

# THE ARCHITECTURE OF INNOVATION

## Institutionalizing Innovation in Federal Policymaking

*A new report by the Massive Data Institute at Georgetown University's McCourt School of Public Policy and the Beek Center for Social Impact + Innovation*

Data and technology are transforming how we live our lives—from new solutions in health, to education, to defense, and beyond. At the same time, these new technologies and the data they collect have triggered a need for rapid policy and governance change. This requires a government that can govern for twenty-first-century challenges.

“The Architecture of Innovation” provides recommendations for how government can embed innovation into federal policymaking to achieve scalable solutions and better serve the American public.

### AREAS OF FOCUS

1. The White House and Agencies
2. Policy Innovation and Public-Private Partnerships
3. Cities as Incubators of Innovation
4. Recruitment, Hiring, and Training

As part of our ongoing “Data for Social Good” efforts, we held a convening in spring 2016 at the McCourt School of Public Policy to discuss the role of data, technology, and innovation in the federal government. Upon completing more than fifty follow-on interviews with executives across sectors (government, nonprofit, academia, industry, and civil society) through the summer, a consistent message emerged. In order to build a better public sector for the twenty-first century, government must not only embrace innovation, but also build the necessary architecture to promote and institutionalize its use as a key means to achieve better outcomes.

### Key Findings + Recommendations

#### STRUCTURE

- **White House Option 1:** Empower a Deputy Chief of Staff to Manage the Innovation Portfolio and Create Designated Deputy Assistant to the President in the Councils
- **White House Option 2:** Create the Innovation, Data, Evidence, and Adaptability (IDEA) Council in the White House Executive Office
- **White House Option 3:** Strengthen Innovation Capacity in OMB Management
- Establish Technology Oversight Commission

#### POLICY

- Adopt Flexible Procurement Policies
- Take Innovation Sprints
- Think Beyond Data and Apps
- Support Cities as Innovation Districts

#### PEOPLE

- Incentivize More Inclusive Tech Talent
- Recruit for Diverse Skillsets
- Train Tomorrow's Government Employees
- Accelerate Federal Hiring Timeline
- Offer Flexible Hiring and Rotations

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## Why This Matters

The stakes for government innovation are high. According to the US Government Accountability Office, the federal government's budget for information technology alone is more than \$80 billion. The insights and financial efficiencies of the expanded application of data, evidence-based policymaking, and modern, tech-enabled service delivery mechanisms can help address some of the most critical issues of our time (e.g., poverty, criminal justice reform, economic inclusivity, and beyond); they can also help rebuild the public's trust in government.

Through a broadened engagement with using data to inform public policy decisions, integrating and modernizing digital communications and tech-enabled services to better engage the American people, and rethinking cross-sector partnerships to find new ways to connect the human and financial capital available across sectors, the presidential transition teams can establish an architecture of innovation throughout the federal government.

The 2016 presidential transition teams have the opportunity to build upon and refocus the innovation agendas of previous administrations to advance a culture of innovation throughout government. This report is not a checklist for how to "innovate" in government; rather, it offers a structure to drive a change in culture.

50+ INTERVIEWS	PROFILES 10+ CITIES	30+ RECOMMENDATIONS
with leaders from government, philanthropy, nonprofit, industry, and academia	as incubators, where public servants and citizens are connecting in new ways	to help establish a structure that can stimulate a culture change across government

## Research Methodology

To develop this report, we undertook a rigorous, multisector, and interdisciplinary research approach. Staff conducted more than fifty interviews with experts from government (federal, state, and local), academia, the private sector, civic organizations, foundations, and tech companies. The research scope included interviews, primary source material, documentary evidence, official reports, and media research. We explored how data, technology, and other innovative approaches should be part of the conversation; how the White House can work with agencies to help initiate pilot programs and scale what works; and how data can be utilized to better inform policy.

Our research clearly showed that innovation is not the provenance of a single political party. Building a twenty-first-century government requires a governance structure that enables an ecosystem of innovation that invests in technology, better use of data, and partnerships that can deliver results. This report is a first step in this effort.

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