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# Research Announcement

2005 - 2006



## **The IBM Centers:**

**IBM Center for The Business of Government**

**IBM Center for Global Issues**

**IBM Center for Innovation**

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# Table of Contents

<b>Letter to Colleagues</b> .....	2
<b>Research Stipends</b> .....	3
<b>IBM Center for The Business of Government</b> .....	4
<b>IBM Center for Global Issues</b> .....	6
<b>IBM Center for Innovation</b> .....	8
<b>Frequently Asked Questions</b> .....	10
<b>IBM Center for The Business of Government Reports Published in 2005</b> .....	11

# The IBM Centers:

IBM Center for **The Business of Government**

IBM Center for **Global Issues**

IBM Center for **Innovation**

October 2005

Dear Colleagues:

We are very pleased to begin the eighth year of the IBM Center for The Business of Government and to announce the creation of two new Centers to be supported by IBM: the IBM Center for Global Issues and the IBM Center for Innovation. The three Centers will work closely together in the review and approval of all research proposals.

We are also pleased to announce an increase in level of financial support for each research stipend: from the previous \$15,000 to \$20,000. As in the past, the research stipend will be distributed in two installments: \$10,000 at the start of each project and \$10,000 at the end of the project. We hope that the increase in the amount of the research stipend will make our awards program even more prestigious and highly competitive.

Our seven years of experience with the IBM Center for The Business of Government has demonstrated the viability and effectiveness of a research stipend program in which academics from across the nation and around the world compete to prepare thoughtful and insightful research reports to assist public sector executives at all levels of government in effectively responding to the mission and management challenges facing them. Since the IBM Center for The Business of Government was created in 1998, the Center has made awards to over 200 scholars to examine new approaches to improving the effectiveness of government at all levels. More than 150 reports and books have been published to date.

The creation of two additional Centers reflects IBM's increased commitment to working closely with government leaders worldwide to make a difference in people's lives by developing and delivering innovative solutions to the world's greatest challenges. By creating two additional Centers, we hope to increase our understanding of how best to respond to these challenges in the decades ahead. We look forward to receiving proposals in response to this Research Announcement and to continuing our work with leading researchers. We will be glad to answer any questions you might have regarding our three Centers and our research stipend program.

Albert Morales  
Managing Partner  
IBM Centers  
albert.morales@us.ibm.com

# Research Stipends

## Who Is Eligible?

Individuals working in:

- Universities
- Nonprofit organizations
- Journalism

## Description of Research Stipends

Individuals receiving research stipends will be responsible for producing a 30- to 40-page research report in one of the areas presented on these pages. The manuscript must be submitted no later than six months after the start of the project. Recipients will select the start and end dates of their research project. The reports should be written for government leaders and should provide practical knowledge and insights.

## Size of Research Stipends

\$20,000 for each research paper

## Who Receives the Research Stipends?

Unless otherwise requested, individuals will receive the research stipends.

## Application Process

Interested individuals should submit:

- A three-page description of the proposed research—please include a 100-word executive summary describing the following: (a) purpose, (b) methodology, and (c) result of the proposed project
- A résumé (no more than three pages)
- The name of the Center to which they are applying

## Application Deadlines

There will be two funding cycles, with deadlines of:

December 15, 2005

March 1, 2006

Applicants will be informed of a decision regarding their proposal no later than eight weeks after the deadlines. Applications must be received online or postmarked by the above dates.

## Submitting Applications to the Three Centers

### Online:

[businessofgovernment.org/apply](http://businessofgovernment.org/apply) (identify appropriate Center on the online application)

or

### Hard copy, send to either:

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# IBM Center for The Business of Government

## Mission

Through research stipends and events, the 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.

The Center is one of the ways that 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.

## Research Areas 2005–2006

- **Collaboration, Transformation, and Leadership:** Areas of interest include the enhancing of public sector performance, service delivery improvement, profiles of outstanding government public sector leaders, collaboration between organizations, change management, and managerial flexibility.
- **E-Government:** Areas of interest include government to business, government to citizen, government to employees, capital investment strategies, customer relationship management, enterprise architecture, supply chain management, and e-government on demand.
- **Financial Management:** Areas of interest include asset management, auditing, cost accounting, erroneous payment, financial and resource analysis, internal controls, risk management and modeling, systems modernization, and financial management on demand.
- **Human Capital Management:** Areas of interest include the alignment of human capital with organizational objectives; workforce planning and deployment; the recruitment, retraining, and retention of talent; pay for performance; leadership and knowledge management; e-learning; workforce development; workforce protection; and human capital on demand.
- **Managing for Performance and Results:** Areas of interest include strategic planning, performance measurement and evaluation, balanced scorecards and performance reporting, performance budgeting, and program delivery.
- **Market-Based Government:** Areas of interest include contracting out, competitive sourcing, outsourcing, shared services, privatization, public-private partnerships, government franchising, and contract management.

## Topics of Special Interest 2005–2006

### **Citizen Engagement: Defining New Roles in Solving Societal Challenges**

As government becomes more citizen-centric, citizens are taking on new roles in attacking society's problems. Technology allows rapid engagement between citizens. They are now demanding the same from their government. The traditional, hierarchical approach of citizen participation via hearings and petitions is beginning to break down, transforming into a more meaningful exchange of views. Examples include the District of Columbia Government's Citizen Summits to chart future priorities, the U.S. Healthcare Working Group to involve citizens in solving the country's healthcare problems, and wide-scale citizen engagement in the U.S. Army Corps of Engineers' water and land management efforts. Promoting citizen participation in the design, management, and delivery of services and solutions that enable public action (such as volunteerism, the resolution of differences, and joint learning) may be one approach for moving forward on societal challenges in the absence of broad consensus via traditional political institutions.

***How is government successfully engaging citizens in helping solve major public challenges? How can government help individuals make more informed choices in their personal lives as citizens (such as better retirement planning)? How can citizens better monitor governmental performance as well as societal progress?***

**Networks: Organizing for Routine and Non-Routine Problems**

Traditional public institutions are organized in hierarchies. This has worked well in delivering routine services in stable environments. However, agencies increasingly face difficult, non-routine problems that demand networked solutions. Some public problems rely on distributed organizations (mixed hierarchical and networked approaches)—for example, homeland security, law enforcement, and public health. These increasingly important challenges require managers to weave strong hierarchies into effective networks. The complexity of this task presents difficult management challenges.

***Given the enormous significance of these challenges, are there examples of models that work or lessons to help government managers?***

**Progress, Performance, and Accountability: Generating Quality Information to Accelerate Progress and Make Better Choices**

Independent, fact-based, balanced, reliable, and transparent systems that provide key indicators of progress and performance could help policy makers and the public better assess, on both absolute and relative bases, the position and progress of nations on issues ranging from the economy to the environment. Results-based information can serve to inform strategic planning, enhance performance and accountability reporting, and facilitate effective policy analysis and program evaluation in ways that can benefit many countries and generations. The challenge and opportunity is to build sophisticated information resources and key indicator systems yielding vital insights that transcend specific economic sectors, public and private institutions, and national borders.

***How can government generate useful, quality information that can help individuals, public managers, institutions, and nations accelerate progress and make better choices when it comes to their future?***

**Transformation: Fundamental, Enterprise-Wide Change**

Governments are increasingly under pressure to undertake more profound change in their structures and strategies to meet the requirements of contemporary society. To date, governments have responded by providing citizens web access to program information and self-service from traditional, organizational silos. What comes next is the harder part: cross-organizational *integration* of services, information, business processes, and enabling technology. This next phase offers much greater opportunity for breakthrough improvement in program performance and significant cost savings. Even then, ever-rising public expectations for demonstrable results and enhanced responsiveness will require still further fundamental *transformation* of government—where the roles and even continued existence of some organizations and functions will be at stake. Government organizations will need to become less hierarchical, process-oriented, stovepiped, and inwardly focused. They will need to become more partnership-based, results-oriented, integrated, and externally focused.

***Are there examples of genuine transformation of specific government organizations? How was it undertaken? Did it successfully achieve its original objectives? Were there collateral or unintended consequences?***

# IBM Center for Global Issues

## Mission

IBM's Center for Global Issues (CGI) works in conjunction with IBM's Global Leadership Initiative (GLI) to identify critical public sector challenges, develop thought leadership, convene experts to address them, and communicate original ideas through direct outreach and public discourse. CGI partners with leading experts, universities, international organizations, think tanks, and other public sector institutions around the world in pursuit of its mission.

The CGI and GLI work to support the vision of IBM's Global Business Consulting Services Public Sector practice: "Making a difference in people's lives by delivering innovative solutions to the world's greatest challenges, by helping public sector officials address their toughest challenges in a spirit of a shared sense of purpose."

## Research Areas 2005–2006

CGI interests include a broad range of issue domains as follows:

- **Demographics (social models):** Areas of interest include the aging population, population migration, bringing children out of poverty, workforce development, and accessibility.
- **Economy:** Areas of interest include economic development, fiscal policy and deficit management, distributed benefits of globalization, e-commerce, and encouraging entrepreneurship.
- **Education:** Areas of interest include quality education for underserved segments and educational system performance.
- **Energy:** Areas of interest include increased demand for energy and the stabilization of energy supply and price.
- **Environment:** Areas of interest include climate change, sustainable use of natural resources, and pollution management.
- **Governance:** Areas of interest include corporate responsibility, progress performance and accountability, the facilitation of civic engagement, and the building of democracies.
- **Healthcare:** Areas of interest include rising healthcare costs; the modernization of healthcare technology and processes; the quality of healthcare and services; and the eradication of disease, malnutrition, and hunger.
- **Security:** Areas of interest include protection of the homeland, intelligence, defense capabilities improvement, technology infrastructure security, continuity of government, global movement of people and goods, prevention of inter- and intra-state conflict, and disaster relief.

## Topics of Special Interest 2005–2006

We are especially interested in research that focuses on the following specific topics:

### Demographics (social models)

- Adapting workplaces, communities, and social systems to the needs of an increasingly aging population in the developed world.

- Enhancing workforce and child protection at a time when migration and immigration patterns and increasingly open borders require greater collaboration between national governments as well as collaboration among national, state, and local governments within nations.
- Improving the allocation of resources for social systems through modeling; reducing service overlap between governments and NGOs; reducing waste, fraud, and abuse; and focusing resources on outcomes.

### **Economy**

- Utilizing “leapfrog” technologies that assist underdeveloped economies in achieving higher rates of economic and social development with less environmental impact.

### **Education**

- Utilizing the Internet to expand educational access and opportunities for K–12 students as well as workforce development for adults.
- Enhancing literacy for girls, women, and low-income individuals.
- Improving education measurement and tracking.

### **Energy**

- Enhancing the ability of energy companies and governments to track, monitor, and assess the safety of energy supplies.

### **Environment**

- Enhancing the ability of companies and governments to track, monitor, and assess the safety of water supplies.

### **Governance**

- Enhancing the ability of governments, individuals, groups, and non-governmental institutions to have data and information that enables them to measure the overall progress of their societies.
- Expanding the ability of citizens to engage in meaningful dialogue with government through electronic collaboration.

### **Healthcare**

- Expanding models that enable healthcare purchasers to buy services based on value and that balance quality and cost considerations.
- Modernizing the technology and processes that undergird the healthcare system.
- Providing increased information about the quality of care being given to consumers.
- Providing services such as basic screening, health education, and public health programs that could save the lives of those without access to basic health services.

### **Security**

- Securing the global movement of people, goods, information, and money in the global economy; and assessing the national and international rules, processes, and operations that regulate these flows.
- Enhancing intelligence capabilities, especially in the area of open source.
- Improving the homeland security infrastructure with an emphasis on technology and the ability to share and protect the value of information.
- Enabling information sharing and establishing the full range of human and technical capabilities through net-centric operation models for the military.
- Ensuring the effective and efficient deployment of military personnel and supplies based on dynamic models of planned and actual usage.

# IBM Center for Innovation

## Mission

Through research stipends and events, the IBM Center for Innovation stimulates research and facilitates discussion on innovative transformational approaches and the impact of innovations on central and local governments, education, and healthcare.

The Center is one of the ways that IBM seeks to advance knowledge on how to improve public sector effectiveness through organizational competency in innovation. The Center focuses on how to bring innovation to the future of the operation and management of the public sector.

## Research Areas 2005–2006

The scope of the Center for Innovation is global. The following are the research areas of focus for 2005–2006:

- **Education:** Areas of interest include innovations in education, e-learning, and the role of education in innovation.
- **Global Movement Management:** Areas of interest include new approaches to the global movement of people, cargo, information, and data, with an emphasis on security, end-to-end visibility, and accountability.
- **Healthcare:** Areas of interest include new models for making healthcare accessible to the overall population, delivering improved services, developing an integrated electronic patient record, harvesting information in order to prevent disease, and developing consumer-centric healthcare systems.
- **Network Centric Operations (NCO):** Areas of interest include track-and-trace capabilities, transferability of technology across sectors, integration of equipment and services, and new approaches to the seamless integration of telecommunications technologies.
- **Postal:** Areas of interest include innovations in the postal industry across the globe, how to meet the demands of communication in a growing electronic world, and best practices in service delivery.

## Topics of Special Interest 2005–2006

We are especially interested in research that focuses on the following specific topics:

### **Innovation and Collaboration**

- Enhancing public sector performance through collaboration between organizations.
- Improving service delivery.
- Profiles of outstanding government public sector leaders who are examples of best practices in fostering and *sustaining* innovation in organizations.

### **Innovation in the Services World**

- Best practice examples of developing innovative solutions in a services environment, particularly in the public sector.

### **Organizational Culture**

- Organizational climate requirements to inspire and sustain a culture of innovation.
- Best practices of organizations where a culture of innovation provides a sustainable track record of high performance.
- Governance models needed to sustain innovation in the public sector.

### **Organizational Transformation**

- Accelerating the implementation of significant change through the use of innovative ideas.
- Organizational competencies required to build stakeholder buy-in and participation.
- Cultural frameworks that inspire and encourage the emergence and execution of new approaches.

### **Portfolio Management**

- Best practices in managing a portfolio of assets and solutions.
- Best practices in managing the relevant investment to optimize an organization's performance.

# Frequently Asked Questions

## **Can the proposal or résumé be more than three pages each?**

No.

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

No. The research stipend can be used as deemed appropriate by the researcher.

## **Does IBM give research stipends larger than \$20,000?**

No.

## **Does the research stipend include overhead for the individual's institution?**

No.

## **Can the recipient's institution receive the research stipend?**

Yes. Individuals receiving a research 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 research stipend.

## **Can I submit more than one proposal at a time?**

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

## **Can independent researchers or consultants apply for research stipends?**

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

## **Can graduate students apply for research stipends?**

If the proposed research is part of a graduate student's doctoral dissertation, he or she may apply for a research stipend. The proposal should include a letter of endorsement from the individual's dissertation director.

## **How quickly must the research project be completed?**

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

## **How long is the research report?**

Research reports should be 30-40 pages in length.

## **How will the report be published and disseminated? Can recipients publish research from the report in other publications?**

IBM will publish the report and disseminate it to government managers. Recipients retain all rights to the research and can publish research findings anywhere they wish. The appropriate IBM Center must be cited, however, for providing support for the project.

## **Who is the audience for completed reports?**

Reports should be written primarily for government managers, with the goal of providing them with practical knowledge and insights. It is hoped that the reports will also prove useful to those in the academic community who wish to gain current knowledge about government management.

## **What criteria are used in reviewing research proposals?**

- Will the proposed project be of high value and timely to government managers?
- Will the proposed project add new knowledge and understanding to the topic to be addressed in the study?
- Does the proposal demonstrate outstanding command and knowledge of the topic?
- Does the proposal demonstrate the potential for the final report to be clear, understandable, and highly communicable?

# IBM Center for The Business of Government Reports Published in 2005\*

## **Collaboration: Partnerships and Networks**

**The Quest to Become “One”:**  
An Approach to Internal  
Collaboration (February 2005)  
Russ Linden

**Cooperation Between Social  
Security and Tax Agencies in  
Europe** (April 2005)  
Bernhard Zaglmayer,  
Paul Schoukens, and  
Danny Pieters

**Leveraging Collaborative  
Networks in Infrequent  
Emergency Situations**  
(June 2005)  
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Michael Adler and Paul Henman

**The Next Big Election  
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Partnerships, and Vouchers**  
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## **Transformation of Organizations**

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Community:** Improving the  
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of Information (October 2005)  
Elaine C. Kamarck

**Ramping Up Large, Non-Routine  
Projects:** Lessons for Federal  
Managers from the Successful  
2000 Census (November 2005)  
Nancy A. Potok and William G.  
Barron, Jr.

## **2004 Presidential Transition Series**

**Becoming an Effective Political  
Executive:** 7 Lessons from  
Experienced Appointees  
(January 2005, 2nd ed.)  
Judith E. Michaels

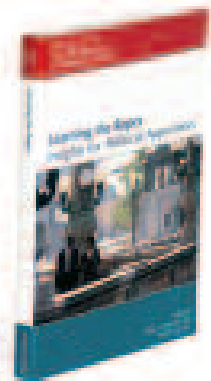
**Getting to Know You:** Rules  
of Engagement for Political  
Appointees and Career  
Executives (January 2005)  
Joseph A. Ferrara and Lynn C. Ross

## **Special Reports**

**Assessing the Impact of  
IT-Driven Education in K-12  
Schools** (May 2005)  
Ganesh D. Bhatt

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Collateral Benefits (May 2005)  
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