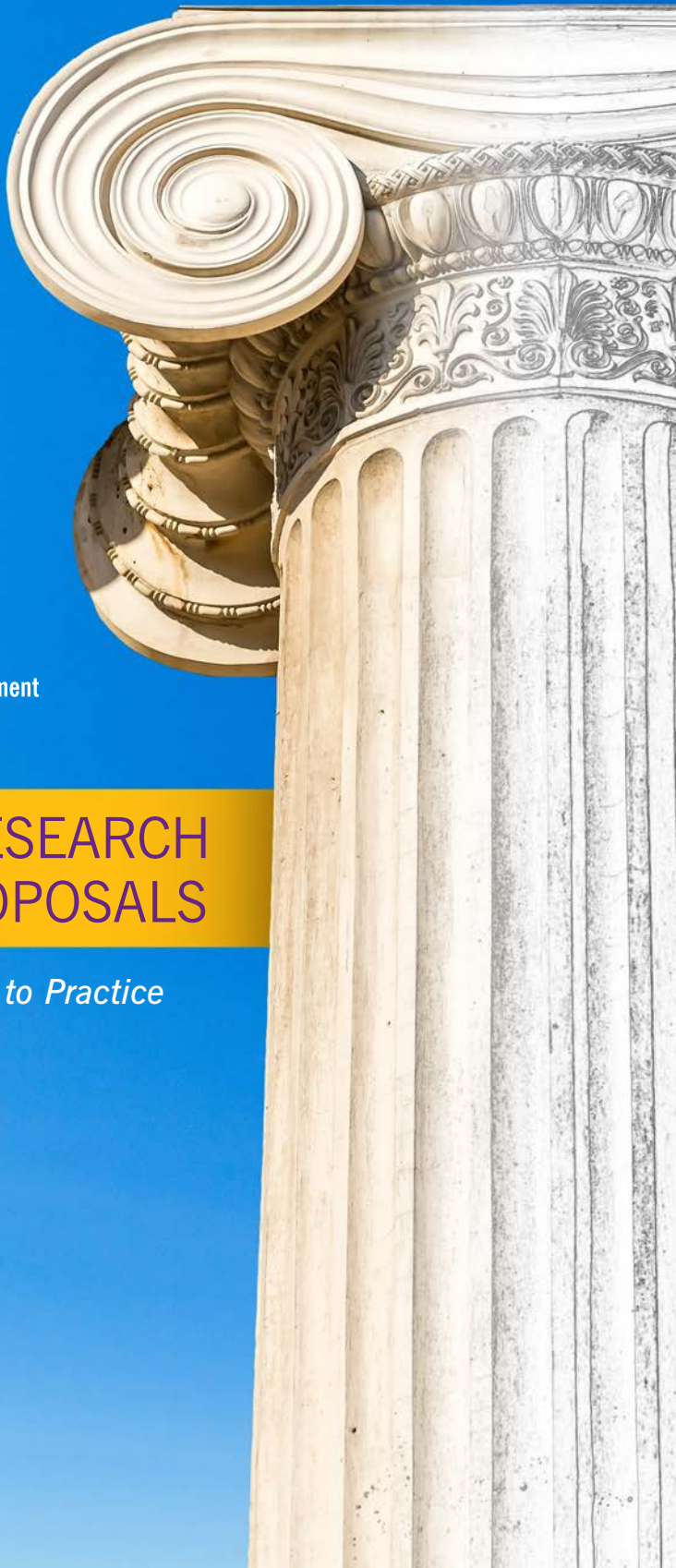


IBM Center for
The Business of Government

2015–2016

CALL FOR RESEARCH REPORT PROPOSALS

Connecting Research to Practice



Dear Colleagues:



The IBM Center for The Business of Government connects research to practice, merging real world experience with practical scholarship. The intent is to spark the imagination—crafting new ways of thinking about government by identifying trends, new ideas, and best practices in public management that can help government executives respond more effectively to their mission and management priorities.

More than two years ago, the IBM Center for The Business of Government put forward a research agenda that identified six trends driving change in government:

1. Performance
2. Risk
3. Innovation
4. Mission support
5. Efficiency
6. Leadership

We shaped this agenda by collaborating with government, academic, and nonprofit leaders to identify key areas of need for the public sector to transform. Since launching the six trends agenda, the Center has worked with leading public management researchers, publishing reports outlining practical, actionable recommendations that address many of the pressing challenges government executives face in their efforts to transform government operations and enhance services.

Looking forward, the IBM Center is beginning to assess the next set of research priorities in anticipation of the key management challenges facing the next presidential administration. To that end, we are collaborating with the Partnership for Public Service in the development of a management roadmap intended to help the next administration drive sustained improvement in government's capacity and effectiveness. Along with the six trends driving change agenda, the Center also seeks proposals for research in areas related to the evolving management roadmap:

- Developing and managing leadership talent in government
- Harnessing innovation to improve outcomes and productivity
- Strengthening decision making processes
- Enhancing government integration to achieve mission outcomes

We encourage you to review our research areas closely in selecting a topic on which to prepare your proposal. We look forward to receiving proposals in response to this research announcement and to continuing our work with the world's leading researchers. Since the creation of the Center, it has been our goal to document and better understand the transformational activities and initiatives now being undertaken by innovative government leaders across the world. It is an exciting time to witness the continued transformation of government as it becomes more citizen focused, results oriented, performance driven, and collaborative in nature.

We are happy to answer any questions you have regarding the IBM Center for The Business of Government and our research stipend program. We look forward to receiving proposals that continue our partnership with leading public management researchers. Our next deadlines are October 1, 2015 and April 15, 2016.

Please let me know if you have any questions regarding this call for proposals, or the IBM Center for The Business of Government.



Daniel J. Chenok
Executive Director
IBM Center for The Business of Government
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The IBM Center for The Business of Government connects public management research with practice. Since 1998, we have helped public sector executives and managers improve the effectiveness of government with practical ideas and original thinking. The Center seeks to advance knowledge of how to improve public sector effectiveness.

Public sector institutions around the world are at a critical juncture. Fiscal austerity is changing the game for successful leadership at all

PERFORMANCE—Making the Best Use of Performance and Results Management

The Center is interested in research on incentives and new approaches to make information about performance and results truly impactful in driving agencies toward programs and activities with greatest net benefit.

Areas of interest and research questions include:

- What is the evolving role of the use of data and evidence in agency decision-making, in light of new statutory and technological changes, and how are they being linked into existing management systems and funding streams—often to improve performance in new ways while still operating existing activities successfully?
- Case studies of how agencies are using new performance-improvement approaches such behavioral insights, social impact bonds, performance grants, results contracting, real-time benchmarks/ scorecards, and other non-traditional or cutting-edge approaches.
- Case studies of the integration of performance management, program evaluation, portfolio management, and cost information, both within agencies and across agency, intergovernmental, and even sectoral boundaries on common goals.
- Case studies of the use of new tools such as data analytics, data visualization, dashboards, and other “sense making” analytic and presentation techniques of large volumes of data to improve decision-making.

levels of government. The Center's research priorities are reflective of the challenges and issues that we judge to be the most critical facing government leaders and public managers as they attempt to execute their organizational missions successfully.

The Center has as its focus practical, actionable recommendations that build from a strong research base, and assist public sector leaders and managers to address mission and management challenges more effectively.

RISK—Managing Risk in a Rapidly Changing World

The Center is interested in research on good models to assess inherent risks facing the public sector, and to act accordingly given those risks.

Areas of interest and research questions include:

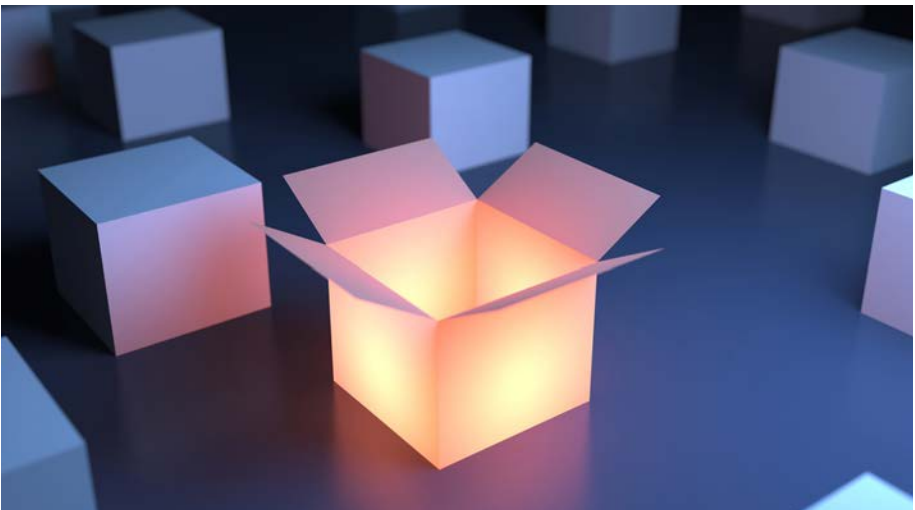
- What different kinds of risks do agencies and public managers face—from national security and cybersecurity risks to financial and programmatic risks—and what are appropriate strategies for addressing them? How is risk defined by different stakeholders in the public sector, and how does it differ from uncertainty or probability?
- Case studies of strategies for creating a risk-tolerant culture, around the right kinds of risks. What are different models, tools, and strategies for managing risk in the public sector? How is risk balanced with competing values such as innovation?
- Case studies of ways risk is being better managed via analytics, high-performance computing, enterprise risk management, and threat management, both in the national security domain and across government. How are national leaders being engaged in thinking about strategic risk management?
- How can public sector managers and leaders understand risk in the context of programs they deliver, and how can they communicate the reality of that risk to their stakeholders and constituents so that the public understands value being provided relative to risk that is inherent in that value?

INNOVATION—Fostering Innovation and Transformation

The Center is interested in research that explores these different elements, together or separately, in ways that improve government operations or services to the public.

Areas of interest and research questions include:

- What emerging innovation trends and models should government leverage to improve operations and services? How do you manage the processes of innovation, including implementation?
- Case studies of agencies or organizations that have undertaken innovation, experimentation, or transformation initiatives, and the tools (such as social media, cloud computing, or big data) and lessons learned that could be applied by others, including how such efforts can be sustained over time.
- Understanding the roles of risk management, leadership support, culture, collaboration, and incentives to undertake innovation or transformation efforts from the organizational, individual, and mission perspectives. For example, how do successful innovators cultivate a culture of risk tolerance?
- Understanding methods for measuring the “return on investment” of innovation and transformation for mission performance, both prospectively and retrospectively.



MISSION SUPPORT—Aligning Mission Support with Mission Delivery

The Center is interested in research into how effective mission-delivery leaders can leverage the investment and infrastructure of the various mission-support functions to deliver mission results and improve program efficiencies.

Areas of interest and research questions include:

- Case studies of best practices in how mission-support functions have evolved over the past 25 years, and how they have integrated or coordinated across agency and mission boundaries, including through intra- and inter-agency councils.
- Case studies of how federal agencies have defined the roles and responsibilities of mission support functions vs. mission delivery leaders. Understanding the evolving role of chief operating officers in serving as a catalyst or bridge between mission-support functions and mission delivery.
- Approaches—such as training, incentives, and business/organizational alignment—that can help CXOs move from a compliance approach (as defined by statutory or policy requirements) toward a performance-oriented approach (as defined by contributions to an agency’s mission).
- What are the different models of mission support in state governments or other countries (e.g., the use of shared services or operations management councils) that could be applied in the U.S. federal government?



EFFICIENCY—Developing Cost Savings Strategies That Improve Efficiency and Effectiveness

The Center is interested in research focused on innovative ways to save costs in both mission support and service delivery, across multiple instruments of government spending (e.g., appropriations, user fees, tax expenditures).

Areas of interest and research questions include:

- Case studies of spending review strategies used by state governments and other countries, at both the agency level and the government-wide level. Identify patterns, best practices, and cautionary lessons learned.
- Case studies of best practices in the use of specific tools or strategies for accurately measuring and then reducing costs in a way that supports improved outcomes, such as advanced business analytics to reduce improper payments, the use of shared services, or incentives based on strategic sourcing or gain-sharing.
- What strategies are public managers using to adapt to uncertainty in the budget process in order to manage strategically, effectively and efficiently, and how can those strategies be shared and adapted across agencies?
- How can managers use “time” as a key metric to drive both performance improvement and cost reductions through a government that works both faster and better? How can rapid, iterative experimentation improve results and lower costs?



LEADERSHIP—Developing New Models of Public Leadership Within and Across Agencies

Governments today face serious, sometimes seemingly intractable public management issues that go to the core of effective governance and leadership. Since complex challenges confront people with the unknown and unpredictable, they also demand a different style of leadership—one that shapes vision and fosters alignment and commitment through collaborative action.

Areas of interest and research questions include:

- What are keys to effective leadership in a modern and rapidly changing world, where technology and demographics are reshaping traditional hierarchies and lines of authority within and across agencies?
- Case studies of leaders facing complex situations, such as the implementation of cross-agency priority goals, or agency-level priority goals.
- Case studies of leaders who face transformational challenges, such as turning around a troubled agency, that highlight the strategies they employed to successfully overcome challenges and transform their organization.
- Case studies of specific leadership techniques, such as the “unity of effort” leadership model, a “shared” leadership model, or the “enterprise” leadership model, and how they can be adapted by leaders today to meet their specific needs.



Management Roadmap for the Next Administration

On January 20, 2017, a new president will be inaugurated as the 45th President of the United States. We would like to learn and distill the lessons learned from the past, identify current and new management initiatives and capacities that will be needed to address key challenges facing the country in the next administration, and offer ideas on implementation. The management roadmap seeks to assist the next administration in getting a strong start, and building sustained management excellence thereafter. Good management can set an administration up for success in achieving policy and political goals, while reducing risks. The next administration enters office with a set of priorities that the president has articulated throughout the campaign and transition period, which evolve over the course of a term in office. Leaders who understand and can leverage effective management tools and practices are better prepared to execute on these priorities and see measurable and positive program results.

The primary objectives of research related to the management roadmap are to contribute reliable, easy to understand information about management challenges; recommend a viable management agenda for consideration by an incoming administration; provide guidance on how to organize and prioritize to ensure that effective management supports achievement of desired mission outcomes; and to be a source of experienced counsel and advice to incoming political appointees.

Developing and managing leadership talent in government

Focus on strengthening federal senior leadership including Appointees and SES—and enhancing political / career interface

Harnessing innovation to improve outcomes and productivity

Creating and sustaining disciplined and replicable models of innovation to drive better customer service and improve outcomes.

Strengthening decision making processes

Creating the capacity to enhance analytics decision making through strategic foresight and integrating existing program evaluation, risk management, analytics, and benchmarking capabilities

Enhancing government integration to achieve mission outcomes

Strengthening governance, improving collaboration, and using enterprise frameworks to build capacity to achieve cross-agency goals, improve operations, and lower costs.

The Center also welcomes interesting and timely practical research and actionable recommendations in areas such as social media, human capital and workforce development, healthcare reform implementation, sustainability, and transforming the delivery of social services.

Guidelines

PURPOSE

The aim of the IBM Center for The Business of Government is to tap into the best minds in academe and the nonprofit sector who can use rigorous public management research and analytic techniques to help government leaders and public managers improve the effectiveness of government. We are looking for very practical findings and actionable recommendations—not just theory or concepts—in order to assist executives and managers to more effectively respond to mission and management challenges.

ELIGIBILITY

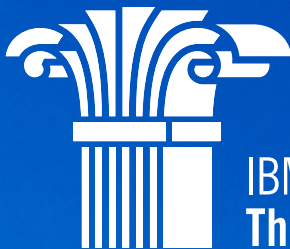
Individuals working in universities, nonprofit organizations, or journalism.

DESCRIPTION OF STIPENDS

Individuals receiving a stipend should produce a 10,000- to 12,000-word report. The manuscript should be submitted no later than six months after the start of the project. Recipients will select the start and end dates. The report should be written for government leaders and public managers, providing very practical knowledge and insight.

SIZE OF THE STIPENDS

\$20,000 for each report (\$5,000 at award; \$10,000 at submission of an accepted draft; and \$5,000 upon publication).



**IBM Center for
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SUBMITTING APPLICATIONS

Interested individuals can read the research announcement and apply online at: <http://www.businessofgovernment.org/content/research-stipends>:

- New applicants will first need to create a username, password, and profile before completing the online application.
- Applicants will then fill-in a series of fields that include the proposal title, proposal summary (700 character limit), the research report proposal (9,000 character limit) to include the (i) purpose, ii) methodology, and (iii) results of the proposed report, a category for the proposal, and a resume for each author (9,000 character limit per author).
- Though it is not a requirement, we encourage all applicants to submit applications and supporting documents online. Attachments are permitted, but should adhere to the constraints outlined in the guidelines.

DEADLINES

Applications should be received by October 2015 and April 2016. Applicants will be informed of a decision approximately six weeks after the deadline.

EVALUATION CRITERIA

Government leaders and public managers want answers to the “So what?” question. They want to know “Why should I care?” and “What do I do next?” Consequently, proposals are reviewed in terms of the following criteria:

- Will the proposed report be of high value and timely to government leaders and public managers?
- Will the report provide practical insight and understanding of the topic?
- Does the applicant demonstrate the potential to produce a final report that will be clear, understandable and highly communicable to government leaders and public managers?
- Does the applicant demonstrate outstanding command and knowledge of the topic?

Frequently Asked Questions

APPLICATION

Can I apply online?

Yes, online applications are preferred. To apply online, you first need to create a profile in our system. Please visit: <http://www.businessofgovernment.org/content/research-stipends> to learn more and to create an account.

How do I log into the system to change my address or password, check the status of my proposal, or to submit a proposal if I already have a username and password?

Visit our research stipend page and log into the system:
<http://www.businessofgovernment.org/content/research-stipends>

Can the proposal or resume be more than 9,000 characters (about three pages)?

No. Your proposal and resume each should be 9,000 characters or less.

Does the Center only fund reports that are addressed to federal executives and managers?

No. While a majority of the Center's reports are targeted to executives and managers in the U.S. federal government, we are also interested in reports that discuss new approaches to improving the effectiveness of government at state, local, and international levels. The most competitive proposals tend to be those that have a very strong "story" or are clearly generalizable to a very broad audience.

Do you need to itemize a budget in the proposal or describe how the \$20,000 stipend will be used?

No. The researcher can use the stipend however he/she deems appropriate.

Does the Center accept proposals for topics outside the scope of this announcement?

Yes. However, most projects that receive stipends will be closely related to the themes outlined in this announcement. While we will consider proposals touching on other government management challenges, these are the areas of most interest to us.

Can I submit more than one proposal at a time?

No. Researchers are asked to submit only one proposal.

STIPENDS

Does the Center provide stipends larger than \$20,000?

No.

Does the Center pay for overhead expenses?

No. We do not pay overhead, indirect, or operating costs.

Can the recipient's institution receive the stipend?

Yes. Individuals receiving a stipend have the option of requesting that the stipend be paid directly to their institution. As noted above, however, no overhead costs will be included in the stipend.

REPORTS

Who is the audience for completed reports?

Reports should be written for government leaders and public managers, with a goal of providing them practical insights, and where appropriate, actionable recommendations to help them improve the operation and management of government.

How quickly must the report be completed?

Recipients will be asked to select the start and end dates of the project. Recipients are asked to submit a completed manuscript no later than six months after the selected start date. The project should be started no later than three months after the stipend is awarded.

How will the report be reviewed?

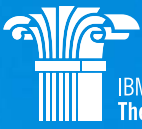
Upon receipt of the manuscript, the IBM Center reviews the draft for consistency with the recipient's original proposal. The IBM Center may offer editorial suggestions to better address how government leaders and public managers will read and act upon the report's contents.

How will the report be published?

The IBM Center will publish the report and distribute it to government leaders and managers.

Can recipients publish the report in other publications?

Recipients retain all rights to the research and can publish findings anywhere they wish. The IBM Center must be cited, however, for providing support for the project.



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ABOUT THE IBM CENTER FOR THE BUSINESS OF GOVERNMENT

About IBM Global Business Services

With consultants and professional staff in more than 160 countries globally, IBM Global Business Services is the world's largest consulting services organization. IBM Global Business Services provides clients with business process and industry expertise, a deep understanding of technology solutions that address specific industry issues, and the ability to design, build and run those solutions in a way that delivers bottom-line value. For more information visit ibm.com.

For More Information

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