

## POTENTIAL PAPER TOPICS

- 1. Performance standards for budgeting:** What principles or performance tests should be applied to any budget system or proposed set of reforms, based on U.S. and international experience? What are the implications of these principles for new analyses, revised procedures, new or strengthened institutional capacities?
- 2. Role of public opinion in shaping leadership behavior:** How can leaders frame and facilitate a constructive dialogue with citizens about the budget? What role can the public play in shaping broad fiscal policies? Identifying alternative ways of framing fiscal challenges to gain public support or acquiescence; methods for deliberative representative public discussion and participation in the budget process; experimental regime for testing alternatives.
- 3. Politics of policy reform:** What lessons have we learned about the policy process and the previous policy reforms that can inform the search for and adoption of meaningful budgeting reforms? What are the roles played by leadership, ideas, crises, interest groups, and other elements that will shape the budget future?
- 4. Budgeting for national goals:** How can the executive branch's budget formulation process be organized to support and encourage a more strategic use of public resources? Organizing decisions and analysis around major strategic objectives; analysis of GPRAMA and other current and alternative procedures for goal-focused management; techniques for using performance information and systemic analysis to shift resources to more productive uses; implementing the change.
- 5. Rules and incentives for responsible budgeting:** How can leaders' incentives for fiscal responsibility and long-term sustainability be strengthened? Implications of behavioral economics, game theory, and/or other theoretical perspectives for successful budget process reform; alternative ways of structuring and sequencing budget decision-making to provide policy makers with incentives and support for responsible action; experience with fiscal rules, targets, and triggers; implementing changes.
- 6. Congressional budgeting 1:** Within the U.S. constitutional structure, what institutional and procedural changes in Congress and its relationship to the executive would promote fiscal responsibility? What specific procedural reforms could restore the 'regular order' of annual appropriations while promoting accountability and transparency?
- 7. Congressional budgeting 2:** What changes in decision-making structure, informal networks, and formal organization could facilitate negotiation and compromise on budgets and policies? What changes would help streamline, coordinate, and inform responsible and strategic fiscal choices?
- 8. Budgeting for the long term.** Leaders cannot make a long-term difference through the budget process if they fail to win reelection. What role does public opinion play in

determining political leaders' ability to impose short-term costs and focus on long term benefits? How can budget choices be structured and information be presented to the public ways likely to gain their assent?

9. **Electoral roots of budget gridlock:** How dependent is budget process reform on broader reform of the political process, including electoral reform? Assessing options for electoral reform based on their likely impact on budgeting reform and budget decision-making. What would be the impact of budget reforms on electoral politics?
10. **Lessons from international experience:** What budgeting reforms and strategies for budgeting reform have been successful in other countries as measured by improved fiscal outcomes? What lessons do these experiences hold for the U.S.?
11. **Intergovernmental fiscal policy coordination:** Within the U.S. constitutional structure, how can the federal and state governments coordinate their budgeting and fiscal policies? Creating a forum and process for coordinating federal and state fiscal policies; lessons from other federal systems; implementing the change.
12. **Budgeting for revenues and tax expenditures:** How should tax code provisions that function as spending be highlighted and considered as part of the budget process? Alternatives for including tax expenditures in budget totals; improving the scoring of revenue legislation; options for periodic review of tax expenditure cost-effectiveness relative to alternative policies.
13. **Budgeting entitlement programs:** How can the growth of entitlement programs be managed to sustain these commitments within an overall budget constraint? Reviewing the experience of other nations and states with various ways of budgeting for entitlements, including caps, contingent triggered reductions, changes in budget scoring and budget procedures.