

## Appropriation Purpose

To deliver better, higher-quality results for less cost in the government and nonprofit sectors through establishing courses, certifications, programs, technical assistance, and reports that help to solve the chronic operational issues we see within these two areas.

## Amount and Budget Itemization

FY2021 supplemental appropriation of \$350,000 in ongoing funds to the David Eccles School of Business at the University of Utah.

## Budget Breakdown

\$260,000 for two staff. Staff would be responsible for producing the deliverables outlined in the high-level program vision and deliverables section, such as providing technical support, developing curriculum, delivering course work, producing reports for decision makers on chronic operational problems and possible solutions, and reporting out on the program's return on investment (ROI).

\$90,000 for a limited student scholarship program. The scholarship program would discount the cost of a traditional certificate program by half for approximately 45 students. Scholarships would be given to individuals who demonstrate an appropriate need such as those who aren't sponsored by an organization. Scholarships are exclusive to Utah organizations and citizens. The program will produce an annual report on the impact of the scholarships, including the tangible and aggregate ROI from recipient projects.

Year one of the program will focus on in-person and in-state certificates. In year two, the program will expand to online and out of state students. The scholarship program will adjust to and accommodate more scholarships based on year two's price point and throughput.

## Measuring Performance

Each year the program will report to the legislature on its ROI. Specifically, the program will measure the aggregate impact the program has on the quality, throughput, and operating expense for student projects and entities asking for technical support within the state. The program's objective is to help governments and nonprofits become measurably better, faster, and cheaper. This measurement approach creates accountability for demonstrating progress made against this objective.

## Background

Government performance—good or poor—affects nearly every aspect of society. From the economy, to the environment, from caring for the most vulnerable, to general public safety, government is directly or tangentially involved. With such a far reach, improving government's outcomes and costs isn't optional; it is essential.

Government's performance is dependent upon the expertise of those running it. Yet, government often promotes people based off of their subject matter expertise and tenure. While important, this overlooks one of the most critical skill sets needed to effectively and efficiently administer programs and policies—operations.

Operations is where money is spent and where customers either do or do not get what they need. The causes of cost aren't visible in budgets. Instead, the causes of costs exist in operational issues such as rework, poor quality/outcomes, projects taking too long, introducing the wrong solution, etc.

Underestimating the skills needed to manage operations has serious consequences for taxpayers, customers, and employees. Operations is its own field of study and contains specific strategies and tools.

### The Gap

There is a startling dearth of programs that focus on operations and systems thinking for government.

For example, the program offerings of 15 MPP or MPA programs at universities emphasize economics, statistics and data analysis, policy analysis, program evaluation, organizational analysis, and public budgeting and finance. All of these knowledge areas are important, but each of these programs fail to prepare students with the operational skill sets and tools requisite to effectively and efficiently administer programs. An operational emphasis would compliment and amplify the impact of these other, important disciplines.

Programs that do focus on operations and logistics are geared to the private sector, and as such, do not address government's unique challenges. In addition, these programs use vocabulary, case studies, and training that do not resonate with those working in government or the nonprofit sector.

### Multi-year, high-level program vision and Deliverables

- Start by launching an in-person, on-campus, operations and systems thinking executive certificate program including models for a new approach to performance-based budgeting for managers
- Expand this certificate to include an online offering (starting in Year Two)
- Create other certificate programs (also starting in Year Two)
- Produce gap analysis reports that help governments identify their current performance and costs against their potential (using the Quality Throughput / Operating Expense framework we've used so successfully in state government)
- Provide technical support within the state on operational strategies that would help solve chronic and significant performance and cost concerns within government

Legislative Fact Sheet  
Kristen Cox

- Establish the country's first Masters of Public Operations (MPO) program contingent upon a rigorous analysis and collaboration across the system of higher education.
- Solicit private donations to support and augment the work based off of results
- Produce an annual report for the legislature and stakeholders on the program's ROI achieved