

2020 NASCA Institute on Management and Leadership: *Case Study Selection Process & Criteria*

The NASCA Institute on Management and Leadership provides members with a unique opportunity for peer-to-peer exchange and learning centered around real issues and challenges facing Chief Administrators across the country. In addition to offering a curriculum that includes skill-based workshops, lectures, and facilitated small group discussions, the Institute will continue to feature case studies drawn from real-world experiences that outline complex and relevant situations that any member of NASCA may encounter. The case studies play an integral role in the Institute, acting as a catalyst for discussion and providing a reference point that enables participants to apply the lessons from the Institute to their own experience. Leadership for a Networked World and NASCA are encouraging members to apply to having their work featured as a case study.

- 1) The 2020 Institute will focus on ***Pathways to Maximizing Public Value***. As citizen expectations evolve, government is increasingly being called to create greater value. But what does “new value” mean for governments with limited resources being pulled in so many directions? Citizens and stakeholders are asking for public services that are efficient, transparent, and resilient, but also customizable, equitable, and sustainable. Where does a state chief administrator even start?

To effectively maximize public value, today’s state chief administrators must address critical questions: *How can we develop a blueprint to create sustainable value, generate political will to drive change, and manage a portfolio of innovations? How do we measure new forms of public value and harmonize that with structures, systems, budgets, processes, and operating models to drive that value? How can we foster an environment of innovation to not only increase public value, but also improve the sense of purpose, morale, and value for people? What innovative digital platforms, data, analytics, and emerging technologies can not only optimize current operations, but also catalyze new value?*

- 2) This year’s case studies should act as catalysts for participants to learn about and share best practices on maximizing public value. A successful case could feature a state that was able to enhance their service delivery model to improve the outcomes and public perception of core government services. It might reveal how a state has introduced new policies or legislation that encourages innovation. Or, a case could highlight a private sector partner’s effort to collaborate with a state and work together across an ecosystem to develop more customer-centric and user-friendly government services. This year’s case could feature efforts to capitalize on new technologies, automation, digital innovations, or data and analytic to improve the efficiency and effectiveness of government. Or, it could highlight a

state leader who has found new ways to incentivize and reward innovation, build morale, and grow managers with strategic skills.

- 3) All chief administrators have a window of opportunity to submit a brief summary (2-3 sentence) indicating: 1) their desire to participate in the case study process, 2) the specific state agency/initiative that fits the case study criteria, and 3) why they feel they would be a good fit. All applicants will then participate in a 30 min interview with the Leadership for a Networked team to share additional details about their work.
- 4) Based on the number of responses received and each submission's degree of alignment with the case study topic selected, NASCA's Institute Planning Committee and Leadership for a Networked World will select two states or private sector partners to participate in the process and be featured at the 2020 NASCA Institute.
- 5) Applications will be considered based on: 1) the applicability/transferability of the case presented (i.e. whether it is an issue that other Chief Administrators are likely to be facing) 2) the complexity of the leadership challenges leaders encountered, 3) the likelihood that it will spark good conversation, 4) alignment with the Institute theme, and 5) the expected level of interest the case will generate.
- 6) In addition, it should be understood in advance that those states selected must:
 - a. Participate in telephone and/or in-person interviews regarding the initiative
 - b. Agree to grant Leadership for a Networked World access to key agency/initiative stakeholders
 - c. Assist in scheduling 5-7 interviews with relevant personnel
 - d. Provide Leadership for a Networked World with any available documentation (annual reports, statistical analyses, etc.) on the impact of the initiative to the organization, and the results achieved. Unless specifically requested, these resources will be shared in NASCA's Resource Library at the conclusion of the Institute for member use
 - e. Verify and/or agree to the inclusion of any outside research materials obtained by Leadership for a Networked World
 - f. Review the case study developed by Leadership for a Networked World, and provide timely written feedback
 - g. Sign off on the final case study and any supporting documents in advance of the Institute
 - h. Designate at least one representative in a chief administrator role who will attend the 2020 Institute and participate in a brief presentation and discussions about the case study