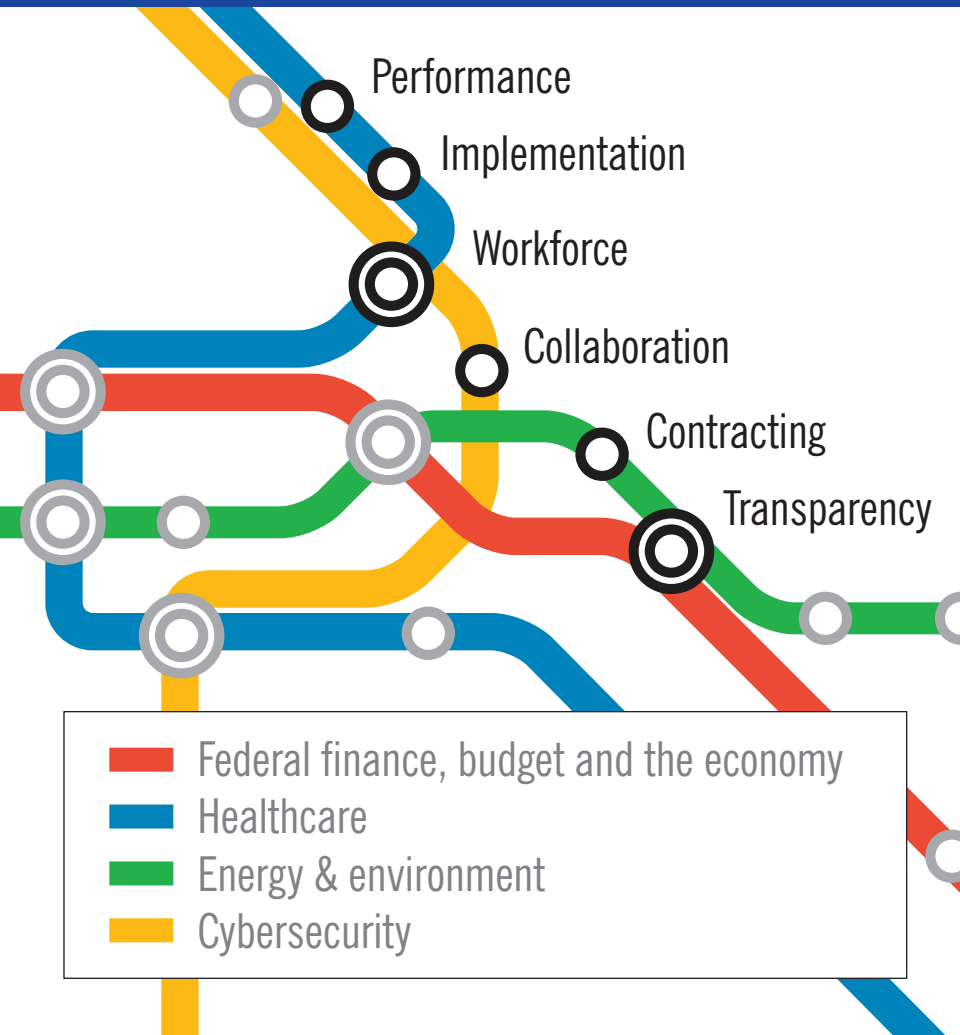


IBM Center for
The Business of Government



IBM Center call for Research Report Proposals

2009 - 2010

Letter to Colleagues

June 2009

Dear Colleagues:

Over the past 10 years, the IBM Center for The Business of Government has awarded more than 300 scholars with stipends to produce research reports on improving the effectiveness of government, resulting in more than 225 published reports and books. Since 1998, academics from across the world have competed to prepare insightful and practical research reports and case studies to assist public sector executives at all levels of government to more effectively respond to their mission and management challenges.

The Center is pleased to solicit research proposals based on the following six themes:

- Performance improvement and analysis,
- Implementation of the Recovery Act,
- Workforce transformation,
- Collaboration and management across boundaries,
- Contracting and acquisition, and
- Transparency and participatory democracy using technology.

Within each of these areas, we are particularly interested in proposals that address:

- Federal finance, budget and the economy
- Healthcare
- Energy & environment
- Cybersecurity

We look forward to receiving proposals in response to this announcement and to continue working with the world's leading researchers. Since the creation of the IBM Center, it has been our goal to document and better understand the transformation activities being undertaken by innovative government leaders across the world. It is an exciting time to witness the continued transformation of government.

We are happy to answer any questions you have regarding the IBM Center for The Business of Government.

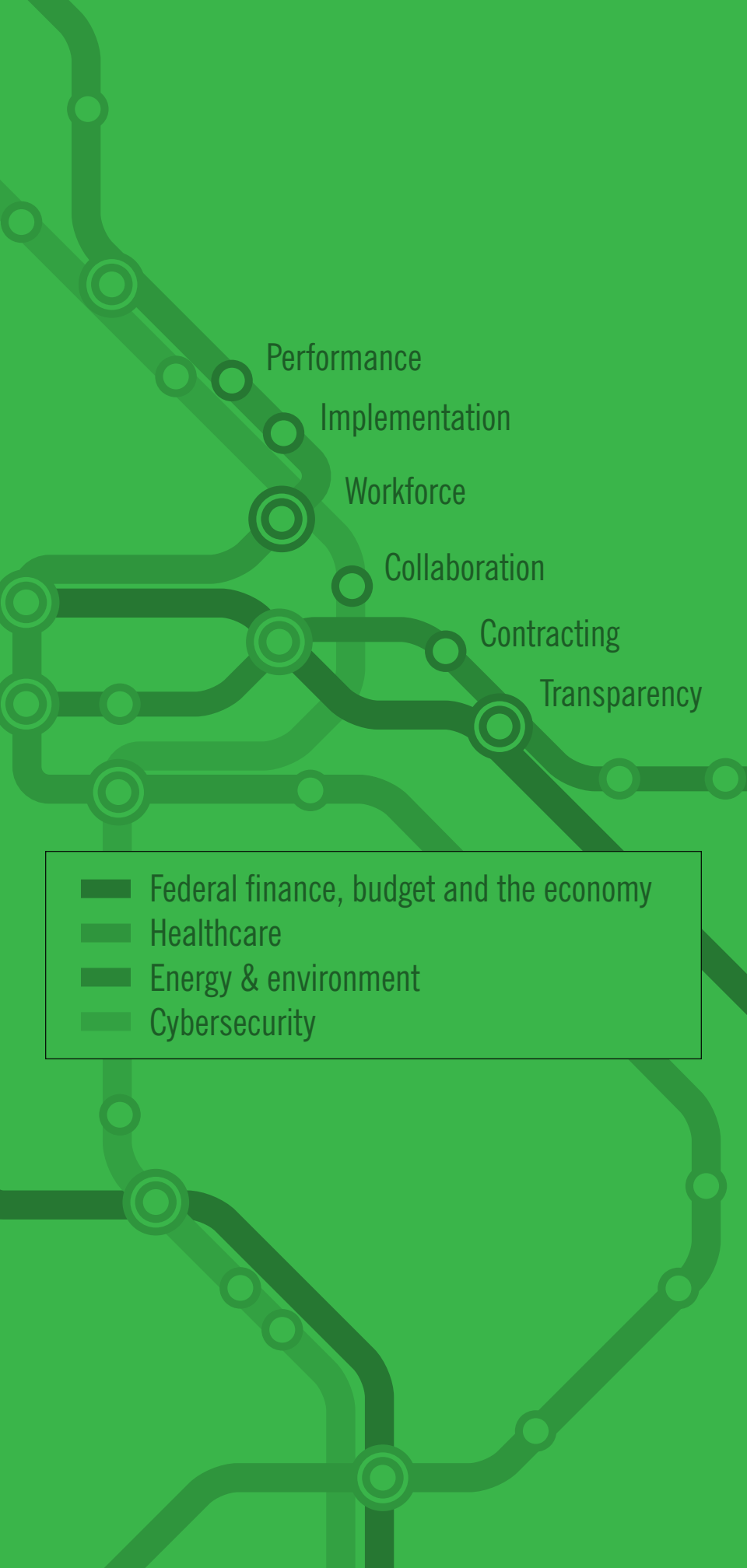


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Center Priorities

The IBM Center for The Business of Government connects public management research with practice. Since 1998, we have helped public sector executives improve the effectiveness of government with practical ideas and original thinking. We sponsor independent research 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 on 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 six themes:

1. Performance Improvement and Analysis

How should government set priority goals, demonstrate progress in achieving goals, and explain performance trends? In developing this approach, how should they engage the public, legislature, and outside experts to develop a better and more open performance measurement process that improves results and outcomes? How should program evaluation relate to performance improvement and analysis? Topics of interest include case studies of successful performance improvement and analysis techniques, their impact, and lessons learned.

2. Implementation of the Recovery Act

Federal, state and local governments are committed to implementing the Recovery Act with an unprecedented level of transparency and accountability. Topics of interest include case studies, findings and recommendations regarding:

- planning and implementation to meet crucial accountability objectives,
- following the dollars,
- risk management,
- performance reporting, and
- lessons for the future.

3. Workforce Transformation

Government performance depends heavily on the quality of its workforce. Transforming the federal workforce is a critical component of enhanced public service. Topics of interest include:

- strategic alignment of the workforce to mission and program requirements,
- workforce planning and management,
- talent management including the recruitment, retention and development of talent,
- developing a results-oriented performance culture,
- workforce security, telework, and workforce transformation,
- human resource service delivery models and accountability, and
- using Web 2.0 tools to support the workforce and the workplace.

4. Collaboration and Management Across Boundaries

Governing effectively in the 21st Century involves managing public sector resources, acquiring needed resources from the private and public sectors, and collaborating within and across levels of government. Topics of interest include case studies, findings and recommendations on successfully managing across boundaries.

5. 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. Topics of interest include:

- government contracting oversight issues, and
- practical steps that can be taken to improve how agencies acquire and use goods and services via contracts.

6. 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. Topics of interest include:

- how government can leverage the power of Web 2.0 and related social media as new tools for governing,
- case studies of electronic delivery of information, programs, and services,
- the impact of technologies such as Web 2.0, social networking, blogging and wikis,
- the use of technology to increase transparency, accountability and citizen engagement,
- case studies of ways to balance program and security needs, and implications for privacy.

Note: within each of these six areas, we are particularly interested in proposals that address:

- Federal finance, budget and the economy
- Healthcare
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Guidelines

The aim of the IBM Center is to tap into the best minds in academe and the nonprofit sector who can use rigorous public management research and analysis to produce reports with practical advice and insight for public sector executives and managers to improve the effectiveness of government. We are looking for very practical findings and 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 university, nonprofit organizations or journalism.

Description of stipends

Individual receiving a stipend should produce a 30- to 40-page 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 them practical knowledge and insight.

Size of the stipends

\$20,000 for each report

Submitting applications

Interested individuals should apply online at

<http://www.businessofgovernment.org/apply/index.asp>

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
- Résumé (no more than three pages per author).

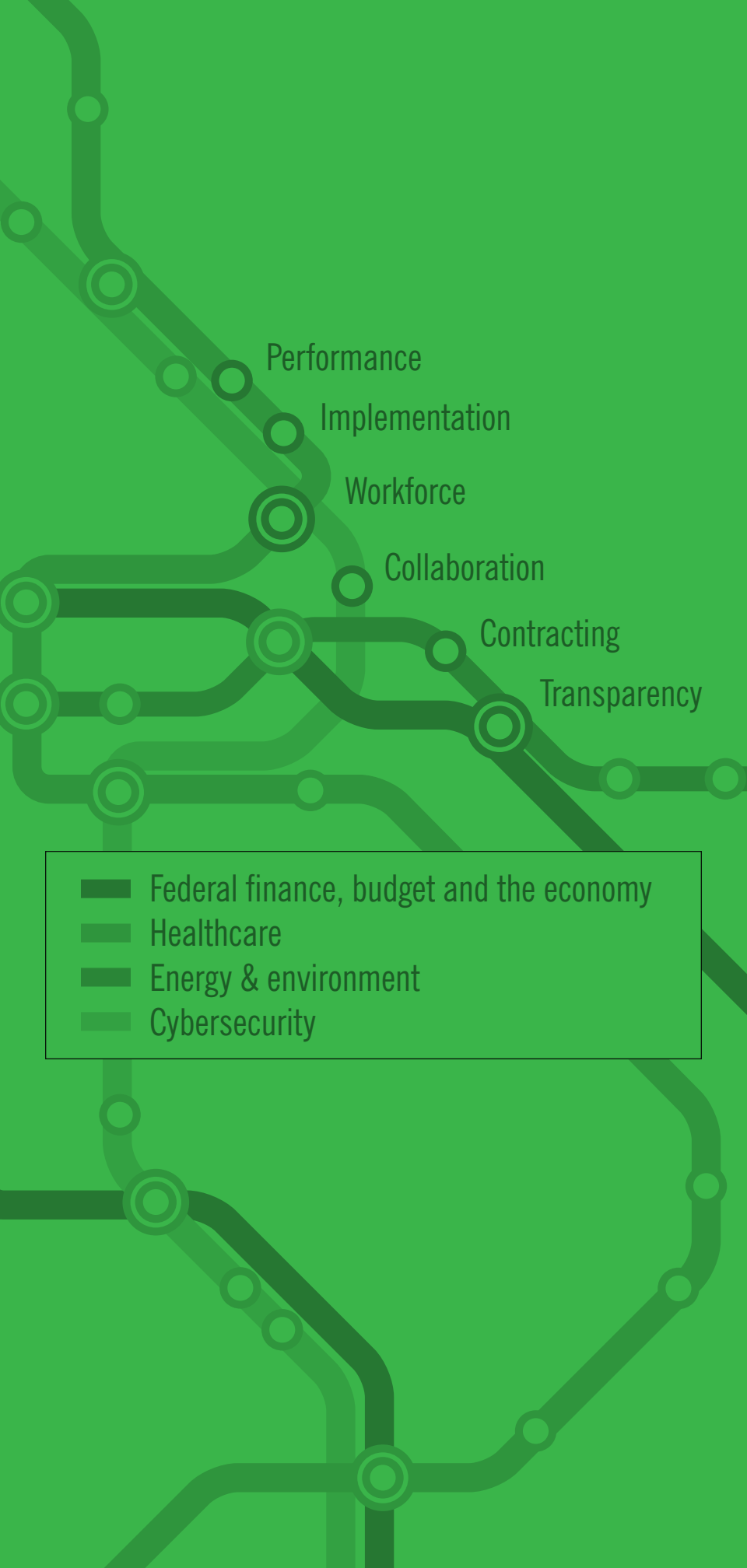
Deadlines

Applications should be received by October 1, 2009, or March 1, 2010. Applicants will be informed of a decision no later than six weeks after the deadline.

Criteria

Applications are reviewed in terms of the following criteria:

- Will the proposed report be of high value and timely to government executives and 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 executives and managers?
- Does the applicant demonstrate outstanding command and knowledge of the topic?



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Frequently Asked Questions

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

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 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 still 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 résumé be more than three pages?

No.

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 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.

Can I submit more than one proposal at a time?

No. Researchers are asked to submit only one proposal per review cycle.

Does the Center accept unsolicited proposals?

Yes, however, most projects that receive stipends respond to the priorities identified in the research announcement or are commissioned by the Center staff.

Can independent researchers or consultants apply?

Independent researchers or consultants must have an affiliation with a nonprofit organization, an academic institution, or journalistic institution. A letter from one of those organizations describing the affiliation must be included in the proposal.

Can graduate students apply?

If the proposed report is part of a graduate student's doctoral dissertation, he or she may apply. However, the proposal should include a letter of endorsement from the individual's dissertation advisor.

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 long is the report?

Reports should be 30- to 40-pages in length.

How will the report be published?

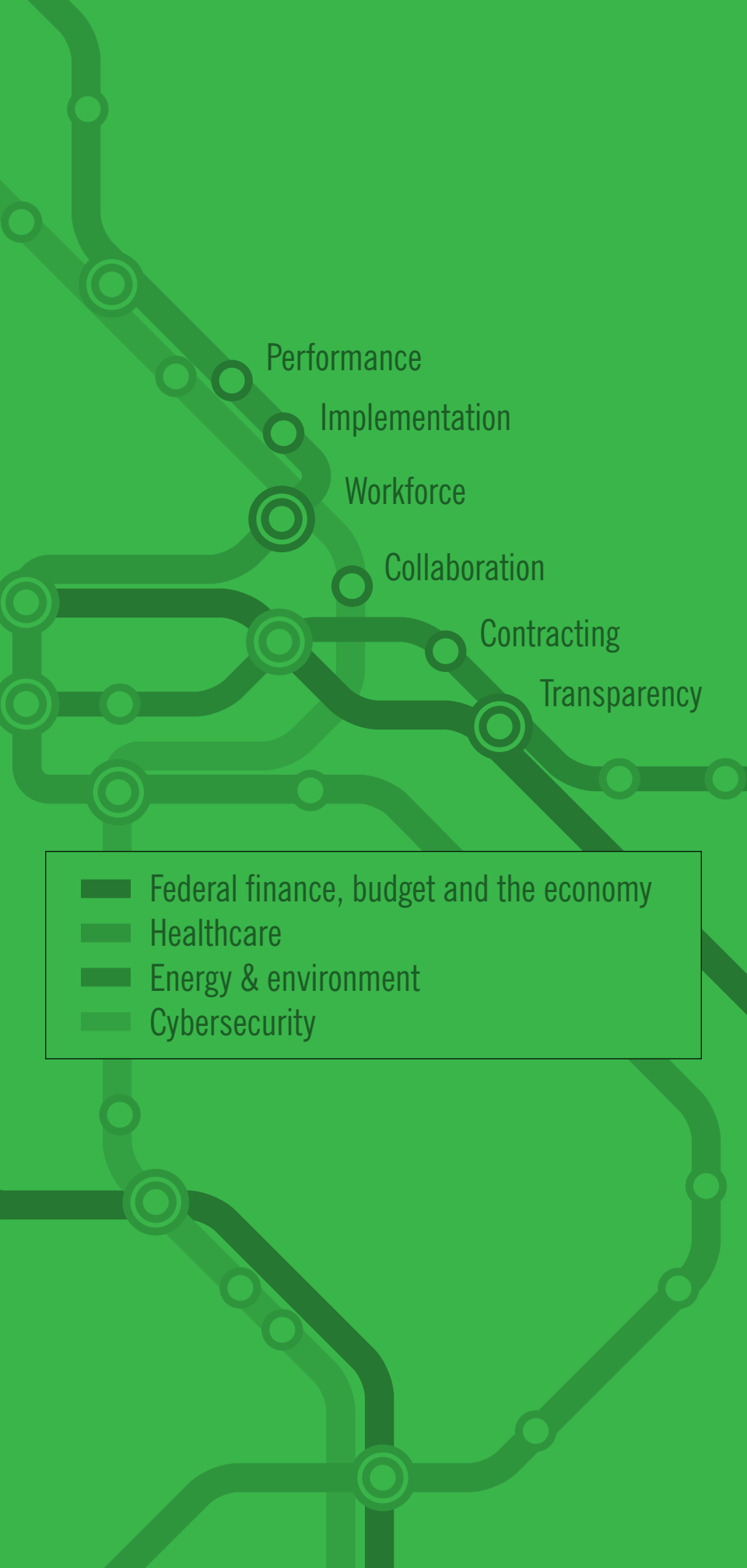
The IBM Center will publish the report and distribute it to government executives and managers.

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.

Who is the audience for completed reports?

Reports should be written for government executives and managers, with the goal of providing them practical insight, findings and where appropriate, actionable recommendations.



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About the IBM Center for the Business of Government

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 business value. For more information visit: ibm.com

For More Information

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