

THE GITELSON ROUNDTABLE

# From Infrastructure to Interface

*Socio-technical Networks in Crisis and Recovery*

December 5, 2001

Columbia University  
New York



Center on Organizational Innovation



Interactive Design Lab



**Center on Organizational Innovation**

The Center on Organizational Innovation promotes research on the study of new organizational forms in the era of interactive media. In our epoch, organizational design cannot be understood in isolation from design of the digital interface. Whereas sociology was founded as a project of social engineering at the outset of the industrial age, the social engineers of the collaborative age are software engineers, interactive designers, and information architects. A critical social science perspective suggests that realizing the innovative potential of the new interactive media will require extending design capabilities to communities of users in a process of emergent design.

David Stark, Director

Monique Girard, Associate Director

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**Interactive Design Lab**

The Interactive Design Lab at Columbia University explores the design and implementation of multimedia interaction methods for narrative content. As a collaboration between the School of the Arts and the Graduate School of Journalism, the IDL extends Columbia's strong tradition in content creation and provides a focus for enhanced research activities. The IDL address pedagogical and production oriented challenges critical to the innovative and creative use of new media. It systematically examines issues that, until now, have been addressed only in an ad hoc manner.

John Kelly and Andrew Lih, Principal Investigators

[idl@columbia.edu](mailto:idl@columbia.edu)

<http://www.idl.columbia.edu/>

## Hosts

## Program

The contemporary firm relies on sophisticated knowledge and communications systems to mediate its activities and knit its employees into an efficient organization. The September 11th attack challenged these interweavings of people and technologies, or “socio-technical networks,” on all levels.

While most discussions have addressed issues of protecting infrastructure, we seek to expand the discussion to issues concerning the interface between the infrastructure and its users: the functions, capabilities and relationships it supports.

The roundtable is designed to bring your ideas to the table. The following are just a few issues within the scope of our topic.

- Recreating workgroup interaction after physical disruption.
- Creating location-independent work strategies.
- Improving knowledge management, without hampering flexibility and efficiency.
- Managing the communications ecology: e-mail, voice, mobile devices, instant messaging, VPNs, collaboration environments, etc.
- Frustrations and satisfactions with information flow.
- Observations about user (personnel) behavior and attitudes concerning the use of technology.

The essence of the conversation will be captured in a **white paper**, which will present key findings and outline implications for future research. To foster a candid exchange of ideas, comments will not be attributed to specific individuals or organizations.

# Agenda

5:30 - 6:30 *Drinks and light dinner*

6:30 - 7:45 **Part I: DEFINING ISSUES**

The first session will map out the landscape of problems and lessons encountered in the aftermath of September 11th, drawing on the experiences of affected firms.

7:45 - 8:00 *Break*

8:00 - 9:00 **Part II: EMERGING AGENDAS**

The second session will feature a moderated discussion among participants (affected firms, solutions specialists, and academic researchers), focused on identifying key challenges, techno-organizational strategies for the future, and major issues for research.

## Participants

### **Timothy Appnel** AGENCY.COM

*Director of Technology*

**A**s Director of Technology for AGENCY.COM and the company's Applied Concepts Lab, Timothy is responsible for mapping out technological strategies and selecting opportunities for research and development using the industry's most recent innovations. Previously at AGENCY.COM, Mr. Appnel served as Director of Technology, Global Marketing, defining the company's technology alliance relationships.

Mr. Appnel joined AGENCY.COM in 1997, and has over 10 years of corporate IT consulting and interactive experience. He has also authored several position papers and recently architected AGENCY.COM's Flexitecture Methodology -- a dynamic architectural schema built on XML (Extensible Markup Language), open standards and basic object-oriented principles -- allowing companies to scale and adapt to an array of digital channels.

### **Laurie Bailey** SunGard

*Regional Consulting Manager, Eastern Region*

**M**s. Bailey joined SunGard Planning Solutions (SPS) in January 1990. She has worked with hundreds of clients from diverse industries in the development of business continuity programs. She has been instrumental in the development of planning methodologies and standards for SPS. Ms. Bailey has spoken at industry conferences (DRJ & CPM) and is a contributing author of numerous articles and white papers on business continuity issues.

### **John Bush** Sun Microsystems

*IT Ops Manager for the Northeastern US and Canada*

**M**r. Bush's group is responsible for server and desktop support for the field offices in the Northeastern United States and Canada.

## **Donald B. Christian** **PricewaterhouseCoopers**

*Partner, Global Risk Management Solutions  
Leader, Metro Operational Effectiveness practice*

**M**r. Christian specializes in operational performance improvement and project delivery and change consulting. He provides consulting in the areas of business operations risk management and contingency planning; process analysis and design; project management and change integration; and information technology operations analysis.

Mr. Christian has provided services in a cross-section of industries most recently in financial services, technology, consumer packaged goods, pharmaceuticals and energy.

Mr. Christian is a graduate of Howard University in Washington, D.C. where he received his bachelors of business administration and he is a Certified Public Accountant and a Certified Information Systems Auditor. Mr. Christian currently serves as Treasurer of the Board and a member of the Executive Committee for the Healthcare Chaplaincy, and as the PricewaterhouseCoopers relationship partner for the Frederick Douglass Academy in Harlem, New York.

## **Paul Fox** **Guy Carpenter**

*Chief Information Officer*

**M**r. Fox, Managing Director, serves as Guy Carpenter's Chief Information Officer, overseeing the firm's global technology infrastructure and integration. In addition, Mr. Fox is responsible for developing and implementing the company's e-strategy, which utilizes the intranet, Internet, and a client extranet. Moreover, Mr. Fox is a member of the company's Global Operating Committee and serves as chairperson of the IT Steering Committee. Prior to joining Guy Carpenter 1998, Mr. Fox was responsible for IT and MIS operations at Sedgwick Re in Seattle.

## **David Friedman** **Fred Alger & Co., Inc.**

*Senior Vice President*

**M**r. Friedman is Senior Vice President and has been with the firm for 14 years. He began at Alger in March 1987 as Portfolio Accountant. He developed a PC-based in-house trading system and created the systems area in 1991. He built the disaster

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recovery site for Alger in Morristown, New Jersey in the fall of 1999 and administered disaster recovery tests through the winter of 2001 at the Morristown site.

### **Pam Heine** **Deutsche Bank AG**

*Director of Global Equities*

**D**eutsche Bank in New York suffered serious damage to its offices at 130 Liberty Street, formerly the offices of Bankers Trust, which Deutsche Bank bought two years ago. Debris from the collapsing towers destroyed 5,500 workstations. Many belonged to the asset management division, but about 600 belonged to investment bankers. Up to 300 more desks in the swaps back office operation in the WTC's Tower 4 were also lost.

### **Paul Honey** **Merril Lynch**

*Director, Global Contingency Planning*

**M**r. Honey has firm-wide global responsibility for their Business Continuity Planning and Emergency Response program covering the institutional, retail and asset management business groups. He has an extensive background in Information Technology, BCP and management consulting within the financial services industry gained from working in Europe, Asia, Australasia and the USA. Mr. Honey is the Chairman of the Business Continuity Planning committee for the Securities Industry Association (SIA), reporting to the Board of Directors of the SIA.

### **Amy Nauiokas** **Cantor-Fitzgerald/eSpeed**

*Senior Vice President*

*Director of Marketing and Communications*

**M**s. Nauiokas is responsible for directing and developing the company's global integrated marketing and communications initiatives, including the companies' advertising and public relations efforts. Post September 11th, Ms. Nauiokas has directed the firms' communications initiatives with regard to the tragedy.

Prior to joining eSpeed, Ms. Nauiokas worked as Associate Director of Global Advertising and Director of fixed income product marketing for Bear Stearns. She has also worked as Global Marketing Communications Manager at Bankers Trust, and for the U.S. Peace Corps in Cameroon, West Africa. Ms. Nauiokas earned her masters degree in business

from Columbia University, and her bachelors degree in international studies and economics from Dickinson College.

## **Richard Nessel** Accenture

*Senior Manager, Government Industry Practice*

**M**r. Nessel has over 15 years of experience working with government organizations. During this time, he has managed enterprise-wide public sector fiscal and procurement organizations, as well as New York City agency operations with budgets of hundreds of millions of dollars. He has led several successful procurement re-engineering initiatives, and has managed fiscal and procurement-related performance audits. Mr. Nessel led a citywide procurement strategy analysis and advised the City of New York on eProcurement options. He has also managed many public sector change programs through their full lifecycle.

His experience also includes managing design and implementation of New York City's financial management system. Mr. Nessel was recently a team lead on NYC's eGovernment project to assist the City of New York with the design and implementation of their eGovernment program. Most recently, Mr. Nessel led the project team responsible for designing, implementing, and supporting on-going operations at the World Trade Center Family Assistance Center at Pier 94.

## **Michael Odell** Sapient

*Vice President, Financial Services*

**M**r. Odell is a Vice President in Sapient's Financial Services business unit. He is responsible for Sapient's global strategic accounts within the Financial Services Practice. In addition Mr. Odell oversees business development, client delivery and ensures client satisfaction across some of Sapient's largest client relationships.

During his tenure with Sapient he has played a wide range of roles in helping to build Sapient's business from it's infancy to where it is today. Previously, Mr. Odell ran operations for Sapient's North America business and has managed client relationships and delivery engagement with clients across five of Sapient's industry segments.

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Prior to joining Sapient Mr. Odell came from Au Bon Pain, where he was responsible for building their corporate MIS infrastructure. He has a degree in Computer Science from Northeastern University.

### **Barak Pridor** Clear Forest

*CEO*

**M**r. Pridor brings extensive management experience in technology companies. At ClearForest he has overall responsibility for the company's strategic business direction, corporate finances and executive staffing. Prior to joining ClearForest in January 2000, Mr. Pridor spent 9 years with Tecnomatix Technologies in Israel. He held numerous management positions in technology, business development and marketing. Mr. Pridor last served as General Manager in Tecnomatix. Mr. Pridor has a B.Sc. in Mathematics and Computer Science from Tel-Aviv University in Israel and an MBA from the INSEAD International Business School in France.

### **Steve Ruggiero** U.S. General Services Administration

*Deputy Regional Administrator, Northeast and Caribbean Region*

**M**r. Ruggiero has been with the U.S. General Services Administration for over 25 years. He is currently the Deputy Regional Administrator for GSA's Northeast and Caribbean Region. During the 9-11 emergency, Mr. Ruggiero was Acting Regional Administrator and directed the agency's response efforts in New York City. Prior to his present position, Mr. Ruggiero was the Assistant Regional Administrator for GSA's Federal Technology Service,

## **Monique Girard** Center on Organizational Innovation, Columbia University

*Associate Director*

**M**onique is Associate Director of the Center on Organizational Innovation at Columbia's Institute for Social and Economic Research and Policy. An anthropologist, she is currently conducting research on communication processes in collaborative work and new forms of sociability made possible by interactive media. Her ethnographic study, co-authored with David Stark, "Provisional Settlements: Project Organization in New Media Firms" is forthcoming in *Theory, Culture, and Society*.

## **John Kelly** Interactive Design Lab, Columbia University

*Principal Investigator*

**J**ohn has focused on the innovative adaptation of digital technologies during his 12 years as a sound designer and producer of film, music, video and digital effects. In 1995, John was Director of Digital Media for Columbia's School of the Arts. He created the School's curriculum for interactive media, establishing Interactive Design as the school's newest area of study. He is currently working on his Ph.D. in Communications. His research interests include design processes and the development of content for interactive television.

## **Andrew Lih** Interactive Design Lab, Columbia University

*Principal Investigator*

**A** computer scientist by training, Andrew has specialized in interactive design and information design for the last decade. He worked at AT&T Bell Laboratories as a systems developer and architect from 1990-1993. In 1996, he joined the research and teaching staff of Columbia's Graduate School of Journalism and was appointed Director of Technology at the Center for New Media. As adjunct professor in journalism he has taught students concentrating in new media. His research interests include human-computer interaction, wireless networking, visual grammar and usability.

## **Columbia Affiliates**

**David Stark**  
Center on Organizational Innovation,  
Columbia University

*Director*

**D**avid is the Arnold A. Saltzman Professor of Sociology and International Affairs at Columbia University and an External Faculty Member of the Santa Fe Institute. At Columbia he directs the Center on Organizational Innovation where he leads a research team studying the co-evolution of collaborative organizational forms and interactive technologies. His recent publications include “Heterarchy: Distributing Intelligence and Organizing Diversity” in *The Biology of Business: Decoding the Natural Laws of Enterprise* (Jossey-Bass, 1999); an essay in *The Twenty-First-Century Firm* (Princeton University Press, 2001); and articles in *Environment and Planning* and the *American Journal of Sociology*. Stark is a member of the Social Science Research Council’s Program on Information Technology, International Cooperation, and Global Security.

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**Craig Calhoun**  
Social Science Research Council

*President*

**C**raig Calhoun is President of the Social Science Research Council and is a Professor of Sociology and History at New York University. Under Calhoun’s leadership, the SSRC has launched new initiatives in institutional research (including projects on higher education, business institutions, philanthropy and nonprofit organizations, arts institutions, and the institutions of research itself), in information technology (in its general implications and specifically in relationship to arts and culture, to globalization, and to security), and in responses to inequality (ranging from business investment in local communities to international development concerns). Among many books and articles, he is the author of “The Infrastructure of Modernity: Indirect Relationships, Information Technology, and Social Integration.”

**James W. Carey**  
Graduate School of Journalism,  
Columbia University

*CBS Professor of International Journalism*

**J**ames Carey is CBS Professor of International Journalism in the Graduate School of Journalism at Columbia University and Adjunct Professor at Union Theological

Seminary. He is the author of *Communication As Culture* and numerous reviews, essays and monographs.

For the prior quarter century he was, successively, Director of the Institute of Communications Research, University of Illinois, George H. Gallup Professor at the University of Iowa and Dean of the College of Communications at the University of Illinois. In addition he has taught at the University of Georgia, Pennsylvania State University and University College, Dublin. He has lectured at more than one hundred universities world wide.

Professor Carey has held a National Endowment for the Humanities Fellowship in Science, Technology and Human Values. He served on the Board of Directors of the Public Broadcasting Service and is currently a member of the George Foster Peabody Broadcasting Awards Advisory Committee and Chairman of the Advisory Board of the Poynter Institute for Media Studies, St. Petersburg, Florida. He was President of the Association for Education in Journalism and Mass Communication and the Association of Schools and Departments of Journalism. In 1990 he was awarded the Freedom Forum Medallion for Distinguished Achievement in Journalism/Mass Communication Administration.

Professor Carey has published over 100 essays, monographs and reviews on the history of the mass media, popular culture and the geography of communication systems along with two books: *Media, Myth and Narratives: Television and the Press* (Sage 1988) and *Communication as Culture* (Unwin and Hyman 1989). In 1998 collection of his work was published by the University of Minnesota Press under the title *James Carey: A Critical Review* (ed. by Eve Munson and Catherine Warren)

## **Michael M. Crow** Columbia University

*Executive Vice Provost*

**M**ichael M. Crow is currently Executive Vice Provost and Professor of Science Policy. He oversees Columbia's research enterprise, technology and innovation transfer operations, strategic initiative program, interdisciplinary program development and an assortment of special projects. He is the author of many articles and author or editor of several books relating to the analysis of research organizations, technology transfer, strategic R&D management, research universities, science and technology policy, and the practice and theory of public policy.

## **Columbia Affiliates**

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### **Elliott Sclar** Graduate School of Architecture, Planning, and Preservation, Columbia University

*Professor*

**E**lliott Sclar is author of numerous publications in urban economic development, transportation, public service economics in addition to *Neighborhood Change and the Future of the City*; *Future of the City*; *Shaky Palaces: Home Ownership Mobility in Boston Suburbanization* (with others); "The Importance of Cities to the National Economy." Professor of Urban Planning, Graduate School of Architecture, Planning and Preservation, Columbia University, 1978-present.

### **Duncan Watts** Department of Sociology, Columbia University

*Assistant Professor of Sociology*

**D**uncan Watts is Assistant Professor of Sociology at Columbia and a member of the External Faculty of the Santa Fe Institute. A faculty affiliate of the COI, Watts directs a team of postdoctoral fellows and graduate researchers exploring the role that complex network structure plays in determining or constraining system behavior, focussing on broad problem areas in social science such as information contagion, financial risk management, and organizational design. He is the author of *Small Worlds: The Dynamics of Networks Between Order and Randomness* (Princeton University Press, 1999) and a recipient of the prestigious Early Career Award from the National Science Foundation.

## **Reuben Abraham**

*Reuben is a PhD candidate in Communications and an IDL researcher. He researches the development aspects of telecommunications, such as the use of wireless as a mode of access to the Internet in developing economies with very little telecommunications infrastructure.*

## **Daniel Beunza**

*Daniel is a PhD candidate at the Stern School of Business, NYU and COI graduate affiliate. He has been conducting ethnographic field research in the trading room of a major investment bank.*

## **David Berman**

*David Berman is an MA student in the Sociology Department. He spent three years in California working as a senior analyst at various San Francisco and Silicon Valley start-ups.*

## **Gali Einav**

*Gali is a PhD candidate in Communications and an IDL researcher. She has worked both as a senior producer and journalist for the second television channel in Israel. Her research interests include content models for interactive media.*

## **Paul McInerney**

*Paul is a PhD candidate in Sociology and COI graduate affiliate. He is conducting research on technology assistance to non-profit organizations in New York City.*

## **Gina Neff**

*Gina Neff is a PhD candidate, Department of Sociology and COI graduate affiliate. She is studying employment and risk in New York's new media industry.*

## The Gitelson Roundtables

With support from Dr. Susan Gitelson, the Center on Organizational Innovation is organizing a five-year series of annual conferences exploring innovative and unconventional cross-disciplinary initiatives.

In an effort to foster knowledge networks that span the worlds of research and practice, the Roundtables bring together both academic researchers and leaders in the fields of business, government, and industry to reflect on emerging organizational forms and challenges.

The first of these Gitelson Roundtables was held in the spring of 2001, with additional funding from ISERP and Columbia's Institute for Latin American Studies. The Roundtable brought together scholars from a variety of disciplines around the theme, "New Spaces for Civil Society in Latin America and Eastern Europe: Strengthening or Fragmenting Democracy?"