

PROVIDING CUTTING-EDGE
KNOWLEDGE TO
GOVERNMENT LEADERS

The Business of Government

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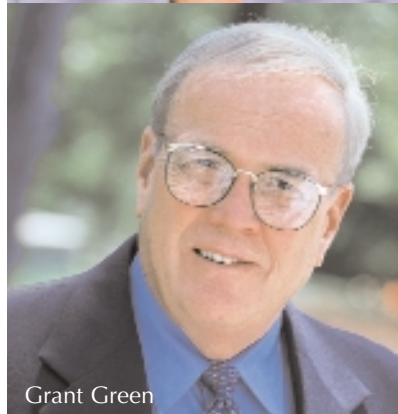
Sherri Heller



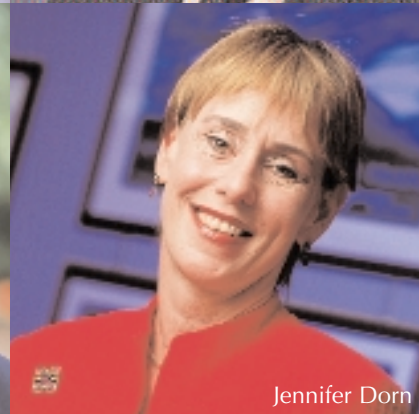
Dan Gregory Blair



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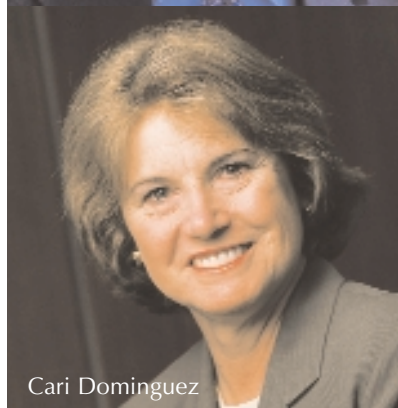
Grant Green



Jennifer Dorn



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Cari Dominguez



Angela Antonelli



Henrietta Holsman Fore

IBM Center for
**The Business
of Government**

Providing Cutting-Edge Knowledge
to Government Leaders

Listen to
The Business of Government Hour
at Its New Time

Every Saturday Morning
New Time: 9:00 a.m.
WJFK-FM (106.7)

MEET THE DEPUTY SECRETARIES

FORTHCOMING SHOWS

August 23	William D. Hansen, Deputy Secretary, Department of Education
August 30	Alphonso Jackson, Deputy Secretary, Department of Housing and Urban Development
September 6	Michael P. Jackson, Deputy Secretary, Department of Transportation
September 13	Dr. Leo S. Mackay, Jr., Deputy Secretary, Department of Veterans Affairs
September 20	Kyle E. McSlarrow, Deputy Secretary, Department of Energy

PREVIOUSLY AIRED

- Jim Moseley, Deputy Secretary, Department of Agriculture
- Claude A. Allen, Deputy Secretary, Department of Health and Human Services
- Samuel W. Bodman, Deputy Secretary, Department of Commerce
- D. Cameron Findlay, Deputy Secretary, Department of Labor

The Business of Government Hour's interviews are available via Real Audio on the Center's website at www.businessofgovernment.org

By Paul Lawrence



It has been a quick five years. In 1998, we had a simple idea: creating a program that would provide grants to outstanding academic and nonprofit scholars across the nation to undertake research on the major management challenges facing government. We were not sure how well the idea would be received, but we decided to give it a try. To our pleasant surprise, it was well received. The IBM Endowment for The Business of Government has been highly successful in accomplishing our original goal: stimulating top-notch research on government management. As the cliché goes, the rest is history.

Since the Endowment opened its doors in July 1998, we have awarded 180 grants to individual scholars. The grants have resulted in over 100 research reports to date. On pages 69–75 of this issue of *The Business of Government*, you can learn about recent reports. If you have never read an Endowment report, we encourage you to do so. An order form is on page 76. We also encourage you to subscribe to *The Business of Government* if you have not been regularly receiving this publication. All you need to do is to mail us the subscription form enclosed in this issue.

If I have learned anything during my career in professional services, it is that change is constant—that one must always expect change, welcome it, and embrace it. So I am pleased to announce another major change in the history of the Endowment: our new name. As of July 2003, the Endowment becomes the IBM Center for The Business of Government. The new name was needed because we have expanded our activities beyond our original mission: providing grants to outstanding scholars. While the Center will continue supporting scholars across the nation, we will also continue to undertake a variety of related activities that have been added since our creation in 1998. I would like to outline these other activities, which might not be as well known to you as our research program.

In 1999, we launched a weekly radio show, *The Business of Government Hour*, in which we interview outstanding government leaders about innovation and best management practices in their organizations. Since the show premiered, we have interviewed nearly 130 government leaders. The

show airs weekly on Saturday mornings on WJFK-FM (106.7). In June 2003, we moved to a new time: 9:00 a.m. This issue of *The Business of Government* presents articles based on 17 of our recent shows. Recently, I enjoyed the unique opportunity to interview nine deputy secretaries—the federal government's chief operating officers. I hope you learn as much from this outstanding group as I have. We are devoting nine weeks to broadcasting our interviews with this important group of government leaders.

In addition to our weekly radio show, the Center will also continue to frequently sponsor seminars and our annual Business of Government Lecture. This issue of *The Business of Government* contains our recent lunch conversation with Representative Tom Davis, chair of the House Committee on Government Reform. From our conversation with Chairman Davis, we learned about his extensive reform agenda for government management in the year ahead. In April, we hosted another seminar in which Under Secretary of Defense for Personnel and Readiness David Chu described the Defense Transformation for the 21st Century Act and the personnel reforms contained in the proposed legislation. Throughout the remainder of 2003, we plan to host additional seminars in which the Center will serve as a forum for discussion of the many significant management reforms now under consideration throughout government.

Finally, we “opened” our website in late 1998. Since then, we have continued to make additional changes and refinements. And we plan to make more improvements to make it easier for you to obtain the most recent Center reports. If you haven't done so, visit us at www.businessofgovernment.org.

As you can see, we have come a long way from our original idea of supporting scholars. We are excited about the next five years and about continuing to develop and communicate new ideas for improving the management and performance of government. Our new name, the IBM Center for The Business of Government, reflects this larger mission. It should keep us busy. Stay tuned!

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