"I believe the government's highest calling is to empower people and galvanize their energy and resources to help solve our problems, meet our challenges, and seize our opportunities. I also believe it's a leader's role to reach deep into every individual, draw out the goodness that's inside and inspire people to use that goodness to help themselves, their families and their communities." quote by Senator Voinovich (OU graduate 1958)

**Introduction**

In my view, the above quote represents the service and educational mission of the Voinovich School at Ohio University. Further, the quote also reflects my belief that the success of the School is a function of our ability to be both strategic and servant leaders. The purpose of strategic leadership is to create sustainable value. The servant-leader shares power, puts the needs of others first, creates a positive environment and helps people develop and perform as highly as possible. These are ideals and important core values at the School and University. The School has been fortunate to have these types of leaders throughout the organization’s history and its future success is dependent on the continued recruitment and development of these leaders throughout the organization.

This document provides an overview of the history and organization, major service and educational accomplishments, and challenges and future directions of the Voinovich School of Leadership and Public Affairs at Ohio University. The School's leaders, professional staff, engaged faculty, students and partners have added significant value to the University, region and State across a wide and impressive range of activities. They have helped build a new School that has and will continue to strategically position Ohio University for future important contributions to the economic growth and improved quality of life of the citizens of our region and State.

**Historic Commitment to Public Service and Southeast Ohio:**

The Voinovich School is a unique nontraditional academic planning unit at Ohio University. It grew from a public service institute with a historic commitment to Southeast Ohio to a multidisciplinary professional school in 2007, established to better integrate the University's service and educational missions.

The School is based upon the engagement model of service and education developed at the Institute, then later the School of Government, at the University of North Carolina at Chapel Hill. These units differ from other more traditional public affairs schools, which focus a large percentage of their activities on public affairs teaching and research.
Activities, Substantive Areas, Talent and Partnerships

The School engages in three core sets of activities.

1. The application of knowledge through applied research (reports, advanced analyses, journal articles, applications, books, manuals, conference presentations) and consulting,
2. The formation of private and social capital, and
3. The development of talent and leadership through University based educational programs, leadership, business development, teaching and advising, and training programs and transformational engaged learning opportunities.

These activities are clustered in three major substantive areas:

- Policy and social innovation,
- Business and economic innovation, and
- Energy and environmental sustainability.

Sixty professionals, ten engaged faculty and approximately 150 students from across campus including the Voinovich Undergraduate Honors Scholars program, as well as 10 visiting Executives in Residence, a Voinovich Faculty Fellow, adjunct faculty, and faculty partners and scholars are the core talent pool of the School.

As a multidisciplinary and externally focused unit, long term collaborative college and external partnerships are crucial to both the mission and success of the School. The School works with faculty, professionals and students from across campus. Our long-term college partners include the College of Business, Arts and Sciences, the Russ College of Engineering, the Scripps College of Communication, and the Honors Tutorial College. We are developing expanded relationships with the College of Health Sciences and Professions and the OUHCOM via the School’s support for development of the new Center for Student Engagement (University College), and their partnerships with Ohio Health and the Cleveland Clinic, as well as other colleges across campus. These partnerships are developing through the Center for Entrepreneurship and the School’s new Center for Public and Social Innovation.


**Programs and Degrees:**

The School houses three very successful State and federal entrepreneurial development programs: TechGROWTH Ohio, a 21-county Third Frontier program; a four-county SBDC; and the 55-county PTAC. They three programs are an outgrowth of a unique partnership with the College of Business. In addition for the last 15 years, the School has served with Bowling Green State University as a competitive US EDA University Center. This was the first multi-university EDA Center program in the nation.

The School co-founded and houses the well respected Consortium for Energy, Economics and the Environment (CE3), as a partnership with the Russ College of Engineering and College of Arts. and Sciences. This program includes a long-standing cross college Appalachian Watershed Restoration Group, is a statewide leader in sustainable energy policy and nationally recognized project in energy site restoration.

In 2010 and 2011 respectively, the School assumed responsibility for the MPA (Political Science) and interdisciplinary Environmental Studies degree and certificate programs. The MPA is offered in two formats, a pre-service on campus program and an off campus executive program. The Environmental Studies program offers the MSES, a graduate certificate in Sustainability and the undergraduate Environmental Studies certificate. We have been able to invest in these programs through the hiring of new faculty and leadership and more closely integrating the programs with School's impressive range of applied research and consulting projects for students, while maintaining the commitment to excellent multidisciplinary teaching and research.

In 2011, the College of Business and the School, with the collaboration of all Ohio University's colleges, formed the Center for Entrepreneurship. Last year, it laid the groundwork for a new interdisciplinary Center for Public and Social Innovation based on the School's historical public and nonprofit sector work and unique capabilities in entrepreneurship and commercialization.

**Selected Accomplishments**

Several of the School's accomplishments are listed below by substantive area. Some of the information is listed on an annual basis and some on a multiyear basis. Since the mission of the School is to create sustainable value and solutions over time, both annual and multiyear data are important indicators of success.
I. **Public Policy and Social Innovation**—Through application of entrepreneurial and analytical approaches to strengthen public policy and the work of public and social agencies to promote the greater good and to support leadership development and innovative educational practices;

- **Partnerships** – *Leadership in Statewide Education* – Battelle for Kids, Ohio Educational Research Consortium, Ohio Department of Education, Educational Service Centers; *Leadership in Statewide Health and Mental Health Research* – Ohio Department of Mental Health and Addiction Services, Ohio Health, Ohio Department of Health, Osteopathic Heritage Foundation, Berger Health Systems, local health departments, local health clinics; *Leadership in Evaluation and Data Analytics* – Envirotex Systems, Ohio Housing Finance Agency, local school districts, community action agencies, Columbus Foundation, Second Harvest

- **Research and Consulting** – 500 research projects, worth $7.8M in external funding, over last 5 years

- **Capital** – contributes to public and social capital formation through spurring public, private and foundation investment in education, health and mental health and human and children services

- **Education and Leadership** – 50 undergraduate engaged scholars, including GVS scholars from across campus; 50 graduate students in on-campus and executive MPA programs, extensive leadership and nonprofit training for Foundations and social organizations; Ohio University Public Affairs Advisory Committee of state and national government leaders

**Environmental and Energy Sustainability** – Through effective policy and scientific research, innovative practices, and educational programs and leadership development;


- **Research and Consulting** – 252 research projects worth $6.8M over last 5 years
❖ **Capital** – ODNR investment in watershed restorations, Sugar Bush Foundation in Zero Waste Initiatives, AEP Foundation Investment in watershed restoration

❖ **Education and Leadership** – 85 undergraduates in the Environmental Certificate, 41 graduate students, executive programs with Ohio Manufacturers Association and USEPA conferences, expanded international, state and national internships and student participation in the Ohio University Research and Creativity Fair

**Business and Economic Innovation** — Through effective entrepreneurship, advancement of new technologies, support of new businesses and jobs and entrepreneurial education;


❖ **Research and Consulting** – 106 projects funded at $17.3M over the last 5 years. TechGROWTH Ohio serves 21 counties, and 640 clients, and has produced $171M in economic activity as measured by the Ohio Third Frontier Commission. PTAC serves 55 counties and 2,470 clients, and assisted with 3,500 contracts, worth $670M and the retention of 13,408 jobs over 5 years. SBDC serves 4 counties, assisted 144 clients, assisted with 31 business starts, created 144 jobs and supported retention of 427 jobs over 2 years.

❖ **Capital Formation** – created $10M in 3 pre-seed funds, and 2 angel funds valued at $3M, $45M in follow-on investment from external resources (investments, grants, debt financing)

❖ **Education and Leadership** – **Center for Entrepreneurship** – Partnership between College of Business (CoB) and Voinovich School – 50 Entrepreneurship majors in CoB, 21 students enrolled in the Certificate in Entrepreneurship program, new courses developed across campus, student-focused business competitions and business coaching and events for 1,500 students. Fostering entrepreneurship activities with the Colleges of Communications, Arts and Sciences, Engineering, and Fine Arts. Outstanding Emerging Entrepreneurship Program 2014 Award Nomination---Finalist
Challenges and Future

One of the School's biggest challenges is maintaining the capacity and resources necessary for current activities and investments for future opportunities. The School is a new, multidisciplinary and different, and its revenue model is overly dependent on external revenues with advent of state subsidy support losses (the School lost 75% of its state subsidy). The development phase for the School (2008-2013) and its $32M technology program were launched during a period of major change to higher education in Ohio, and the great recession. A second challenge to measure multidisciplinary value and revenue flows, and the “capital” value of the School's model across the University. The School is working to developing a multidisciplinary operational, investment and ROI measurement strategies, which works well in an RCM environment.

Still, the School's programmatic record is exceptional, it represents a valuable asset for the University, region and State and we are building for the future upon the unique set of capabilities that we have assembled in the last five years. In April of 2013, in conjunction with internal and external partners (stakeholders) and Ohio University leadership, the School leaders started to define the strategic advantage, opportunity and direction in the School next phase of development.

Vision: Build a 21st Century Higher Education Innovation Platform at Ohio University

In collaboration with our college and external partners, we are creating a 21st Century model of innovation for service and education at the University. Key elements include: a foundation of college and external partnerships, and the integration of the School's three core activities – the application of knowledge, capital formation, and leadership and talent development -- across three substantive areas.

Among action items needed as we create the new model and implement the next phase of the School's development are:

1. Launch the Center for Public and Social Innovation by recruiting national leadership, developing a strategic plan and establishing and expanding research, analytics, curriculum and foundation, government and corporate funding opportunities
2. Advance the University’s economic development and entrepreneurship agenda through expansion of a statewide venture fund, statewide leadership in new curriculum and regional strategies in collaboration with the Third Frontier Commission, the Ohio Board of Regents and JobsOhio
3. Expand the University's research and education portfolio in sustainability energy and the environment through expanded curriculum and additional research and consulting partners both nationally and internationally

4. Expand professional education and strategic leadership programs including through internal and external partnerships with a new value creation and innovation model

5. Systematically develop existing new and recruit existing talent to further develop leadership throughout the School

6. Expand the School's communication capability by expanding communications support for both School and its programs to build the national profile of the School and Ohio University