

# Sustaining Alcohol Prevention Initiatives on Campus with Vision, Value, & Strategy

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# Session Objectives

- Gain a conceptual understanding of the Public Value model for strategic management within the context of the campus alcohol initiatives
- Apply the Public Value model to the concept of sustainability planning

# Strategic Leaders Create Public Value

“The aim of managerial work in the public sector is to create public value just as the aim of managerial work in the private sector is to create private value.”

(Mark H. Moore, *Creating Public Value*, 1995)

# Public Value of Your Work

“Ultimately, it is all about personal responsibility and how to support the person to become their own best coach for health management. The individual is the only one with themselves 24 hours a day, 365 days a year. That is why it is imperative that we invest in a culture of health as an individual, as a family, as an employer, as a community, as a state and as a nation.”

(Ronald Loeppke, *The Value of Health and the Power of Prevention*, 2008)

# Challenges All Public Leaders Face

- Measuring outcomes
- Raising public awareness of issues
- Competition for resources
- Staffing considerations
- Demands from overseers
- Collaboration with other organizations
- Managing Complex Networks

[1] Leeson, 2003 [2] Prodent, Sander, & Weist, 2002 [3] Ibid. [4] Mental Health Weekly, 8/6/2001 [5] Mental Health Weekly, 12/11/1995 [6] Leeson, 2003

# *A Public Value Model for Public Managers— The Strategic Triangle*

Need to touch all the bases when we develop and implement strategy

Authorizing Environment

Legitimacy  
and  
Support

Task Environment

Operational  
Capacity

Value  
Mission  
Goals

# Making Strategy

## “The Idea of a Strategic Triangle”

Seek opportunities to  
increase value your  
organization creates

Strategy must provide  
substantive value to  
overseers, clients and  
beneficiaries



**Public Value**

# Strategic Triangle “Idea”



## **Authorizing Environment**

Obtain and maintain  
resources and authority to  
create public value

Strategy must be legitimate  
and politically sustainable

# Strategic Triangle “Idea”

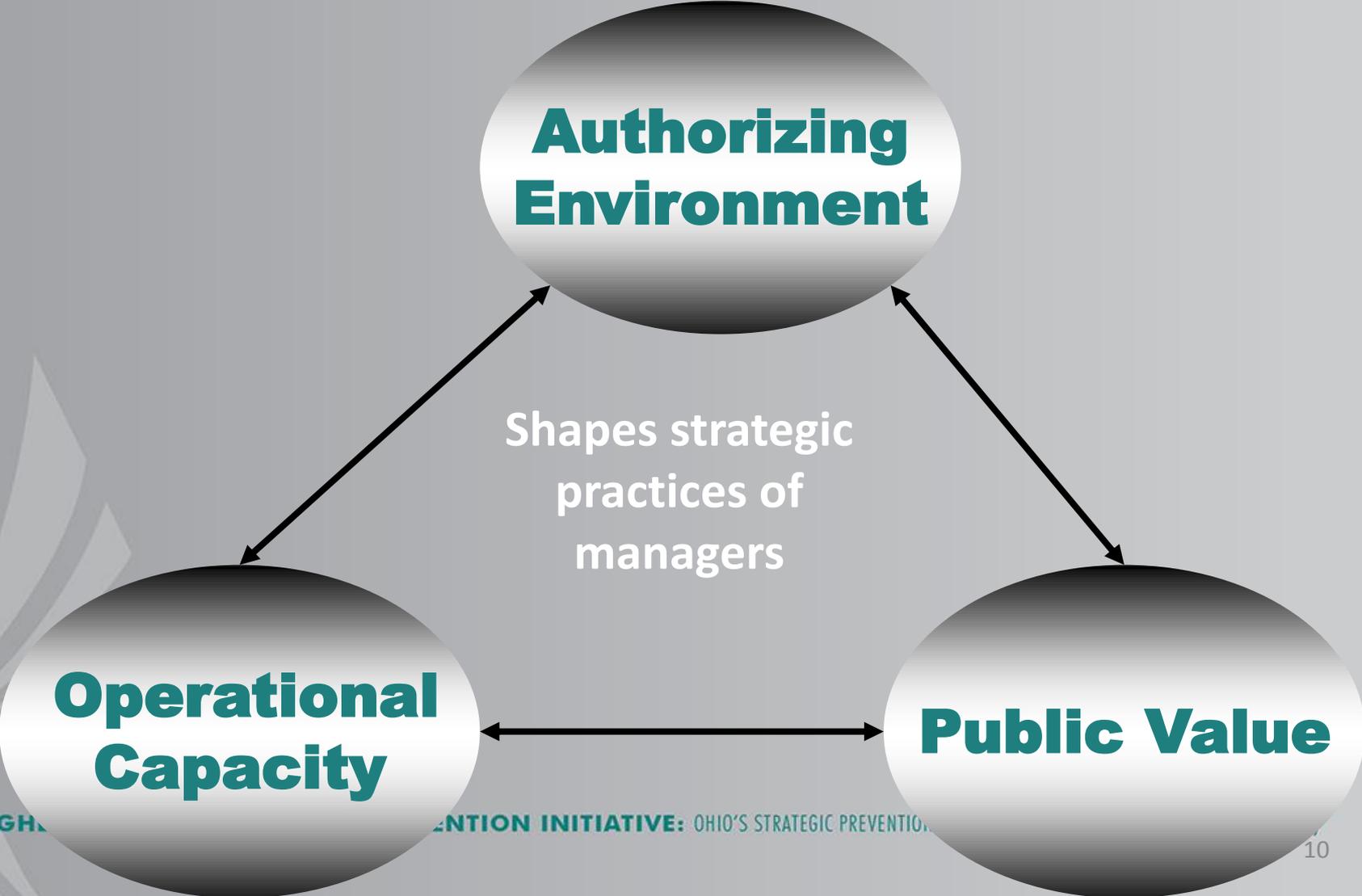
Produce value using internal  
and external assets (task  
environment)

Strategy must be  
operationally and  
administratively feasible



**Operational  
Capacity**

# The Strategic Triangle Public Value Framework



# Making Strategy to Mirror Realities of Public Sector Environment

## Strategic Components:

1. Public Value Strategy - strategy must provide substantive *value* to overseers, clients and beneficiaries
2. Political Strategy - it must be *legitimate and politically sustainable*
3. Operational Capacity Strategy - it must be *operationally and administratively feasible*

# Strategic Triangle

- Have to pay attention to all three areas at the same time
- What you do in one area has to fit with the others

# Using the Strategic Triangle to Promote Sustainability

- Diagnosis existing situation in terms of value produced, stands in authorizing environment and existing capacity
- Helps structure thinking about what value to produce and how authorizing environment and capacity allow us to go forward

# Making a Public Value Strategy

- **What value is being produced?**
  - Identify and clearly articulate what is being delivered to whom?
- **What does the community know and value about your work?**
  - Research issues and stakeholders in the authorizing environment.
- **What is the co-production process?**
  - Who else can help you create the public value?

“Leaders establish the vision for the future and set the strategy for getting there; they cause change. They motivate and inspire others to go in the right direction.”

**John Kotter**