

Sandor P. Schuman

University Address

Center for Policy Research
Rockefeller College of Public Affairs and Policy
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Education

Ph.D. 1995, organization behavior
University at Albany, Rockefeller College of Public Affairs and Policy
M.P.A. 1979, human resources
University at Albany, Rockefeller College of Public Affairs and Policy
B.S. 1973, natural resources management
Cornell University, College of Agriculture and Life Sciences
High School 1969, Regents and agriculture diplomas
John Bowne High School, Flushing, New York

Qualifications

National Roster of Environmental Dispute Resolution and Consensus Building
Professionals, US Institute for Environmental Conflict Resolution
National Roster of Transportation Mediators and Facilitators,
US Institute for Environmental Conflict Resolution
Roster of REDRESS Mediators, US Postal Service

Honors and Awards

Finalist, 1991 Decision Support Systems Outstanding Achievement,
The Institute of Management Sciences
Finalist, 1990 Innovations in State and Local Government,
Harvard University and Ford Foundation
Pi Alpha Alpha, National Honor Society for Public Affairs
Quill and Dagger Society, Cornell Honorary Society

Publications

Schuman, S., (Ed.). (forthcoming 2006). *Creating a Culture of Collaboration*. San Francisco: Jossey-Bass.
Schuman, S., (Ed.). (2005). *The IAF Handbook of Group Facilitation*. San Francisco: Jossey-Bass.
Schuman, S. (Ed.). (2005). Listening to the City: Public Participation and Group Facilitation in Redeveloping the World Trade Center Site. College Station, TX: VBW Publishing. (Republication of the Special Issue of *Group Facilitation: A Research and Applications Journal*.)
Schuman, S. (2004). How to Choose a Facilitator. *Corporate Meetings & Incentives*, 23: 9 (Sep 1), 42.
Schuman, S. and Rohrbaugh, J. (2004). Four what ifs? Evaluation of alternative technologies for the destruction of chemical weapons. *Journal of Policy Analysis and Management*, 23: 4, 2-8.
Schuman, S., (Ed.). (2004). Listening to the City: Public Participation and Group Facilitation in Redeveloping the World Trade Center Site - Special Issue of *Group Facilitation: A Research and Applications Journal*, 6 (Spring).

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- Schuman, S. (2004). Listening to the City: A Public Participation Case Study, Alternatives, and Analysis (Editorial). *Group Facilitation: A Research and Applications Journal*, 6 (Spring 2004), 1.
- Schuman, S. (2003). Information Technology for Groups (Editorial). *Group Facilitation: A Research and Applications Journal*, 5 (Spring), 1.
- Schuman, S. (2002). *Statement of Values and Code of Ethics for Group Facilitators: The Report of the Ethics and Values Think Tank*. St. Paul, MN: International Association of Facilitators, 21 pp.
- Schuman, S. (2002). Believe in Doubt (Editorial). *Group Facilitation: A Research and Applications Journal*, 4 (Spring), 1.
- Schuman, S., (Ed). (2001). Group Development - Special Issue of *Group Facilitation: A Research and Applications Journal*, 3 (Spring).
- Schuman, S. (2001). A Superlative Task (Editorial). *Group Facilitation: A Research and Applications Journal*, 3 (Spring), 1.
- Carpenter, J. and S. Schuman (2000). *A Professional Ethics Compendium*. Center for Policy Research, University at Albany, 24 pp.
- Schuman, S. and Rohrbaugh, J. (1999). *Aging Services Network: Final Project Evaluation Report*. University at Albany, SUNY, 111 pp.
- Schuman, S. and Rohrbaugh, J. (1998). Valuing and using data in group decision making. Working paper, University at Albany.
- Schuman, S. (1998). *Special Report: The 1996-1997 Survey of Group Facilitators*. St. Paul, MN: Int'l Association of Facilitators, 12 pp.
- Schuman, S. (1996). The role of facilitation in collaborative groups. In C. Huxham, ed., *Creating Collaborative Advantage*. London: Sage.
- Schuman, S. (1996). What to look for in a group facilitator. *Quality Progress*, 29:6 (June), 69-72.
- Schuman, S. (1996). Electronic discussion groups provide continuous professional development. *Quality and Participation Report*, August-September, 4-5.
- Schuman, S., ed. (1996). *Conflict and Consensus in New York Public Affairs: Information and Resources. Second Edition*. Albany, NY: New York State Forum on Conflict and Consensus.
- Rohrbaugh, J. and S. Schuman (1996). Meet me in cyberspace: ATAP meetings are convenient and cost-effective for government employees. *Government Technology*, 9:9 (June), 32-34.
- Reagan, P., S. Schuman, G. Richardson, and S. Dorf (1991). Decision modeling: Tools for strategic thinking. *Interfaces*, 21:6 (November-December), 52-65.
- Schuman, S. and J. Rohrbaugh (1991). Decision conferencing for systems planning. *Information and Management*, 21:3, 147-159.
- Schuman, S. (1988). Science and technology. In J. L. Mumpower and W. F. Ilchman, eds., *New York State in the Year 2000*. Albany: State University of New York Press.
- Schuman, S. (1988). Water resources: Efficiency, quality and quantity -- getting more out of the same water. In J. L. Mumpower and W. F. Ilchman, eds., *New York State in the Year 2000*. Albany: State University of New York Press.
- Mumpower, J., S. Schuman, and A. Zumbolo (1988). Analytical mediation: An application in collective bargaining. In R. Lee, A. McCosh, and P. Migliarese, eds., *Organizational Decision Support Systems*. Amsterdam: North-Holland.
- Schuman, S., T. L. Brown, and M. Duttweiler (1979). The role of research and extension education in the developing Lake Ontario salmonid fishery. *Fisheries*, 4, 6-8.
- Schuman, S. (1978). Reflections of a county agent in hip boots. *Journal of Extension*, 17, 26-28.

Conference Proceedings

- Schuman, S. (2005). How to Help a Group Tell Its Story. *National Storytelling Conference 2005*, July 14-17, 2005, Oklahoma City, OK.
- Schuman, S., I. Benz, T. Justice, and R. Schwarz (2000). Critical Incidents: How do our values and principles guide us. In James Spee, ed., *Proceedings, International Association of Facilitators Conference 2000*, April 27-30, 2000, Toronto, Ontario, Canada.
- Schuman, S. and R. Schwarz (1998). Using theory and research to improve your practice. In James Spee, ed., *Conference Proceedings*, International Association of Facilitators, January 15-19, Santa Clara, CA, 90-94.
- Schuman, S. (1994). The critical role of information. In NYS Office of Alcoholism and Substance Abuse Services, *Conference Summary: Technology in Alcoholism and Substance Abuse Services*, October 19-21, Albany, NY, 21-22.
- Reagan, P. and S. Schuman (1990). A multiattribute utility approach to strategic assumption surfacing and testing. In Paul Mangiameli, ed., *Northeast Decision Sciences Institute Proceedings*, Saratoga Springs, NY, April 4-6, 160-163.
- Schuman, S (1987). Computer-assisted conferences for organization planning and design. In P. C. Nutt, ed., *Proceedings of the 1987 Conference on Planning and Design in Management of Business and Organization*, American Society of Mechanical Engineers, Boston, August 17-20, 75-81.

Conference Presentations and Invited Lectures

- Critical Incidents: What Would You Do, and Why?* Community At Work, November 2, 2005, San Francisco, CA.
- Conflict, Negotiation, and Collaboration*. New York State City/County Management Association, October 28, 2005, Albany, NY.
- Should I have Done That? - The Dark Side of Group Facilitation*. Northeast Regional Facilitators' Roundtable, The Business Institute, State University of New York at New Paltz, October 27, 2004, New Paltz, NY.
- Stories at Work: How to Create, Tell, and Use Stories with Groups and Organizations*. International Association of Facilitators Conference. June 17-20, 2004, Scottsdale, AZ.
- The Critical Incidents Project: Stories from the Core to the Edges of Group Facilitation*. International Association of Facilitators Conference. June 19-22, 2003, Ottawa, Ontario, Canada.
- Evaluation of Technologies for the Destruction of Chemical Weapons: Assessing Management Contingencies for the United States Army* (with John Rohrbaugh). Association for Public Policy Analysis and Management Annual Research Conference. Dallas, TX, November 7-9, 2002.
- Evaluation for Entrepreneurial Management*. Invited moderator, Networks for People 2000, Technology Opportunities Program, National Telecommunications and Infrastructure Agency, US Department of Commerce. Washington, DC, October 30-31, 2000.
- Thinking on Your Feet*. Invited session, NYS Governor's Office of Employee Relations - Facilitators' Day. Albany, NY, June 17, 1999.
- A Survey of ADR in Politics and Public Policy* (with A. Zerkin, New York University, and T. Attridge, NYS Energy Research and Development Authority). NYS National Conference on Dispute Resolution. Rochester, NY, September 24-26, 1998.
- Analytical Facilitation: The Decision Conferencing Approach*. International Association of Facilitators Conference. Tulsa, OK, January 16-20, 1997.
- Lessons Learned in Collaborative Model Building*. Workshop on Strategies for Collaborative Modeling and Simulation at the ACM 1996 Conference on Computer Supported Collaborative Work. Boston, MA, November 16-20, 1996.
- Information Technology for Decision Making in State and Local Government. Invited presentation, INFORMS, Washington, DC, May 5-8, 1996.

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- Accessing Internet Resources: The WWW, Newsgroups, and Mailing Lists.* Int'l Ass'n of Facilitators Conference '96, Dallas, TX, January 12-15, 1996.
- Task Force Planning and Inter-agency Collaboration: Emergency Management and Hazard Mitigation. Invited speaker, Curtin University of Technology, Perth, Australia, April 10, 1995.
- Understanding Your Customers' Needs: The Judgment Analysis Approach* (with W. Rodger). Montreal Trust Client Conference. Vancouver, BC, June 8-10, 1994.
- Policy Development: Involving Stakeholders.* Moderator and presenter, American Society for Public Administration Region I and II Conference. Albany, NY, October 25-27, 1993.
- Public Policy and Representative Groups; and Working with a Large Number of Participants.* International Decision Conferencing Forum. Boulder, CO, August 9-11, 1993.
- Morality in Collaboration, or Why Do We Talk So Much About Process and Content.* University of Strathclyde International Seminar on Making Collaboration Happen, Glasgow, Scotland, June 20-23, 1993.
- The Role of Judgment in Negotiation Support Systems.* Panel convenor, ORSA/TIMS Joint National Meeting. Philadelphia, October 29-31, 1990.
- Decision Conferencing GDSS: The University at Albany.* Tenth Int'l Conference on Decision Support Systems (DSS-90), Cambridge, MA, May 21-23, 1990.
- Information Systems and Organizational Decision Making: An Audit Perspective.* Keynote address, Information Systems Auditing Conference, NYS Legislative Comm. on Expenditure Review. Albany, NY, April 18, 1990.
- Decision Conferencing in State Government: An Empirical Perspective.* ORSA/TIMS Joint National Meeting. New York City, October 16-18, 1989.
- Auditing Management Information Systems.* Legislative Program Evaluation Society, Spring Conference. Albany, NY, May, 1989.
- Meeting the Gap: Financing New York Governments.* Teleconference sponsored by the Task Force on Financing the Cost of Government. Rockefeller Institute of Government, Albany, NY, November 15, 1988.
- Computer-Assisted Conferences for Organization Planning and Design.* American Society of Mechanical Engineers Conference on Planning and Design in Management of Business and Organization. Boston, August, 1987.
- Decision Support for Non-Routine Decisions.* American Society for Public Administration Forty-Eighth National Conference. Boston, March, 1987.
- Expert Judgment: Exploring Policy Preferences, Reaching Consensus, and Improving Models of Expertise.* Maxwell School of Citizenship and Public Affairs, Conference on Expert Systems and Artificial Intelligence in Public Policy. Syracuse, April, 1986.
- Statewide Water Issues: Water Resources 2000.* Invited speaker, New York Section of the American Water Works Association, Spring Meeting. Albany, NY, April, 1986.
- The Technological Revolution and Group Decision Making: New Frontiers in Decision Support Systems* (with S. Faerman). Int'l Personnel Management Association, Eastern Regional Conference. Albany, June, 1986.
- Beyond Information: Models of Expert Judgment and Personal Values.* Invited panel convenor, American Society for Public Administration, Region I/II Conference. Albany, NY, October, 1986.
- Organization and Management: A Theory of Effectiveness.* Colloquium chair, Association for Public Policy Analysis and Management, Seventh Annual Research Conference. Washington, DC, October 1985.
- New York State Project 2000.* The Social Impact Assessment Center and Hunter College/CUNY, Urban Impact Assessment Conference. New York City, June 1985.
- Computer Assisted Decision Making.* American Society for Public Administration, Region I/II Conference. Rochester, NY, October 1984.
- Automated Decision Conferences.* American Society for Training and Development, Region II Conference: Achieving Competency. Syracuse, September 1984.

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Problems and Techniques in Evaluating State Energy Conservation Programs. Invited speaker, New York Institute of Technology and US Department of Energy, Evaluating Energy Conservation Programs. Knoxville, July 1983.

Academic Appointments

Decision and Policy Sciences Faculty, Rockefeller College of Public Affairs and Policy, University at Albany, 2003-
Adjunct Professor, Rockefeller College of Public Affairs and Policy, University at Albany, 1999-
Faculty Affiliate, Information Science PhD Program, University at Albany, 2000-

Teaching

Graduate Courses

Rockefeller College of Public Affairs and Policy, University at Albany
Data, Decisions, and Models: Fall 1999, Fall 2003, Fall 2004
Homeland Security Applications: Fall 2004
Bargaining and Negotiation: Spring 2003
Group Facilitation: Spring 2001; Spring 2000; Fall 1999
Improving Group Effectiveness: Spring 1999; Fall 1999
Information Management: Summer 1991; Summer 1990; Spring 1989; Spring 1991; Fall 1989; Spring 1988
Government Decision Making: Fall 1984; Spring 1984
Executive Skill Development: Summer 1984

Undergraduate Courses

Public Administration and Management: Spring 1985
Rockefeller College of Public Affairs and Policy, University at Albany
Information, Technology and Management
Empire State College: Spring 1995

Executive Education Courses (non-credit)

Government Information Strategy and Policy
Korean Executive Program - 2000, 2001, 2003, 2004
Effective Communication - Delivering Bad News
Strategic Leadership Institute - 2002
Conflict Management Systems in the Workplace
Strategic Leadership Institute - 2002
Systems Thinking: Soft Systems Methodology
Strategic Leadership Institute - 2001, 2002, 2004, 2005
Group Facilitation Skills
Executive Decision Services, Decision Techtronics Group
- Numerous offerings since 1985
Conflict Management and Team Work
Professional Development Program, University at Albany - 2000
Information, Technology, and Government
Center for Technology in Government - 1993, 1995, 1997, 1998
Analytical, Monitoring, and Decision-Making Tools for Managers
Public Management Institute - twice annually 1985-1995
Judgment Analysis Workshop: Resolving Conflicts among Experts
Executive Decision Services - 1989, 1991
Information Management and Policy in the Public Sector
Forum for Information Resources Management - 1989, 1990

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Professional Service

[Group Facilitation - A Research and Applications Journal:](#)

Editor, 2000- ; Associate Editor, 1997-2000

[Electronic Discussion on Group Facilitation:](#)

Moderator, 1995-

NYS Chapter, [International Association for Public Participation:](#)

Listserv Moderator, 1999-2001

New York State Forum on Conflict and Consensus:

Vice-Chair, 1994-2000; Treasurer, 1993-1994

[International Association of Facilitators:](#)

Co-Chair, Ethics and Values Think Tank, 2000-2004; Director, 2000-2001;

Co-Chair, Research and Publications Task Force, 1999-2001

[International Decision Conferencing Forum](#)

Founding member, 1987

Professional Affiliations

American Association for the Advancement of Science (1981)

Association for Conflict Resolution (1992)

Sector on Environmental and Public Policy Disputes

Sector on Organizational Conflict Management

International Association of Facilitators (1996)

International Association for Public Participation (1996)

National Roster of Environmental Dispute Resolution & Consensus Building Professionals,

US Institute for Environmental Conflict Resolution (2000)

National Storytelling Network/ Storytelling in Organizations (2001)

New York State Dispute Resolution Association (1997)

New York State Forum for Information Resources Management (1990)

Community Service

United Jewish Federation of Northeastern New York: Strategic Planning Committee, 2005

Bet Shraga Hebrew Academy of the Capital District: Trustee, 1996-99; Strategic Planning

Committee, 1994-95, 2000-2002; Constitutional Revision Committee, 1997-98

New York State Facilitators Exchange, 1998-

Temple Israel of Albany: Vice-President, 2000-2003; Trustee, 1997-2005

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Employment History

Research Associate, 1991 to present, [Center for Policy Research](#), University at Albany. Work with New York State government agencies to address information resources policy, management, and technological issues. Assist in areas such as information systems planning; evaluation of strategic initiatives; telecommunications and computer networks; computing policies; systems development standards; management of end-user computing; inter-governmental systems; data management; systems and data inventories.

President, 1983 to present, [Executive Decision Services LLC](#), Albany. Founded management consulting firm specializing in strategic decision making, collaborative problem solving, consensus building, public involvement, and information management.

Interim Coordinator, 2004 to 2005, [Center for Information Forensics and Assurance](#), University at Albany.

Advisor, 2003 to 2005, Information Technology Commons and College of Computing and Information, University at Albany.

Executive Director, 1985 to 1991; *Decision Analyst*, 1983 to 1985, Decision Techtronics Group, Rockefeller Institute of Government. Manage the decision conferencing group decision support system to help New York State executives work together to resolve critical management and policy issues.

Instructor, 1985 to 1995, Public Management Institute, New York State Department of Social Services. Teach course twice annually entitled: Analytical, Monitoring and Decision-Making Tools for Public Managers.

Instructor, 1988 to 1992, New York State Forum for Information Resources Management. Teach courses entitled: Information Management and Policy in the Public Sector; Information, Technology, and Government; Information Stewardship.

Information Systems Manager, 1987-1988, Rockefeller Institute of Government. Oversee conversion of computer system to IBM standard microcomputers and peripherals including design, purchasing, installation, and training.

Study Director, 1985 to 1986, New York State Project 2000, Rockefeller Institute of Government. Work with "blue ribbon" panels and author reports for the Science and Technology and Water Resources studies.

Coordinator for Program Development and Evaluation, 1980-1983; *Extension Education Planning Director*, 1978-1980, Division of Conservation, New York State Energy Office. Conduct program development negotiations with staff and sub-contractors; develop annual budget and Federal grant applications; supervise Program Evaluation Unit staff; monitor program budgets and progress.

Regional Extension Specialist, 1975-1977; *Program Development Specialist*, 1973-1975, New York Sea Grant Institute, Ithaca. Develop, implement, and evaluate extension education programs for local government officials, community leaders, small business owners, and consumers addressing coastal resource issues such as recreational and commercial fisheries development, toxic substances, infrastructure planning and financing, and shoreline erosion.