

# Public Administration FOCUS

News from the Department of Public Administration at the University of Central Florida

2010–2011, Volume 6



FEATURING NEWS FROM THE



*Excellence in research, education and service*

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**TOP 100**

UCF's Master of Public Administration program is ranked in *U.S. News and World Report's* Top 100 graduate programs.

**Message from the Chair**

The Department of Public Administration now has five programmatic areas — public administration, nonprofit management, urban and regional planning, emergency management, and research administration. The formal Master of Public Administration program began in 1982, and graduate and undergraduate public administration education remains the overarching umbrella for all of our other programs. In early 2000, our department initiated programs in nonprofit management, which were followed by programs in urban and regional planning and emergency management. Last year, we received formal approval to begin our Master of Science in Urban and Regional Planning program, and this year we received formal approval for our new Master of Research Administration program. In addition, last fall we launched two doctoral program options that give students an opportunity to learn under the tutelage of our outstanding faculty.



This volume of the *Public Administration FOCUS* contains an article on each of our five programmatic areas. Our goal in these articles is to highlight student learning and service, and to aggregate the research efforts of faculty members and students in these areas. My hope is that you will share our work with others and continue your support of our department through your actions and your words.

Mary Ann Feldheim, Ph.D.  
Chair and Associate Professor

**On the Cover**

(Left to right) Lorena Cabrices, Nonprofit Management Student Association president; Carole Becker, NMSA vice president; and Alexander Trauger, M.P.A. Student Association president in front of the Health and Public Affairs building I on UCF's campus in Orlando. Photo by Santiago Studios.

NEWS FROM

**Public Administration**

*The strengths of UCF's public administration programs lie in their interconnectedness with communities, ethical foundations, and scholarly and applied research.*

This academic year, the Department of Public Administration achieved local, state and national prominence through its contemporary curriculum, innovative instruction, scholarly and applied research, and community service in public administration.

**NEW GRADUATE PROGRAM OPTIONS**

In the fall, the department expanded its academic programs (see back cover) to include a formal Public Administration Track in the Doctoral Program in Public Affairs, which prepares future leaders to deal with complex social, health and governance issues that cut across traditional disciplinary boundaries. The department also launched the first dual-degree M.P.A./Ph.D. program for students who are committed to research and higher-level education.

**SERVICE-LEARNING ACTIVITIES**

Doctoral students in Assistant Professor Thomas Bryer's "Advanced Seminar in Public Administration" worked closely last fall with city of Orlando officials on a research project for the Cities of Service initiative. The students, together with Bryer, surveyed four stakeholder groups (school principals, nonprofit managers, city and county officials, and neighborhood leaders), and engaged

approximately 250 stakeholders in focus groups to determine the state of voluntarism in Orlando.

In another course taught by Bryer, "Cross-Sectoral Governance," M.P.A. students collaborated with International Baccalaureate students at Evans High School in Orlando to conduct a needs assessment for a developing community school at Evans. The report is available on the Center for Public and Nonprofit Management's website at [www.cohpa.ucf.edu/cpnm/capstone\\_papers.shtml](http://www.cohpa.ucf.edu/cpnm/capstone_papers.shtml).

M.P.A. students in Associate Professor Wendell Lawther's "Advanced Concepts and Applications in Public Administration" capstone course produced community-specific project reports, including an evaluation of emergency response at the Sanford Airport Authority and a process evaluation of the Orange County Adult Drug Court Program. The reports are available online at the website identified above.

**UCF AND ASPA, NASPAA**

The American Society for Public Administration (ASPA) is the top professional organization in our field. Professor Kuotsai "Tom" Liou currently serves as president-elect, and several UCF faculty members (Bryer, Mary Ann Feldheim and Ronnie Korosec) serve on his leadership team. At ASPA's national conference this year, the department was well-represented, with faculty members, students and alumni making 14 presentations. At the local level, several faculty members are on the Board of the Central Florida ASPA Chapter: Bryer is chapter president, Michael Abels is chapter policy vice president, Feldheim is chapter secretary and Maria-Elena Augustin is chapter treasurer. Several alumni and students serve as well.

Every year, UCF faculty members attend the NASPAA Annual Conference to enhance their ability to teach public administration. In 2010, faculty members



Doctoral student Elizabeth Gregory (at head of table) leads a stakeholder group for the Cities of Service initiative.

Photo: Courtesy Thomas Bryer



Courtesy: Kuorlai Liou

Liou (standing, left) is recognized as a guest professor during his trip to Wuhan University in China in October 2010. Standing next to Liou is Professor Xie Hongxing, vice president of the university.

Bryer, Feldheim and Korosec made presentations at the conference.

#### INTERNATIONAL ACTIVITIES

Faculty members gave an unprecedented seven international presentations, at conferences in Argentina, China and Italy, this past year. The department's efforts to expand international collaborations were maintained by Professors Peter Colby and Liou. In two visits, in the summer and fall of 2010, Colby continued his efforts to partner with the Volgograd Academy of Public Administration in Volgograd, Russia, exploring cooperation in teaching, research and service. Meanwhile, Liou visited Shih-Shin University, Xian Jiatong University, Hubei University and Wuhan University in China, expanding our relationships with these universities.

This spring, Associate Professor Naim Kapucu published *Governance Reforms: Comparative Perspectives*, focusing on public administration reforms for good governance in the United States and Turkey. This text reflects the increased focus of our faculty on international and comparative public administration.

#### RESEARCH PUBLICATIONS

Several faculty members published in the top-10 journals in the field. Bryer and Professor XiaoHu "Shawn" Wang both published in *Public Administration Review*, with Bryer publishing two

articles on citizen engagement and Wang publishing on performance-based budgeting. Kapucu and Bryer, with two graduate students, published an article on interorganizational network coordination in the *Journal of Homeland Security and Emergency Management*. Assistant Professor Christopher Hawkins published an article on local government joint ventures in the *Journal of Urban Affairs* and an article on cooperative arrangements and economic development strategies in the *International Review of Public Administration*.

In conclusion, the public administration programs at UCF are dynamic and research-oriented, as reflected in the quality of the research produced by our faculty members and students.

#### DISSERTATIONS

Four students in the Doctoral Program in Public Affairs, Public Administration Track, completed their dissertations in 2010–11.

**William Burns**, "Potential Relationships between Community Built Environment Measures, Social Capital and Outdoor Physical Activity as Found within a Sampling of Central Florida Communities" (Defended 11/1/10)  
Major professor: Ronnie Korosec

**Paul Gleason**, "Gender Segregated Learning Environments: An Analysis of the

#### Public Administration Advisory Board

- Tom Harmer (Board Chair)**, Senior Vice President, Pizzuti Solutions, LLC
- Barbara Lipscomb (Assistant Board Chair)**, City Manager, Casselberry
- Mike Abels**, Instructor, Dept. of Public Administration, UCF
- Christopher Browder**, Vice President and General Counsel, Orlando Utilities Commission
- Byron Brooks**, Chief Administrative Officer, City of Orlando
- The Honorable Bill Cowles**, Supervisor of Elections, Orange County
- Marilyn Crotty**, Director, Florida Institute of Government, UCF
- J. Michael Deal**, Deputy Chief, Altamonte Springs Police Dept.
- Mary Ann Feldheim**, Chair, Dept. of Public Administration, UCF
- Lee Feldman**, City Manager, Palm Bay
- Thomas Holley**, Attorney, Orlando
- Edward Johnson**, Executive Director, Central Florida Regional Transportation Authority
- Fred Kittinger**, Associate Vice President for University Relations and Director of State and Local Governmental Affairs, UCF
- Pedro Leon**, Business Manager, Economic Development, Daytona Beach International Airport
- Richard Levy**, Vice President, Lake Nona Property Holdings
- Shannon Lewis**, Assistant City Manager, Port Orange
- Britta Moore**, Assistant City Manager, Cocoa Beach
- Ken Parker**, City Manager, Port Orange
- Sally Sherman**, Assistant City Manager, Deltona
- Manuel D. Soto**, City Emergency Manager, Orlando
- Dean Stites**, Manager of Orange County Growth, Management Dept., Orange County
- Tad Stone**, Public Safety Director, City of Sanford
- Christopher R. Testerman**, Director of Government Relations, Orange County
- Howard Tipton**, County Manager, Brevard County

Perceived Impact of Single-Sex Classrooms in South Carolina." (Defended 3/11/10)  
Major professor: Larry Martin

**Hillary Knepper**, "Low-Income Health Care Networks: Initial Conditions, Extent and Intensity Relevant to County Government Participation." (Defended 7/9/10)  
Major professor: Mary Ann Feldheim

**Janna Souvorova**, "State Legislatures: Diversity, Innovation and Policy Adoption." (Defended 3/28/11)  
Major professor: Larry Martin

NEWS FROM

# Nonprofit Management

*As the economic recession continues to deepen, there is an increased reliance on nonprofit organizations by all levels of government to deliver goods and services to local communities.*

UCF continues to provide Central Florida with qualified undergraduate and graduate nonprofit management students through internships and service-learning projects, and with cutting-edge research by faculty members.

## STUDENT INTERNSHIPS

At the end of the spring 2011 semester, more than 390 students were enrolled in one or more undergraduate (201 students) and graduate (192 students) academic programs in nonprofit management (see back cover). These students completed more than 11,000 internship hours in the nonprofit sector, with meaningful experiences in organizations such as the Girl Scouts of Citrus Council, the Mustard Seed, United Arts of Central Florida, Heart of Florida United Way, Second Harvest Food Bank and Shepherd's Hope.

## NATIONAL CERTIFICATION PROGRAM

Since 2002, UCF has been a member of the American Humanics national nonprofit management certification program, which officially became the Nonprofit Leadership Alliance in January 2011. Both this year and last year, UCF's program was a finalist for the national organization's "Program Excellence" award.



Courtesy Stephanie Krick

UCF Nonprofit Leadership Alliance students (left to right) Ashley Caycedo, Rachel McIntee, Shane Meckler and Scott Johnson

To date, we have helped 109 undergraduates apply for and receive national certification in nonprofit management and leadership, 37 of whom graduated within the past year. In addition, this academic year we began offering graduate students the option to pursue national certification as well.

## RESEARCH PRESENTATIONS

Last fall, faculty members and students presented on capacity building, citizen engagement and collaboration at the 39th Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action, the premier international conference on nonprofit management. Instructor Stephanie Krick and Chair Mary Ann Feldheim presented a paper entitled "Faith-Based Organizations Deserve a Break." Doctoral student Margaret Leigh Broxton presented "New Perspectives on Capacity Building," a report on the Center for Public and Nonprofit Management's (CPNM) "Strengthening Communities" federal grant. Doctoral student Maritza

Concha presented her research on "Understanding Collaboration, Its Antecedents and Perceived Outcomes in Service Partnerships of Community Based Organizations." Associate Professor Naim Kapucu presented his work, "Asset-Based Community Building Networks and Adaptive Capacity in Central Florida." Lastly, Assistant Professor Thomas Bryer organized a panel with participants from around the country entitled "Social Media and Networking in Civil Society and Civic Activism."

## LOCAL, NATIONAL CONFERENCES

In January 2011, our Nonprofit Advisory Board members planned and implemented the 10th Annual Community Partners Nonprofit Management Conference in Orlando, which was held in conjunction with the Nonprofit Leadership Alliance conference. Both conferences were coordinated by Krick and Nonprofit Advisory Board Chair Ann Manley. The national conference brought together more than 800 socially conscious, career-minded students, academic professionals and nonprofit leaders for learning, networking and professional development.

Professor XiaoHu "Shawn" Wang and Assistant Professor Claire Knox, through our CPNM, were awarded the Corporation for National and Community Service's new Nonprofit Capacity Building Program grant. The CPNM was one of five U.S. organizations to be awarded the two-year grant to build and implement performance management systems to help achieve greater results for nonprofits in diverse communities. The Central Florida nonprofit organizations selected to benefit from the grant are located in west Orange, Lake and Sumter counties.

## STRENGTHENING COMMUNITIES PROGRAM

Last year, Kapucu, through the CPNM, was awarded a \$1 million "Strengthening Communities" grant funded by the American Recovery and Reinvestment Act of 2009 and administered by the U.S. Department of Health and Human Services. In year one, the CPNM provided capacity building training, technical assistance and financial aid to 35 nonprofits serving the distressed areas of south Lake, south Sumter and west Orange counties. Entering its second year, the program has begun to assist a second group of 40 nonprofits.



Courtesy CPNM

Representatives of nonprofits participating in the first year of the "Strengthening Communities" grant gathered on Dec. 3, 2010, their final day of the program. Joining them were several UCF faculty and staff members.



NEWS FROM

# Urban and Regional Planning

In addition, during the last year, faculty members and students published two articles relating to nonprofit management and made 10 presentations at international and national conferences.

The strength of the programs and research in nonprofit management at UCF is in the use of service-learning to practice management skills and in the development of our unique strategy for capacity building using a team of graduate students and faculty members who provide individualized mentoring and services to nonprofit organizations.

## Nonprofit Advisory Board

- Ann Manley (Board Chair)**, Executive Director, Dr. Phillips Foundations, Inc.
- Maria-Elena Augustin**, Programs Coordinator, Center for Public and Nonprofit Management, UCF
- Bob Bellows**, President, Grant Professionals Network of Central Florida, Inc.
- Mark Brewer**, President and CEO, Community Foundation of Central Florida
- Richard Bogue**, Executive Director and Senior Research Fellow, Center for Health Futures, Florida Hospital
- Gary Cain**, Executive Director, Boys & Girls Clubs of Central Florida
- Chuck Carmen**, Executive Director, Epilepsy Association of Central Florida
- Nancy Ellis**, Director, Center for Community Partnerships, UCF
- Mary Ann Feldheim**, Chair, Dept. of Public Administration, UCF
- Geraldine Gallagher**, President and CEO, Valencia Foundation
- Eric Gray**, Area Executive Director, American Lung Association
- Barbara Howell**, Research Coordinator, College of Health and Public Affairs, UCF
- Margot Knight**, President and CEO, United Arts of Central Florida
- David Krepcho**, Executive Director, Second Harvest Food Bank
- Stephanie Krick**, Instructor and Director, Nonprofit Leadership Alliance, UCF
- Pam Landwirth**, President, Give Kids the World Village
- Margaret Linnane**, Executive Director, Rollins College Philanthropy and Nonprofit Leadership Center
- Marina Grant Morrissey**, Director, Orlando Museum of Art
- Joan Nelson**, Vice President for Community Investment, Heart of Florida United Way
- Lee Pates**, President and CEO, Community Service Center
- Katie Porta**, President, Quest, Inc.
- Todd Roupp**, President, Unleashing Performance, AFP

*Central Florida has been identified as one of the major growth areas in the state and planning has been recognized as one of the major policy issues for this area.*

As Central Florida communities struggle with rapid growth and the creation of multiple modes of sustainable transportation, UCF is poised to educate more planners who can help them.

## NEW MASTER'S DEGREE PROGRAM

In fall 2010, we expanded our minor and certificate programs in urban and regional planning to include a master's degree in the discipline. The new program was launched with a cohort of 13 students, and enrollment is anticipated to increase to 60 students by fall 2012. As the first comprehensive planning program for students in Central Florida, it is tailored for working adults who should be able to earn degrees after three years of taking courses part time. The new program is the first in the state to offer a focus on healthy community planning.

"Almost every national firm in planning has a presence in Orlando," Feldheim said. "The planning community has made a strong commitment to supporting the new program through its willingness to offer internships, mentorships and studio experiences."

## STUDENT PROJECTS, NEW SCHOLARSHIP

Students in Assistant Professor Christopher Hawkins' "Managing Community Economic Development" course produced an economic development strategy report for the city of Winter Springs, Fla., that highlighted approaches and strategies for city leaders to consider in achieving their goals.

In the "Introduction to Urban and Regional Planning" course, a Lynch-like photo project was created using cameras to analyze city structures, such as nodes, landmarks, edges, districts and paths. The student's work was displayed at a planning gala held on Feb. 10, 2011. The highlight of the evening was a

## M.S.-URP PROGRAM VIDEO

For a video about UCF's new M.S. in urban and regional planning program, see <http://ucflink.me/MSURP>.

\$25,000 donation from VHB MillerSellen to establish an endowed scholarship in urban and regional planning (see p. 19).

Locally, the planning-focus sessions of the Fifth Annual Public Administration Research Conference, "Healthy Communities—Healthy Government," explored the topics of clean water, neighborhood gardens, building healthy communities and resilient communities.

At the national level, Hawkins presented a paper, "Planning and Competing Interests," at the Association of Collegiate Schools of Planning in Minneapolis, Minn., one of the top planning conferences in the country. He presented his analysis of an interest group model of local policy and the adoption of smart-growth planning policies. Faculty members Knox and Wang presented planning research at the American Society for Public Administration Conference; Knox presented on Everglades planning and policy and Wang presented on financing conservation.

In addition, both Hawkins and Liou published articles focusing on economic development. Liou discussed government-business relations in China's economic development, and Hawkins focused on local government joint ventures in Florida.

*(continued on p. 6)*



Hawkins teaches a class on U.S. economic development planning processes.

Karen Guin

## Urban and Regional Planning

(continued from p. 5)

In conclusion, creative service-learning, a faculty research emphasis on economic development and the Public Administration Research Conference's theme of planning healthy communities have put the new master's degree program in planning in the spotlight this past year. In the future, we anticipate exciting collaborations with Planning Advisory Board members, faculty members and students as this new program grows with its unique emphasis on healthy and sustainable communities.

### Planning Advisory Board

- Dean J. Grandin, Jr. (Board Chair)**, Manager, Planning Division, City of Orlando
- Robert E. Ansley, Jr.**, President, Orlando Neighborhood Improvement Corp.
- Harry Barley**, Executive Director, Metroplan Orlando
- Owen Beitsch**, Executive Vice President, Real Estate Research Consultants, Inc.
- Bill Burns**, Project Manager, Public Works, City of Orlando
- Brian Canin**, President, Canin Associates, Inc.
- Tracy L. Crowe**, Principal, Littlejohn Engineering Associates
- Leo Cruz**, Planner II, City of Orlando
- Tina Demostene**, Planner, Osceola County
- Mary Ann Feldheim**, Chair, Dept. of Public Administration, UCF
- Nicole Guillet**, Director, Seminole County Growth Management
- Cheryl Harrison-Lee**, Chief Administrative Officer, Town of Eatonville
- Christopher Hawkins**, Assistant Professor, Dept. of Public Administration, UCF
- Jeffrey Jones**, Smart Growth Director, Osceola County
- Jay Jurie**, Associate Professor, Dept. of Public Administration, UCF
- Jason McGlashan**, Vice President and Southeast Area Manager for Transportation Planning, HDR Engineering, Inc.
- Scott A. McGrath**, Principal Planner, City of Deltona
- Jim Sellen**, Principal, VHB MillerSellen
- Kyle Shephard**, Assistant City Attorney, City of Orlando
- Lester L. Solin**, CEO, Solin and Associates, Inc.
- Janna Souvorova**, Senior Planner, Orange County
- Diane Trees**, Director, Metropolitan Center for Regional Studies, UCF
- Kevin Tyjeski**, Chief Planning Manager, Orlando Planning Division
- Richard Unger**, Director of Planning, VHB MillerSellen
- Richard Wells**, Community Development Director, City of Maitland
- Dena Wild**, Retired Urban Planner, Orlando

NEWS FROM

## Emergency Management

*With increased natural and manmade national and international disasters, such as Japan's earthquake and tsunami, the need for trained, professional emergency managers is greater than ever.*

UCF continues to help meet this demand by offering both an undergraduate minor and a graduate certificate in emergency management and homeland security. The Federal Emergency Management Agency's (FEMA) Professional Development Series (PDS) is built into the graduate curriculum, and students who complete FEMA's PDS receive a certificate of completion for their participation in the series.

### NEW PROGRAM LEADERSHIP

In January of 2011, Assistant Professor Claire Knox, who joined the UCF faculty in fall 2010, replaced Associate Professor Naim Kapucu as the emergency management and homeland security program coordinator.

### FEDERALLY FUNDED PROJECTS

Kapucu has secured a number of federal grants to improve UCF's emergency management plan, build disaster resilient and sustainable rural communities, and study the collaborative infrastructure in virtual organizations. As part of the "Emergency Management in the Heart of Florida" federal grant, the Center for Public and Nonprofit Management (CPNM) helped organize an informational day on Feb. 1, 2010, that coincided with a statewide Severe Weather Awareness Week. Emergency management professionals from throughout Central Florida hosted booths at UCF's Student Union, sharing with students what they do and how to keep prepared for severe weather. The Emergency Management for Higher Education project, funded by the U.S. Department of Education, provided emergency-procedures training to more than 5,000 UCF faculty members, staff members and students, and improved UCF's Comprehensive Emergency Management Plan.

Assistant Professor Hawkins and Kapucu were awarded a National Institute of Food and Agriculture grant entitled "Building Disaster Resilience and Sustainability in Rural Communities in Central Florida." They are assessing current hazard mitigation practices, emergency response



Courtesy: NOAA

networks and disaster recovery methods used by rural counties and rural parts of urban counties in Central Florida using network analysis to uncover relationships governing the functioning of resilient communities in response to disasters.

The CPNM successfully completed the first year of the National Science Foundation-funded project entitled "VOSS: Creating Functionally Collaborative Infrastructure in Virtual Organizations." The grant is supporting the analysis of a theoretical model of organizational effectiveness, field research on emergency response systems and other efforts. Learn more about this project in the CPNM annual report in this publication.

### AWARD-WINNING PAPER

In addition, Kapucu and doctoral student Vener Garayev were awarded the 2011 William Petak Award for best emergency management paper by the American Society for Public Administration's Section for Emergency and Crisis Management. Their award-winner paper, "Collaborative Decision Making Under Stress: Designing, Development, and Sustainability of Emergency Management Networks," was presented at the 2010 ASPA Conference.

Lastly, in 2010–11, faculty members and students published six articles and two book chapters on emergency management, and they made five presentations on emergency management at national and international conferences.

Through the work of faculty and students UCF is becoming recognized as a leader in emergency management internationally.



NEWS FROM

# Research Administration

*The major components of public administration — administering and managing public services and programs — also are applicable to the administration of research programs in the agencies and academic institutions that ignite our research enterprise.*

The need for highly skilled and knowledgeable research administrators has been repeatedly identified by professional research associations. The largest of these associations, the National Council of University Research Administrators (NCURA), awarded the Department of Public Administration a \$40,000 grant in 2009 to initiate a fully online Master of Research Administration (M.R.A.) program.

## FIRST-OF-ITS-KIND PROGRAM

Thanks to the leadership of Jo Ann Smith, program coordinator and assistant professor of public administration, and input from advisory council members from across the country, the department gained approval from the Florida Board of Governors in March to launch an M.R.A. program this fall. The program will be the first of its kind in Florida and among the first of its kind in the nation.

The purpose of the program is to prepare individuals for employment as research administrators in mid-to-high level positions at public universities, private research laboratories and institutes, hospitals and medical centers, and federal agencies.

Students will enroll in the program as a cohort that moves through curriculum together. The 36-credit-hour program is designed to be completed in two years.



The program integrates the professional competencies identified by the Research Administrators Certification Council. Graduates will be able to adjust to an ever-evolving research

environment and will be equipped to meet the increasing demand for public accountability, governmental transparency and an expanding regulatory environment. In developing the program, Smith drew from her instructional design experiences, specifically examining how online social presence influences continuance intentions in professional development. In addition, she is a certified research administrator (CRA) with more than 20 years in research administration.

## CONFERENCE PRESENTATIONS

This spring, Smith and Laurianne Torres (M.N.M., '10), senior research administrator at UCF, presented two sessions at the NCURA Region III meeting in South Carolina. More than 50 attendees packed the room to hear their presentation entitled "The Past, Present and Future of Research Administration." Their other presentation, entitled "Resources for Research Administrators," allowed preliminary data to be gathered from participants for future analysis of resources most commonly used by research administrators.

Smith also presented a paper this spring at the 34th Annual 2011 Teaching Public Administration Conference entitled "Development of a New Master of Research Administration Program: Administering Research for the People." She discussed the instructional design and development of the new program and the significance of teaching research administration to enhance the public trust in the U.S. research enterprise.

At UCF, Smith was invited to present two sessions, "What Every Graduate Student Should Know about Research Misconduct" for the College of Graduate Studies and "Effective Grant Writing" at the 2011 Graduate Research Forum.

This fall, Smith will be presenting at the NCURA Annual Conference in Washington, D.C., and the Society of Research Administrators International Conference in Canada.

Research administrators are critical in reducing the administrative burden on researchers, while ensuring accountability to the sponsors of research and the general public. "The placement of the

M.R.A. program in the Department Public Administration is a good and natural fit," Smith said.

## Research Administration Advisory Board

- Douglas Backman**, Director, Office of Compliance, Office of Research and Commercialization, UCF
- Richard Bogue**, Director of Research, Graduate Medical Education, Florida Hospital
- Kendra Campbell**, Consultant, Research Integrity, Office of Research and Commercialization, UCF
- Michael Y. Carpio**, Manager, Grants and Sponsored Research, Sanford-Burnham Medical Research Institute at Lake Nona
- Mary Ann Feldheim**, Chair, Dept. of Public Administration, UCF
- Barbara Howell**, Coordinator, COHPA Office of Research, UCF
- Kathy Huson**, Director, Sponsored Research, Sanford-Burnham Medical Research Institute at Lake Nona
- Conrad Katzenmeyer**, Consultant Evaluator-PEER, College of Education, UCF
- Robert Lowman**, Associate Vice Chancellor for Research, University of North Carolina at Chapel Hill
- Bruce Morgan**, Assistant Vice Chancellor for Research Administration, University of California, Irvine
- Nancy Nesbit**, Director, Research Programs and Services, Office of Research and Commercialization
- Thomas O'Neal**, Associate Vice President of Research, Office of Research and Commercialization, UCF
- Kerry Peluso**, Associate Vice President for Research Administration, Emory University
- Olivia Pope**, Assistant to the Vice President for Research, Office of Research, Florida State University
- Garrett Sanders**, Vice President, Sponsored Programs Administration, The Research Foundation of SUNY
- Svetlana Shtrom**, Director, Technology Transfer and Venture Lab, Office of Research and Commercialization, UCF
- Gregory C. Slack**, Director of Research and Technology Transfer, Clarkson University
- Jill Frazier Tincher**, Director, Research Administration, University of Miami School of Medicine
- Laurianne Torres**, Senior Research Administrator, Office of Research and Commercialization, UCF
- Tony Ventimiglia**, Contracts and Grant Administrator III, Office of Sponsored Programs, Auburn University
- Denise Wallen**, Senior Fellow, Research Assistant Professor, University of New Mexico
- Barry Wick**, Associate Director of Fiscal and Contract Management, UCF, Institute of Simulation and Training

# Faculty and Staff

## Faculty Members



**Michael Abels, D.P.A.**  
(Nova Southeastern Univ.),  
*Instructor*



**Mary Ann Feldheim, Ph.D.**  
(Florida Atlantic Univ.),  
*Chair and Associate Professor*



**Claire Connolly Knox, Ph.D.**  
(Florida State Univ.)  
*Assistant Professor*



**Kuotsai "Tom" Liou, Ph.D.**  
(Univ. of Oklahoma),  
*Professor*



**Brandi Blessett, Ph.D.**  
(Old Dominion Univ.),  
*Instructor*



**Christopher Hawkins, Ph.D.**  
(Florida State Univ.),  
*Assistant Professor*



**Ronnie Korosec, Ph.D.**  
(State Univ. of NY at Binghamton);  
*Associate Professor and Associate Dean, COHPA*



**Melvin Rogers, M.S.** (Univ. of Nebraska at Omaha);  
*Instructor and Associate Dean, COHPA*



**Thomas Bryer, Ph.D.**  
(Univ. of Southern California),  
*Assistant Professor*



**Jay Jurie, Ph.D.**  
(Arizona State Univ.),  
*Associate Professor*



**Stephanie Loudermilk Krick, Ph.D.**  
(UCF),  
*Director of American Humanics*



**Jo Ann Smith, Ph.D.**  
(UCF),  
*Assistant Professor*



**Peter Colby, Ph.D.**  
(Brandeis Univ.),  
*Professor*



**Naim Kapucu, Ph.D.**  
(Univ. of Pittsburgh),  
*Associate Professor*



**Wendell Lawther, Ph.D.**  
(Indiana Univ.),  
*Associate Professor*



**XiaoHu "Shawn" Wang, Ph.D.**  
(Florida International Univ.),  
*Professor*

## Staff Members



**Donna Mohny,**  
Office Assistant  
(Retired February 2011)



**Brenda Posey, M.A.**  
(UCF),  
*Coordinator, Administrative Services*



**Jacque Waleski, M.A.**  
(National Univ.),  
*Coordinator, Academic Services*

## Adjunct Instructors

**Sonya Baumstein, M.N.M.,**  
(UCF)

**Owen Beitsch, Ph.D.** (UCF)

**JahKiya Bell, M.N.M.** (UCF)

**Maritza Concha, ABD** (UCF)

**Blake Drury, M.S.P.** (Planning)  
(Univ. of Tennessee)

**Nancy Ellis, Ph.D.** (UCF)

**Thomas Harmer, M.P.A.** (UCF)

**Albert Hill, M.S.** (Univ. of Tennessee)

**Thomas B. Holley, J.D.**  
(Georgetown Univ.)

**Barbara Howell, M.A.** (UCF)

**Fred Kittinger, M.S.**  
(Florida State Univ.)

**Katie Korkosz, M.S.** (UCF)

**Pam Lennox, Ed.D.** (Univ. of California, Los Angeles)

**Richard Maladecki, M.S.**  
(Eastern College)

**David McCallister, M.P.A.**  
(UCF)

**Robert Skolnik, Ph.D.**  
(Univ. of Minnesota)

**Manuel Soto, M.P.A.** (Troy State Univ.)

**Alissa Torres, Ph.D.** (UCF)

## Welcome in 2011



**Vanessa Littleton, M.P.A.**  
(Louisiana State University),  
*Instructor*  
(Started January 2011)



**Erika Nunez,**  
*Office Assistant*  
(Started April 2011)



# UCF CENTER FOR PUBLIC AND NONPROFIT MANAGEMENT

*Excellence in research, education and service*

Department of Public Administration  
College of Health and Public Affairs  
University of Central Florida

## 2010-11 ANNUAL REPORT

### Letter from the Director

The 2010–11 academic year has been a year of continued accomplishments for the Center for Public and Nonprofit Management (CPNM), as briefly outlined in our annual report. Partnerships with funders and community organizations have contributed greatly to our community-based research and capacity-building programs in Central Florida.

Our funding partnerships for the year are summarized in Table I, and highlights of recently funded programs are provided below. In addition, we have engaged in and disseminated relevant research by

- hosting nine research colloquium presentations, which brought together faculty expertise, visiting scholars, students and community members for an intellectual dialogue with researchers on topics relevant to public and nonprofit management
- cohosting the Fifth Annual Public Administration Research Conference on “Healthy Communities–Healthy Government”
- hosting four visiting scholars conducting

research on public and nonprofit management

- facilitating Department of Public Administration faculty members and students in a promising research agenda as part of community-based research

The CPNM will continue partnering and conducting relevant research and capacity-building programs for public and nonprofit sector organizations based on our previous experiences in Central Florida and the global community.

The CPNM is a premier resource and partner to public and nonprofit organizations in seeking solutions to the most pressing issues. Visit our website ([www.cpnm.ucf.edu](http://www.cpnm.ucf.edu)) for additional information on our community-based research study results, capacity-building programs and student service-learning project highlights.

Please come by our office at UCF anytime to meet us and share your ideas for future collaborations.

— *Naim Kapucu, Ph.D., CPNM Director*

### Funded Program Highlights

• *“Emergency Management in the Heart of Florida: Meeting the Needs of the University of Central Florida Students, Staff and Faculty,”* funded by the U.S. Department of Education. This grant helped the CPNM and UCF Emergency Management promote a culture of preparedness on campus. Turn the page to learn more.

• *“Strengthening Communities in Central Florida: Meeting the Economic Recovery Needs of South Lake, South Sumter and West Orange Counties,”* funded by the U.S. Department of Health and Human Services. The first cycle of the program provided capacity-building training to 35 nonprofit organizations (and technical and financial assistance to 10 organizations) serving economically distressed areas

of South Lake, South Sumter and West Orange counties. Twenty-seven nonprofits are participating in the second cycle, focusing on increasing organizational sustainability and effectiveness, and developing capacity for providing economic recovery social services through collaboration in nonprofits.

• *“VOSS: Creating Functionally Collaborative Infrastructure in Virtual Organizations (with UCF Psychology and Institute for Simulation and Training),”* funded by the National Science Foundation VOSS grant. This interdisciplinary project

*(continued on next page)*



◀ Sharon Wiley (left) of the Holden Heights Revitalization Council and Haki Nkrumah (in white shirt) of Young Fathers of Central Florida engage Hildy Gottlieb (standing), facilitator of the collaboration and community engagement workshop offered by the Strengthening Communities in Central Florida Program. Photo: Dimitri Petropoulos

### CPNM in 2011

#### VISION STATEMENT

The Center for Public and Nonprofit Management at the University of Central Florida is the leading research center in the region addressing challenging community issues through collaborative partnerships.

#### MISSION STATEMENT

The mission of the Center for Public and Nonprofit Management at the University of Central Florida is to strengthen the management and leadership of public and nonprofit organizations through relevant research and capacity-building services.

**Goal 1:** Promote, conduct and disseminate relevant research in the public and nonprofit sectors

**Goal 2:** Build the capacity of public and nonprofit organizations

**Goal 3:** Enhance the CPNM infrastructure and funding to achieve programmatic goals and provide for growth

**CPNM-SUPPORTED PUBLICATIONS AND PRESENTATIONS**

For a list of some of the many publications and presentations supported by the CPNM in 2010-11, visit <http://ucflink.me/1s>.

Among them is a paper by Kapucu, Arslan and Demiroz that was selected as the Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2011.

**Highlights** *(continued)*

examines a theoretically based model of virtual organizational effectiveness using meta-analytic integration, field research on emergency response systems and laboratory experimentation. The project team has conducted and analyzed a public complacency survey, surveyed county emergency managers for qualitative feedback, and designed a network survey for the four metropolitan regions (Orange, Hillsborough, Miami-Dade and Duval) in the state of Florida. A graduate-level course syllabus on crisis communication and disaster preparedness also has been completed under this grant.

- *“The Performance Management Systems Program,”* funded by the Corporation of National and Community Service. This program is building and implementing performance management systems in nine nonprofit organizations to help achieve greater results for nonprofits in diverse communities.
- *“Building Disaster Resilience and Sustainability in Rural Communities in Central Florida: Applications of Social Network Analysis,”* funded by the U.S. Department of Agriculture, National Institute of Food and Agriculture. This interdisciplinary project seeks to assess current hazard mitigation practices, emergency response networks, and disaster recovery methods used by rural counties and rural parts of urban counties in Central Florida. The team finalized the literature review for the project and developed a conceptual model that identifies various components of disaster resiliency. The team is currently soliciting community advisors and developing a survey instrument for stakeholders in 11 counties.

**CPNM, UCF Emergency Management Promote Culture of Preparedness**

“Emergency Management in the Heart of Florida,” a project funded by the U.S. Department of Education from September 2009 through May 2010, enabled members of the CPNM, UCF Emergency Management and other campus offices, to review, improve and fully integrate campus-based, all-hazards emergency plans for the university and its Central Florida community partners. The most significant accomplishments of the project are summarized below.

- The number of UCF administrators, faculty and staff members, and students completing the National Incidence Management System (NIMS) training courses increased by 62 percent during the 18-month grant, far exceeding the funder’s goal of a 50 percent increase
- UCF established a formal advisory council for emergency management composed of local emergency management government officials, leaders from multiple UCF departments, and key community partners from the nonprofit and private sectors.
- UCF’s Comprehensive Emergency Management Plan was expanded and revised to be compliant with both the FEMA Comprehensive Preparedness Guide 101 and the NIMS.
- The university provided educational and quick-reference materials on emergency preparedness to more than 15,000 faculty and staff members, students, and parents.
- A national survey by the CPNM and UCF Emergency Management revealed that many U.S. colleges lack confidence in disaster preparedness (see <http://ucflink.me/1t>).



The project team (left to right): Jennifer Fleishman; Davion Walker; Jeff Morgan, emergency management coordinator and co-PI; Tom Amesbury; Naim Kapucu, CPNM director and Co-PI; Samantha Nolan; Maria-Elena Augustin; Tauheedah Muhammad and Patti MacKown

**Annual Research Conference Focuses on Healthy Communities—Healthy Government**

This year’s Public Administration Research Conference, named “Healthy Communities—Healthy Government,” explored challenges in implementing policies that shape the built environment for more equitable and sustainable development, encourage investment, and improve environmental quality.

About 100 participants attended the conference, held March 25, 2011, at the FAIRWINDS Alumni Center on UCF’s Orlando campus, where they heard presentations on the topic by UCF faculty members, doctoral students, practitioners and community partners.

The CPNM cohosted the conference with the Department of Public Administration, Public Administration Alumni Association, Florida Chapter of the American Planning Association—Metro Orlando Section and Central Florida Chapter of the American Society for Public Administration.

Highlights of the conference included the morning plenary session, “Opportunities and Challenges in Developing ‘Healthy Communities’: Orlando’s Lake Nona,” delivered by Thad Seymour, vice president for life sciences at Lake Nona Medical City, and four panel presentations. The lunch keynote address by Tim Center, vice president of sustainability initiatives at the Collins Center, on “Moving Toward a Sustainable Florida: People—Planet—Prosperity” also provided a thought-provoking discussion on sustainability.

Panel-presentation themes on local decision-making and governance, water quality and resilient communities provided multiple viewpoints for discussing “healthy communities.” Highlights include:

- Assistant Professor Chris Hawkins and Professor XiaoHu “Shawn” Wang’s presentation on “Participatory Mechanisms for Developing Healthy and Sustainable Communities” spurred discussions on local planning for healthy communities.
- Assistant Professor Thomas Bryer’s presentation on “The Costs of Democratization” outlined online public engagement strategies and opportunities for civic participation.
- Alissa Torres and Janna Souvorova’s presentation on “The Design and

Courtesy: CPNM

the Development of Large Scale Master-Planned Communities” engaged discussions on “healthy” land development projects and using design features to improve lifestyle changes.

- The panel on developing resilient communities in the context of disasters was lead by Associate Professor Fernando Rivera and Marc Settembrino from UCF’s Department of Sociology. They presented a paper on the role of behavioral and social networks in building resilient communities.
- Assistant Professor Chris Hawkins discussed planning perspectives relating to resilient communities, while a discussion on policy, administration and evaluation of community networks included Associate Professor Naim Kapucu, doctoral student Fatih Demiroz and undergraduate Rebecca Dodson.

Practitioners also shared their insights on building healthy communities throughout the conference, as summarized below:

- Luis Nieves-Ruiz from the Orange

County Planning Department investigated how healthy communities can be nurtured with home-grown produce.

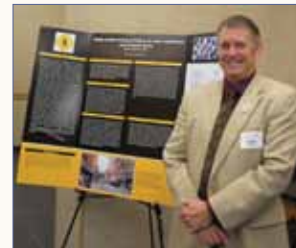
- Assistant Professor Claire Knox and Victor Godlewski from the city of Orlando presented a paper on the Environmental Protection Agency’s numeric water-quality standards and Orlando’s easterly wetlands.
- Stephen Miller and John Prowell from the planning and engineering firm VHB MillerSellen provided complementary evidence of water quality in supporting “healthy communities.”

The Central Florida Chapter of ASPA sponsored a student poster session and contest, won by doctoral student Daniel Stephens for his research on the topic, “Using Active Transportation to Improve Waistlines and Bottom Lines.”

At the conference, students were also inducted into Pi Alpha Alpha, the honor society of public affairs and administration.



Daniel Stephens



(Above) Hawkins presented at the conference. (Left) Stephens won the student poster contest.

## Table I: Grants and Contracts, 2010–11

As a Type III center at UCF, the CPNM operates solely on external funding.

Investigators	Research Title	Agency Name	Amount	Time Frame
<b>Brandi Blessett, Ph.D. (PI)</b>	<b>2011 English Arthritis Health Communication Campaign</b>	Florida Department of Health	\$15,000	3/3/11–6/30/11
<b>Naim Kapucu, Ph.D. (PI);</b> Fernando Rivera, Ph.D., and <b>Christopher Hawkins, Ph.D. (Co-PIs)</b>	<b>Building Disaster Resilience and Sustainability in Rural Communities in Central Florida: Applications of Social Network Analysis</b>	U.S. Department of Agriculture/ National Science Foundation/ Cooperative State Research, Education and Extension Service	\$387,557	9/15/10–9/14/12
<b>Naim Kapucu, Ph.D. (PI)</b>	<b>Capacity Building Technical Assistance</b>	Second Harvest Food Bank of Central Florida	\$3,300	8/1/10–4/1/11
<b>Naim Kapucu, Ph.D. (PI)</b>	<b>ARRA: Strengthening Communities in Central Florida: Meeting the Economic Recovery Needs of Lake, Orange and Sumter Counties</b>	U.S. Department of Health and Human Services	\$1,292,470	11/1/09–10/31/11
Leslie DeChurch, Ph.D. (PI); Shawn Burke, Ph.D., <b>Naim Kapucu, Ph.D.</b> , Eduardo Salas, Ph.D. (Co-PIs)	<b>VOSS: Creating Functionality Collaborative Infrastructure in Virtual Organizations</b>	National Science Foundation	\$400,000	1/1/10–12/31/11
<b>Naim Kapucu, Ph.D. (PI)</b>	<b>2011 Second Harvest Food Bank</b>	Second Harvest Food Bank	\$3,150	8/25/10–5/7/11
<b>XiaoHu “Shawn” Wang, Ph.D. (PI);</b> Mary Ann Feldheim, Ph.D., <b>Claire Knox, Ph.D. (Co-PIs)</b>	<b>Nonprofit Capacity Building: Performance Management System</b>	Corporation for National and Community Service	\$320,000	10/1/10–9/30/12

## Research Colloquia Add to Vibrant Intellectual Culture

The Research Colloquium Series nurtures the CPNM's vibrant intellectual culture by providing opportunities for scholars and researchers from a variety of disciplines to share study results, present conceptual and theoretical arguments, and advance knowledge useful for public administrators and professionals in a variety of policy fields. The series attracts a diverse audience of faculty members, graduate students and researchers.

This year's presenters included Doctoral Program in Public Affairs' students, who presented their findings on topics such as collaboration and its antecedents in nonprofit organizations, motivational and attitudinal predictors of police discretion, and determinants of network sustainability in the emergency management field.

Public administration faculty members covered the application of critical theory to analyze public policies surrounding the Florida Everglades, intergovernmental relations and issues of metropolitan governance, public policies and their impact on urban African-American mobility, costs of democratization, and citizen participation in governance.

Visiting Scholar Abdurrahim Emhan (see below) participated by presenting his findings on the role of managerial support and satisfaction on organizational commitment in different sectors of Turkey.

## Visiting Scholars Draw From, Contribute International Perspective

The CPNM hosted the following visiting scholars from Turkey in 2010-11:

- **Savas Bayindir, Ph.D.**, a faculty member in administrative and economic sciences from Gazi University in Ankara, Turkey, has been conducting research on collaborative local governance from comparative perspectives since August 2010. He focuses on recall and initiatives at local governments as tools of participatory governance.
- **Abdurrahim Emhan, Ph.D.**, a faculty member in administrative and economic sciences from Dicle University in Diyarbakir, Turkey, has interests in nonprofit development and capacity building. At the CPNM, he completed an article titled "Relationship Among Managerial Support, Satisfaction and Organizational Commitment: A Comparative Study of Nonprofit, For-profit



CPNM members include (left to right) Maria-Elena Augustin, programs coordinator; Naim Kapucu, director; and Nasrin Lakhani, program assistant.

### Contact Us

For opportunities to partner with the CPNM, please call 407-823-3794 or send an email to [cprm@ucf.edu](mailto:cprm@ucf.edu).

Also visit [www.cprm.ucf.edu](http://www.cprm.ucf.edu).

In addition, the CPNM invited Professor Richard Feiock and other researchers from Florida State University to share their findings related to local energy policy of Florida communities.

and Public Sectors in Turkey.”

- **Fikret Erkan, Ph.D.**, a judge of The Thirteenth Chamber of the Council of State in Ankara, Turkey, has expertise in legal aspects of privatizations and public-private partnerships in Turkey. With support from the CPNM, he is writing and completing a book on privatization of ports from a comparative perspective and has coauthored a theoretical article on privatization of military services.
- **Remzi Findikli, Ph.D.**, a member of the Turkish National Police Academy and director of the Institute for Security Studies in Ankara, Turkey, has interests in globalization and comparative homeland security policies. At the CPNM, he completed a book manuscript on leadership and security.

## CPNM Advisory Council

- Shelly Lauten**, [myregion.org](http://myregion.org), **Chair**
- David Krepcho**, Second Harvest Food Bank, **Co-Chair**
- Robert Appgar**, City of Deland
- Mark Brewer**, Community Foundation of Central Florida
- Preston Cook**, Orange County Office of Emergency Management
- Lisa Early**, City of Orlando Families, Parks and Recreation
- Dean Grandin, Jr.**, Urban and Regional Planning Advisory Board, City of Orlando Planning Division
- Thomas Harner**, Public Administration Advisory Board, Pizzuti Solutions, LLC
- Thomas Holley**, TBH Attorney
- Ray Larsen**, Central Florida Commission on Homelessness
- Margaret Linnane**, Philanthropy and Nonprofit Leadership Center
- Ann Manley**, Nonprofit Management Advisory Board, Dr. Phillips Foundation
- Randy Shumaker**, Institute of Simulation and Training, UCF
- Kevin Sherin**, Orange County Health Department
- Ilene Wilkins**, UCP of Central Florida
- Cynthia Wood**, Community Volunteer

### EX-OFFICIO MEMBERS

- Maria-Elena Augustin**, Programs Coordinator, CPNM, UCF
- Mary Ann Feldheim**, Chair, Dept. of Public Administration, UCF
- Christopher Hawkins**, Assistant Professor, Dept. of Public Administration, UCF
- Barbara Howell**, Research Coordinator, College of Health and Public Affairs (COHPA), UCF
- Jay Jurie**, Associate Professor, Dept. of Public Administration, UCF
- Naim Kapucu**, Director, CPNM; Associate Professor, Dept. of Public Administration, UCF
- Stephanie Krick**, Instructor, Dept. of Public Administration, UCF
- Wendell Lawther**, Associate Professor, Dept. of Public Administration, UCF
- Millie Erichsen**, Director of Development, COHPA, UCF
- Brenda Posey**, Coordinator, Administrative Services, Dept. of Public Administration, UCF
- XiaoHu “Shawn” Wang**, Professor, Dept. of Public Administration, UCF

*The CPNM wishes to thank Sana Khosa for her assistance in preparing this report.*



# Publications and Presentations

## Faculty Publications

### BOOK

**Kapucu, N.** (2010). *Governance reforms: Comparative perspectives*. Ankara, Turkey: International Strategic Research Organization (ISRO) Publications.



### REFEREED PUBLICATIONS

Alkadry, M.G., & **Blessett, B.** (2010). Aloofness or dirty hands: Administrative culpability in the making of the 2nd ghetto. *Administrative Theory and Praxis*, 32(4), 552-576.

**Bryer, T. A.**, 2011. Linking students with community in collaborative governance. *Journal of Public Affairs Education*, 17(1), 89-114.

Musso, J., Weare, C., **Bryer, T. A.**, & Cooper, T. L. (2011). Toward 'strong democracy' in global cities? Social capital building, action research and the Los Angeles Neighborhood Council Experience. *Public Administration Review*, 71(1), 102-111.

Musso, J., Weare, C., **Bryer, T. A.**, & Cooper, T. L. (2011). Beyond the field of dreams: The politics of participatory reforms. *Public Administration Review* 71(1), Theory to Practice 23-30.

Krueger, S., **Hawkins, C. V.**, & Walker, R. (2010). The cost of boosterism: Economic development, growth management and municipal bond ratings. *Municipal Finance Journal*, 31(2), 51-76.

**Hawkins, C. V.**, & Andrew, S. (2010). Linking cooperative arrangements and economic development strategies: An institutional collection action framework. *International Review of Public Administration*, 15(1), 1-16.

**Hawkins, C. V.** (2010). Competition and cooperation: Local government joint ventures for economic development. *Journal of Urban Affairs*, 32(2), 253-275.

**Hawkins, C. V.** (2010). Inter-jurisdictional economic development: A political institution explanation for policy choice. *International Journal of Public Administration*, 33(7), 379-389.

Van Wart, M., & **Kapucu, N.** (2011). Crisis management competencies: The case of emergency managers in the U.S. *The Public Management Review*, 13(4), 489-511.

**Kapucu, N.**, Volkov, I., & **Wang, X.** (2011). Best practices of best performers: Evidence from the Florida Sterling Council Award winners. *Public Performance and Management Review*, 34(3), 397-419.

**Liou, K. T.**, & Wu, J. (2010). Government-business relations in China's economic development. *International Journal of Organizational Theory and Behavior*, 13(3), 354-377.

Lee, J., & **Wang, X.** (2009) Assessing the impact of performance-based budgeting: A comparative analysis across the U.S., Taiwan and China. *Public Administration Review (Supplemental Issue)*, 69, s60-s66.

### BOOK CHAPTERS

**Bryer, T. A.**, & B. Chen, B. (2010). Social networking in teaching public administration. In C. Wankel (Ed.), *Cutting-edge social media approaches to business education: Teaching with LinkedIn, Facebook, Twitter, Second Life, and blogs*. Charlotte, NC: Information Age Publishing.

**Kapucu, N.**, & Ozgur, H. (2010). Interorganizational and cross-sector governance in managing emergencies and crises. In A. Cukurcayir (Ed.), *Governance from different perspectives*. Konya, Turkey: Cizgi (Turkish)

**Kapucu, N.**, & Gundogan, E. (2010). Governance, economic development and democracy. In A. Cukurcayir (Ed.), *Governance from different perspectives*. Konya, Turkey: Cizgi (Turkish).

**Kapucu, N.** (2010). Emergency and crisis management in the United Kingdom: Disasters experienced, lessons learned and recommendations for the future. In D. A. McEntire (Ed.), *Comparative emergency management*. Federal Emergency Management Agency (online).

### OTHER PUBLICATIONS

**Bryer, T. A.** (2010). [Review of the book *Collaborative public manager: New ideas for the twenty-first century*.] *Administrative Theory & Praxis*, 32(2): 274-278.

**Bryer, T. A.** (2010). Across the great divide: Social media and networking for citizen engagement. In J. Svava & J. Denhardt (Eds.), *Connected communities: Local governments as a partner in citizen engagement and community building*. (A white paper prepared for the Alliance for Innovation)

**Bryer, T. A.** (2010). NorthLake Park Community School and YMCA: Assessment of a public-private partnership in education. (A report submitted in fulfillment of contract obligations to the Central Florida YMCA)

Kapucu, N. (2010). Learning from other nations: Governance reforms from a comparative perspective. [Review of the book *Public management in global perspective*.] *Public Administration Review*, 71(2), 310-313.

**Kapucu, N.** (2010). [Review of the book *Managing complex governance systems: Dynamics, self-organization and coevolution in public investments*.] *Journal of Comparative Policy Analysis*, 12(3), 347.

## Faculty and Student Publications

### REFEREED PUBLICATIONS

**Kapucu, N.**, & **Demiroz, F.\*\*** (2011). Measuring performance for collaborative public management using network analysis methods and tools. *Public Performance and Management Review*, 34(4), 551-581.

**Kapucu, N.**, **Healy, B.\***, & **Arslan, T.\*\*** (2011). Survival of the fittest: Capacity building for small nonprofit organizations. *Evaluation and Program Planning: An International Journal*, 34, 236-245.

**Kapucu, N.**, & **Garayev, V.\*** (2011). Collaborative decision-making in emergency and crisis management. *International Journal of Public Administration*, 34(6), 366-375.

**Kapucu, N.**, **Bryer, T. A.**, **Garayev, V.\***, & **Arslan, T.\*\*** (2010). Interorganizational network coordination under stress caused by repeated threats of disasters. *Journal of Homeland Security and Emergency Management*, (7)1, article 45.

**Kapucu, N.**, **Corbacioglu, S.**, **Garayev, V.\***, & **Saran, U.** (2010). Managing public's complacency and public preparedness in response to 2006 avian influenza crisis in Turkey. *European Journal of Economic and Political Science*, 3(1), 41-60.

**Kapucu, N.**, **Demiroz, F.\*\***, **Arslan, T.\*\***, & **Yuldhasev, F.\*\*** (2010). Social network analysis (SNA) applications in evaluating MPA classes. *Journal of Public Affairs Education*, 16(4), 541-564.

**Kapucu, N.**, **Yuldhasev, F.\*\***, & **Bakiev, E.\*** (2010). Collaborative public management and collaborative governance: Conceptual similarities and differences. *European Journal of Economic and Political Science*, 2(1), 39-60.

**Kapucu, N.**, **Arslan, T.\*\***, & **Demiroz, F.\*\*** (2010). Collaborative emergency management and national emergency management network. *Disaster Prevention*

*and Management: An International Journal*, 19(4), 452-468.

**(Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2011.)**

**Unlu, A.\*** **Kapucu, N.**, & **Sahin, B.\*** (2010). Disaster and crisis management in Turkey: A need for a unified crisis management system. *Disaster Prevention and Management: An International Journal*, 19(2), 155-174.

\*Doctoral Program in Public Affairs student or recent graduate

\*\*Master of Public Administration student or recent graduate

\*M.P.A. '08, M.N.M '09

## Selected Presentations

### PUBLIC ADMINISTRATION

**Bryer, T. A.** (May 2010). "Public Engagement in the Obama Administration: Building a Democracy Bubble?" International Congress on Deepening Democracy as a Way of Life, Rosario, Argentina.

**Bryer, T. A.** (June 2010). "Training Through Technology: College Poll Worker Recruitment." International Association of Clerks, Recorders, Election Officials and Treasurers Conference, Chicago, Ill.

**Bryer, T. A.**, & **Elias, M. V.** (March 2011). "Shared Citizenship Values and Challenges: Cross-National Explorations." American Society for Public Administration (ASPA) Conference, Baltimore, Md.

**Kapucu, N.**, & **Demiroz, F.\*\*** (June 2010). "Anatomy of a Dark Network: Network Analysis of an Organized Crime Network." XXX International Sunbelt Social Network (ISSN) Conference, Trento, Italy.

**Kapucu, N.**, & **Garayev V.\*** (June 2010). "Sustainability in Functionally Collaborative Virtual Organizations." ISSN Conference, Trento, Italy.

**Kapucu, N.** (March 2011). "Design, Development and Sustainability in Functionally Collaborative Networks." ASPA Conference, Baltimore, Md.

**Liou, K. T.** (May 2010). "Changes and Challenges of Government Regulation." Chinese Public Administration Conference, Guangzhou, China.

**Liou, K. T.** (June 2010). "Critical Issues in Government Reform: Lessons from Financial Crisis." Fifth Sino-U.S. International Conference on Public Administration, Xiamen City, China.

**Liou, K. T.** (November 2010). "Global Crisis and New Governance Challenge." 2011 Joint China Seminar, Chinese Academy of Governance, Beijing, China.

### NONPROFIT MANAGEMENT

**Broxton, L.**, & **Kapucu, N.** (November 2010). "New Perspectives on Capacity Building Programs: Strengthening Communities in Central Florida." Association for Research on Nonprofit Organizations and Voluntary Associations (ARNOVA) Conference, Alexandria, Va.

**Broxton, L.**, & **Kapucu, N.** (March 2011). "Effectiveness of Capacity Building Programs for Nonprofit Organizational Sustainability." ASPA Conference, Baltimore, Md.

**Bryer, T. A.** (November 2010). Convened and chaired a panel "Social Media and Community Action." ARNOVA Conference, Alexandria, Va.

**Feldheim, M.**, & **Krick, S.** (November 2010). "Faith-Based Nonprofit Organizations Deserve a Break: How Can Support of These Organizations Make a Difference to Consumers of Social Services?" ARNOVA Conference, Alexandria, Va.

**Feldheim, M.** (October 2010). Organized and convened two panels on "Nonprofit Management

(continued on p. 14)

## Publications and Presentations

(continued from p. 13)

Education Standards." Annual National Association for Schools of Public Affairs and Administration (NASPAA) Conference, Las Vegas, Nevada.

**Feldheim, M.** (March 2011). "Making the Case for Nonprofit Management as a Profession" as part of the Nonprofit Management Forum. ASPA Conference, Baltimore, Md.

**Kapucu, N.** (November 2010). "Asset-Based Community Building Networks and Adaptive Capacity in Central Florida." ARNOVA Conference, Alexandria, Va.

**Kapucu, N.** (March 2011). "Capacity Building Networks and Adaptive Capacity." ASPA Conference, Baltimore Md.

**Kapucu, N.** (July 2010). "Capacity Building for Nonprofit Sector and Organizations under Financial Stress." Ninth International Conference of the International Society for Third Sector Research, Istanbul, Turkey.

### EMERGENCY MANAGEMENT

**Kapucu, N.** (June 2010). "Developing Competency Based Emergency Management Degree Programs in Public Affairs and Administration." 13th Annual Emergency Management Higher Education Conference, Emergency Management Institute, Federal Emergency Management Agency, Emmetsburg, Mass.

**Kapucu, N., & Garayev, V.\*** (May 2010). "Function-Based Affiliation Networks in Disaster Management in Metropolitan Regions." 3rd Annual Political Networks Conference, Durham, N.C.

**Kapucu, N.** (August 2010). "Disaster Resilient Universities." U.S. Department of Education, Emergency Management for Higher Education Meeting, Philadelphia, Pa.

**Garayev, V.\*, & Kapucu, N.** (March 2011). "Metropolitan Emergency Management" ASPA Conference, Baltimore, Md.

**Demiroz, F.\*\*, & Kapucu, N.** (March 2011). "Disaster Resiliency and Sustainability in Rural Communities." ASPA Conference, Baltimore Md.

### URBAN AND REGIONAL PLANNING

**Hawkins, C. V.** (October 2010). "Planning and Competing Interests." Association of Collegiate Schools of Planning National Conference, Minneapolis, Minn.

**Hawkins, C. V.** (April 2010). "Network, Structural Embeddedness and Local Development Policy." Midwest Political Science Association 2010 Conference, Chicago, Ill.

**Knox, C.** (March 2011). "Restoring the Everglades." ASPA Conference, Baltimore, Md.

**Wang, X.** (March 2011). "Financing Conservation." ASPA Conference, Baltimore, Md.

### RESEARCH ADMINISTRATION

**Smith, J. A., & Torres, L.** (April 2011). "The Past, Present and Future of Research Administration." National Council of University Research Administrators Region III Conference, Isle of Palm, S.C.

**Smith, J. A.** (May 2011). "Development of a New Master of Research Administration Program: Administering Research for the People." 34th Annual Teaching Public Administration Conference, Williamsburg, Va.

\**Doctoral Program in Public Affairs student or recent graduate*

\*\**Master of Public Administration student or recent graduate*

## Students

### Students Make Annual Tallahassee Trip

A group of students from UCF's undergraduate Organization for Public Administration (OPA) and Master of Public Administration Student Organization (MPASA) learned firsthand the demands of public office during the department's annual trip to Tallahassee, led by Assistant Professor Tom Bryer. The group visited the state capital from Feb. 16-18, 2011.



Assistant Professor Tom Bryer (right) led the group of students to Tallahassee in February 2011. Here, the group poses in a briefing room.

on the question of high-speed rail and intergovernmental relations. Our students demonstrated strong ability in critical thought and civil discourse in their dialogue with the Lt. Governor."

The group also had the opportunity to tour the House and Senate chambers, as well as participate in an OPA vs. MPASA mock debate on state employee pension contributions in the Senate.

In addition, the group met with Secretary of State Kurt Browning, UCF alumni who are members of the state Legislature, the staff director to Agriculture Commissioner Adam Putnam and the executive director of Volunteer Florida.

The students concluded their trip with a visit with the Florida Department of Elder Affairs' emergency coordinating officer and tour of the Florida Emergency Operations Center.

"Our first stop on the trip was with Lt. Governor Jennifer Carroll, where the group engaged in a discussion regarding Governor Rick Scott's decision to reject federal funding for high-speed rail," Bryer said.

"The meeting created a learning opportunity for our students on a number of fronts, including the demands of an elected official, the demands on staff of the elected official and, of course,



MPASA President Alex Trauger (left) participated in the mock debate.

### Master of Public Administration Student Association

Once again, the Master of Public Administration Student Association (MPASA) had another successful and enlightening academic year. During the fall and spring semesters, MPASA hosted a variety of speaker-series and social events for students to gather,

learn and engage outside the typical classroom setting.

The first speaker-series event focused on regional planning and monumental decision-making. Harold Barley, executive director of MetroPlan Orlando, spoke to students about the regional transportation planning process and how it relates to long-term vision and decision-making. He discussed the importance of being

an active and well-informed citizen as it relates to being a successful public administrator. Members and guests left with a greater understanding of our region's transportation needs and the fortitude that goes along with such "game-changing" decisions.



Guest speaker Harry Barley (left) with M.P.A. student Jasmine Jones

The second speaker-series event focused on economic development and local governance. UCF alumnus and former Orange County Mayor Richard Crotty spoke to students about local governments' role in economic development and the essential factor of diversifying Central Florida's economy through technology and biomedical sciences. The former mayor's "economic gardening" initiatives also were discussed.



Guest speaker Richard Crotty

In addition to monthly events, members from MPASA and its undergraduate counterpart, the Organization for Public Administration, visited Florida's state capital, Tallahassee, to experience state government operations firsthand (see story on p. 14).

— Alex Trauger (B.A. in public administration, '09), MPASA president, 2010–11

## Association of Fundraising Professionals at UCF

This year was one of growth and excitement for the Association of Fundraising Professionals—Collegiate Chapter at UCF. Chapter membership grew more than 30 percent since last summer. Our chapter officers, Jenna Wylie, president; Rachel McIntee, vice president; Alexander Kaplan, treasurer; and Adam Green, secretary, added new programming to increase the educational opportunities available to chapter members. In addition to our tradition of hosting distinguished speakers from the nonprofit community, AFP at UCF arranged for monthly tours at local nonprofits and intimate meetings with nonprofit leaders.

The collegiate chapter strengthened its ties with the AFP—Central Florida Chapter. AFP members attended and volunteered at many events and conferences including Planet Philanthropy, the National Philanthropy Day awards ceremony and the AFP International Conference in Chicago. In January, AFP at UCF welcomed UCF's own Carlee Thomas, director of development for UCF's Burnett School of Biomedical Sciences, as its new AFP—Central Florida Chapter liaison.



(Left to right) Rachel Calderon, member of AFP at UCF; Rachel McIntee, vice president of AFP at UCF; Lisa Blackwelder, immediate past president of the AFP Central Florida Chapter; Jenna Wylie, president of AFP at UCF; and Alexander Kaplan, treasurer of AFP at UCF

Most importantly, AFP at UCF gave back to the community through two service projects. In the fall, we funded the food, beverages, and trick or treat candy for the "Teachers in Action" Annual Halloween Bash. "Teachers in Action" is a partnership between UCF and UCP of Central Florida that serves children with special needs. In the spring, a group of AFP members began working on creating the first annual campaign development plan for "A Miracle of Love," a local nonprofit serving the needs of those diagnosed with HIV/AIDS.

Our newly elected officers are excited for the year to come. They will continue the legacy of membership growth, education and philanthropy that defines the AFP Collegiate Chapter at UCF.

— Jenna Wylie, chapter president, 2010–11

## Pi Alpha Alpha

The UCF chapter of Pi Alpha Alpha, the National Honor Society for Public Affairs and Public Administration, inducted 11 new members into the prestigious organization at the conclusion of the Fifth Annual Public Administration Research Conference, held March 25, 2011, at the FAIRWINDS Alumni Center on UCF's Orlando campus.

Students in high academic standing from the department's undergraduate, graduate and doctoral programs were invited to become members of the honor society. Alumnus Howard Tipton (M.P.A. '90) president of the UCF chapter, and Professor Kuotsai "Tom" Liou, faculty advisor, presided over the induction process.

This year's inductees are public administration major Marlin Bigelow; M.P.A. students Bryan Arnette, Stephen Caruso, Lilian Draisin, Tauheedah Muhammad; and doctoral students Maritza Concha, Fatih Demiroz, Mustafa Donmez, Nick Lebredo, Aykut Tongur; and doctoral student and Instructor Vanessa Littleton.

## Students *(continued)*

### Nonprofit Management Student Association

UCF's American Humanics Student Association, recently renamed the "Nonprofit Management Student Association" (NMSA), provides educational and networking opportunities for any student on campus interested in working in the nonprofit sector.

This year, NMSA students contributed more than 500 hours of community service to local nonprofit organizations. The group also held events to raise funds for student travel and local nonprofits. In fact, the group raised almost \$2,000 for American Cancer Society's Relay for Life. It also raised money for organizations such as the Juvenile Diabetes Research Fund, Samaritan Village, the Women's Residential and Counseling Center, Rock for Hunger, and Freedom Ride.

In addition, NMSA students continued to sponsor the Nonprofit Lecture Series, which brings local nonprofit leaders to campus to share their expertise. This year's line-up included 15 different speakers from the region.

Five NMSA students (see right photo below) gained additional experience through their selection to participate in the inaugural Central Florida "Public Allies" class. "Public Allies" is a 10-month Americorps program that advances new leadership to strengthen communities, nonprofits and civic participation.



NMSA students raised nearly \$2,000 for the American Cancer Society at UCF's Relay for Life event in April. Shown here are (left to right) Alana Leger, Nicholas DeBaise, Samantha Greenberg and Kelsey Herrett.

Eight members of the NMSA received \$4,500 NextGen Scholarships in January. This national scholarship is underwritten by the W. K. Kellogg Foundation to help support students complete a 300-hour internship in a nonprofit organization. Congratulations to this year's recipients: Ashley Caycedo, Caitlin Connolly, Ashley Gonzalez, Scott Johnson, Alex Kaplan, Rachel McIntee, Marcus Pruitt and Christine Sanwald.

To date, a total of 28 UCF students have received NextGen Scholarships. Among them is Rachel McIntee, who received the scholarship last year to help support her internship with the BETA Center. When asked about her experience, McIntee said, "It helped me to become more organized and a more confident leader. My supervisor, Lisa Blackwelder, gave me real responsibilities and made me feel like a valued team member. She has become a mentor for me."

To learn more about the NMSA, visit the organization on Facebook under the name "American Humanics (Nonprofit Management) Student Association at UCF," or read its blog at <http://nmsaucf.blogspot.com>.

— *Stephanie Krick, Ph.D., director of the National Leadership Alliance (formerly "American Humanics") program at UCF*



2010-11 "Public Allies" (left to right) Ashley Caycedo, Lindsey Masterson, Indira Nauth, Courtney Sellers and Aisha Lewis (center)

## Alumni

### Public Administration Alumni Chapter Plans to Restructure

The Public Administration Alumni Chapter is looking to restructure the organization to become more inclusive. The chapter will also be renamed to reflect this change. All alumni who serve in the public and nonprofit sector are welcome to join the new group to promote the positive impact UCF Knights have on our local community. The alumni chapter looks forward to hosting a working and brainstorming meeting this summer to prepare for a fall launch.



Please contact Katie Korkosz, assistant director of development and alumni relations, at 407-823-1600 or [kkorkosz@mail.ucf.edu](mailto:kkorkosz@mail.ucf.edu) if you are interested.

The Public Administration Alumni Chapter is pleased to announce the appointment of Leo Cruz (M.P.A., '07) as president of the chapter. Cruz said he "looks forward to moving the chapter in a new direction this fall."



Courtesy Leo Cruz

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Visit the College of Health and Public Affairs' Alumni Fan Page on Facebook.

twitter

Visit the College of Health and Public Affairs' Alumni Twitter Page.

Courtesy Stephanie Krick



## CLASS NOTES

If you would like us to include your information in the next issue of *Public Administration FOCUS*, visit [www.cohpa.ucf.edu/alumni](http://www.cohpa.ucf.edu/alumni) and click on “Stay Connected.” Below, degrees in **bold** were awarded by UCF.

**1985**

**Jim Hartmann, B.A. in public administration, Master of Public Administration (M.P.A.) ('93)**, is the new manager of Seminole County, Fla. He started the position in June 2011. Hartmann had been city manager for Alexandria, Va., since 2005. He also was the manager for Spartanburg County, S.C., and Eagle County, Colo. He began his career as a student intern in the Orange County, Fla., administrator's office in 1985. Hartmann is a member of the Public Administration Review Editorial Board for 2011–2013.



**1987**

**Teresa Douglas Shipley, B.A. in criminal justice ('82), M.P.A.**, recently retired from the Orlando Police Department, where she was a sworn officer for 21 years. While there, she served as a patrol officer, community relations officer, school resource officer, public information officer and criminal investigations-violent crimes detective. She continues to work as a senior manager in grant services for Orange County Public Schools, a position she has held since 2004.

**1991**

**Douglas Muldoon, B.A. in public administration**, was appointed chief of police for the Palm Bay Police Department on April 2, 2011. He is a graduate of the FBI National Academy (153rd session) and served as president of the Florida Chapter of the FBI National Academy Associates in 1998. In 2005, he was elected to the association's Executive Board and currently serves as its second vice president. He also is a graduate of the FBI Law Enforcement Executive Development Seminar (52nd session). In 2009, he was president of the Brevard County Chiefs of Police Association.

**1994**

**Lui Damiani, M.P.A.**, was appointed commissioner of District 3 of Orange County, Fla., on Aug. 6, 2010 by then-Gov. Charlie Crist. He is a longtime resident of District 3 and a



Damiani



McKissick

small business owner with more than 20 years of professional and public service experience. Learn more at <http://ucflink.me/11>.

**Christopher McKissick, M.P.A.**, is employed as a senior strategic account executive with SunGard Public Sector, a Lake Mary, Fla.,-based company offering software solutions for city, county, state and federal government; public safety agencies; and nonprofit organizations.

**1995**

**Richard A. Baird, B.S. in biology, M.P.A.**, retired in March 2011 after working for 34 years for the Orange County Environmental Protection Division. He retired as the clean lakes administrator, managing multi-million dollar water-quality projects for the county. “My biology [degree] and public administration master's served me very well during those years and helped me achieve all of my professional goals, including [serving as] president of both the Florida Lake Management Society and the Central Florida Association of Environmental Professionals.” In retirement, he plans to expand his involvement with the Native Plant Society, Orange Audubon Society and Sierra Club.

**Bill R. Lee, Jr., B.A. in criminal justice ('81), M.P.A.**, was appointed chief of police for Sanford, Fla., effective May 8, 2011. Previously, he served for 27 years with the Seminole County Sheriff's Office. He retired as captain in 2009 and has since served as a reserve deputy sheriff. He also has served as associate dean of the Center for Public Safety at Seminole State College. Read the city of Sanford's news release about Lee at <http://ucflink.me/1k>.

**1996**

**Darren DeWitt, B.S. in business administration, M.P.A.**, is employed as a project manager with Infrastructure Corporation of America.

**1999**

**Martin Douglas, B.A. in public administration**, is employed as a compliance analyst with Tower Hill Insurance Group, a large property insurance company in Florida.

**2002**

**Spencer Hawkins, B.S. in public administration, M.S. in criminal justice ('09)**,

earned the Certified Emergency Manager (CEM) credential in September 2010. The CEM designation is the highest honor of professional achievement available from the International Association of Emergency Managers. Hawkins is employed as an emergency management coordinator at the Battelle Memorial Institute in Arlington, Va. He also works as a policy analyst for the U.S. Army Headquarters. He recently became engaged to be married to Erin McHardy.

**Cher Fischette Philio, B.S. in criminal justice ('98), M.P.A.**, is the marketing and education director for Healthy Start, a program within Halifax Health – Healthy Communities. She became a certified Child Passenger Safety Instructor in 2009. In addition, from 2007 to 2010, she was a volunteer for the American Cancer Society's Relay for Life. She has two children, Madison (age 8) and Evan (age 6).

**2003**

**Anne-Marie Wolff, B.A. in public administration**, earned an M.P.A. at Valdosta State University in 2007 and will begin a master's degree program in learning and organizational change at Northwestern University this September. She is the former planning and zoning administrator for the city of Valdosta, Ga. In 2009, she was named one of Georgia Trend magazine's “40 Under 40,” which recognizes the “best and brightest.” She was also recognized as a Metro Valdosta Emerging Leader in 2009.

**2004**

**Roberto Custodio, B.A. in public administration**, is employed as a foreign service officer with the U.S. Department of State. He earned a Master of Arts in International Relations from the Maxwell School of Syracuse University in Syracuse, N.Y.

**Angel R. Smith, B.A. in public administration, B.A. in legal studies ('04), M.P.A. ('06), Master of Nonprofit Management (M.N.M.) ('08)**, has been awarded



a highly competitive Local Government Management Fellowship for 2011 by the International City/County Management Association. The program places fellows in full-time, management-track local government positions. As a fellow, Smith is working as a management analyst for the city of River Falls, Wis., where she has responsibilities in human resources, budget analysis, performance measurement and organizational change under the mentorship of the city's finance director. Previously, Smith was the community relations coordinator/public information officer for Orange City, Fla.

## Alumni *(continued)*

**Julia Thompson, M.P.A.**, has been named the new parks and recreation director for the city of Cape Girardeau, Mo. Read about her appointment in the *Southeast Missourian* at <http://ucflink.me/1x>. Previously, she was the parks and recreation director for Seminole County, Fla.

### 2005

**Wayne Larson, B.A. in communications ('90), Graduate Certificate in Public Administration,**



is the communications manager for the city of Mesquite, Texas. He has held communications positions in Kissimmee and Port St. Lucie, Fla., and in College Station, Texas, as well. In 1995, he earned Accreditation in Public Relations from the Florida Public Relations Association. He recently completed the Federal Emergency Management Agency's Pandemic Planning and Preparedness course. He and his wife, Jessica, have four children.

### 2007

**Leo Cruz, M.P.A.**, is a planner with the city of Orlando. He earned American Institute of Certified Planners (AICP) certification in January 2011. In addition, he has been appointed chair of the UCF Public Administration Alumni Chapter (see p. 16).

**Howard "Bobby" Howell, B.A. in political science ('03), M.P.A.**, is a planner with the city of Winter Springs, Fla. After passing a "rigorous exam," he earned AICP certification in November 2010.

**Jen Kaiser, M.N.M.**, is a program coordinator with The Jobs Partnership of Florida ([www.jobspartnershipfl.org](http://www.jobspartnershipfl.org)).

**Steve Noto, B.S. in public administration, minor in urban and regional planning; graduate certificate in urban and regional planning ('09); M.P.A. ('11)**, has been a planner with the city of Lake Mary since 2007. He represents the city on multiple regional advisory boards, including Metroplan Orlando and the myregion.org Regional Board of Advisors. In 2010, he received the City Manager's Special Recognition Award. In 2007, he married his wife, Sarah, a 2008 graduate in business administration from UCF. They have two "amazing" miniature schnauzers, Paddington and Portebello.

**Justin Tabor, B.A. in public administration,** married Caryn Friedberg (B.S. in education ['09]), on July 31, 2010, at Walt Disney World's Shades of Green Resort. The couple lives in Gainesville, Fla., where he is a planner for the city of Alachua and she is a teacher at High Springs Community School. For a wedding photo, see <http://ucflink.me/1n>.

**REBUILD Globally.** Just days after Haiti's earthquake in January 2010, **Julie Colombino, M.N.M. ('08)** (below), traveled to the devastated country to offer help. Initially she provided medical relief in the mountains. Then she coordinated food drops to orphanages out of the Port-au-Prince airport. After three weeks, she returned to her home in Central Florida and promptly quit her job, sold her house and car, and headed back to Haiti to continue helping.

"Everyone there lost something. But the will to thrive was so prevalent," Colombino said. "How could I not be there to help?"

One of the best ways to help, she learned, was to provide jobs. So in August 2010, she and two friends founded REBUILD Globally, a nonprofit that employs Haitians to make sandals out of used tires. To start, they recruited a professional shoemaker who'd lost his home and business in the earthquake. He then taught several local women the trade. All now earn a living wage by making sturdy sandals, featuring attractive macrame straps, for sale in Haiti and online at [www.rebuildglobally.org](http://www.rebuildglobally.org). The nonprofit also provides sandals to Haitian orphans through a partnership with European Disaster Volunteers.



Recently, REBUILD Globally added another eco-friendly item to its product line — colorful handbags handmade from recycled wrappers. Handmade bracelets, hair bands and wallets may be added in the future.

Colombino is now CEO of REBUILD Globally. This year, she hopes to expand the number of employees and introduce other programs to help Haitians develop self-sustaining skills.

Colombino's efforts were recognized in April when she received the 2011 "Public Administrator/New Professional Award" from the Central Florida Chapter of the American Society for Public Administration.

### 2008

**Laura (Creegan) Matthews, B.A. in psychology ('04), M.P.A.**, works as an assistant director of student conduct and conflict resolution in the Dean of Students Office at the University of Florida. In addition, she serves as a certified mediator and is certified as a QPR Gatekeeper instructor. She married Tyson Matthews on May 29, 2010.

**Wonkisha Washington, B.S. in public administration, minor in criminal justice,** is a housing specialist with Osceola County's housing department.

### 2009

**Erin Hellkamp, B.A. in political sciences, minor in public administration, undergraduate certificate in nonprofit management,** is employed as a public policy director for the Central Florida Hotel and Lodging Association.

**JaVonte LaShae Mottley, B.A. in legal studies ('08), M.P.A.**, has been a certified social insurance specialist with the Social Security Administration for a year.

### 2010

**Sean P. Callahan, M.P.A.**, completed his graduate degree at UCF in the spring of 2010 while working full-time as a workers compensation claim examiner III at Sedgwick CMS. That fall, he began Florida A&M University College of Law's night program. He wrote that his M.P.A. education "has definitely contributed to my ability to add insight and opinions to class discussions."

**Jessica M. Schwendeman, B.A. in political science, B.A. in sociology, minor in public administration, certificate in women's studies,** was a Peace Corps volunteer working in community development in Niger (West Africa) from July 2010 to January 2011, when the Peace Corps permanently suspended all programs in that country due to security concerns. Read about her experience at [www.jessicamaureen.wordpress.com](http://www.jessicamaureen.wordpress.com).

### In Memorium

**Tina Davia**, a thoughtful, hard-working M.P.A. student, passed away on Jan. 24, 2011. She was honored at UCF's Eternal Knights Memorial Service on March 30. (See [www.cohpa.ucf.edu/eternal-knights/](http://www.cohpa.ucf.edu/eternal-knights/))



# Report of Gifts

## Donations to the department and UCF from May 1, 2010 – April 30, 2011

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 Caren K. Bell '97  
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\*Members of the President's Circle (annual giving of \$1,000 or more)

These names were compiled as of April 30, 2011. If you made a contribution and your name was inadvertently omitted, we apologize. Please contact us at 407-823-1270 so we can report your gift in an online version of the publication.

To learn more about giving to the department, please call Katie Korkosz at 407-823-1600.

The university, college and department appreciate all of your generous financial contributions.

## VHB MillerSellen Establishes Urban and Regional Planning Scholarship

Florida planning firm VHB MillerSellen has donated \$25,000 to the University of Central Florida to establish an endowed scholarship in urban and regional planning.

Jim Sellen, a principal with the firm, announced the gift on Feb. 10, 2011, at a gala at the UCF Center for Emerging Media. The event celebrated last fall's launch of the master's degree program in urban and regional planning at UCF.

The new program is the first comprehensive planning program of its kind in the region.

"Central Florida is the ideal crucible for advancing the best practices for urban and regional planning, and the students in this UCF program will no doubt graduate with exceptional, firsthand experience in the field," said Sellen, who has worked in urban planning in Central Florida for more than 30 years. "Our firm is proud to provide support to the top prospective students for this degree year after year."

The first scholarship will be awarded this fall.

The gala drew dozens of planning professionals and several local leaders, including Orlando Mayor Buddy Dyer, Orange County Commissioner Lui Damiani (M.P.A. '94) and former county mayor Linda Chapin, all of whom spoke about the significance of the program to the region.

"As mayor for this great city of Orlando, I have developed a newfound respect for the planning profession and why planners are so greatly needed in a fast-growing and fast-changing city such as ours," Dyer said.

The event provided an opportunity for the program's students and faculty members to discuss displays on local planning projects. Central Florida is known for its innovative practices in handling rapid growth, planned communities such as Celebration and Baldwin Park, and new high-speed and commuter rail initiatives.

*Our firm is proud to provide support to the top prospective students for this degree year after year.*

— Jim Sellen

"Almost every national firm in planning has a presence in Orlando," said Mary Ann Feldheim, chair of the Department of Public Administration and part of the team that developed the program.

Many of these firms voiced a need for professional education in urban and regional planning to educate future planners for the region, she said. A master's degree is needed for most planning jobs, according to the U.S. Bureau of Labor Statistics.

Thirteen students were enrolled in the program in the first year, and enrollment is expected to increase to 60 students by fall 2012.



Jim Sellen (right) presented a symbolic check to Mike Frumkin, dean of the College of Health and Public Affairs, at the gala.



Other guests included Orlando Mayor Buddy Dyer (seated at right), local planners, faculty members and students.

Photos: Santiago Studios

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**Academic Programs****Degree Programs**

- B.A. in Public Administration
- B.S. in Public Administration
- Master of Public Administration (M.P.A.)<sup>++</sup>
- Master of Nonprofit Management (M.N.M.)<sup>+++</sup>
- M.S. in Urban and Regional Planning
- Ph.D. in Public Affairs – Public Administration Track<sup>+</sup>

**Undergraduate Minor/  
National Certificate**

- Nonprofit Management/National Certificate in Nonprofit Leadership Alliance (formerly American Humanics)<sup>\*\*</sup>

**Other Undergraduate Minors**

- Emergency Management and Homeland Security
- Public Administration
- Urban and Regional Planning

**Graduate Certificates**

- Emergency Management and Homeland Security
- Nonprofit Management<sup>++</sup>
- Public Administration
- Urban and Regional Planning

<sup>\*</sup>Dual M.P.A./M.N.M. option is available

<sup>\*\*</sup>National certificate program also available to graduate students

<sup>+</sup>Dual M.P.A./Ph.D. option is available

<sup>++</sup>Offered completely online

**NEW IN 2011-12!****Master of Research  
Administration**

UCF will launch a Master of Research Administration (M.R.A.) program this fall to provide individuals with the knowledge and skills necessary for professional advancement in the field of research administration.

The program is the first of its kind in Florida and one of just a few offered nationwide.

Program highlights include:

- Two-year, 36-credit hour program
- Fully online delivery
- Cohort model
- First class to be admitted in fall 2011

For complete program information, visit [www.ce.ucf.edu/research](http://www.ce.ucf.edu/research).

**What is research administration?**

Research administration involves the development, management and implementation of research projects. These activities include collaboration and partnership development, strategic planning, proposal development and submission, contract negotiation, project management, financial management, and regulatory compliance oversight.