NC Office of Strategic Partnerships
Government Research Partnerships Learning Forum

April 14-15, 2021
Both days: sessions 1-4 PM; social hour 4-5 PM

Relevant resources *(working document)*

The NC Office of Strategic Partnerships developed this resource list for government research partnerships and evidence-based policy as a follow-up to the Government Research Partnerships Learning Forum. Resources were shared by speakers, participants, and others from the Learning Forum as well as OSP's initial list of resources related to building a culture of evidence. Resources are based in and outside North Carolina, in and outside government, and are placed here where they make most sense. Descriptions are paraphrased from the corresponding web links. This list may be useful to individuals and organizations across a wide range of budget, policy, research, and practice issues. *It is not intended to be comprehensive and inclusion of an item in this list does not mean endorsement.*

Day 1
Welcome
Partnerships in Action
Agency Learning Agendas
Tips – and warnings! – for successful partnerships
Breakout 1: Formerly Incarcerated Transition (FIT) Program
Breakout 2: Finish Line Grants Program
Breakout 3: NC Department of Revenue taxpayer outreach project
Reflections and Highlights

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Nuts and Bolts: Rapid Talks!
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Breakout 2: More about student roles
Breakout 3: More about resource development
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Reflections, highlights, and thank you

Day 1
Welcome
NC Office of Strategic Partnerships
The NC Office of Strategic Partnerships (OSP) enhances partnerships between state government and NC's renowned research and philanthropic sectors. This includes elevating the State's internal capacity to use and generate evidence in its policy and programmatic functions. We do this in part by building and enhancing collaborative networks of public officials, research partners, and others. We prioritize partnerships that are scalable, sustainable, and develop public, open-source resources.
https://www.osbm.nc.gov/operational-excellence/strategic-partnerships

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Partnerships in Action

Formerly Incarcerated Transition program
The FIT Program connects formerly incarcerated individuals who have a chronic disease, mental illness, and/or substance use disorder with appropriate healthcare services and other reentry resources. FIT is a partnership between UNC Family Medicine, the NC Department of Public Safety, the NC Community Health Center Association, Federally Qualified Health Centers, County Departments of Public Health, community-based reentry organizations and local reentry councils.
https://www.med.unc.edu/fammed/service-to-the-community/clinical-care/formerly-incarcerated-transition-program/

Finish Line Grants program
The Finish Line Grants (FLG) program was created to help community college students facing unforeseen challenges like unexpected healthcare costs, childcare expenses, or car breakdowns complete their training. Local community colleges and workforce development boards collaborate to administer the FLG program.
https://www.nccommerce.com/jobs-training/workforce-professionals-tools-resources/finish-line-grants

NC Department of Revenue taxpayer outreach project
An interdisciplinary team from the NC Department of Revenue (DOR), Center for Advanced Hindsight at Duke University, UNC School of Law, Policy Lab at Brown University, and Office of Strategic Partnerships has completed the first phase of a behavioral science project focused on improving tax communications. The initiative will inform whether adjusting DOR communication with households and businesses that are behind on tax payments increases timely tax collections and decreases the need for enforcement measures such as fees and garnishments. The project is now in the field experiment phase, which involves communication to households and businesses across NC. Project results will have implications not only for tax collections but also for a range of types of communication from DOR and other departments that regularly communicate with NC residents, and for state-level cost savings.

Agency Learning Agendas

North Carolina Department of Transportation (NCDOT) Research and Development Office
The Research and Development Office oversees transportation-related research for NCDOT. In this role, the Office solicits ideas and proposals, oversees selection with a rigorous, multi-step process, and manages all State Planning and Research (SPR Part B) funded research projects. These projects are conducted primarily by in-state colleges and universities.
https://connect.ncdot.gov/projects/research/Pages/default.aspx

Research Partnership Opportunities, NC Office of Strategic Partnerships
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https://www.osbm.nc.gov/operational-excellence/strategic-partnerships
- Research partnership opportunities: https://www.osbm.nc.gov/operational-excellence/office-strategic-partnerships/research-partnership-opportunities
- The Learning Agenda Every Public Agency Needs: https://www.governing.com/now/The-Learning-Agenda-Every-Public-Agency-Needs.html

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State Agency Strategic Plans, NC Office of State Budget and Management
The Office of State Budget and Management encourages state agencies to develop strategic plans each biennium. The strategic planning process requires agencies to identify the critical issues, priorities, and "challenges" facing the agency. These serve as the foundation upon which the agency develops its goals.
https://www.osbm.nc.gov/operational-excellence/strategic-planning/agency-strategic-plans

Tips – and warnings! – for successful partnerships
Psychology, Open Science, and Government: The Opportunity
Article highlighting the development and preregistering of an analysis plan (before looking at the data) as a best practice for successfully engaging in evidence-informed governance.
https://www.psychologicalscience.org/observer/psychology-open-science-and-government-the-opportunity

See also OSP's working list of resources related to building a culture of evidence.

Breakout 1: Formerly Incarcerated Transition (FIT) Program
North Carolina Reentry Stakeholder Database
Created to identify and help connect reentry contacts in each of NC's 100 counties who are serving people returning from incarceration. The goal is to improve information sharing and strengthen connections among stakeholders within and across counties. The database is a public resource developed as part of the Landscape Scan of Local Reentry Services in NC project.
https://www.ncdps.gov/our-organization/adult-correction/prisons/transition-services/county-reentry-resource-information

See also Partnerships in Action.

Breakout 2: Finish Line Grants Program
Belk Center for Community College Leadership and Research, NC State University
The Belk Center develops and sustains exceptional community college leaders who are committed to advancing equitable college access and student success, the social and economic mobility of their colleges' students, and the economic competitiveness of their regions. The Center provides professional development and research related to student success opportunities and challenges facing community college leaders and policymakers in NC and the nation.
https://belk-center.ced.ncsu.edu/

2019 Finish Line Grants Symposium
The Symposium provided Community College and Workforce Development Board professionals the opportunity to share strategies for effective management and implementation of the Finish Line Grants program. Additionally, it provided a chance to learn more about the challenges and opportunities that community college students face related to post-secondary attainment locally and nationally.
https://belk-center.ced.ncsu.edu/event/the-finish-line-grants-symposium-2019/

See also Partnerships in Action.

Breakout 3: NC Department of Revenue taxpayer outreach project
Center for Advanced Hindsight, Duke University
At the Center for Advanced Hindsight (CAH), all work is aimed at using behavioral insights to tackle challenging problems at home and abroad. CAH partners with employers, community organizations, and other groups looking to test creative policy solutions. The Center designs and runs randomized controlled trials and rigorously measures its impact. CAH analyzes outcome data and reports the results so that solutions might be scaled to other municipal, state, and central governments.
https://advanced-hindsight.com/government-research/

See also Partnerships in Action.

Reflections and Highlights
NC Office of Strategic Partnerships Advisory Group
The OSP Advisory Group, comprised of representatives from state agencies and colleges and universities, provides ongoing critical guidance and support to OSP efforts.
https://www.osbm.nc.gov/operational-excellence/office-strategic-partnerships/office-strategic-partnerships-team

Day 2
Welcome and recap
Agency contacts for partnerships and research, Office of Strategic Partnerships
OSP works with state agency leaders to designate "point of entry" contacts for individuals and organizations who need an initial contact for potential partnerships such as research projects, grant proposals, and other collaborative opportunities. Agencies are added to the list as contacts are identified.
https://www.osbm.nc.gov/operational-excellence/office-strategic-partnerships/resources-getting-involved/agency-contacts-partnerships-and-research

2020 Invest in What Works State Standard of Excellence, Results for America
Each year, Results for America publishes the Invest in What Works State Standard of Excellence, the national benchmark – a "north star" – for how state governments can consistently and effectively use evidence and data in budget, policy, and management decisions to achieve better outcomes for their residents. The 2020 Invest in What Works State Standard of Excellence recognized the state of North Carolina as an Honor Roll state for its performance in the Standard.
https://2020state.results4america.org/

Nuts and Bolts: Rapid Talks!
Budget 101, NC Office of State Budget and Management
Developing and executing the state of North Carolina's budget drives much of OSBM's work. This page includes information and resources on budget development and the budget process, budget execution, revenue forecasting, pursuing excellence through budgeting, and more.
https://www.osbm.nc.gov/budget/budget101

Governor Cooper's recommended budget for FY2021-2023
https://www.osbm.nc.gov/budget/governors-budget-recommendations

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COVID-19 Dashboard - NC Department of Health and Human Services (DHHS)
Knowing when to dial up or down measures that slow the spread of the COVID-19 virus depends on North Carolina's testing, tracing and trends. NC DHHS's COVID-19 dashboard provides an overview on the metrics and capacities that the state is following.
https://covid19.ncdhhs.gov/dashboard

North Carolina collects data from several sources and partners to monitor the COVID-19 pandemic in NC. "Data Behind the Dashboards" includes information on the data sources used in the dashboard.
https://covid19.ncdhhs.gov/dashboard/data-behind-dashboards

Performance Management Academy, NC Office of State Budget and Management
In fall 2020, OSBM piloted the Performance Management Academy, a training series offered to help state agencies' performance management practitioners improve the efficiency and effectiveness of programs. The series provided frameworks for assessing and using evidence to create, evaluate, and improve policies and programs; guidance on using strategic planning to better support service delivery to meet organizational goals and the needs of customers/service users; and resources, best practices, and examples of successful performance management.
https://www.osbm.nc.gov/operational-excellence/performance-management-academy

How do you build equity into partnerships from the start?

Historically Marginalized Populations Engagement Toolkit - NC Department of Health and Human Services
Health inequities and disparities among historically marginalized populations (HMP) in the U.S. and NC existed long before COVID-19; however, the pandemic has spotlighted these glaring problems. This toolkit is intended as a guide for NC healthcare systems and providers to help ensure HMP are appropriately engaged in all aspects of public health and healthcare delivery.
https://www.ncminorityhealth.org/documents/Provider-HMP-EngagementToolkit-Web.pdf

Prioritizing Equity in COVID-19 Vaccinations – Duke Margolis Center for Health Policy
This brief highlights state-level strategies that aim to improve reporting of race and ethnicity data in vaccine distribution, use data to plan for allocation and distribution according to need, overcome systemic inequities that lead to differential access to COVID-19 vaccinations, and build trust in COVID-19 vaccines and COVID-19 vaccination processes.
https://healthpolicy.duke.edu/publications/prioritizing-equity-covid-19-vaccinations-promising-practices-states-reduce-racial-and

COVID-19 Statewide Vulnerability & Recovery Index – Advancement Project California
This Index is a new tool that provides policymakers and advocates with actionable data to chart a path to a more equitable post-pandemic future.
https://www.advancementprojectca.org/blog/advancement-project-california-launches-new-covid-19-statewide-vulnerability-recovery-index

COVID-19 Management Metrics for Cities – Bloomberg Philanthropies and the Johns Hopkins Bloomberg School of Public Health
COVID-19 has dramatically impacted communities across the United States, with disparate and disproportionate impacts on communities of color. Mayors are positioned to drive a more equitable response and advocate for at-risk populations to ensure the health and safety of all residents.
https://coronavirus.jhu.edu/from-our-experts/management-metrics-for-cities-in-the-covid-19-crisis

Breakout 1: More about data sharing
See [Nuts and Bolts: Rapid Talks!](#)

Breakout 2: More about student roles
Internship Opportunities with North Carolina State Agencies
The State of North Carolina is committed to hiring the best and brightest students graduating from the schools across NC and offers a wide variety of internships throughout the year. Advantages of interning with the State include networking with state employees in your field; gaining hands-on experience to expand your resume; developing new skills and refining others; gaining confidence; practical application of academic principles; and exploring career choices within your field of study.
https://oshr.nc.gov/work-nc/internships

Breakout 3: More about resource development
How Philanthropy Can Partner with Government to Meet Critical Needs during COVID-19 – Urban Institute
Although philanthropy cannot replace an effective and assertive government response, it can enhance it, especially when the problem's complexity requires multiple stakeholders working toward a common goal.
https://www.urban.org/urban-wire/how-philanthropy-can-partner-government-meet-critical-needs-during-covid-19

Nonprofit.ist
This website allows nonprofit organizations to find project consultants, and vice versa. It is a trove of information that can be searched by topic and location.
https://www.nonprofit.ist/home

GrantStation
GrantStation.com, Inc. offers nonprofit organizations, educational institutions, and government agencies the opportunity to identify potential funding sources for their programs or projects as well as resources to mentor these organizations through the grantseeking process. Numerous online trainings are available. Membership is required to access many of the resources.
https://grantstation.com/

Candid
Candid, the result of a merger between Foundation Center and GuideStar, provides a database of nonprofits and foundations as well as information on fundraising, management and governance for nonprofit boards.
https://candid.org/

GrantsMagic U
GrantsMagic U provides both free and pay-to-play trainings for both new and experienced grantwriters.
https://go.grantsmagic.org/

California Healthy Places Index (HPI) – Public Health Alliance of Southern California (Alliance)
This new tool, developed by the Alliance in partnership with Virginia Commonwealth University's Center on Society and Health, can be used to explore and change those community conditions that predict life expectancy. The purpose of the HPI is to prioritize public and private investments, resources and programs. Support for HPI came from The California Endowment and Kaiser Foundation Hospitals.
https://healthyplacesindex.org/

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Breakout 4: More about equity
See **How do you build equity into partnerships from the start?**

Reflections, highlights, and thank you
NC Boards and Commissions Office
The NC Boards and Commissions office processes Governor Cooper's appointments to more than 325 statewide boards and commissions. Over 600 appointments expire each year, providing opportunities for people with a wide range of backgrounds and expertise to apply to serve or to nominate someone else. Serving on a state board or commission is an opportunity for North Carolinians to engage in public service, share expertise, and help make decisions that can shape quality of life across the state.
https://bc.governor.nc.gov/

Other resources shared at the Learning Forum
Log Into North Carolina (LINC)
Log Into North Carolina (LINC) is an interactive data retrieval service containing historical information for over 900 data items and a variety of geographic areas within NC. Topics include population, labor force, education, transportation, revenue, agriculture, vital statistics, energy and utilities, and other topics.
https://www.osbm.nc.gov/facts-figures/linc

Institute for Transportation Research and Education (ITRE), NC State University
ITRE, an institutional center located at NC State University, conducts surface and air transportation research, training, and technical support activities for municipal, state, federal, and international clients to address critical transportation issues. ITRE is committed to developing leadership in its study of transportation issues through fostering analytical thinking, integrating technology in education and research, serving as a catalyst for problem solving, and cultivating professionals and students dedicated to excellence in transportation.
https://itre.ncsu.edu/

OSP's working list of resources related to building a culture of evidence
The Office of Strategic Partnerships has compiled an initial list of resources related to government research partnerships and building a culture of evidence.

Arnold Ventures' Evidence-Based Policy team
Arnold Ventures' core objective is to improve lives by investing in evidence-based solutions that maximize opportunity and minimize injustice. The Evidence-Based Policy team seeks to increase the effectiveness of social spending using rigorous evidence about what works. To do this, they fund randomized controlled trials (RCTs) of programs across the spectrum of social policy whose prior evidence shows sizable effects on education, earnings, crime, and other important outcomes.
https://www.arnoldventures.org/work/evidence-based-policy/

Boundary spanning at the science-policy interface: the practitioners' perspectives
Cultivating a more dynamic relationship between science and policy is essential for responding to complex social challenges such as sustainability. One approach to doing so is to "span the boundaries" between science and decision making and create a more comprehensive and inclusive knowledge exchange process.
https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6086300/

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Center for Results-Driven Governing, National Conference for State Legislatures (NCSL)
The Center for Results-Driven Governing seeks to help decisionmakers use the best data and evidence available to inform future budget and policy decisions and offers a framework and a set of tools that can be used to allocate resources most effectively.
https://www.ncsl.org/research/labor-and-employment/results-driven-governing.aspx

Center on Social Determinants, Risk Behaviors, and Prevention Science, RTI International
The Center promotes evidence-based prevention, harm reduction, and treatment strategies to help communities thrive. Center scientists identify factors at the individual, family, community, institutional, and societal levels that underlie substance use and misuse, mental disorder, sexual risk behavior, interpersonal violence, and infectious disease. Our experience allows us to develop, test, and refine strategies for prevention, harm reduction, and treatment.
https://www.rti.org/focus-area/rti-center-social-determinants-risk-behaviors-and-prevention-science

The Data Coalition
The Data Coalition is America's premier voice on data policy. The Coalition, a membership-based trade association, advocates for responsible policies to make government data high-quality, accessible and useable. Their work unites the data communities that focus on data science, management, evaluation, statistics, and technology, including individuals in companies, nonprofit organizations, and academia.
https://www.datacoalition.org/

Evidence-based Policy: Strategies for Improving Outcomes and Accountability
This briefing report provides an introduction to the rationale, criteria and strategies for evidence-based policy. It also provides concrete examples and lessons learned from successful evidence-based policy initiatives in North Carolina and Pennsylvania. Note: The information in this 2009 report remains relevant.
https://www.purdue.edu/hhs/hdfs/fii/wp-content/uploads/2015/07/s_ncfis05report.pdf

Evidence-Based Practices Resource Center, SAMHSA
The Substance Abuse and Mental Health Services Administration (SAMHSA) is committed to improving prevention, treatment, and recovery support services for mental and substance use disorders. The Evidence-Based Practices Resource Center provides communities, clinicians, policymakers and others with the information and tools to incorporate evidence-based practices into their communities or clinical settings.
https://www.samhsa.gov/ebp-resource-center

Foundations for Evidence-Based Policymaking Act of 2018
Emphasizes collaboration and coordination to advance data and evidence-building functions in the Federal Government by statutorily mandating Federal evidence-building activities, open government data, and confidential information protection and statistical efficiency.
https://www.congress.gov/bill/115th-congress/house-bill/4174

Institute of Education Sciences (IES)
IES is the statistics, research, and evaluation arm of the U.S. Department of Education. IES is independent and nonpartisan. The IES mission is to provide scientific evidence on which to ground education and practice and policy and to share this information in formats that are useful and accessible to educators, parents, policymakers, researchers, and the public.
https://ies.ed.gov/

National Implementation Research Network (NIRN)
NIRN is a multidisciplinary team with the mission to contribute to the best practices and science of implementation, organization change, and system reinvention to improve outcomes across the spectrum of human services. NIRN partners with government, philanthropic and non-profit entities to support the development and use of evidence to improve outcomes for children, families and communities.
https://nirn.fpg.unc.edu/national-implementation-research-network

NC Results First
The NC Results First Initiative is a framework that relies on rigorous program evaluations and benefit-cost analysts to help identify programs that generate positive outcomes and maximize the value of taxpayer dollars for North Carolina. The Results First Initiative was developed in partnership by the MacArthur Foundation and Pew Charitable Trusts.
https://www.osbm.nc.gov/operational-excellence/north-carolina-results-first

Office of Evaluation Sciences (OES), General Services Administration (GSA)
OES is a team of interdisciplinary experts that works across government to help agencies build and use evidence. OES provides government-wide expertise and support on leading practices for evidence-building evaluations, and partners with Federal agencies to answer priority questions using rapid and rigorous evaluation.
https://oes.gsa.gov/

Evidence Team, United States Office of Management and Budget (OMB)
The Evidence Team collaborates with other OMB offices to set evidence building priorities and select appropriate evaluation methodologies, use findings from evaluations and other studies in program design and develop agency capacity to build and use evidence. The team helps lead Evidence Act implementation, chairs the Evaluation Officer Council, and provides expert advice and technical assistance on evidence-related activities and initiatives for a broad range of Federal agencies and functions.
https://www.whitehouse.gov/omb/information-for-agencies/evidence-and-evaluation/

Office of Planning, Research & Evaluation (OPRE), Administration for Children and Families (ACF)
OPRE studies ACF programs and the populations they serve through rigorous research and evaluation projects. These include program evaluations, research syntheses and descriptive and exploratory studies.
https://www.acf.hhs.gov/opre

Office of Science and Technology Policy (OSTP), The White House
OSTP provides the President and his Executive Office with advice on the scientific, engineering, and technological aspects of the economy, the environment, foreign relations, national and homeland security, health, and the technological recovery and use of resources, among other topics. OSTP leads interagency science and technology policy coordination efforts and assists OMB with an annual review and analysis of Federal research and development in budgets.
https://www.whitehouse.gov/ostp/

Performance Management Advisory Committee
Established in May 2018 by Executive Order 43, the Performance Management Advisory Committee advises the Governor regarding progress on the Pew-MacArthur Results First initiative, new performance management initiatives, proposed or pending state legislation, rules or policies related to performance management, and strategies for increasing evidence-based policy efforts.
https://www.osbm.nc.gov/operational-excellence/governors-advisory-committee-performance-management

Pew Charitable Trusts
Pew Charitable Trusts uses evidence-based, nonpartisan analysis to solve today's most challenging problems. Pew applies a rigorous, analytical approach to improve public policy, inform the public, and invigorate civic life.
https://www.pewtrusts.org/en/

Pew Results First Initiative
The Results First Initiative works with states to implement an innovative evidence-based policymaking approach that helps them invest in policies and programs that are proved to work.
https://www.pewtrusts.org/en/projects/results-first-initiative

The Policy Lab at Brown University
The Policy Lab brings together experts from government, universities, and community organizations to collaborate on research tailored to inform decisions about how to improve policies and programs across Rhode Island.
https://thepolicylab.brown.edu/

Results for America
Results for America (RFA) is non-profit focused on improving policy outcomes by assisting government leaders at all levels to incorporate evidence-based practices into policy decision making. RFA helps decision-makers at all levels of government harness the power of evidence and data to solve the world's greatest challenges. Its mission is to make investing in what works the "new normal," so that when policymakers make decisions, they start by seeking the best evidence and data available, then use what they find to get better results.
https://results4america.org/

RTI-UNC Evidence-based Practice Center (EPC)
The EPC, a collaborative effort between UNC Chapel Hill and RTI International, produces original and updated systematic reviews of the scientific evidence on a variety of health care and health policy topics, from prevention and screening through diagnostic testing to therapy, rehabilitation, counseling, and palliative care. The EPC draws extensive assets from five significant clinical and public health areas (dentistry, medicine, nursing, pharmacy, and public health), combined with expertise in research and policy analysis with depth of technical skills in all forms of quantitative, qualitative, and social sciences methodology.
https://www.shepscenter.unc.edu/programs-projects/evidence-based-practice-center/

Science-policy intermediaries from a practitioner's perspective: The Lenfest Ocean Program experience
Scientists often lament their lack of influence on environmental policy-making. Some proposed solutions, like teaching scientists to communicate more effectively, can be helpful, but are not necessarily sufficient. Instead, connecting science and policy may often require a separate kind of expert: full-time intermediaries who facilitate the complicated exchange of information among scientists, policy-makers, and other stakeholders. In this paper, authors describe intermediary efforts by the Lenfest Ocean Program, a grant-making program that funds peer-reviewed research and connects scientists and decision-makers who can take action on an issue.
https://academic.oup.com/spp/article/43/2/291/2413949

Social Programs that Work (site administered by Arnold Ventures' Evidence-Based Policy team)
This site seeks to identify those social programs shown in rigorous studies to produce sizable, sustained benefits to participants and/or society, so that they can be deployed to help solve social problems. The specific purpose is to enable policy officials and other readers to distinguish credible findings of program effectiveness from the many others that claim to be.
https://evidencebasedprograms.org/

Sponsoring actionable science: what public science funders can do to advance sustainability and the social contract for science
Producing actionable science to inform decisions on sustainability is an important opportunity for science to serve society and fulfill expectations that come along with public financial support. In turn, how public science funding is managed may help spur different ways of doing science that are better suited to linking kscience with sustainability action. This review identifies opportunities for science funding program management to bolster the generation of actionable science through different approaches to solicitation design, review processes, implementation support, and evaluation.
https://www.sciencedirect.com/science/article/pii/S1877343520300063

WT Grant Foundation – Improving the Use of Research Evidence
Through this focus area, the WT Grant Foundation supports research to identify, build, and test strategies to ensure that research evidence is used in ways that benefit youth. The Foundation is particularly interested in research on improving the use of research evidence by state and local decision makers, mid-level managers, and intermediaries.
http://wtgrantfoundation.org/focus-areas/improving-use-research-evidence

"Working Together to Enhance the Use of Research in Policy and Practice"
http://wtgrantfoundation.org/working-together-to-enhance-the-use-of-research-in-policy-and-practice