

Gene Keselman
Executive Director
MIT Innovation Initiative
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Dear GSA and OMB,

As the Executive Director for the MIT Innovation Initiative (MITii), I am pleased to support your interest in establishing the Government Effectiveness and Advanced Research (GEAR) Center to improve mission delivery, citizens services, and stewardship of public resources. We have held preliminary conversations with Third Sector regarding potential for a GEAR Center that serves as an innovation hub to transform contracting and national data asset. This vision would set the stage for the GEAR Center to unlock untapped potential impact in the more than \$1 trillion in annual social services spending.

Our excitement is also driven by the complementary idea of incorporating a focus on (1) innovation management systems and (2) the innovation ecosystem and then providing ongoing support to the GEAR Center's contracting innovation efforts on data, evaluation, and process improvement. This endeavor would establish a high-potential foundation, as well as ensuring data and evaluation expertise are incorporated on an ongoing, fully-integrated way. We recommend an initial two-phase study on:

1. *Innovation management systems*: Map out the entire innovation process pipeline, from conception to the customer, based on MIT innovation frameworks, looking at innovation as process, product, organizational, and service. Data collected around innovation will be linked to the process to provide insight, and access to federal multi-agency data will amplify and deepen these insights.
2. *Innovation ecosystem*: Innovation ecosystems include interaction with external stakeholders. MIT team will map investment by government organizations as well as document any increases or decreases in the frequency and quality of interaction with the other stakeholders. The MIT team will analyze how the ongoing interaction can be studied through this lens to measure the collective impact onto the Government, and then use the innovations in contracting spearheaded by the GEAR Center to further refine and support refined models in a virtuous cycle.

MIT has an unparalleled record of analysis and study of innovation ecosystems. In particular, most of the research efforts have been focusing on the Innovation Ecosystems that MIT scholarly work defines as an interconnected set of people and resources (and their physical environment) that provide the context for innovation-driven enterprises to start, grow and scale. Critical to innovation ecosystems is both **innovation capacity (iCap)** -the capacity to develop new to the world ideas- as well as **entrepreneurial capacity (eCap)** - the capacity to start and grow new-to-the-world enterprises.



MIT has a number of initiatives and programs supporting the research in this field, centered around MIT Innovation Initiative (MITii) and MIT Industrial Performance Center (MIT IPC), such as MIT Regional Entrepreneurship Acceleration Program (MIT REAP), that is active in over 45 diverse regions across the world.

The **MIT Innovation Initiative** is a unique organization across the academic innovation ecosystem. Unlike most innovation focused centers, MITii is super-cell organization, coordinating across the entire institute and following a charter that allows it to work with every aspect of innovation, entrepreneurship and making. With a focus on innovation Practice, Education, Science and Community, MITii plays both the role of an inward and outward facing innovation ambassador.

The **MIT Industrial Performance Center** (IPC) is a multidisciplinary research center focused on firms, industries and technological change in the global economy and how their emergence and transformation impact society at large. With a particular interest in Innovation, Productivity and Competitiveness, the IPC brings together teams of researchers in engineering, science, management and the social sciences at MIT and beyond to carry out innovative, applied research often from the “bottom up.”

The **MIT Regional Entrepreneurship Acceleration Program** (MIT REAP) provides opportunities for communities around the world to engage with MIT in an evidence-based, practical approach to strengthening innovation ecosystems. Previous research has been undertaken by the aforementioned initiatives, and their faculty, and this includes cases ranging from London to the Kendall Area, a fast-developing cluster of the biotechnological area adjacent to MIT; as well as Manufacturing Innovation Ecosystems of the Massachusetts State.

We are confident that a consortium with partners from the implementation, academic, and innovation sectors could establish a successful model for the GEAR Center. After launch, MITii would take the lead in ongoing advising and testing related to data management, evaluation, and process changes, including in relation to the GEAR Center’s primary activities of structuring and launching both innovative contracts and outcomes-focused competitions. We welcome further conversations on how our expertise and Third Sector’s vision for the GEAR Center could inform the developmental stages this opportunity to transform government spending.

Sincerely,

A handwritten signature in black ink, appearing to read "Gene Keselman".

Gene Keselman
Executive Director
MIT Innovation Initiative