BETH SIMONE NOVECK

BUILDING A SMARTER STATE | WASHINGTON, DC
Wednesday, January 21st, 2009 at 12:00 am

Transparency and Open Government

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Transparency and Open Government

My Administration is committed to creating an unprecedented level of openness in Government. We will work together to ensure the public trust and establish a system of transparency, public participation, and collaboration. Openness will strengthen our democracy and promote efficiency and effectiveness in Government.

Government should be transparent. Transparency promotes accountability and provides information for citizens about what their Government is doing. Information maintained by the Federal Government is a national asset. My Administration will take appropriate action, consistent with law and policy, to disclose information rapidly in forms that the public can readily find and use. Executive departments and agencies should harness new technologies to put information about their operations and decisions online and readily available to the public. Executive departments and agencies should also solicit public feedback to identify information of greatest use to the public.
FROM DATA.GOV TO PEOPLE.GOV

HOW DO INSTITUTIONS MAKE USE OF COLLECTIVE INTELLIGENCE
ASK WHAT YOU CAN DO FOR YOUR COUNTRY
OPINION BASED ENGAGEMENT
107 petitions got a response from the Government

19 petitions were debated in the House of Commons

Popular petitions

Stop cuts to pharmacy funding and support pharmacy services that save NHS money
354 signatures in the last hour

Make fair transitional state pension arrangements for 1950's women
208 signatures in the last hour
Giving all Americans a way to engage their government on the issues that matter to them.

Get Started

We the People in Three Easy Steps

Step 1
Browse open petitions to find a petition related to your issue, and add your signature.

TAKE ACTION
Find a petition

Step 2
If your issue is not currently represented by an active petition, start a new petition.

TAKE ACTION
Start a Petition

Step 3
If a petition meets the signature threshold, it will be reviewed by the Administration and we will issue a response.

TAKE ACTION
View all responses
GOING BEYOND ASKING WHAT PEOPLE FEEL TO ASKING WHAT WE KNOW AND CAN DO
TASK AND TIME BASED ENGAGEMENT
A São Paulo que a gente quer é
transparente, participativa
íntegra e inovadora

São Paulo ABERTA
IDEA BASED ENGAGEMENT
Ayúdanos a mejorar la Ordenanza de Transparencia de Madrid

La Ciudad de Madrid quiere poner en marcha un sistema de transparencia pública a la altura de los más avanzados del mundo, y para conseguirlo necesitamos de tu ayuda.

Más información sobre la ordenanza

Remodelación de Plaza España

Contamos contigo para que decidas rellenando una pequeña encuesta como quieres que sea este nuevo espacio en tu ciudad.
MERCI À TOUS !

Rendez-vous sur le site du Budget Participatif pour découvrir les projets lauréats de l'édition 2015.
KNOW HOW BASED ENGAGEMENT
Discuss Patent Applications
Review and discuss patent applications

Research Prior Art
Find resources relevant to examining patent application

Annotate + Evaluate Prior Art
Comment on why research

Prior Art Forwarded to USPTO
Add research to claims
Patent applicant requests participation in Community Patent Review

Application published online; open comments for 4 months

Electronic notifications go to interested reviewers

Reviewers identify applications of interest

Visualization aids for number of applications and overall activity.

Reviewers invite more expert reviewers to participate

Reviewers build knowledge base of comments and prior art

Results of prior art search are sent to patent examiner and inventor

Examiner considers community prior art submissions to determine patentability

Excellent reviewers are recognized

Reviewers evaluate and/or rank prior art references for patent applications
The Desal Prize

On April 22, 2015, the Desal Prize announced the competition’s winning teams. View the Desal Prize winners and their projects here. The winning teams were selected through a head-to-head competition April 9-11, 2015 at the Bureau of Reclamation’s Brackish Groundwater National Desalination Research Facility in Alamogordo, New Mexico. The winning teams will also be invited to submit applications to receive grant funds to pilot their technology in a USAID mission region in a developing country.

On April 6-12, 2015, the Desal Prize descended on Alamogordo, NM for a week of rigorous testing and competition. The competitors? Five teams from around the globe working to prove their technology could help farmers in the developing world turn dirty, brackish water into clean, usable water for crops, livestock and human consumption using only energy from the sun. Surrounded by trillions of gallons of brackish water in the Alamogordo Basin, the teams had their work cut out for them.

Gathering at the Brackish Groundwater National Desalination Research Facility (BGNDRF), the five teams were tasked with two separate 24-hour testing periods to run their systems. The goal was lofty—to produce the highest percentage of potable and agriculture use water and effectively use only renewable energy to power their systems. With $200,000 in prize funding and a chance to pilot in a USAID mission region on the line, the stakes were high.
Poor Kids and the 'Word Gap'

The White House launches a new literacy initiative aimed at low-income children.
Revisiting EFSA@EXPO: crowdsourcing, crystals and communities

21 January 2016

Openness in science is not new, but society is demanding that science opens up more. Public bodies, consumers and other stakeholders want a voice in risk governance as a whole, from the beginning onwards, not just at the end. Escalating volumes of data require new ways of approaching assessment and analysis. Innovative companies and online communities, among others, can help to develop tools to meet these challenges. The session brought together some of the latest open assessment models and tools that are emerging.

Science and society: an evolving partnership
THE CHALLENGE OF THE OPEN CALL
Institutions seek input from lay and expert citizens to inform how they make decisions.
BUT HARD TO FIND
THE NEEDLE IN THE HAYSTACK
THE CHALLENGE OF ASKING A QUESTION
Stack Exchange Q&A communities are different. Here's how:

**Expert communities.**
Each of our 150 communities is built by people passionate about a focused topic.

**The right answer. Right on top.**
Experts like you can vote on posts, so the most helpful answers are easy to find.

**Share knowledge. Earn trust.**
Earn reputation and additional privileges for posts others find helpful.

Learn more
THE CHALLENGE OF AGILE EXPERTISE
### ADVISORY COMMITTEE INFORMATION

<table>
<thead>
<tr>
<th>Agency Organization</th>
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### ADVISORY COMMITTEE REPORTS AND MEETINGS

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### ADVISORY COMMITTEE COSTS AND FTE USAGE

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FROM CROWDSOURCING WIDELY
to
CROWDSOURCING WISELY
THERE IS NO BIGGER OPPORTUNITY TODAY THAN ENABLING OUR GOVERNING ORGANIZATIONS TO FIND AND IMPLEMENT THE MOST EFFECTIVE SOLUTIONS TO OUR PROBLEMS.
IMAGINE IF...
WE COULD GET ADVICE FROM EMERGENCY RESPONSE EXPERTS AND THOSE AFFECTED BY PREVIOUS DISASTERS IN THE EVENT OF A PANDEMIC
...find and reach out to cyber-security experts following an infrastructure attack
... ASK QUESTIONS ABOUT OUR PUBLIC CHALLENGES TO THE MOST CREATIVE & KNOWLEDGEABLE PEOPLE ACROSS SECTORS.
GIVING PEOPLE OPPORTUNITIES TO SHARE THEIR KNOWLEDGE COULD SAVE TIME, FINANCIAL RESOURCES, AND PERHAPS, EVEN LIVES.
IN RELEASING HIS 2017 BUDGET, PRESIDENT OBAMA CALLED FOR “UNLOCKING THE FULL POTENTIAL OF TODAY’S FEDERAL WORKFORCE AND BUILDING THE WORKFORCE WE NEED FOR THE 21ST CENTURY” AND “IDENTIFY PROMISING PRACTICES TO DEPLOY TALENT ACROSS AGENCIES.”
Doctors are making house calls again in space.
HEALTHTAP SOS BRINGS REAL-TIME CONSULTATIONS IN DISASTER SCENARIOS

By Julian Chokkattu — January 20, 2016
TECHNOLOGY IS CHANGING HOW WE MAKE EXPERTISE MANIFEST, SEARCHABLE AND MATCH EXPERTISE TO PROBLEMS IN FOUR WAYS
INTERNET CHANGING HOW WE DEFINE EXPERTISE
Beth Noveck
Founder at The Governance Lab
Greater New York City Area | Higher Education

Current
The Governance Lab, MIT, New York University

Previous
White House, State of Play Conferences, Obama-Biden Transition Project

Education
Yale Law School

People Similar to Beth
Erin Heidt-Forsythe 3rd
Assistant Professor of Women's Studies at NYU

People Also Viewed
Stefaan Verhulst
Co-Founder and Chief Research and Development Officer at The Governance Lab (Wagner School @ NYU)

Aaron Cohen
Chief Operating Officer at Yashi

Laura Mancel
View Aaron Cohen’s profile at The Governance Lab

Joel Gurin
Senior Advisor at The Gov Lab
Video Lectures

**Introduction**

- Welcome to Introduction to Computational Finance and Financial Econometrics (13:14)

**Week 1: Time Value of Money**

- 1.0 Week 1 Introduction (0:58)

**Week 1: Simple Returns**

- 1.1 Future Value, Present Value and Compounding (17:02)
- 1.2 Asset Returns (16:53)
- 1.3 Portfolio Returns (9:12)
- 1.4 Dividends (4:00)
- 1.5 Inflation (4:57)
- 1.6 Annualizing Returns (5:32)

**Week 1: Continuously Compounded Returns**
SKILLS

Github / linguist

Language Savant — Read more

Clone in Mac ZIP Local SSH Git Read-Only file:///Users/kneath/github/github/repositories Read+Write access

branch: master Files Commits Branches 3

linguist /

864 commits

Linguist 2.3.0

josh authored 2 months ago

bin 2 months ago Remove extname from bin out [josh]

lib 2 months ago Drop mime type module [josh]

samples 2 months ago Add more Prolog samples [josh]
Interests

GOVLAB Ideas Lunch

Panos Ipeirotis

Targeted crowdsourcing with a billion (potential) users
INTERNET CHANGING HOW WE REPORT
Get recognition for skills you learn anywhere.

- **Earn**: Earn badges for skills you learn online & off
- **Issue**: Give recognition for things you teach
- **Display**: Show your badges on the places that matter
Build Bundle Badge
your expertise

Today's competitive job market requires constant updating of knowledge and skills, not only to stay current, but to move ahead. The ability to change and evolve in the workplace is the key to success.

NYUSPS CAREER ADVANCEMENT COURSES
provide the opportunity to build your expertise based on market demand. Take one course or bundle them together to create professional experience that sets you apart.

NEW! PROFESSIONAL DEVELOPMENT DIGITAL BADGING
allows you to promote what you have learned on social media and on your resume. Hiring managers know that you will be a valuable addition to their team.

Earn six course badges to claim a series badge and build your professional profile.

LET THEM KNOW YOU'RE A PRO!
Learn more: sps.nyu.edu/badges12 • 212-998-7200

NYU | SPS
INTERNET CHANGING HOW WE SEARCH
Dean B. Krafft
Chief Technology Strategist, Cornell University Library
Digital Libraries - Semantic Web
Verified email at cornell.edu
INTERNET CHANGING
HOW WE MEASURE
Social Innovation

The peer power of everyday analytics
by Minna Ruckenstein
Location: Peersome conference, Helsinki
Event Date: Oct 28, 2012
Research Interests: Social Innovation, Quantified Self, and P2p(peer-2-Peer) Networks

La via Italiana alle Smart Cities
by Damien Lanfrey

Related Research Interests
- Design for Social Innovation: 1,164
- Innovation: 50,028
- Social Entrepreneurship: 6,163
- Environmental Sustainability: 6,200
ENGAGEMENT

SSRN eLibrary Database Search Results

Showing Papers 1 - 50 of 1,983
Sort By: Downloads, Descending

1. A New Model of Integrity: An Actionable Pathway to Trust, Productivity and Value (PDF File of Keynote Slides)
   - Werner Emhart, Michael C. Jensen and Steve Zeffron
   - Independent, Harvard Business School and Landmark Worldwide LLC
   - Date posted: 20 Sep 2008
   - Last revised: 11 Dec 2012
   - working papers series
   - 9748 Downloads

2. Seize the State, Seize the Day: State Capture, Corruption and Influence in Transition
   - Joel S. Hellman, Geraint Jones and Daniel Kaufmann
   - World Bank - Governance and Public Sector Reform, Massachusetts Institute of Technology (MIT) - Department of Economics and The Brookings Institution
   - Date posted: 12 Oct 2000
   - working papers series
   - 7107 Downloads

3. Can't We All Be More Like Scandinavians? Asymmetric Growth and Institutions in an Interdependent World
   - MIT Department of Economics Working Paper No. 12-22
   - Daron Acemoglu, James A. Robinson and Thierry Verdier
   - Massachusetts Institute of Technology (MIT) - Department of Economics, Harvard University - Department of Government and Paris School of Economics (PSE)
   - Date posted: 21 Aug 2012
   - working papers series
   - 4944 Downloads

4. The Private and Social Costs of Patent Trolls
   - Boston Univ. School of Law, Law and Economics Research Paper No. 11-45

SSRN eLibrary Statistics:
- Papers & Authors: 555,247
- Full Text Papers: 439,582
- Authors: 248,306
- Papers Received in the Last 12 months: 66,321
- Paper Downloads: To date: 73,799,394
  - Last 12 months: 10,506,980
  - Last 30 days: 853,000

Access eLibrary by:
- Abstract & Author
- Journal or topic
- JEL topic list

Feedback to SSRN

Search Within Results

You've searched for:
- social innovation

QuickSearch SSRN eLibrary
Go
DEMONSTRATED SUCCESS

topcoders of the Month

Assembly
Congratulations, Sparemax

UI Prototype
Congratulations, h44sandy

Developer
Congratulations, Indemar
won total purse $10,525

Designer
Congratulations, abedavena
Total Winnings $5,775

Developer
Congratulations, LazyChild
Challenges Won: 9

Data Science
Congratulations, Psyho
Marathon Champion TopCoder Open 2013
CREDENTIALS OF CIVIL SERVANTS

EXPERIENCE OF CIVIL SERVANTS

CREDENTIALS OF CITIZENS

EXPERIENCE OF CITIZENS
It's a Match!

MATCHING DEMAND TO SUPPLY
TARGETING THE CREDENTIALS OF CIVIL SERVANTS
Ralph Kohler

Overview

Job History


Cofounded and assisted in setting up the Office.

Battlefield Air Operations (BAO) Kit ??? Conceived, directed, led research, development and fielding of BAO Kit, including concept, design, and integration of multiple components into a fielded, net-centric targeting and Situational Awareness system for Air Force Special Operations in direct support of both Operation Enduring Freedom and Operation Iraqi Freedom.


Education

ADPE Level III Certified Acquisition Professional
Got 100% on Constitution Day Training
MS, Electrical Engineering Syracuse University, 1991
BS, Electrical Engineering Columbia University, 1987
BA, Physics; BS, Computer Science St. John Fisher College, 1987

Spoken Languages

English
Chinese

Current Project(s)

Martti
Tactical Information Dominance (TID)
Services 7 (Services Seven)
Raven Eye

Projects Responsible For

Add or drag

Remove
On his first day in office, Secretary Carter announced his goal to build the Force of the Future in order for the Department of Defense to maintain our competitive edge in bringing in top talent to serve the nation. In March, Secretary Carter delivered a speech at his high school in Abington, Pennsylvania to discuss some of the goals for this initiative. Following those remarks, Secretary Carter directed the Acting Under Secretary of Defense for Personnel and Readiness, Brad Carson, to undertake a comprehensive review of the Department’s civilian and military personnel systems.

The review occurred from April to August, and included over 150 subject matter experts from the Military Services, scholars, and researchers. A core research and writing team from the Personnel and Readiness office reviewed over 100 studies and commission reports related to civilian and military personnel management, talent management, and private sector human resources practices.

The review focused on ways in which the Department could increase permeability of personnel and ideas between the public and private sector, increase recruiting results and outcomes for the Department, and emphasize talent management and retention to ensure that the quality of today’s current force would translate to a “Force of the Future.”

The review produced a document in excess of 150 pages and included 29 reform proposals that captured almost 80 individual reform initiatives.

After receiving the document for his review, the Secretary of Defense directed the Deputy Secretary of Defense and Vice Chairman of the Joint Chiefs of Staff to oversee a principal level working group to evaluate all the reform initiatives against the backdrop of force readiness and maintaining an all-volunteer Joint Force. That Working Group has recommended an initial tranche of over 20 reform initiatives, 12 of which will be highlighted in the Secretary’s November 18, 2015 speech at George Washington University. The group will continue to work on many of the other reforms the working group identified in the months ahead.

Reforms Highlighted in Secretary Carter’s George Washington University Speech

Improve and Enhance College Internship Programs. The Department will create a centralized process to better manage its vast array of internship opportunities to increase the likelihood of interns receiving full time placement in the Department of Defense. With more young Americans pursuing internships today, it is imperative that we are leveraging this talent pool to attract future talent to the civilian workforces as many other agencies have done. The USD (P&R) will work with the Military Services to develop more robust mechanisms to transition successful and promising interns from temporary to permanent employees. Additionally, since many college students do not realize what kinds of civilian job opportunities DoD offers, USD (P&R) will also work to improve DoD’s on-campus presence.

Establish the Defense Digital Service (DDS). Working closely with the White House lead United States Digital Services (USDS), DoD will establish the Defense Digital Service (DDS). DDS will be composed of a small team of talented engineers and digital experts, brought in to DoD on a temporary basis from the private sector to work with senior leaders to improve the...
Developing a Model for Expert Networking Across Federal Government: The HHS Profiles Pilot

Jessica N. Hernandez and Nichole Rosamilia
Innovation and Technology Solutions Team, Food and Drug Administration

VIVO 2015 Annual Conference
14 August 2015
TARGETING THE EXPERIENCE OF CIVIL SERVANTS
CREATING A MORE AGILE WORKFORCE
Welcome to the Skills Marketplace Portal!

Using the Skills Marketplace Portal is simple...

Manage Skills Marketplace Profile
- Sign-up to receive email alerts
- Access all the project opportunities that you have applied to
- Access the applications that have been submitted to project opportunities that you have posted

Find Open Project Opportunities
- Browse open project opportunities
- Search by keywords
- Search by Office or Type of Project

Post New Project Opportunities
- Post a new project opportunity that other colleagues can apply to join

Share Ideas on Skills Marketplace Projects
- Have you been keeping an eye out for new opportunities on the Skills Marketplace portal but haven't yet found one that fits your skill set/development goals?
- Have you participated in one Skills Marketplace project and now can't wait to take another new opportunity?

As supervisors across the agency work on identifying new opportunities to post to the Skills Marketplace, we would like to let them know what types of projects you are interested in and the skills you have to offer. Please provide as much detail as possible about your qualifications and interests so that we can better match you with opportunities that align with your background and career goals.
Specialization, Skills & Languages

I work on Collaboration, Spark, C4D, SkillFinder, iPortal, Enterprise Search, Intranet, Communities of Practice

PRIMARY SPECIALIZATION
- Advisory Services
- Knowledge and Learning
- IT Program Management
Askwater Helpdesk for Operations

1. Clarify question when needed, triage, research topic and draft reply

2. Address technical aspects, clears reply.

“Do we have recent projects related to pumping treated water into the aquifer?”

“This is what we know”
NYC VOLUNTEER LANGUAGE BANK

Welcome Kenneth! [Logout]

NYCertified
New York City’s Language Assessment and Training Program

Announcements

- Document Translation Protocol: Tips for Volunteer Translators
- LTI available languages
- Volunteer Language Bank Walkthrough & Tips

My Agency Liaison(s)

0 found

Service Requests that I created

18 found
**Visualizing the GC collaboration ecosystem**

Social Network Analysis of GCconnex
Digital Collaboration Ecosystem

Colours by department

Central Groups = broad linkages across departments

Legend

- 5000+ members
- 3000 members
- 1500 members
- 500 members

This graph was developed using aggregated group data from GCconnex, the Government of Canada’s official collaboration platform.

Each blue node is a group. Each coloured node is an individual user.

Connections between nodes represent group memberships. Graphed using Python and Gephi Open Source platforms.
TARGETING THE CREDENTIALS OF CITIZENS
From AgriVIVO to AgriProfiles. What is new

What we called AgriVIVO is now AgriProfiles!
The new name gives a better idea of what the portal is about: profiles of experts and organizations in the field of agriculture.
This new version also has enhanced search features. See what is new!

AgriProfiles is a search portal giving access to profiles of experts and organizations in the field of agriculture, bridging across separately hosted directories and online communities.

The portal is managed by the Global Forum on Agricultural Research in collaboration with Cornell University and the Food and Agriculture Organization of the United Nations.

AgriProfiles is also envisioned as a worldwide effort, expressed in regional, national and institutional collaboration to share professional profiles in an open data environment for agriculture and food security. The Interamerican Institute for Cooperation on Agriculture is leading these efforts.

Search for people

Enter keywords...

Examples: "climate change", "capacity building", "rural development", "information management"

Search by location

- Choose a country -

View map
TARGETING
THE EXPERIENCE OF CITIZENS
CONCLUSION

A CALL FOR GLOBAL CITIZENS

BILL AND MELINDA GATES
<table>
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<th>Presentaciones</th>
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<td>Los grandes centros de ocio como generadores de empleo y ocio?</td>
<td>10 months ago</td>
</tr>
<tr>
<td>Eurovegas Made in Spain</td>
<td>11 months ago</td>
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Aqui se juntan los del banco de talento de PODEMOS para mejorar y hacer mejor política.
PULSE POINT
Good (Smartphone) Activated (M)edics uses the latest technologies to alert those with medical training to nearby emergencies so that potentially life-saving interventions can be given before the arrival of emergency services. We aspire to have the highest levels of governance; All responders are checked, approved, and their training is confirmed.

The GoodSAM system is built such that individual organisations can administer their own.
STRATEGIES FOR GETTING FROM HERE TO THERE
BUILDING A PARTICIPATORY BUREAUCRACY

EMBRACE COLLABORATION AND CO-CREATION

MAKE CONSULTATION PART OF DAY-TO-DAY OPERATIONS

STRIVE FOR CONSTANT CONVERSATION
WITH AN ENGAGED AND KNOWLEDGEABLE PUBLIC

DEVELOP THE ENABLERS TO MAKE PARTICIPATION PRODUCTIVE
ENABLERS
Federal Advisory Committee Act

The Federal Advisory Committee Act (FACA) is a United States federal law (Pub.L. 92–463, 6 October 1972), which governs the behavior of federal advisory committees. In particular, it has special emphasis on open meetings, chartering, public involvement, and reporting. The U.S. General Services Administration (GSA) oversees the process. During fiscal year 2008, GSA reported 917 active committees composed of almost 64,000 members that provided advice and recommendations to 50 federal agencies. Financially, the cost of these committees amounted to $344.3 million in fiscal year 2008.

Paperwork Reduction Act

The Paperwork Reduction Act of 1980 (Pub. L. No. 96-511, 94 Stat. 2812, codified at 44 U.S.C. §§ 3501 et seq.) is a United States federal law enacted in 1980 designed to reduce the total amount of paperwork burden the federal government imposes on private businesses and citizens. The Act imposes procedural requirements on agencies that wish to collect information from the public. It also established the Office of Information and Regulatory Affairs (OIRA) within the Office of Management and Budget (OMB), and authorized this new agency to oversee federal agencies' collection of information from the public and to establish information policies. A substantial amendment, the Paperwork Reduction Act of 1995, confirmed that OIRA's authority extended over not only agency orders to provide information to the government, but also agency orders to provide information to the public.
CREATING NEW SYSTEMS OF CREDENTIALS
Create New Systems of Credentials

The quality distinctions often made in higher education are largely rhetorical without proven measurement tools for defining learning outcomes. The credentialing system of the 21st century demands a national framework for defining quality and learning-based pathways to new credentials.

Goal 2025 Strategy #8: Create New Systems of Credentials

Our Aim

Today’s students can earn a dizzying array of postsecondary credentials—from digital badges and workplace-earned certificates ... to associate, bachelor’s and master’s degrees ... to the doctorate and beyond. Yet, the quality and meaning of these credentials remains elusive and opaque for students and employers alike. Much of the nation’s investment in postsecondary education is going to waste because “degree” and “credentials” are often used interchangeably, despite their different meanings. The resulting uncertainty makes it hard for students and employers to navigate the system. So, Lumina’s Goal 2025 identifies creating new systems of credentials as one of the key strategies to equitably increase postsecondary attainment.
BUILDING NEW EXPERT NETWORKS
NETWORK OF INNOVATORS

How to create incentives for people to provide data?

- I CAN EXPLAIN
- I CAN DO
- I CAN CONNECT OTHERS
- I WANT TO LEARN

COMPLETE YOUR PROFILE
Let others know your skills & expertise and also get more relevant matches!
TRAINING
THE NEW PROFESSIONAL CIVIL SERVANT
ONLINE ORGANIZATIONAL BEHAVIOR, SYSTEMS AND ANALYTICS MASTER'S DEGREE

You must complete 36 credits with an average of B or better to obtain a Master of Science in Organizational Behavior, Systems & Analytics at the School of Engineering.

In any of the concentrations listed below, there are 4 components you should address in order to receive the degree:

- **Core courses** (required)
- **Concentration** courses, including required concentration electives
- **Free electives** (optional, may be concentration electives)
- **Research project** (required)

A maximum of 9 transfer credits may be granted for graduate courses completed elsewhere, as evaluated by the Academic Director.

**NOTE:** Please refer to the Course Catalog to view course descriptions by course number if information is not listed below.
RUNNING MORE EXPERIMENTS
RUNNING MORE EXPERIMENTS
CATALOG OUR SKILLS MORE SYSTEMATICALLY YET CONSISTENT WITH PRIVACY
WHY WE MUST INNOVATE
A FALSE DICHOTOMY
Walter Lippmann

THE PHANTOM PUBLIC

With a new introduction by Wilfred M. McClay
THE RISE
OF THE CITIZEN EXPERT
THANK YOU
@bethnoveck

smarterstate.org

GOVLAB
thegovlab.org