

## THE EXECUTIVE LEADERSHIP INSTITUTE

This joint venture, between Ohio University's George V. Voinovich Center for Leadership and Public Affairs, the university's alumni, and the Public Children Services Association of Ohio is a residential training program which provides leaders of public and nonprofit organizations with new knowledge and skills to steer their organizations through an increasingly competitive and collaborative environment. The entire nature of leadership in the public and nonprofit sector has evolved in the last decade. For many years, an organization's direction was largely set by public mandates and well established missions. Organizational structure and procedures were largely marked by tradition. Though never static, the public and nonprofit worlds had a certain level of predetermination.

Not so today. Dramatic changes have transformed not just a few areas affecting these organizations but everyone, making executives as much change agents as they are leaders. Budgets had to be sustainable, services cost effective. Technology permeated, then altered, every facet of service delivery. Competitors arose from unlikely quarters, including for-profit businesses. Partnering and collaboration eclipsed the self-directed organization. Stakeholders wanted to see results in black and white. All this has transpired under a new kind of media scrutiny.

For a time, the popular solution seemed to be requiring public and nonprofits to act more like private businesses. But an important "return on investment" went largely ignored by that model: **the value creation that is at the heart of the public and nonprofit organization's purpose.**

The leading proponent of this value creation approach to public and nonprofit leadership is Harvard's Mark Moore, author of *Creating Public Value: Strategic Management in Government* (Harvard University Press, 1995). The Executive Leadership Institute faculty created the Institute's curriculum in collaboration with the JFK School of Government at Harvard University. The Institute has added in concepts from other leaders in the field and adapted the program based upon the Institute faculty's extensive interdisciplinary research and experience in effective government and leadership.

The result is a course that empowers public and nonprofit executives to develop highly effective organizations. First, they think and operate as strategists, not simply managers. This involves making three key elements work effectively together: the core value the organization has to offer, the political environment around the organization, and the operational elements, both external and internal to the organization. Secondly, they know how to measure the value their organization creates.

Since the inaugural session, held in November, 1998, more than two hundred executives of public and nonprofit organizations have graduated from the Institute. Because of the **value** that has been created by the Institute, the Ohio Department of Job and Family Services has graciously extended TOPS tuition assistance to enable all children and human services leaders in the public sector to attend this valuable session.

Click [here](#) to leave PCSAO's website and to visit the Ohio University ELI site.