure, you can't improve. The ultimate goal is to improve performance across a company." It is clear that the research being done by Kulkarni will benefit both Intel and the Center as the notion of knowledge management continues to become more prevalent in industry.

When Kulkarni is not in the classroom or in the lab, he enjoys spending time outdoors and learning more about photography. He resides in Gilbert with his wife and three daughters.

## CABITSpotlight on U.S. Army Independent Validation and Verification Project

The U.S. Army  
Information  
Systems  
Engineering  
Command (ISEC)

Infrastructure  
Systems  
Engineering  
Directorate (ISED)

CABIT has been working as a subcontractor to Veridian on a project for the United States Navy/Marine Corps Intranet (NMCI) Program since January 2003. One of the projects undertaken was the Independent Validation and Verification (IV&V) of IT Service Quality Performance with respect to the service level agreements (SLAs) specified in the NMCI contract with EDS. The project required consideration of the complex nature of the NMCI program's infrastructure since the program spans over multiple geographic locations and a multitude of technology platforms.



Raghu Santanam

The project focused on obtaining a comprehensive evaluation of the performance of the service provider, through a reporting structure that collected data from multiple information sources. Different tools and measures were used to measure performance on individual SLAs. The SLA reporting process required CABIT to create a means to provide an aggregated view

as well as address the ability to trace the origin of all data inputs to the final reports.

In order to provide a comprehensive view as well as trace the origin of all data inputs, CABIT created a single data repository equipped with reporting and query capabilities. This central database captures all information pertaining to SLAs in a relational database format which can be updated automatically with new data. Online analytic processing (OLAP) capabilities were created for multidimensional analysis at different levels of granularity.

The concept of information technology as a service has rapidly gained ground over the past few years. This phenomenon has given rise to a new marketplace for organizations loosely referred to as "xSPs" - service providers for various IT activities including Internet service providers, network service providers, application service providers, and on-demand grid computing service providers. Organizations and xSPs use SLAs to craft service contracts. However, managing an SLA-based services contract is not an easy task. The process of designing, implementing and managing SLAs is extremely complex due to a host of technical and organizational factors. The difficulties in measuring performance are exacerbated by the fact that many of the IT services are not independent, but are rather interrelated. Hence performance degradation in one service area often has a ripple effect on other areas as well. The CABIT approach to SLA management includes dynamic and continuous evaluation of service quality through a process-oriented approach and use of sophisticated data analysis techniques.

CABIT completed its initial phase of the project in December 2003. The principal lead on this project was professor Raghu Santanam. He was joined in this effort by professors Mike Goul and Ajay Vinze. Students who participated in this project included Ryan LaBrie, Vikram Kumar, Sagnika Sen and Carlos Stevens. U.S. Army ISEC leads for the project were David Parrish and Mark Perry.

# THE FUTURIST CORNER

by thornton may

CABIT faculty associate and corporate futurist



## The Implications of Technology's Tri-Fecta

Futuring 101 focuses on the ability to sketch technology linearities [e.g., where we have been, where we are and most importantly – where are we going]. At the base of these projections is the rate of change in core computational functionality - what some have come to call, “Technology's Tri-Fecta.”

Processing speed doubles every 18 months.

Storage capacity doubles every 12 months.

Bandwidth throughput doubles every 9 months.

One need only extrapolate these trends into the not so distant future to conclude that we are not so very far away from a time when every molecule on this planet will be IP addressable.

**The business issue is that while technology is expanding exponentially, our capacity of imagining how to profitably employ expanded computational functionality is not increasing.**

In a word, we face a crisis of technology imagination. Technology imagination is a business process that has to be managed, measured and very much improved upon. Technology imagination is the process that tells us what we want technology to do for us.

As part of the research program at CABIT Thornton asked executives to rate the imagination of the technology organization. Ten being highly imaginative, 0 being 'brain dead', the average score was 4.8.

CIOs are beginning to realize that the capacity of their organizations to imagine great things have atrophied. This combined with the fact that line-of-business executives frequently do not push the edge of the envelope with their IT requests means that we are not getting full value out of the technology which is available to us.

### **AREAS OF CONCERN/ IMPROVEMENT**

- 1 | Many technology leaders have lost their confidence. Rather than approaching problems innovatively, they 'benchmark' in an attempt to demonstrate that things aren't so bad.
- 2 | Cost cutting has reduced the resources necessary to think about problems.
- 3 | Many in the technology profession have pursued single-threaded career paths. The future belongs to those who have worn many hats.

### **BROAD PRACTICE/BEST PRACTICE**

- 1 | Create programs to get workers at all levels and in all disciplines interested in using computers creatively.
- 2 | Make sure the entire technology staff has a strong basic understanding of the business you are in. A role playing exercise wherein technology staff attempts to sell the company's product/service is a very good place to start.
- 3 | Be aware of where the business is going over the next 2-3 years.
- 4 | Before allocating internal resources to a new-to-the-enterprise problem, check to see if this problem has already been solved by external parties
  - a | Participate actively in national trade and professional associations.
  - b | Volunteer to be on the program committee of local/regional trade and professional associations.
- 5 | Stop being a passive recipient of heavily spun technology news. Aggressively develop and manage intelligent alternative information sources.
- 6 | Always use multidisciplinary teams when tackling problems which have no known solution. Address problems across organizational lines.
- 7 | Centralize what you know. This has the effect of lowering the basket so more people can dunk the ball.
- 8 | Create a "how we think here" primer which sets forth the mental models at work in the enterprise. This will allow new employees to get up to speed faster; allow project-based external service providers to more productively 'jack-in' and immediately start contributing and allow senior management to periodically do a 'gut check' to see if their thinking has kept up.
- 9 | Render your cost structure radically transparent such that the conversations you have with executives no longer revolves around 'why is IT costing so much' and focus instead, on how to maximize the value IT is delivering to the business.
- 10 | Identify those areas where innovation/creative thinking is needed.
- 11 | Hire people from different disciplines.
- 12 | Offer a "Great Books" course for your staff.
- 13 | Using case studies from actual operations, create a series of root cause analysis case studies.
- 14 | Give CIO, CIO direct reports, and those reporting to direct reports a creativity coach.
- 15 | Get offsite with your best thinkers.

# ROUNDTABLE

## Explores Technology Solutions for Bio-Terrorism Issues

CABIT hosted a roundtable discussion, *Technology Solutions for Bio-Terrorism Issues*, on Friday, April 30, 2004. The roundtable served as a means to assemble a group of state and county health officials and representatives from the technology industry to discuss issues related to bio-terrorism surveillance and methods available to efficiently utilize current technologies within this area. Cisco Systems co-sponsored the event.

Following initial comments by the panelists, Harvey Shrednick, CABIT partnership development coordinator, moderated an open discussion involving attendees and panelists, drawing in perspectives from the public sector, private sector and academic orientation.

"Given the national concern about the risk of bio-terrorism, we at CABIT feel an obligation to help raise the level of awareness of the technology issues involved in responding to this kind of incident," said Center director Ajay Vinze. "The timing is right for CABIT to host this event because of our current engagement with public health organizations at the county and state level on projects focused on emergency preparedness and response."

The roundtable brought together many stakeholders in the bio-terrorism surveillance space. Participants discussed a range of issues making the event an interesting and informative session for all. CABIT's foray into the public health domain is based on a recently completed year long project with the Maricopa County Department of Public Health. This project assessed bio-terrorism surveillance needs from data and connectivity perspectives.



CABIT extends its appreciation to Cisco Systems for their contribution and co-sponsoring of the event. We are indebted to the speakers for sharing their knowledge and experience with the participants.



David Engelthaler



Lori Bush



Govind Iyer



Harvey Shrednick

### PANELISTS INCLUDED

**DAVID ENGELTHALER**, Chief of the Office of Public Health, Emergency Preparedness and Response, Arizona Department of Health Services

**LORI BUSH**, Senior Advisor for Homeland Security, Cisco Systems

**GOVIND IYER**, Professor, W. P. Carey School of Business and Co-Principal Investigator, Maricopa County Department of Public Health Bio-Terrorism Surveillance Project

### MODERATOR

**HARVEY SHREDNICK**, CABIT Partnership Development Coordinator and Co-Principal Investigator, Maricopa County Department of Public Health Bio-Terrorism Surveillance Project

# IBM Grid Computing Lab Hosted at CABIT

IBM Senior Vice President Bob Moffat visited the W. P. Carey School of Business on May 14, 2004, to kick-off an IBM-sponsored joint research and teaching initiative in supply chain management. CABIT is collaborating with the department of supply chain management on this project.

In addition to ASU, universities selected for this partnership include Penn State University and Michigan State University. The aim of this collaboration is to conduct research-driven curriculum related to IT enablement of supply chain. A grid computing lab forms the backbone of this effort. The grid lab housed within the CABIT infrastructure and administered by the Center staff will simulate the workings of a complex supply chain and will be linked via an advanced computing grid for cross-university research and learning. The i2 Corporation has also contributed significantly to this venture by providing advanced supply chain software.

According to CABIT Director Ajay Vinze, "This grant from IBM augments existing CABIT infrastructure, enabling faculty to delve into topics of research that range from autonomic computing and grid computing to applications related to integrated supply chain and life cycle management issues."

"This initiative represents a rich collaboration with IBM and other top supply chain management programs to research grid and on-demand computing in the context of a complex, integrated supply chain," said Joseph Carter, chairman of the department of supply chain management at the W. P. Carey School. "The curriculum



(left to right) Ajay Vinze, Bob Moffat and Joe Carter celebrate the Grid Computing Lab dedication.

**This initiative represents a rich collaboration with IBM and other top supply chain management programs to research grid and on-demand computing in the context of a complex, integrated supply chain.**

enhancements made possible by this initiative will also help us better prepare students who will be ready to use the advanced technologies to effectively manage supply chains in their future positions."

The Grid Computing Laboratory presents students and faculty with state of the art infrastructure to study, simulate and test the key relationships in an end-to-end supply chain. When the grid is operational, the participating universities will conduct joint applied research and teaching. This work will bring new insights for IBM and other companies as they build dynamic supply chains that can sense and rapidly respond to changing customer demands and market conditions.



# CABIT Participates in Needs Assessment for Bio-Terrorism Surveillance

The tragedies of September 11, 2001 and the subsequent episodes of anthrax attacks brought new attention to the public health system across the country, specifically its preparedness to manage large-scale emergencies.

The public health system comprises a vast network of local, state and federal organizations. These entities are further divided along functional lines such as health departments, laboratories, disease programs, clinical and other operational divisions. A coordinated response to any large-scale emergency would require various units of the public health system to work in tandem in order to provide the most effective services to the larger community.

Jonathan Weisbuch, chief health officer for the Maricopa County Department of Public Health commented on the department's relationship with CABIT.

*"For the past 15 months, the department of public health in Maricopa County has worked with the Center for Advancing Business through Information Technology on an information technology project associated with public health preparedness in the face of biological hazards. The work done by ASU for DPH has been outstanding. Capturing the essence of our needs to integrate our data sets in order to be prepared for a major regional hazard, CABIT took on the task of helping us organize our management system, our training systems, and our information systems to help us achieve our goal to be prepared in the event that a significant biologic hazard occurred in Maricopa County.*

*The CABIT final report provided us with everything we requested. The information system problems were identified and several recommendations made. A discussion of our management problems was both loud and deep. The strengths and weaknesses of our surveillance and epidemiologic program were analyzed. We have found that the clarity of the report and its findings make it possible for us to proceed with a set of action plans designed to strengthen our program, change our systems where they are faulty, and enhance our level of preparedness within Maricopa County and within the context of the entire Arizona state plan for biohazard response.*

*We appreciate CABIT's thoroughness, the quality of their consultants, and the ease and speed with which they learned our business and then went on to help us improve. We look forward to working with this group in the future."*

The CABIT team involved in this project includes: co-principal investigators Ajay Vinze, Govind Iyer, Philip M. J. Reckers and Harvey Shrednick. Researchers include Minu Ipe and Orneita Burton (Ph.D. candidate).



**"The Emergency Preparedness and Response Office at the Arizona Department of Health Services has enjoyed a short, yet fruitful, working relationship with Dr. Vinze, Mr. Shrednick, and all the staff and students at CABIT. Their professionalism and expertise in field of bringing business and information technology in harmony has already proved beneficial to our office in the further development of public health emergency response systems. We look forward to working with CABIT on these and other initiatives in the future."**

**David M. Engelthaler**  
*Chief of the Office of Public Health,  
Emergency Preparedness and Response,  
Arizona Department of Health Services*

# cabit staff

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Ajay Vinze

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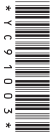


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UNIVERSITY

"CABIT does a great job of creating an unbiased platform from which to address key executives and policy makers within the Arizona community. We have been pleased with the experience and partnership developed with CABIT over this past year. Partnering with CABIT has assisted Cisco Systems in gaining new perspectives of our customers in regards to technology and how it can be used to combat bioterrorism as well as assist with homeland security. Working with the graduate students has also given my local team a fresh perspective on approaches our customer may take with new, emerging and/or advanced technologies."



Phillip J Calzadilla  
*Regional Manager - Arizona  
Named Region, Cisco Systems, Inc.*

## LOOKINGahead

Look for details to be forthcoming on Security Symposium II tentatively scheduled for September 2004

[wpcarey.asu.edu/seid/cabit](http://wpcarey.asu.edu/seid/cabit)