

# Acknowledgments

I would like to acknowledge the help of all the chief information officers who contributed their time, energy, and wisdom to this project. Their dedication and expertise made this project a valuable learning experience.

Special thanks and appreciation goes to Dr. David Garson, without whom this book would not have been possible. His vision, encouragement, and insight provided the impetus for this project and allowed me the opportunity to grow throughout the experience.

Another special thanks to the publishing team at Idea Group Inc., particularly Jan Travers, whose gentle prodding helped the project come to fruition. I would also like to thank the University of North Carolina's School of Government, particularly Kevin FitzGerald and Maureen Brown, for their invaluable support and insight.

Last but not least, I would like to thank my husband, Jay, for his unwavering support and belief in me. His unconditional love and understanding made this project possible.

*Shannon Howle Schelin  
Raleigh, North Carolina  
2003*