

Introduction: Governing in the Next Four Years

A presidential election year provides an opportunity to step back and consider major issues and management challenges facing government executives. The Center has devoted significant attention to this topic since its inception. Most recently, in 2008–2009 the Center launched its *Presidential Transition Initiative*, which provided how-to resources in helping government executives succeed. This year we will build on that tradition with the inauguration of our *Governing in the Next Four Years* initiative.

We will look at a variety of emerging trends, offer innovative approaches to address the management challenges facing government executives, and, if necessary, update widely read reports that can assist leaders in meeting their missions. We hope to engage in a dialogue with government and industry leaders, and welcome broad and deep discussion going forward.

This forum introduces this initiative and highlights the key areas of interest we'll be exploring. We will focus on issues where public sector leaders can learn from successes across all levels of government, industry practices, and our research community in order to develop effective solutions to complex public management issues. Key areas of interest explored by the contributors in

this forum include:

- *Mission Support: Managing a Balancing Act*, by John Kamensky, discusses ways that leaders of federal programs can improve outcomes by capitalizing on approaches and tools developed in the “CXO” communities (Chief Information, Financial, Acquisition, and Human Capital Officers).
- *Joined-Up Management: A Next Step in Cross-Agency Collaboration*, by Dan Chenok, explores a new model of managing activities from a cross-program view, leveraging resources to more effectively serve a citizen or business.
- *Participation in an Age of Social Media*, by Gadi Ben-Yehuda, examines the role social media will play in citizen participation.
- *The Next Four Years: Intelligence Community Reform Refining, not Rebooting* by Frank Strickland and Chris Whitlock, asks whether the Intelligence Reform and Terrorism Prevention Act of 2004 got it right and if a sweeping reorganization of the intelligence community is required to “fix the problem.”
- Chuck Prow closes the forum with a brief preview of an upcoming book, *Fast Gov*, on creating a “fast government”—accelerating how agencies do their work to dramatically reduce the amount of time needed to deliver services.

As part of this initiative, we will also focus on turning performance measurement and management toward a more actionable agenda that reinforces improvement across similar programs as well as recalibrates resources toward efforts that lead to better results. Along with a variety of related Center resources, our insights for this series will be available online at www.businessofgovernment.org/content/governing-next-four-years, which we will keep up to date as events unfold over the next several months.

Please let us know your thoughts on the content that we will address around *Governing in the Next Four Years*. We look forward to continued collaboration in applying both research and practical lessons learned to address some of the government’s most pressing public management issues. ■

