

**XiaoHu Wang**  
**Curriculum Vita**  
(April 2009)

Address: Department of Public Administration  
Health and Public Affairs Building II, # 238  
University of Central Florida  
Orlando, FL 32816-1395

Phone: (407)823-2604 or 823-5714 (o)  
Fax: (407)823-5651 (o)  
E-mail: xwang@mail.ucf.edu

**PROFESSIONAL POSITIONS**

Professor of Public Administration, University of Central Florida, since April 2009.

Associate Professor of Public Administration with tenure, University of Central Florida (UCF), August 2003 — April 2009

Assistant Professor of Public Administration, University of Central Florida (UCF), Orlando, Florida. August 1997 — July 2003.

Research Associate of the Florida Institute of Government, Florida International University (FIU), N. Miami, Florida, April 1995 — August 1997.

Instructor, School of Policy and Management, Florida International University, April 1995 — August 1997.

Budget Analyst, Town of Davie, Broward County, Florida, 1993 — 1994.

Budget Analyst, Local Governance Project of United States Agency for International Development (US AID), Miami, Florida, 1993 — 1994.

Assistant Professor of Public Finance, Renmin University of China, Beijing, China, 1987—1991.

**OTHER POSITIONS**

Chair, American Society for Public Administration (ASPA) Section on Public Performance and Management (SPPM), 2007 – 2009.

Editorial Board Member, Public Performance & Management Review, 2003 –

Editorial Board Member, Journal of Public Budgeting, Accounting, & Financial Management, 2008 –

Executive Board Member, American Society for Public Administration Section on Public Performance and Management, 2001 – 2006.

Membership Chair, American Society for Public Administration Section on Public Performance and Management, 2005 – 2007.

Treasurer, American Society for Public Administration Section on Public Performance and Management (SPPM), May 2002 – May 2004

### EDUCATION

Ph.D. in Public Administration, Florida International University (the State University in Miami), 1997

Master of Public Administration, Florida International University, 1995

Master of Economics in Public Finance, Renmin University of China, 1988

Bachelor of Economics in Business Administration, Renmin University of China, 1983

### RESEARCH

#### A. Refereed Journal Articles (Number of Publications=28)

Lee, J. and Wang, X. (forthcoming, accepted 3/18/2009) "Assessing the Impact of Performance-based Budgeting: A Comparative Analysis across the U.S., Taiwan, and China". Public Administration Review.

Wang, X. and Liou, T. (forthcoming, accepted 6/28/2007) "Assessing the Change in Financial Condition: An Analysis of Panel Data from U.S. States". Journal of Public Budgeting, Accounting, and Financial Management.

Kapucu, N., Berman, E., and Wang, X. (2008) "Emergency Information Management and Public Preparedness: Lessons from the 2004 Florida Hurricane Season". International Journal of Mass Emergencies and Disaster, 26 (3): 169 – 196.

Wang, X. (2008). "Convincing Legislators with Performance Measures" International

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Journal of Public Administration 31 (6): 654 – 667.

- Trottier, T., Van Wart, M. and Wang, X (2008). "Examining the Nature and Impact of Leadership in Government Organizations", Public Administration Review 68 (2):319 – 333.
- Wang, X and Kapucu, N. (2008) "Public Complacency under Repeated Emergency Threats: Some Empirical Evidence". Journal of Public Administration Research & Theory. 18 (1): 57 – 78.
- Wang, X., Dennis, L. and Tu, Y. (2007). "Measuring Financial Condition: A Study of U.S. States." Public Budgeting & Finance, 27(2):1–21.
- Wang, X. and Van Wart, M. (2007) "When Public Participation in Administration Leads to Trust: An Empirical Assessment of Managers' Perceptions" Public Administration Review, 67 (2): 265–278.
- Wang, X., Zhu, Q. and Pan, L. (2005) "Implementing a Performance- based Management System: a Case Study of China Post". Chinese Public Administration Review. 3 (1 & 2), 35 – 42.
- Roberts, G. Gianakis, G., McCue, C. and Wang, X. (2004) "Traditional and Family-Friendly Benefits Practices in Local Governments: Results from a National Survey " Public Personnel Management, 33 (3): 307 – 330.
- Feldheim, M, and Wang, X. (2003-04) "Ethics and Public Trust: Results from a National Survey." Public Integrity, 6 (1), 63 – 75.
- Gianakis, G. and Wang, X (2003) "Procuring Expertise: The Case of Local Government Water and Sewer Rate Analysis." Journal of Public Procurement. Vol. 3, no.2, 250 – 273.
- Wang, X. (2002). "Assessing Administrative Accountability: Results from a National Survey." The American Review of Public Administration. vol. 32, no.3, 350 – 370.
- Wang, X. (2002). "Assessing Performance Measurement Impact: a Study of U.S. Local Governments." Public Performance & Management Review, vol. 26, no. 1, 26 – 43.
- Wang, X. (2002). "Perception and Reality in Developing an Outcome Performance Measurement System." International Journal of Public Administration, vol. 25, no. 6, pp. 805 – 829.

- Feldheim, M. and Wang, X. (2002). "Accountability through Ethics Enhancement Strategies: Empirical Evidence from American Cities." International Review of Public Administration, vol. 7, no. 1, pp77 - 84.
- Wang, X. and Berman, E. (2001). "Hypotheses about Performance Measurement in Counties." Journal of Public Administration Research & Theory, vol. 11, no. 3, pp. 403 – 428.
- Wang, X. (2001) "Assessing Public Participation in U.S. Cities." Public Performance & Management Review, vol. 24, no. 4, pp. 322 – 336.
- Wang, X (2000). "Performance Measurement in Budgeting: a Study of County Government." Public Budgeting & Finance, vol. 20, no. 3, pp.102 – 118.
- Berman, M. E., and Wang, X (2000). "Performance Measurement in U.S. Counties: Capacity for Reform." Public Administration Review, vol. 60, no.5, pp. 409 – 420.
- Gianakis, G. A. and Wang, X (2000). "Decentralization of the Purchasing Function in Municipal Government: a National Survey." Journal of Public Budgeting, Accounting & Financial Management. vol. 12, no. 3, pp. 421 – 440.
- Wang, X., Vardalis, J. J., and Cohn, E. G (2000). "Testing a Typology of Police Performance Measures: an Empirical Study of Police Service." Criminal Justice Policy Review, vol. 11, no. 1, pp. 63-83.
- Wang, X. (1999). "Effectiveness of Statistical Assignments in MPA Education: an Experiment." Journal of Public Affairs Education, vol. 5, no. 4, pp. 319-326.
- Wang, X. (1999). "The Conditions to Implement Outcome-Oriented Performance Budgeting: Some Empirical Evidence." Journal of Public Budgeting, Accounting & Financial Management, vol.11, no. 4, pp. 533-552.
- Berman, M. E., West, J.P. & Wang, X. (1999). "Using Performance Measurement in Human Resource Management: a Survey of U.S. Counties." Review of Public Personnel Administration, vol. XIX, no.2, pp. 5-17.
- Wang, X., and Gianakis, G. A. (1999). "Public Officials' Attitudes toward Subjective Performance Measures." Public Productivity & Management Review, vol.22, no.4, pp. 537-553.
- Wang, X., and Carroll, J. (1998). "Assessing the New Performance Measurement: Results from Three Surveys of Public Officials." International Review of Public Administration, vol.2, no.3, pp. 17-34.

Frank, H., and Wang, X. (1994). "Judgmental vs. Time Series vs. Deterministic Models in Local Revenue Forecasting: a Florida Case Study." Public Budgeting & Financial Management, vol.6, no.4, pp. 493-517.

**B. Books** (Number of Publications=3)

Wang, X. (2009, 352 pages). Performance Analysis for Public and Nonprofit Organizations. Sudbury, Massachusetts: Jones and Bartlett Publishers.

Wang, X. (2006, 216 pages). Financial Management in the Public Sector: Tools, Applications, and Cases. New York: M.E. Sharpe. (No. 1 bestseller in 2006 American Society for Public Administration (ASPA) Annual Conference Exhibit by M.E. Sharpe)

Wang, C. and Wang, X. (1991). Theories of Public Finance. (In Chinese) Sichuan, China: The Southwest Finance University Press.

**C. Manuscripts under review**

"Focusing on Public Services: An Analysis of Public Expenditure Structure in China" (With Zhu, Q)

"Managerial Characteristics, Financial Conditions, and Organizational Reforms: A Study of City Governments". (with Liou, T.)

"Does Financial Performance Matter in Government?"

**D. Book Chapters, Book Reviews** (Number of Publications = 7)

Dong, K., Yang, H., and Wang, X. (forthcoming). "Public Service Ethics and Anti-corruption in China". In Public Administration in East Asia, edited by Evan Berman. New York: Taylor & Francis.

Wang, X (2008). "Assessing Public Participation in U.S. Cities" in The Age of Direct Citizen Participation edited by Nancy C. Roberts. (reprint) NY: M.E.Sharpe.

Wang, X (2007). "Outcome-oriented Performance Analysis for Public Services." In Constructing Service-Oriented Government, edited by Keyong Dong, Marc Holzer, and Mengzhong Zhang. pp. 149-165. Beijing: Renmin University Press.

Wang, X. (2003) "Managing Government Finance". The American Review of Public Administration v33 (3): 345 – 349. (Book review)

Liou, K., Feldheim, M, and Wang, X. (2002). "Policy Issues in Community Building: the Targeted Community Initiative Program in Orange County, Florida." In Public Policies for Distressed Communities Revisited, edited by F. Stevens Redburn and Terry Buss, pp. 211- 218. New York: Lexington Books.

Berman, E., West, J.P. & Wang, X. (2002). "Using Performance Measurement in Human Resource Management: a Survey of U.S. Counties." in Human Resource Management: The Public Service Perspective edited by W. D. Patton, S. L. Witt, N. P. Lovrich, and P.J. Fredericksen, pp. 297 – 307. (reprint) NY: Houghton Mifflin.

Berman, E. and Wang, X. (2002). "Managing Local Government" The American Review of Public Administration. vol. 31, no 2,pp. 231 – 235 (Book review).

**E. Non-refereed Journal Publications, Research Center Publications, and Other Publications** (Number of Publications = 22)

Trottier, T., Van Wart, M., and Wang, X. (2008) "Reinforcing the Need for More Sophistication in Leadership Studies in the Government Sector." Public Administration Review, 68 (6): 1172-1174. (PAR Communications and Feedback)

Wang, X. (2006). Comparing BMI and Nutrition Consumption of Winter Park Health Foundation Schools. Winter Park Health Foundation Publication.

Wang, XiaoHu, Zhu, Qing, and Pan, Luan. (2006). Implementing a Performance-based Management System. In Holzer, M. Zhang, M. and Dong, K. (eds). Frontiers of Public Administration, Proceedings of the Second Sino-U.S. International Public Administration Conference. 306 – 316.

Wang, XiaoHu (2006). "How to Address the Issue of Multiple Stakeholder Interests in Performance Analysis for Public Services". Southeast Evaluation Association Newsletter, American Evaluation Association, September 2006 Issue: 4-6.

Wang, X. and Kiehl, Ermalynn, (2005). 2004-2005 School Nursing Initiative Evaluation. Winter Park Health Foundation Publication.

Wang, X. and Mazany, Shellene, (2005). 2004-2005 Community Help & Intervention in Life's Lesson (CHILL) Program Evaluation. Winter Park Health Foundation Publication.

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- Wang, X. and Naim Kapucu (2005). Self-Assessment Guide for Organizational Effectiveness. The Capacity Building Institute, University of Central Florida.
- Wang, X. and Crotty, Marilyn (2005). Preliminary Assessment on Financial Feasibility of Incorporation for Celebration. Florida Institute of Government, University of Central Florida.
- Wang, X, and Ellis, Nancy (2005). Evaluating the BrainSmart/Healthwise/Healthy School Team Program at Brookshire Elementary School: An Analysis of Body Mass Index Trend Data of 2001 to 2004. Winter Park Health Foundation Publication.
- Wang, X, and Ellis, Nancy (2005). Evaluating the BrainSmart/Healthwise/Healthy School Team Program at Brookshire Elementary School: An Analysis of Nutrition Consumption Data from 2001 to 2004. Winter Park Health Foundation Publication.
- Wang, X. (2004). "Monitoring Financial Performance." Human Services Connection. Vol. 2 (1):19 –21.
- Martin, L., Wang, X., Nelson, J., Phillips, W., Trottier, T., and Smith, H. (2004). A Path Analysis of Children in Foster Care of Florida. Florida Department of Children & Families and Family Services of Metro Orlando.
- Wang, X., and Ellis, N. (2004). Using BMI to Evaluate Brainsmart/Healthwise Programs at Brookshire Elementary School. Winter Park Health Foundation Publication.
- Wang, X., and Ellis, N. (2004). Using Nutrition Consumption to Evaluate BrianSmart/HealthWise Program at Brookshire Elementary School. Winter Park Health Foundation Publication.
- Wang, X. and Van Wart, M.(2004). Preliminary Assessment on Financial Feasibility of Incorporation for Hunter's Creek. Florida Institute of Government, University of Central Florida.
- Wang, X. and Byers, J. (2003). Evaluation of BrainSmart/HealthWise Program at Brookshire Elementary School. Winter Park Health Foundation Publication. The report was presented by a Winter Park Health Foundation team at the "Learning the Brain" Conference, April 2003, Harvard University, Cambridge, MA.
- Gianakis, G. A. and Wang, X (2000). Analysis of the Socioeconomic Impacts of the Water and Sewer Rate Schedules of the City of Titusville, Florida. Florida

Institute of Government, University of Central Florida.

Wang, X. (1999). "Why Citizens Want Their Own Cities: a Case Study in South Florida." Proceedings of The Chinese American Scholars Association of Florida Annual Conference.

Dluhy, M; and Wang, X. (1996). Fiscal Feasibility Study of East Kendal of Florida. Florida Institute of Government, Florida International University.

Dluhy, M; and Wang, X. (1996). Fiscal Feasibility Study of Sunny Isles of Florida. Florida Institute of Government, Florida International University.

Becker, F. W.; Dluhy, M.; and Wang, X.(1995). Service Delivery in Dade County: Which Jurisdiction Should Provide Which Services? Florida Institute of Government, Florida International University.

Becker, F. W.; Bergwall, D.; Knight, S.; Rambali, C.; Mageau, D.; and Wang, X. (1994). A Social Service Needs Data Analysis and Provider Inventory of South Dade County, Florida. N. Miami, FL: School of Policy and Management, College of Urban and Public Affairs, Florida International University.

#### **F. Peer-reviewed Presentations**

Southeast Conference of Public Administration (SECOPA), Orlando, Florida, 9/2008. Paper: "Using GASB New Reporting Model to Measure Financial Condition Change."

American Society for Public Administration (ASPA) National Conference, Washington DC. 3/2007, Paper: "Public Complacency under Repeated Emergency Threats: Some Empirical Evidence." (co-author of the presentation: Naim Kapucu)

Association for Budgeting and Financial Management (ABFM) Annual Conference, Atlanta, Georgia. 10/2006. Paper: "Assessing Financial Condition Change in Government: An Analysis of Panel Data from U.S. States". (co-author of the presentation: Tom Liou)

Southeastern Conference for Public Administration (SECoPA), Athens, Georgia, 9/2006. Paper (co-authored): "Management Attitudes, Financial Conditions, and Organizational Reforms." (presented by Tom Liou)

The Third Sino-US International Conference for Public Administration. Beijing, China. 6/2006. Paper: "Outcome-oriented Performance Analysis for Public Services: Characteristics, Limitations, and Challenges."

American Society for Public Administration (ASPA) National Conference, Denver, Colorado, 4/2006. Paper (co-authored): "How Much Difference Does Leadership in Government Organizations Make?"

American Society for Public Administration (ASPA) National Conference, Denver, Colorado, 4/2006. Roundtable presentation: Interpretation of Ethical Symbols in Government.

Association for Budgeting and Financial Management (ABFM) Annual Conference, Washington DC. 11/2005. Paper: "Measuring Financial Condition: A Study of U.S. States".

American Society for Public Administration (ASPA) National Conference, Milwaukee, Wisconsin, 4/2005. Paper: "Ethical Strategies to Build Trust: New Research Findings."

American Public Health Association 132<sup>nd</sup> Annual Meeting, Washington, D.C. (with Jacqueline F. Byers, Ana M. Leon, Nancy Ellis, Shellene Mazany), 11/2004. Paper (co-authored): "Community Help & Intervention in Life's Lessons (CHILL): Program evaluation and next steps". (presented by Dr. Jacqueline Byers)

The Second Sino-US International Conference for Public Administration. Beijing, China. 5/2004. Paper: "Implementing a Performance-Based Management System: a Case Study of China Post."

American Society for Public Administration National Conference, Phoenix, Arizona. 3/2002, Paper: "Assessing Performance Measurement Impact: A study of local government."

American Society for Public Administration National Conference, Newark, New York. 3/2001. Paper (co-authored): "Family Friendly Benefits Practices in Local Government."

American Society for Public Administration National Conference, San Diego, CA. 4/2000. Paper: "Developing Administrative Accountability: New Tools and Techniques."

Southeastern Conference for Public Administration Annual Conference, St. Petersburg, Florida. 10/1999. Paper, "Effectiveness of Teaching Statistics and Analytical Techniques in MPA Education: An Experiment."

American Society for Public Administration National Conference, Orlando, Florida. 4/1999. Paper (co-authored): "Performance Measurement in US County Governments." (presented with Evan Berman)

American Society for Public Administration National Conference, Seattle, Washington.

5/1998. Paper: "Are Public Officials Motivated to Use Performance Measurement?"

Southeastern Conference for Public Administration Annual Conference, Knoxville, Tennessee. 9/1997. Paper: "Do Public Officials Really Prefer Outcome Measures?"

American Society for Public Administration National Conference, Philadelphia, PA. 7/1997. Paper: "Local Officials' Preferences of Performance Measurements: A Study of Local Police Services."

Southeastern Conference for Public Administration Annual Conference, Miami, Florida. 10/1996. Paper: "Several Conditions to Develop and Implement Productivity Measurements in Local Governments: An Analysis of Local Police Departments."

Southeastern Conference of Public Administration Annual Conference, Savannah, Georgia. 10/1995. Paper (co-authored): "Efficiency, Effectiveness, Control, and Equity in the Delivery of Community-level Services: The Consolidation Debate Revisited." (presented with M. Dluhy and F. Becker)

Southeastern Conference for Public Administration Annual Conference, Lexington, Kentucky. 10/1994. Paper: "Judgmental vs. Time Series vs. Deterministic Models in Local Revenue Forecasting: A Florida Case Study."

### **G. Other Conferences Presentations**

Collaborating In the 21<sup>st</sup> Century, the 3<sup>rd</sup> Annual Public Administration Conference at University of Central Florida, Department of Public Administration, April 2009. Paper: "Costing Public Participation: A Theory".

Second Annual Health and Public Affairs Research Conference, University of Central Florida, 10/2005. Paper: "Does Financial Performance Matter in Government?"

The Chinese-American Scholars Association of Florida, Annual Conference, Orlando, Florida. 6/1999. Paper: "Why Citizens Want Their Own Cities? A Case Study in Florida"

### **H. Conference Chair/Speaker/Moderator**

Chair and presenter, COHPA Brownbag series, Presentation topic: "Action-based research in Public Administration". February 11<sup>th</sup>, 2009.

Panel chair, Southeastern Conference for Public Administration (SECOPA), Orlando, Florida. Panel title: "New Research in Performance Management." September 26, 2008.

Panel chair, Southeastern Conference for Public Administration (SECOPA), Orlando,

Florida. Panel title: "Tax and Expenditure Limitations and Budget Policy." September 25, 2008.

Panel Moderator, Fourth Annual Health and Public Affairs Research Conference, University of Central Florida. Panel title: "Impact of Centers of Global Development." October 26, 2007.

Panel Chair, the First Public Administration Conference of University of Central Florida : The Changing Face of Public Administration. Panel: Finances for the Future of Local Government. March 30, 2007.

Invited Speaker to faculty and graduate students at School of Public Administration, Renmin University of China. Topic: "Issues in performance management in U.S." December 21, 2006.

Featured Speaker at Public Administration Colloquium, University of Central Florida. Speech topic: "From start to finish: how to conduct successful research". November 14, 2006.

Presenter to students and faculty at Renmin University of China, School of Finance, Beijing, China. 12/28/2005. Topic: "The Expenditure Structure of U.S. Governments: An Overview".

Chair of a panel at International Public Procurement Conference, Fort Lauderdale, Florida. 10/2004. Panel title: Improving Procurement.

Keynote Speaker at Faculty and Graduate Student Research Seminar, Renmin University of China, School of Finance, Beijing, China. 1/2003. Topic: "The Current Issues of Public Financial Management in U.S."

Panel Moderator for Performance Measurement Conference at The Institute of Government and The Metropolitan Center, Florida International University, Miami, Florida. 6/1999. Panel: Improving Performance Measurement Design and Implementation.

## **I. Research Projects**

Principal investigator, Determinants of Financial Condition and Financial Performance, Fall 2003 – . A model is developed to discover key factors that influence financial condition and performance of US local governments. Financial measures will be created from comprehensive annual financial reports (CAFR) with the new reporting format required by the Governmental Accounting Standards Board (GASB) Statement 34. 2003, 2004, and 2005 CAFRs of U.S. states and cities with population greater than

250,000 are being collected. Analysis has been completed. Two manuscripts have been accepted for publications (PBF and JPAFM).

Principal investigator, Performance Management Applications and Techniques, summer 2006 –. This project examines performance management practices in the public sector. It also attempts to produce readings for state/local governments and graduate students in the MPA programs. The findings of the project are being used for a book Performance Analysis for Public and Nonprofit Organizations (Jones and Bartlett: forthcoming).

Co-principal Investigator (with Naim Kapucu and Evan Berman), Assessing Public and Agency Preparedness during the 2004 Hurricane Season in Florida. Fall 2004 – Fall 2007. This project is designed to mentor a junior faculty for research. It measures and assesses public and agency preparedness during Florida's four major hurricanes in 2004. A survey of 67 county emergency offices was mailed out in December 2004. By February 2004, 60 surveys were filled out and returned for a response rate larger than 80 percent. Analysis of emergency situational reports and other emergency documents were also conducted. One manuscript has been accepted for publication (JPART) and another under review.

Co-principal investigator (with Gary Roberts, Howard Frank, and Gerasimos Gianakis), summer 2002 – 2005. Methodological Issues in Public Administration. This project attempts to explore the conditions in which different research methods are applied in public administration research. It examines experiment designs, survey design, and qualitative methods in public administration research. The final analysis of the investigation will be included in a book.

Co-principal Investigator (with Anna Leon, Jackie Byers, Ermalynn Kiehl), 2003 - 2004. Evaluation of Youth Initiative Programs. This research uses a model to evaluate three interrelated, but separately measured, health programs that include a health counseling program, a healthy school team program, and a nursing in school program. The purpose of the research is to develop a comprehensive evaluation model to evaluate performance of a non-profit health care organization (Winter Park Health Foundation).

Principal investigator, Implementing a Performance-Based Management System (with a Case Description of China Post), Fall 2003 to Spring 2004. This study examines an implementation model of performance-based management in China with a case study of China Post. One manuscript has been accepted for publication.

Co-principal Investigator (with Antonio Trujillo), Summer 2003 – Summer 2004. Accountability in Decision-Making and City Performance on the Delivery of Services: A Cross Sectional Analysis of City's Expenditures. This project attempts to understand the relationship between accountability efforts and spending patterns of US city

governments. A database that combines U.S. municipal demographics and accountability data was created.

Principal investigator, Impact Assessment of Performance Measurement, Spring 2001 – Fall 2003. The project uses a content analysis on performance measurement impacts in U.S. cities. The data are collected from city officials' comments on their performance measurement uses. Both quantitative and qualitative methods are used to assess the impacts. The project produces two refereed journal publications (PPMR, IJPA).

Co-principal investigator (with Gerasimos Gianakis, Cliff McCue, and Gary Roberts), Local Government Employee Benefits Study, Summer 2000 – Fall 2002. The research examines benefit packages of local government employees and addresses the issue of competitiveness of government jobs. A national survey is conducted. A manuscript has been published (Public Personnel Management).

Principal investigator, Administrative Accountability in Local Governments, Summer 1999 — Fall 2000. This project targets all US municipalities with populations of 50,000 or over. The focus is on the tools to enhance administrative accountability in governments. The project produced three refereed journal publications (PAR, PPMR).

Co-principal Investigator (with Gerasimos Gianakis), Evaluation of the Water and Sewer Rate Schedule in City of Titusville, Florida. Spring 2000. The project includes a citizen survey, a study of water and sewer rate structures in comparable cities, a user focus group study, a field study of city stakeholders, and a literature search of relevant water and sewer rate studies. A manuscript based on the project has been published (Public Procurement).

Principal investigator, The Effectiveness of Different Types of Statistical Assignments, Spring 1999. An experiment is designed to identify the effectiveness of different assignments on student learning of statistical concepts and applications. The project produces one refereed journal article (Journal of Public Affairs Education).

Participant (with Principal investigator Tom Liou and MaryAnn Feldheim), Citizen Involvement in Community Building: The Targeted Community Initiative Program in Orange County, Florida, Spring 1999. This project describes the practice of TCI projects. The project produces one book chapter (in Distressed Communities).

Principal investigator (with Evan Berman), Performance Measurement in US County Governments, Summer 1998 — Spring 1999. This survey project targeted all counties with populations of 50,000 and over. In this project, we tried to determine the organizational factors that influence the use of performance measurement. The project produces four refereed journal articles (PAR, JPART, PBF, JPPA).

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Principal investigator, Municipal Officials' Preferences for Performance Measurement, Fall 1997— Spring 1998. This project examines the factors that influence public officials' preferences for different types of performance measures, which are increasingly used in all levels of governments in US. I first conducted five case studies in five municipalities in south Florida. Based on the findings of the cases, a survey was sent to city officials in 67 municipalities in Dade, Broward, and Palm Beach Counties of Florida. The project has produced three refereed journal articles (IJPA, JPBM, PPMR).

**J. Grants and Contracts (Sponsored Research Grants): Grant amounts at UCF: \$888,414.5 (awarded).**

Project Trainer (PI: Naim Kapucu), Public Service and Leadership Program, 2007 – . Lecturing on Performance Management for Governmental Officials from Turkey. Grant from Turkish Government (Ministry of the Interior). Grant awarded: \$ 24,914.40 (Phase I — Senior Leadership). Grant awarded: \$43,688.10 (Phase II).

Project Researcher (PI: Naim Kapucu), since 2005. Responsible for conducting research, program evaluation, and program assessment training of community organizations for a number of UCF Capacity Building Institution grants that include (1) Facilitating Access to Services “FACTS II: Nonprofit Capacity Building for Grassroot Community Organizations.” 2006 . A grant from Orange County (Florida) Health Department. Grant awarded: \$179,520. (2) Advancing Help (HELP of Fort Meade, Inc.). 2006. A Compassion Capital Grant in US Department of Health and Human Services. Grant awarded: \$14,860. (3) Advancing Help (Women's Resources Center). 2006. A Compassion Capital Grant in US Department of Health and Human Services. Grant awarded: \$15,500. (4) Building Organizational Capacity for Minority Nonprofit Organizations. 2005. A grant from Orange County (Florida) Health Department. Grant awarded: \$296,000.

Principal Investigator, 2005–2006. Evaluating Community Help & Intervention In Life's Lessons (CHILL) Program and School Nurse Initiative (SNI) Program. Conducting research to assess program effectiveness of school counseling and school nurse programs. Grant from Winter Park Health Foundation. Grant awarded: \$44,361.

Co-principal Investigator (PI: Anna Leon), 2003 – 2004. Evaluation of Youth Initiative Programs. Conducting research to assess effectiveness of school-based health care initiatives. Grant from Winter Park Health Foundation. Grant awarded: \$ 257,071.

Co-principal Investigator (PI: Larry Martin), 2003 – 2004. Assessment of Out-of-Home Children Placements of Department of Children and Families. A project of Center of Community Partnership. Grant from Family Service of Metro Orlando, Grant awarded: \$ 12,500.

Co-principal investigator (PI: Milan Dluhy), 1996. Economic Feasibility Study for East Kendall, Florida. Grant from East Kendall, Florida. Grant awarded: \$7,000.

Participant (PI: Milan Dluhy), 1996. Coconut Grove: Revenue Base for Municipal-level Services. Grant by Coconut Grove Village, Florida. Grant awarded: \$ 7,000.

Participant, 1995-96 (PI: Milan Dluhy). The Municipal Incorporation Study of Dade County. Grant from the Dade County Government . Grant awarded: \$100,000.

Participant, 1994 (PI: Alan Rosenbaum). The Legislative Development in Paraguay. Grant from US AID. Grant awarded: \$ 1 million.

#### **K. Technical Supports Grants, In-house Grants, Other Grants (Awarded)**

Principal Investigator, 2009. Financial Feasibility of Incorporation for Poinciana, Florida. A project of Institute of Government at UCF. Grant from Association of Poinciana Villages. Grant awarded: \$17,000

Principal Investigator, 2004 – 2005. Financial Feasibility Assessment of Incorporation Initiative in Celebration, Florida. A project of Institute of Government at UCF. Grant from Celebration. Grant awarded: \$ 6,500.

Principal Investigator, 2003 – 2005. Evaluation of Brainsmart/Healthwise (The Healthy School Team) Programs at Brookshire Elementary School. Grant from Winter Park Health Foundation. This grant consists of four separate evaluation reports on Body Mass Index and nutrition consumption for a total grant amount awarded: \$ 22,800.

Principal Investigator, 2004. Financial Feasibility Assessment of Incorporation Initiative in Hunter's Creek. A project of Institute of Government. Grant from Hunter's Creek, Florida. Grant awarded: \$ 6,500.

Co-principal Investigator (PI: Antonio Trujillo), 2003. Accountability in Decision-Making and City Performance on the Delivery of Services: A Cross Sectional Analysis of City's Expenditures. In-house Research Grant, Office of Research, University of Central Florida. Grant awarded: \$7,500.

Principal Investigator (with Jerry Gianakis), 2000. Evaluation of the Water Rate of the City of Titusville. A project of Institute of Government. Grant from the City of Titusville, Florida. Grant awarded: \$19,000.

Principal Investigator, 1999. Performance Measurement: a Study of Local Governments. College of Health & Public Affairs In-House Research Grants. Grant awarded: \$7,450.

**L. Grants (under review or declined).**

Grant Proposal, 2008, (with Naim Kapucu, Maria-Elena Augustin, Barbara Howell) Emergency Management for Higher Education: A grant competition to develop, or review and improve, and fully integrate campus-based all-hazards emergency management planning effort for higher education institute. Grant from the U.S. Department of Education. (under review)

Grant Proposal, 2007 (with Wendell Lawther). Transportation Performance Management Program. National Cooperative Highway Research Program Grant, \$174,199. (under review)

Grant Proposal, 2006. Economic Impact of Nonprofit Organizations in Florida. Florida Philanthropic Network. \$89,290. (declined)

Grant Proposal, 2005. Learn and Serve America Higher Education. Federal Corporation for National and Community Service Learn and Serve America. \$600,000. (declined)

Grant Proposal, 2003. Developing Financial Condition Analysis from GASB No. 34. Governmental Accounting Standards Board (GASB) grant, \$10,000. (declined)

Grant Proposal, 2001. Cultural Competency and Diversity Training Grant by Primary Care Access Network, Orange County, Florida, \$100,000 (declined)

Grant Proposal, 2001. Performance Measurement Impact. PricewaterhouseCooper Endowment Grant. \$10,000. (declined)

Grant Proposal, 2000. Administrative Accountability in U.S. Local Government. UCF in-house grant, \$7,500. (declined)

**M. Research Service**

- Editorial Board Member, Public Performance & Management Review, 2003 – present. Responsibilities include regular review of manuscripts for the journal and providing suggestions and recommendations on editorial policies and practices.
- Editorial Board Member, Journal of Public Budgeting, Accounting, and Financial Management, 2008 –. Responsibilities include regular review of manuscripts for the journal and providing suggestions and recommendations on editorial policies and practices.
- Manuscript Review Boards for Scholarly Journals (13 journals): Public

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Administration Review, Public Performance & Management Review, The American Review of Public Administration, International Review of Administrative Sciences, Journal of Public Budgeting, Accounting, & Financial Management, International Journal of Public Administration, International Journal of Economic Development, Policy Studies Review, State and Local Government Review, Public Finance & Management, Municipal Finance Journal, International Journal of Public Policy, Journal of Public Affairs Education.

- Proposal Reviewer, National Science Foundation (NSF), Time-sharing Experiments for the Social Sciences (TESS). TESS is a NSF-sponsored infrastructure project that funds projects of scientific and social significance. Projects must use an experimental design or a quasi-experimental design to collect data. Funds come from NSF and DHS. I have reviewed proposal for funding for TESS. TESS reviewers should be “Highly Visible scholars” <http://www.experimentcentral.org/info/review.php>.
- Member of Program Committee of 2009 American Society for Public Administration Annual Conference in Miami. Responsible for evaluating and choosing conference panels and presentation papers on Performance Management Track.
- Member of Program Advisory Council (PAC) of 2007 American Society for Public Administration Annual Conference (Washington DC). Responsible for evaluating and choosing among 52 papers and panel proposals for conference presentations in the Budgeting, Finance, Accountability, and Performance track.
- Member of Program Committee of 2008 Southeast Conference of Public Administration (SECoPA). Responsible for evaluating and choosing conference panels and presentation papers on the performance and evaluation tracks.
- Publisher Review Boards for Book Manuscripts: SAGE Publications, Jones and Bartlett Publishers. Review book proposals for the publication consideration.
- Advisory Board Member, International Handbook of Practice-based Performance Management, published by Sage Publications, Inc. Review 3 manuscripts for the handbook. Provide publication recommendations to the publisher (June 2006).
- Reviewer of entry manuscript, The Encyclopedia of Public Administration and Public Policy, 2<sup>nd</sup> edition, edited by Jack Rabin, published by Taylor & Francis Group. Entry title: “Chinese Public Administration: History and Current Trends” (November 2006).
- Scholarly Reviewer, National Science Foundation of China (NSFC), Management Science Division.

**N. Memberships**

- American Society for Public Administration (ASPA)
- International City/County Management Association (ICMA)
- Pi Alpha Alpha, the National Honor Society for Public Affairs and Administration
- ASPA Section on Public Performance and Management (SPPM)
- ASPA Association for Budgeting & Financial Management (ABFM)
- ASPA Section on Ethics
- ASPA Section on Chinese Public Administration
- The Chinese-American Scholars Association of Florida

**N. Research Evaluation**

UCF Public Administration Department Annual Evaluation (on a scale of "Outstanding", "Above Satisfactory", "Satisfactory", "Conditional", and "Unsatisfactory"):

2008:	Outstanding
2007:	Outstanding
2006:	Outstanding
Summer and Fall 2005:	Outstanding
2004 – Spring 2005:	Outstanding
2003 – 2004:	Outstanding
2002 – 2003:	Outstanding
2001– 2002:	Outstanding
2000 – 2001:	Outstanding
1999 – 2000:	Outstanding
1998 – 1999:	Outstanding
1997 –1998:	Outstanding

**TEACHING & THESIS-ADVISING****A. Courses Taught** (until Spring 2009)

Number of Course taught at UCF (fall 1997 to summer 2008): 65

Graduate Courses

- Advanced budgeting and financial management (Ph. D. elective) (1 time)
- Public budgeting (4 times)
- Public financial management (24 times: face-to-face 8 times, online 16 times)

- Applied statistics and analytical techniques in public administration (12 times: face-to-face 10 times, online mixed mode: 2 times)
- Research, survey, and evaluation methods in public administration (14 times)
- Public administrators in Governance Process (3 times: face-to-face 2 times, online 1 time)

### Undergraduate Courses

- Introduction to public administration (4 times)
- Community economic development (1 time)
- Public budgeting (2 times)

### Team-Teaching, Co-Teaching, Guest-Speaker

- Nonprofit Resource Development (PAD 4147, Fall 2004, team-teaching with Stephanie Krick and Joan Nelson)
- Social Work Research (Guest-Speaker) (SOW 3401, Spring 2003)
- Program Evaluation in Nonprofit Organizations (PAD 4144, Nonprofit Organizations, 2002)
- Cost-benefit analysis (a Ph.D. seminar, 2000)
- Fiscal management (2000)
- Designs and applications of performance measurement (a Ph.D. seminar, FIU, 1997)
- Revenue forecasting techniques (FIU, 1995)

## **B. Teaching Evaluation**

UCF Public Administration Department Annual Evaluation (on a scale of "Outstanding", "Above Satisfactory", "Satisfactory", "Conditional", and "Unsatisfactory"):

2008:	Outstanding
2007:	Outstanding
2006:	Outstanding
Summer and Fall 2005:	Outstanding
2004 – Spring 2005:	Outstanding
2003 – 2004:	Outstanding
2002 – 2003:	Outstanding
2001– 2002:	Outstanding
2000 – 2001:	Outstanding
1999 – 2000:	Outstanding
1998 – 1999:	Outstanding/Above Satisfactory
1997 –1998:	Outstanding

UCF Students' Evaluation (on a 5-point scale of 5=excellent, 4=very good, 3=good, 2=fair, 1=poor; shown is mean of 16 items of students' evaluation of my instruction) by spring 2008

Above 4.0: 50 classes  
3.5 – 4.0: 10 classes  
3.0 – 3.5: 1 class  
Below 3.0: 0 class

Mean = 4.22  
Standard Deviation = 0.293

### **C. Teaching Load (UCF)**

I have been on an official 3/3 teaching load (3 courses each of spring or fall semesters) since 1998. I received one course relief each semester for being program coordinators from 1998 to 2002 (i.e. a 2/2 load), and one course relief a year from being involved in the COHPA Ph.D. program and other research activities since 2002 (i.e. a 3/2 load).

### **D. Major Teaching Enhancement Activities**

- Developing a 400-page teaching manual for students in the analytical technique course (PAD 6701) that includes readings, 11 comprehensive case studies, and many Excel exercises. The manual is prepared for possible online teaching format of a difficult subject. 2006 – 2008.
- Completing a teaching manual for online teaching of PAD 6207 Public Financial Management. The manual includes (1) a step-by-step guide on online learning of financial calculations, (2) a bank of case studies of financial management, and (3) a test questions bank. 2003 – 2005.
- Web course designs: PAD 6207, PAD 6053, PAD 6701.
- Conducting a teaching experiment in PAD 6701 (Analytical Techniques) to examine the effectiveness of statistical assignments. Presenting the results in Southeastern Conference for Public Administration Annual Conference, St. Petersburg, Florida, 1999. Results were published in Journal of Public Affairs Education. 1999
- Participant of many teaching workshops including UCF Faculty Center for Teaching and Learning Workshops, turnitin.com training, webpage design training etc.

**E. Dissertation and Thesis Committees**

- UCF Ph.D. Dissertation Committees (12): Bill Burns (2008–), Laura Mikovsky (2007–), Gina Beckles (Chair, 2001–2006), Janet Davis (2005–2008), Nancy Ellis (2003–2007), Tracey Trottier (2004–2005), Lynda Dennis (Chair, 2002–2004), Owen Beitch (2001–2005; Chair 2004–2005), Jorge Figueredo (2001–2005; Chair 2004–2005), Ken Stackpoole (2001–2003), Alan Johnson (2002–2005), David Laney (2002–2004).
- UCF Ph.D. student advising: Mike Neidhart (1997–2000).
- Capella University (MN) Ph.D. Student: James Kubala (2000–2002).
- UCF Master Research Papers: James Kubala, 1997–1998. Caryn Mille, Spring 2003. Valynn Sala-Diakanda, Summer 2008.

**F. Service Learning Projects (not related to any courses taught)**

Direct Jennifer Palmer, a MPA student, to design a citizen need assessment survey for Lake County, Florida, April 2006.

**G. Major Student Advising Activities**

- UCF undergraduate advising: Advising 140 students as Undergraduate Coordinator, 1998–1999.
- UCF graduate advising: Advising 150 graduate students as MPA Graduate Coordinator, January 2000–August 2002, August 2005–May 2006.

**SERVICE****A. University Service (UCF)**Program Coordinators

- Two terms of UCF Master of Public Administration (MPA) program coordinator, January 2000–August 2002, and August 2005–May 2006. (1) Major achievements during the tenure: the number of student applications increases by 37.5% from 125 in 2000 to 172 in 2002; the number of student admissions increases by 32.9% from 94 in 2000 to 125 in 2002. (2) Major responsibilities: organizing and implementing

the Recruitment Enhancement Program (Budget: \$5,000); conducting annual program effectiveness assessment; advising 150 + students; conducting coordinator's daily operations including student orientations, scholarship recommendations, recommendation letter writing, participating recruitment fairs.

- UCF Undergraduate Program Coordinator of the Public Administration Program, 1998 — 1999. Major responsibilities: advising 140 + students; building the honor program; conducting coordinator's daily operations including student orientations, scholarship recommendations, recruitment activities.

#### UCF Committee Assignments

- Faculty Senate, Fall 2002 – Fall 2003, Fall 2003 – Fall 2005
- Faculty Senate Budgeting and Administration, Fall 2002 – Fall 2005
- University Commencement, Convocations, and Recognition committee, Fall 2001– Fall 2003
  
- College of Health & Public Affairs (COHPA) Research Coordinator Committee, 2005 –
- COHPA Employee of the Year Selection Committee, 2009
- COHPA Division Review Committee (review of Institutional Effectiveness Reports), 2003 – 2005
- COHPA Research Incentive Award (RIA) Selection Committee, 2007–
- COHPA Grade Appeal Committee (ad hoc), Fall 2006
- Committee of Dean's Five-Year Evaluation Committee, 2005 Spring and Summer
- COHPA Research Committee, 2003 –
- COHPA Graduate Council, January 2000 – August 2002. August 2005 – Fall 2006
- COHPA Faculty Council, Fall 1999 – Fall 2001.
- COHPA Public Affairs Ph.D. Curriculum Committee, Spring 2000 – Fall 2001 and 2002 –
- COHPA Public Affairs Ph.D. Admission Committee, Spring 2003 –2005
- COHPA Public Affairs Ph.D. Dissertation Committee, 2000 –
- COHPA Public Affairs Ph.D. Exam committee, Fall 2002 – 2004
- COHPA Public Affairs Ph.D. Statistics Committee, Spring 2000 –
- COHPA Diversity Committee, 2001 – 2003
- COHPA Institutional Effectiveness Review Committee, Spring 2000 – Fall 2002.
- COHPA Search committee for Daytona Beach Faculty/Instructor position, Spring 2002.
- COHPA International affairs, 2001 – 2003
- COHPA Teaching Incentive Program (TIP) Criteria Committee, 2000 – 2001, 2004–05
- COHPA Teaching Incentive Program (TIP) Selection Committee, 1998 – 99, 2003 –

04, 2004–05, 2009

- COHPA Student Affairs Committee, 1997–1998.
- COHPA Honors Committee 1998– 1999.
- COHPA Search committee for Assistant Dean of Student Affairs of COHPA (Fall 2000)
  
- Department of Public Administration (DPA) Program and Course Review Committee (chair since fall 2004), Fall 2000 – Fall 2001, and Fall 2002 –
- DPA Tenure and Promotion Committee, Fall 2003 – (Chair, Fall 2006 –)
- DPA Search Committee, Fall 2006 –
- DPA PA conference committee, Spring 2007 (ad hoc)
- DPA National Association of Schools of Public Affairs and Administration (NASPAA) Representative, January 2000 – August 2002.
- DPA Budget Committee (ad hoc) Fall 2002 – Spring 2003
- DPA Faculty search committee, 1999-2000 (Daytona Beach position – Assistant Professor).
- DPA Faculty search committee, 2000 (the Daytona Beach position – Instructor)
- DPA Program effectiveness committee, 1999 – 2003
- DPA Curriculum Committee, 1997 –
- DPA Admissions & Petition Committee, 1998 – 2003 (chaired the committee in summer 2000).
- DPA Budget and Finance Committee, 1998— 1999

#### Other University Service

- Reviewer, UCF *Undergraduate Research Journal*. Review undergraduate students' research papers.
  
- Writing the Self Study of UCF MPA 5-year Program Review for Department of Public Administration. Fall 2003. The program review is part of the university strategic planning and implementation process.
  
- Presenter, 11/99, Research Presentation, Department of Public Administration, University of Central Florida, Orlando, Florida. Presented research findings of "Performance Measurement in Counties" to faculty from PA and other departments.
  
- Participant, 7/95, press conference, Miami, Florida. Presented data concerning the relationship of community wealth in affecting levels of public services.
  
- Presenter, 4/1994, Managers or Management Trainee Workshops, Florida Institute of Government, Florida International University, N. Miami, FL. Workshop: "Revenue Forecasting Techniques in Budget Fields".

**B. Professional Service**

- Chair, American Society for Public Administration Section on Public Performance and Management, 2007 – 2009 . Responsibilities include (not limited to): recruiting members, editing the section newsletters, managing the section listserv, organizing section annual meetings, and annually reporting section activities to ASPA and section members.
- Membership Chair, American Society for Public Administration Section on Public Performance and Management, 2005 – 2007. Remind members of membership renewal monthly. Communicate with new members on section's membership activities. Prepare membership reports annually to the section's Executive Board.
- Chair-Select, American Society for Public Administration Section on Public Performance and Management, 2006 – 2007.
- Treasurer, American Society for Public Administration Section on Public Performance and Management, March 2002 – April 2004. Responsible for the section financial transactions and preparation of the section annual financial reports. Report the section's finance annually to the section's Executive Board.
- Executive Board Member, American Society for Public Administration Section on Public Performance and Management, 2001 – 2007. Design and implement sections' polices on membership and communication.
- Tenure and Promotion Reviews for Alejandro Rodriguez at the University of Texas at Arlington (May 2005).

**C. Community Service**

- Presenting to citizens in Poinciana, Florida, on issues related to municipal incorporation in multiple town hall meetings, March 2009 –.
- Interviewed by Central Florida Future, the student newspaper at UCF, about the presentation (title: Performance Management in the U.S.) I did for the Turkish Public Officials' Leadership program, October 10, 2007.
- Presenting to groups of high-ranking governmental officials from Turkey in the Public Service Leadership Development program (title of presentation: Performance Management in the U.S.), fall 2007, fall 2008, and spring 2009.
- Presenting in a workshop on how to conduct self-assessment for nonprofit managers

at Women's Resource Center, Polk County, Florida. Presentation topic: "How to conduct self-assessment or organizational effectiveness for nonprofit organizations?" Organized by the Capacity Building Institute of UCF. April 12<sup>th</sup>, 2007

- Presenting in a workshop on how to conduct self-assessment for nonprofit managers at HELP of Fort Meade. Presentation topic: "How to conduct self-assessment or organizational effectiveness for nonprofit organizations?" Organized by the Capacity Building Institute of UCF. March 15<sup>th</sup>, 2007
- Presenting in a workshop on how to conduct self-assessment for nonprofit managers at Nehemiab Educational & Economic Development Inc. (NEED), and Center for Multicultural Wellness and Prevention Inc. Presentation topic: "How to conduct self-assessment of organizational effectiveness for nonprofit organizations." Organized by the Capability Building Institute of UCF. October 12, 2005.
- Presenting results of a program evaluation to the Trustees and Youth Work Group members of Winter Park Health Foundation, Florida. Presentation title "2004-2005 Evaluation of Coordinated Youth Initiative Programs: School Nursing Initiative, CHILL Counseling Service". September 14, 2005.
- Preparing a handbook, "Self-Assessment Guide for Organizational Effectiveness", and an evaluation database for Nehemiah Educational and Economic Development, Inc. (NEED) and other nonprofit healthcare organizations in Orange County (Florida)'s Health Department's Capacity-building Project. May – July 2005.
- Presenting results of a financial feasibility analysis of incorporation to the general public in a community meeting at the Celebration community, FL, June 13, 2005.
- Presenting results of a financial feasibility analysis of incorporation to the general public in a community meeting at the Hunter's Creek community, FL, December 13, 2004.
- Presenting a program evaluation of School Nursing Initiative to the board of trustee at Winter Park Health Foundation, Florida. October 13, 2004.
- Presentation on the results of a financial feasibility study to the Incorporation Committee of Hunter's Creek's Homeowner Association, FL, April 15, 2004.
- Project analyst, UCF Center of Community Partnership (CCP). Participated in a study on foster care children during November 2003 to March 2004. Presented the results to Florida Department of Children and Families and Family Services of Metro Orlando in March 2004.

- Data manager, Community Help & Intervention in Life's Lessons (CHILL) Program Evaluation. Managing data for a comprehensive program evaluation of CHILL for Winter Park Health Foundation, Florida. Also provide technical assistance to the foundation. 2003
- Data manager, School Nurse Initiatives (SNI) 2002-2003 Evaluation. Preparation of data for an evaluation conducted for the SNI program of Winter Park Health Foundation, Florida, July 2003.
- Author of a program evaluation of BrainSmart/HealthWise Program at Brookshire Elementary School, Winter Park, Florida. The report was presented at the "Learning the Brain" Conference, April 2003, Harvard University, Cambridge, MA.
- Data manager, Community Help & Intervention in Life's Lessons (CHILL) Program Evaluation. Managing data for a comprehensive program evaluation of CHILL for Winter Park Health Foundation, Florida, 2002.
- Testify to the City Council on questions regarding fire service fees, Eatonville, Florida, November 2002.
- Data manager, School Nurse Initiatives (SNI) 2001-2002 Evaluation. Preparation of data for an evaluation conducted for the SNI program of Winter Park Health Foundation, Florida, November 2002.
- Provide technical assistance in assessing water and sewer rate schedule in the City of Titusville, Florida. January – June 2000.
- Testify to the City Council the results of a water and sewer rate study, City of Titusville, Florida, on June 22<sup>nd</sup>, 2000.
- Design a citizen survey study for Tangelo Park Program (a project targets the educational achievement of the children in an economically depressed community called Tangelo Park). February – May 2000.
- Participate in the Chinese-American Scholars Association activities. 1997 –
- Provide technical support in building a revenue forecasting model and a cash management model in Town of Davie, Florida. 1993 – 1994

#### **D. Evaluation on Service**

UCF Public Administration Department Annual Evaluation (on a scale of "Outstanding", "Above Satisfactory", "Satisfactory", "Conditional", and "Unsatisfactory"):

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Summer and Fall 2005:	Outstanding
2004 – Spring 2005:	Outstanding
2003 – 2004:	Outstanding
2002 – 2003:	Outstanding
2001– 2002:	Outstanding
2000 – 2001:	Outstanding
1999 – 2000:	Outstanding
1998 – 1999:	Outstanding
1997 –1998:	Outstanding

### HONORS, AWARDS, RECOGNITION

- 2007 Inducted into Pi Alpha Alpha, the National Honor Society for Public Affairs and Administration.
- 2006 *Teaching Incentive Program Award (TIP)*, for outstanding teaching performance and outcome. University of Central Florida.
- 2005 *Research Incentive Award (RIA)*, for outstanding research achievements, impact, and value in a recipient's field. University of Central Florida.
- 2003 *Unsung Hero*, Recognition in the annual college meeting, University of Central Florida, College of Health & Public Affairs.
- 2002 Department's *Recognition as MPA Coordinator* from January 2000 to August 2002. University of Central Florida, Department of Public Administration.
- 2001 *Teaching Incentive Program Award (TIP)*, for outstanding teaching performance and outcome. University of Central Florida.
- 2000 *Performance Incentives Award*. University of Central Florida.
- 2000 *Research Productivity Award*. University of Central Florida, College of Health and Public Affairs.
- 1999 *Research Productivity Award*. University of Central Florida, College of Health and Public Affairs.

- 1998 *Research Productivity Award*. University of Central Florida, College of Health and Public Affairs.
- 1997 *Outstanding Achievement in Public Administration*. Florida International University,
- 1997 *Outstanding Scholar in Public Administration*. Florida International University.
- 1996 *Who's Who Among Students in American Universities & Colleges*
- 1991-96 *Research Fellowship Award*. Florida International University
- 1995 *Outstanding Scholarship in Public Administration*. Florida International University.
- 1995 *Student Appreciation Award* (for teaching and assisting a graduate statistics course). Florida International University.
- 1983 *Distinguished Student Award*. Renmin University of China