



Doctoral Program in Public Affairs



News from the Doctoral Program in Public Affairs • College of Health and Public Affairs

Spring 2008

A Message from Director Thomas T.H. Wan



It is time, once again, to take stock of the Doctoral Program in Public Affairs' accomplishments over the past semester and to inform you about the major activities planned for the new academic year.

The program has successfully graduated 51 students, with three to four candidates ready to defend their dissertations in the spring semester. We are so proud of the graduates who are providing leadership in academia and at public, nonprofit organizations throughout the country. Their professional accomplishments reflect well on our program. They are role models for our students. We have 90 actively engaged students pursuing their quest of knowledge and serving the public interest in health and public affairs.

Total credit hour enrollment for the spring semester increased 48 percent compared to last year. This is credited to the change of our admissions policy to include both fall and spring admissions. The flexibility of the rolling admissions review process allows the admissions committee to make a timely and effective decision for each applicant. The continuing increase of the international application pool offers a better opportunity to diversify our student body and enhance our international reputation. We now have students from many countries such as Azerbaijan, China, Egypt, Ethiopia, Russia, South Korea, Thailand and Turkey. They account for about 20 percent of the study body. The composition of full-time and part-time students is almost evenly distributed. Our students appear to be younger and more diversified.

Two post-doctoral fellows, Duane Steward and Ying-Ying Lo, have completed their research studies. Duane joined the Nemours Children Medical Center as a medical informatician, and Ying-Ying returned to Taiwan as an assistant professor of health services administration in a small college. The program continues to attract research or post-doctoral fellows. Our newest fellow is Chiung-Ya Tang, who received her doctorate in family and human development at Purdue University. She is actively participating in sponsored research activities and generates fundable projects under my guidance.

The doctoral program could not be sustained without ac-

tive pursuit of sponsored research activities by the faculty. Our research projects and external funding enable us to provide financial support for numerous graduate assistantships. I am pleased to report that our Informatics Research Lab has established several large databases for empirical research. Most notably is a project that enables us to link information from the SEER Program (cancer registrar), Medicare and Veterans Health together in the study of breast cancer, prostate cancer and post-traumatic stress disorder. Our National Institutes of Health–National Institute of Nursing Research project, the Nursing Home Care Quality Study, will end in May 2008. This five-year project has generated more than a dozen scientific publications. A competitive renewal for this project is in development. Hopefully, we will continue the study of the development of clinical and executive decision support systems for improving the quality of nursing homes.

Our students have reviewed the quality of our instruction very positively. Based upon student evaluations of the courses, the faculty received high marks! As program director, I am so proud of their contributions to students' learning and program enhancement.

The success of the doctoral program is also accompanied with some challenges. The first challenge is to articulate the importance of an interdisciplinary emphasis and to reaffirm the stand for providing an interdisciplinary education and research opportunity for students in public affairs. With the competitive interest in each disciplinary focus, this federated doctoral program has to navigate its course of intellectual development and solidify the support of the faculty from our affiliated departments. Fortunately, it is through the openness and shared agreement among multidisciplinary faculties that the interdisciplinary focus of the program is to be retained and supported. The second challenge is to support a large number of students who are in need of assistantships. As the university support for assistantships is declining, we have to generate more revenues from sponsored research in order to cover our students. My estimate is that we need \$150,000 per year to be able to achieve the mission of offering support to students. The third challenge

Welcome to the sixth issue of this newsletter from the Doctoral Program in Public Affairs. We appreciate receiving your questions, comments and suggestions. Contact Alexis Stangl, editor, at astangl@mail.ucf.edu or Margaret Mlachak, managing editor, at mmlachak@mail.ucf.edu.

is to balance the class offerings each semester so each class has a relatively healthy enrollment (a university requirement to maintain a minimum number of students in each course). The elective courses often risk having difficulty getting an adequate number of students enrolled. Thus, we have scheduled elective courses on Wednesday and the required or core course on Friday. As a result, our course schedule is Monday through Friday. It may seem to be a nuisance for students to take the course on Friday evening; however, it is the only practical thing to do at this time, unless we can offer courses during the day.

I realize that this is a rather lengthy message. However, it would be a big omission if I fail to detail our planned activities in this year. The students are preparing a second issue of their e-journal, *Public Affairs Review*, to be released in March. I hope that our alums and students will send in manuscripts for consideration. The fourth special issue of *The International Journal of Public Policy* on Public Affairs Informatics Research is being finalized and the third special issue will soon be released in the spring.

In commemorating and celebrating the 10th anniversary of the doctoral program, we have a reception scheduled for April 2 at 5 p.m. in the atrium of Health and Public Affairs building I. A planning committee of our alumni group is preparing the program activities with the faculty and staff. Invitations will be sent to alumni, students, faculty and staff, university administrators, and friends of the program. A special publication, *The University of Central Florida's Doctoral Program in Public Affairs: An Interdisciplinary Perspective — Celebrating 10 Years of Education and Research that Serves the Public: 1998-2008*, will highlight the history of the program. We are seeking your assistance to capture the early history of each cohort of students. Please send us the photos or stories to be included in this history book by March 7.

Finally, I would like to take this opportunity to thank those who have made contributions to the success of the program. An outstanding dissertation award has been approved by the faculty. We will begin to select one of the best dissertations annually. In supporting the program, I have made a pledge to establish an endowed scholarship for an outstanding student. I would like to ask you to consider making a year-end tax-deductible gift to the doctoral program, payment to the PAF New Venture Fund. I can assure you that your gift will be wisely and efficiently used in support of the program's initiatives.

On behalf of the faculty and staff of the doctoral program, I thank you for your support.

Sincerely,

Thomas T.H. Wan
Director and Professor

Alumni Spotlight: Jeffrey Goltz



My studies in the Doctoral Program in Public Affairs afforded me the opportunity to explore and develop a multidimensional framework in the analysis of police organizations in Florida. By using the public affairs' informatics methods of structural equation modeling and data envelopment analysis, I developed a multi-construct model that confirmed the effects

of environmental constraints on organizational design structure and performance (technical efficiency and crime clearance). My research is the first of its kind in the police industry to combine these methods into one model and it is the largest police data envelopment analysis to date in the United States. This next generation of scientific organizational research has three intended applications in policy management in the police industry: 1) improvement of budget and resource allocation decisions and policy on the micro level to optimize police organizations, 2) enhance "business model" building as policing focuses on improved efficiency and effectiveness due to increased scrutiny of resources and the escalating costs of public safety and 3) development of new confirmatory management research that helps direct operations and systems policy. Moreover, the comprehensive studies in the public affairs' interdisciplinary program introduced me to concepts and modeling rooted in other public and health-care industries. It was these concepts and modeling that have guided my development of the newly coined "Police Services Management Research" principles that have now become my life's work in police sciences.

PUBLICATIONS

Areas of specialization: police organizational performance, management, policy, and administration.

Peer-Reviewed Journal Articles

Goltz, J. (2007). Cluster Efficiency Analysis and the Effects of the Operating Environment on Technical Efficiency of Police Organizations in the State of Florida. *Law Enforcement Executive Forum*, 7(7), 101-125.

Goltz, J. (2007). The Effects of Population Density on Crime Clearance in the State of Florida. *Law Enforcement Executive Forum*, 7(5), 49-56.

Goltz, J. (2007). Determinates of Performance of Police Organizations in the State of Florida: An Evidence-Based,

Confirmatory Approach. *International Journal of Public Policy* (Submitted, January 2007).

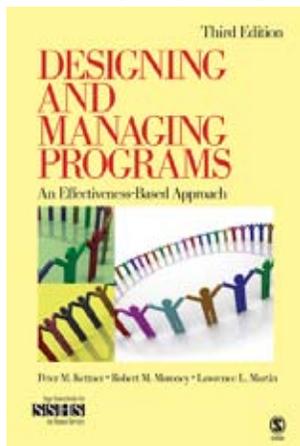
Non Peer-Reviewed Articles

Goltz, J. (2007). The Effects of Environment on Police Organization Efficiency. *The Florida Police Chief*, March, 33(2), 19-23.

Goltz, J. (2006). Social Marketing for NEO-NAZI RALLY. Law and Order: *The Magazine for Police Management*, December, 54(12), 52-54.

Goltz, J. (2005). Police Performance Measurements in the State of Florida. *The Florida Police Chief*, September, 16-18.

Faculty Spotlight: Lawrence Martin



The third edition of Professor Larry Martin's co-authored book, *Designing and Managing Programs: An Effectiveness Based Approach* (Sage, 2008) has been published. The book is Sage Publications all-time best selling social work text (some 50,000 copies) since the book's original publication in 1990. The book has been used as a text at numerous American universities and colleges: Harvard, Columbia, University of Pennsylvania, University

of Michigan, The Ohio State University, Rutgers University, Syracuse University, University of Minnesota, Boston College, University of California–Berkeley, University of Illinois, Arizona State University, University of Texas and others. Additionally, the text has been used by universities and colleges in the United Kingdom and Spain.

Student Spotlight: Carolann Duncan



Carolann Duncan joined the program in spring 2006, in the health services administration cognate area. She recently received acceptance of her proposal to present her research at the 2008 Center for Mental Health Services' National GAINS Center Conference. Her research is titled, "Competency Enhancement by Attorneys: Moving Justice a Few Steps." The conference will be held

March 18-20 in Washington, D.C., and it will focus on creating more effective systems.

Duncan is the program administrator for the Florida Department of Children and Families (DCF) Substance Abuse, Mental Health Program Office, in Circuits 9 and 18. The Substance Abuse and Mental Health Program office funds and oversees programs for clients in need of mental health or substance abuse treatment in Orange, Osceola, Seminole and Brevard counties. Duncan has been in the health-care and criminal justice fields for 29 years and in the position with the DCF for six years. She earned a bachelor's degree in psychology and criminal justice in 1978 and a master's degree in community mental health counseling and criminal justice in 1981. Prior to joining the DCF, Duncan was the clinical director for private mental health and substance abuse treatment centers in both Florida and Maryland and a program manager of a juvenile detention and medium security correctional facility in Rhode Island.

Student Spotlight: Gerald-Mark Breen



Gerald-Mark Breen joined the Doctoral Program in Public Affairs in the fall 2007 semester. He earned his master's degree in communication from the University of Oklahoma. He is currently working as a research assistant with Director Tom Wan and has many publications in the works for the upcoming year.

PUBLICATIONS

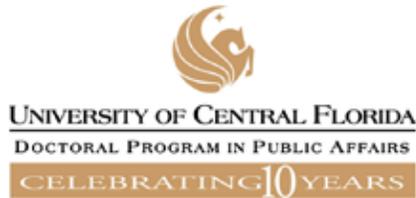
Breen, G. M. (2008). Examining existing counter-terrorism tactics and applying social network theory to fight cyberterrorism: An interpersonal communication perspective. *Journal of Applied Security Research*, 3(2).

Breen, G. M. (2008). Interpersonal, intragroup conflict between Southern Baptist pastors: A qualitative inquiry examining contributing factors. *Pastoral Psychology*.

Breen, G. M., & Zhang, N. J. (2008). Introducing ehealth to nursing homes: *Theoretical analysis of improving resident care*. *Journal of Medical Systems*.

Matusitz, J., & Breen, G. M. (2008). E-health: A new kind of telemedicine. *Journal of Health and Social Policy*, 23(1).

Tsai, C., Wang, M., Liao, W., Lu, J. H., Sun, P., Lin, Y., & Breen, G. M. (2008). Hospital outpatient perceptions of the physical environment of waiting areas: The role of patient characteristics on atmospherics in one academic medical center. *BMC Health Services Research*.



The Doctoral Program in Public Affairs is celebrating 10 years this spring and would like to celebrate with students, alumni and friends of the program. Invitations will be sent out in the near future for our reception on April 2 at 5 p.m. in the atrium of Health and Public Affairs building I.

The program will also be publishing a 10th anniversary commemorative book. This publication will feature the history of the program and highlight each cohort of students that have matriculated. If you have any information or photos of your time in the doctoral program, particularly those in earlier cohorts, please submit them to the program by March 7.

The program is proud of both its graduated students and its current students. These students strive to complete current and timely research and have excelled in their areas of expertise. Our graduates have taken professional positions in many areas including academia and the private sector. They represent the program well and have helped in establishing our reputation throughout our 10-year history.

Please join the doctoral program in celebrating not only the past 10 years, but the future of the program as well!

Faculty International Activities

Part of the program's mission is to reach out at an international level and create international relationships. Our faculty members have taken advantage of multiple international opportunities to reach that goal.

Director Thomas Wan serves on the external panel for the Canada Distinguished Chairs Selection Committee. He also serves on the advisory board of Taiwan's National Health Policy Research Center, the National Health Research Institutes. He holds a visiting professorship with the Kazakhstan School of Public Health. Wan serves as a special editor for four issues of the *International Journal of Public Policy*. He is a member for the advisory board on this international journal. Wan attended the Second Istanbul Conference on Democracy and Global Security in Istanbul, Turkey, in June 2007.

Professor Larry Martin also attended the Second Istanbul Conference on Democracy and Global Security. And as a consultant with expertise in the development of contracts for services, he helped Mongolian government officials develop a plan to expand social services for children.

Professor Ken Adams represented a paper at the Second Istanbul Conference on Democracy and Global Security. Professor In addition, he visited and assessed the Volgograd Law Academy in Russia during the criminal justice study abroad program in the summer of 2007.

Assistant Professor Jackie Zhang has served as a reviewer

for the *International Journal of Public Policy* since 2006. He has served as a co-convenor of the Chinese Long-Term Care Interest Group and Symposium affiliated with The Gerontological Society of America since 2007. Zhang is a member of the college's International Affairs Committee for 2007-2008. He has been invited to help the social-care department at the Dalian Vocational Technical College in China to develop its course curriculum and faculty training in long-term care in 2008.

Fourth Annual Health and Public Affairs Research Conference Review



Since I entered the Doctoral Program in Public Affairs in 2005, one of the biggest challenges I have faced is explaining to people what exactly public affairs is. The Fourth Annual Public Affairs Research Conference

on October 26, 2007, went a long way toward helping me find the language and the exemplars to explain the value of my interdisciplinary education. With a focus on the impact of leadership, the conference introduced speakers from right down the street and halfway around the world to lead discussions on the impact of strong and weak leadership on global development.

Gary Strack spoke most engagingly on the qualities required to be a good leader, and he encouraged everyone to consider the proximity of those qualities to the basic spiritual dimensions of honesty,



humility and service to others. Strack reviewed his career progression to his current role as president and CEO of Boca Raton Community Hospital and emphasized the power of playing nice in alliances (both strategically formal and usefully informal) that underscored the theme of the day — development through leadership. He used examples from his own experiences to reinforce the “5 Practices of Effective Leadership” (Kouzes and Posner, 1995) that he introduced: 1) challenge the process, 2) inspire a shared vision, 3) enable others to act, 4) model the way and 5) encourage the heart. Strack began the day by opening our eyes and our hearts to the power within the human-capital qualities of respect, kindness and common sense.

Roice Luke also spoke of his personal leadership experiences with specific regard to system transformation in his presentation titled, “USA and International Strategies in Health-Care Organization and Policy.” He discussed the pol-



icy and practice implications of a variety of health systems, from the U.S. Veterans Affairs system to the merged UPMC and Capital Health System in Pittsburgh to the Health Authorities in British Columbia and France to the regional clusters in New Zealand. Luke identified three key trends in multi-hospital systems (MHSs): 1) consolidation among for-profit and Catholic MHSs, 2) an explosion in MHS participation among not-for-profit hospitals and 3) system expansion in urban markets. The results, he purported, led to increased clustering, hierarchical configurations and greater system interdependencies. He cautioned that strong leadership will be necessary to maintain these growing multi-hospital systems and ensure that their volume increases result in value-added services, not waste and inefficiencies.

Andreas Hipple spoke on the evaluation of the impact of the Center for Global Development. As an associate for Arabella Advisors, Hipple has been a leader in worldwide sustainable development efforts all over the globe. His practical presentation emphasized the need to ask important questions as a leader and was predicated on the foundational belief that “ideas matter and bad ideas stick around ...” He illustrated this mantra via the Harrod-Domar growth model, a model repudiated over 40 years ago as senseless and invalid but still in use today as one of the most widely applied economic growth models in history. According to Hipple, there is a fate worse than a Type 3 error (asking the wrong question) ... it is using the wrong tool. He reviewed the evaluation process the Center for Global Development (CGD) was subjected to. He presented the following findings: 1) The CGD has created a niche by linking rigorous research and cutting-edge communications to the pursuit of policy change, 2) it has also built an impressive team of leaders and researchers in a short time (which has resulted in early demonstrable impact) and 3) broad engagement with diverse sectors of the development community is crucial for continued policy impact.

Doug Barnes spoke on the practical and policy challenges of rural electrification in developing countries. Barnes, an energy specialist from the World Bank, addressed particularly sensitive choices that have the potential to influence the economic position of impoverished countries long after the last wire has been strung and the last house has been lit. Questions like “How much should energy be subsidized, by whom and for how long?” guide leadership decisions. Other questions such as, “Who should provide the energy for electricity in [fill in blank] nation, and what do they get in return?” and “How much should residents pay for electrical service?”



The afternoon presentations and posters continued the theme of the day — ways in which global leadership can transform. Presentations spanned micro-, meso- and macro-level research and reached across many cultures, from rural Florida health centers to long-term care in China and from decentralization policies in developing countries to juvenile violent crime in Orlando.

Both invited speakers and presenters emphasized the diversity of understanding and thinking that girds leadership in public affairs. They also emphasized the importance of being able to apply the concepts of equity, efficiency and access across multiple nations and within multiple domains. I was energized and excited to add a dimension to my explanation when someone asks, “What IS public affairs, exactly? Now I can tell them, “It is problem solving through policy — most anything you can imagine, anywhere”.

— Tory Jennison RN, M.S.



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Photos from the Research Conference



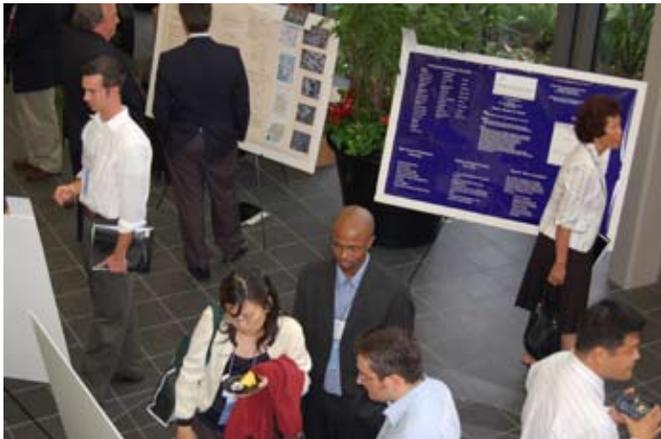
Director Wan’s welcoming remarks kick off the event.



The main room fills up as presenter Roice Luke begins.



Professor Larry Martin (left) and doctoral student Corey Stutte discuss the previous presentation during a short break.



Attendees peruse the posters presenting research completed by the students of the Doctoral Program in Public Affairs.



(Left to right) Director Wan with Peggy Meli, Sam Marathe and Karen Rav-Marathe. Marathe is a graduate of the program and Rav-Marathe is a current student; the couple sponsored the poster reception.

Public Affairs Student Association News

It's hard to believe I'm careening into my sixth semester here — finishing my third year of the Doctoral Program in Public Affairs. That disbelief also extends to the fact that I've been heading up the Public Affairs Student Association for three semesters. The student association flies under your radar, for the most part, quite unlike the Chocolate Club or the Anime or Badminton Clubs (yes, honestly, they exist). There are many unique challenges to representing a diverse group of adult learners in a program like the Doctoral Program in Public Affairs: classes usually meet in the evenings, many students are part-time, and most entering cohorts end up taking different classes on different tracks, so cohesiveness melts away after the first basic courses. What the Public Affairs Student Association can do, though, is work to improve the quality of your experience here, even if you can't always see us in action and we don't sell tickets or T-shirts or muffins.

So far this year (2007–2008) the association has helped organize, sponsor and run the Fourth Annual Health and Public Affairs Research Conference. We are working on a senate bill to do the same for the Doctoral Program's 10th Anniversary Celebration, to be held April 2. We have submitted an increased budget of almost \$7,500 for next year (2008–2009) that includes funding to support student scholarship (over and above what we already contributed to the Annual Health and Public Affairs Research Conference), conference support and journal funding. We are in the process of finalizing the publication of our second issue of *Public Affairs Review*, the student e-journal of the doctoral program. As always, I invite submissions and contact from anyone interested in learning more about the review and editorial process, which provides valuable skills and resume builders for folks interested in academic careers down the road.

Through the Public Affairs Student Association, I also have had the privilege of participating on the search committee for our student health insurance vendor and continue to be involved in the Student Health Advisory Committee and Graduate Student Association council. We are represented, my friends, and our program is growing larger and stronger as a result of all of your hard work. That makes my job more challenging and infinitely more rewarding. Thank you so much for answering the call when your student association (*ME*) pops up above the radar to ask for help, input, feedback or support. We are creating a wonderful thing here in the doctoral program. I encourage you to reflect on it and take advantage of every opportunity I (or anyone) tosses at you, or that you can find while you are here — above or below the radar. Please feel free to e-mail me with questions, comments or concerns. I am often in the program's building (room 116) on Mondays and Fridays.

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