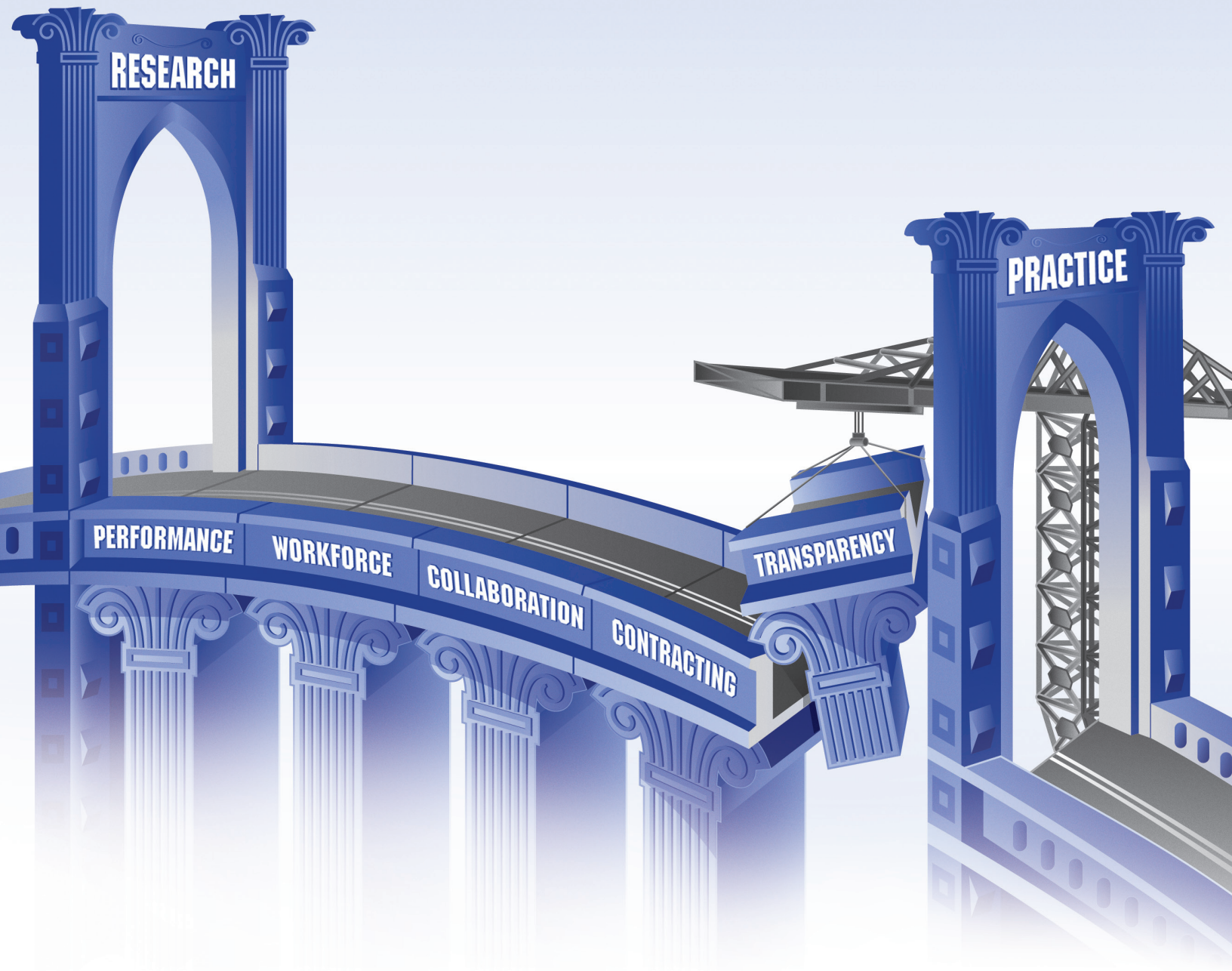


IBM Center for
The Business of Government

2011 Call for Research Report Proposals



“Unlike traditional scholarly outlets, the IBM Center makes explicitly clear that its reports are to be ‘written for government executives and managers’ and that in making the decision to fund research proposals, it looks for very practical findings and recommendations—not just theory and concepts—in order to assist executives and managers to more effectively respond to mission and management challenges”

Journal of Public Administration Research and Theory (2010) 21 (suppl 1):pp. i99-i112. Minnowbrook III: A special issue



Dear Colleagues:

Since creation of the IBM Center for The Business of Government more than 13 years ago, it has been our goal to help public sector executives and managers address real-world problems by supporting leading researchers who produce empirical evidence to inform the debates about whether particular management approaches will improve government performance.

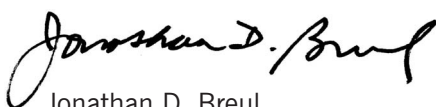
For this reason, we are pleased to solicit proposals to prepare reports with insightful findings and actionable recommendations for government executives and managers. We are eager to help communicate what you know about “what works” to busy government executives and managers. We are particularly interested in the following areas that align with the Administration’s strategies to boost government performance:

- **Performance improvement and analysis,**
- **Workforce transformation,**
- **Collaboration and management across boundaries,**
- **Reforming federal contracting and acquisition, and**
- **Transparency and participatory democracy, using Web 2.0 technology.**

The January 2011 special issue of the Journal of Public Administration Research and Theory (JPART) is devoted to the Minnowbrook III conference on “The Future of Public Administration Around the World.” In “Crossing the Divide: Building Bridges between Public Administration Practitioners and Scholars,” Brenda K. Bushouse, Willow S. Jacobson, Kristina T. Lambricht, Jared J. Llorens, Ricardo S. Morse, and Ora-orn Poocharoen discuss the challenges of better connecting public administration scholarship to practice. They recognize the IBM Center as one example of a research program in which scholars write specifically for a practitioner audience.

The reason for this is quite simple. Public sector executives and managers need the best, most practical advice which is available when it comes to the business of government—which is their mission and management challenges. One of our goals is to help “bridge the gap” between research and practice by helping to stimulate and accelerate the production of actionable research. For this reason we seek proposals for first-class, rigorous research to provide those in government lessons learned and insights to better address mission and management challenges.

We again look forward to receiving proposals and to continuing to work with the world’s leading public management researchers. Our next deadlines are March 1, 2011 and October 1, 2011. Please let me know if you have any questions regarding the IBM Center for The Business of Government.



Jonathan D. Breul
Executive Director
jonathan.d.breul@us.ibm.com



We are eager to help communicate what you know about “what works” to busy government executives and managers.

Since 1998, we have helped public management executives improve the effectiveness of government with practical ideas and original thinking.

The IBM Center for The Business of Government connects public management research with practice. Since 1998, we have helped public management executives improve the effectiveness of government with practical ideas and original thinking. We sponsor independent research reports by top minds in academe and the nonprofit sector, and we create opportunities for dialogue on a broad range of public management topics. The Center is one of the ways IBM seeks to advance knowledge of how to improve public sector effectiveness. The Center focuses on the future of the operation and management of the public sector. **The Center seeks proposals to prepare reports for government executives and managers that reflect one or more of the following five themes:**

Performance Improvement and Analysis

Two simple tools - goals and measurement - are among the most powerful leadership mechanisms. Yet goals and measurement are useless, unless used. They must be used not just to comply with mandated reporting requirements, but to communicate priorities and problems, to motivate through attention and feedback, and to illuminate where, when, and why performance changes.

Workforce Transformation

Government performance depends heavily on the quality of its workforce. Transforming the workforce is a critical component of enhanced public service.

Collaboration and Management Across Boundaries

Government is currently organized based on a presumption that the work is relatively stable and predictable and that government’s work can be rooted in large-scale, repeatable routines. This hierarchical bureaucratic model was adopted in the mid-20th century from the corporate world. However, increasingly, this does not reflect today’s realities. The corporate world has been struggling with how to best organize to deliver services that are increasingly customized and unpredictable. This struggle is reflected in the public sector as well. The challenge on the frontlines of service delivery is to be able to combine knowledge and skills flexibly around changing tasks. Hierarchy and market-based mechanisms struggle with this. As a result, government is increasingly turning to non-hierarchical ways of doing business, often called “collaborative networks” and “boundary-less organizations.”

Reforming Federal Contracting and Acquisition

The growing interdependence of public and private workforces for federal programs has been a trend for decades. The federal government is committed to greater transparency, stronger ethics, more competition and rethinking the roles of contractors and government employees. It is essential that the federal government have the capacity to carry out robust and thorough management and oversight of its contracts in order to achieve programmatic goals, avoid significant overcharges, and curb wasteful spending.

Transparency and Participatory Democracy Using Technology

Transparency promotes accountability and provides information for citizens about what their government is doing. Technology increasingly allows the federal government to provide citizens with improved access to information about the use of their tax dollars and with opportunities to give feedback.

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 public sector executives and 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 executives and managers, providing very practical knowledge and insight.

Size of the Stipends

\$20,000 for each report.

Submitting Applications

Interested individuals should apply online at: www.businessofgovernment.org/content/research-stipends

Applicants should submit a:

- Cover page with (a) Name, (b) Institution, (c) Contact Information, and (d) a 100-word executive summary describing the (i) purpose, ii) methodology, and (iii) results of the proposed report.
- Three-page description of the proposed report, and
- Resume (no more than three pages per author).

Deadlines

Applications should be received by March 1, 2011 or October 1, 2011. Applicants will be informed of a decision no later than six weeks after the deadline.

Criteria

Public sector executives and 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:

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



*Applications should
be received by
March 1, 2011 or
October 1, 2011.*

Application

Can I apply online?

Yes. To apply online, you first need to create a profile in our system. Your username and password will be emailed to you and you may then submit your application. Visit our registration page at: www.businessofgovernment.org/register

The most competitive proposals tend to be those that have a very strong “story” or are clearly generalizable to a very broad audience.

How do I log into the systems 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 login page at: www.businessofgovernment.org/login

I completed a profile in the system but when I received my username and password, the password field was blank. Why is that?

You already have a profile in our system. If you try to create another profile using the same email address, the system will send out a confirmation email with your username, but the password field will be blank. If you have forgotten your password, visit this webpage and go to the Forgot Password link: www.businessofgovernment.org/login

Can the proposal or resume be more than three pages?

No.

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

No, while a majority of the Center’s reports address 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. We do also fund reports that address the state, local and international public sector. 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.

Can I submit more than one proposal at a time?

No. Researchers are asked to submit only one proposal.

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 five 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.

Stipends

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

No.

Does the Center pay for overhead expenses?

No.

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 executives and managers, with a goal of providing them practical insight, 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 suggestions to gear or restructure the report for government executives and public managers.

How will the report be published?

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



Reports should be written for government executives and managers, with a goal of providing them practical insight.

Through research stipends and events, the IBM Center for The Business of Government stimulates research and facilitates discussion of new approaches to improving the effectiveness of government at the federal, state, local and international levels.

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

Jonathan D. Breul, Executive Director
IBM Center for The Business of Government
600 14th Street NW
Second Floor
Washington, DC 20005
202-551-9342
Website: www.businessofgovernment.org
Email: businessofgovernment@us.ibm.com

Stay connected with
the IBM Center on:



or, send us your name
and email to receive
our newsletters.

“There are other periodicals aimed directly at government practitioners such as Governing, The Public Manager, and Public Management, but these are not closely connected, if at all, with the academic community...an exception is the IBM Center for the Business of Government research program in which scholars write specifically for a practitioner audience.”

Journal of Public Administration Research and Theory (2010) 21
(suppl 1):pp. i99-i112. Minnowbrook III: A special issue



IBM Center for
The Business of Government