

# PUBLIC ADMINISTRATION FOCUS



Stands For Opportunity

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

June 2006, Volume 1

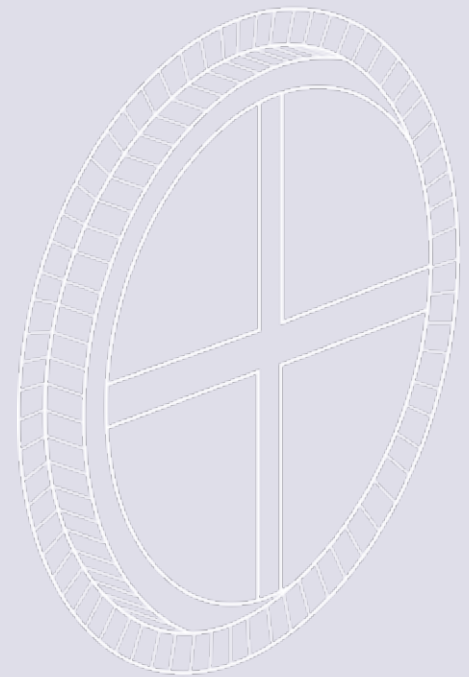
## Teaching



## Research



## Community Service



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# Public Admin

## MESSAGE FROM THE CHAIR

Welcome to the inaugural issue of *Public Administration Focus* from the Department of Public Administration at the University of Central Florida. In my opinion, our department has been a well-kept secret for the last 33 years, and my goal for this publication is to share the accomplishments of our faculty and students during the last year with our alumni and colleagues. Our mission focuses on quality education, scholarly and applied research, and community service, and we have used teaching, research and service as the organizing themes for this publication.

### Teaching

Our first priority is quality and innovative teaching. Quality teaching is addressed when each faculty member is selected for a teaching assignment based on his or her research areas and experience. This year two of our faculty members have been recognized as outstanding teachers by their peers, winning the UCF Teaching Incentive Award.

As educators, our role is to prepare students for careers in public service. Service learning is one of the most innovative and effective teaching strategies to help students apply the theories and techniques they have learned in the classroom to real community needs. In the service learning courses offered, students create a product for a community agency based on the content of the course. Grant writing, strategic planning and nonprofit administration are just a handful of the service learning courses offered in which students have worked with many different agencies.

Another area of teaching innovation is the use of online courses in conjunction with

the traditional face-to-face modality. Our core faculty members have all completed extensive pedagogical and technical training to assist them in teaching online courses. In 2005, our new completely online Master of Nonprofit Management received the American Society for Public Administration Curriculum Innovation Award as a result of this additional training.

### Research

At UCF there are three research goals — publications, grant funding and student mentoring. During the last year our faculty members produced a record 43 publications, with two articles being accepted in *Public Administration Review*, the top journal in our field.

More amazing than the record number of publications is the more than \$1 million in grants brought to UCF by the department during the last year in partnership with other units in the College of Health and Public Affairs. In addition, one of our faculty members had his research efforts recognized when he received the prestigious UCF Research Incentive Award.

Under faculty guidance, 20 of our graduate students conducted original research and presented their findings at international, regional, state and local conferences. Our faculty members also chaired the dissertation committees for seven doctoral candidates who completed their dissertations this year.

### Community Service

Service is integral to our department's teaching and research efforts. This year faculty members and students combined research and service, working on the



Thomas Alan Smille

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

Volusia County Smart Growth Project. They also offered training and services to small nonprofit organizations through the Capacity Building Institute. Lastly, through service learning courses, students and faculty members provided service projects to over 100 public sector agencies.

In conclusion, the past year has been one of achievement for our department. Our faculty have won four university awards for teaching, research and service and secured over a million dollars in grants for UCF. Our students are presenting their research at international, national, regional and state conferences, and seven doctoral students have completed their dissertations. In this volume, you will find features on many of these activities. I hope that you find this issue of *Public Administration Focus* interesting and informative, and that you will continue supporting the UCF Department of Public Administration through your actions and words.



# Administration

## ABOUT THE DEPARTMENT

The Department of Public Administration seeks to provide the highest quality graduate and undergraduate education for current and prospective public service officials in public and nonprofit organizations. The department strives to achieve local, state and national prominence through contemporary curriculum, innovative instruction, scholarly and applied research, and community service. Programs and services are designed to develop and enhance management skills essential to public and nonprofit organizations oriented towards an evolving metropolitan environment.

The department offers both Bachelor of Arts and Bachelor of Science degrees in public administration. These programs instill the public management skills and analytical techniques graduates need to achieve career success in government, nonprofit and closely related business fields. These programs are complemented by minors in public administration, American Humanities, urban and regional planning, and emergency management and homeland security; undergraduate certificates are available in public administration and nonprofit

administration.

In graduate study, the department offers the Master of Public Administration and the Master of Nonprofit Management. The M.P.A. program prepares students for employment and provides tools to advance careers of those already working as public administrators. The M.N.M. program, offered completely online, equips graduates with the skills necessary to excel in the nonprofit sector. These degree programs are complemented by graduate certificates in nonprofit management, public administration, and urban and regional planning.

The Doctoral Program in Public Affairs is an innovative program drawing from four discipline areas: criminal justice, health, public administration and social work. The program is characterized by a rigorous curriculum, talented faculty and a diverse, close-knit student body. Its interdisciplinary nature enhances opportunities for both creative cross-disciplinary research and lively classroom discussion.



Thomas Alan Smilie

## SERVICES OFFERED BY CAPACITY BUILDING INSTITUTE

The department's Capacity Building Institute uses service learning, allowing faculty members and students to collaborate with community nonprofit agencies to build capacity. The institute provides the following services:

**Fiscal Management** in the form of assessments, annual budgets, recommendations for payroll systems, and annual reports

**Strategic Planning** assistance or actual plans developed by students within a class that reflect the expanded knowledge within the organization

**Grant Writing** training and potentially grant proposals

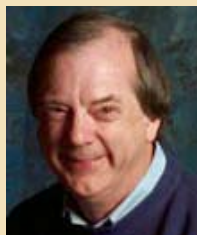
**Administrative Training** on volunteer and board development, staff management, strategic management and the development of leadership skills

**Human Resources Management** training on diversity and cultural awareness, management practices, public relations and communication

**Resource Development** training or plans in the form of strategies to maximize resources, marketing and collaboration

**Public Relations and Marketing** development in the form of an annual report and brochures

## DEPARTMENT FACULTY



**Peter Colby, Ph.D.**  
(Brandeis University),  
Professor. *Budgeting,  
Public Administration in  
Governance, Nonprofit  
Resource Development.*



**Matthew Collins,**  
Ph.D. (Virginia  
Tech), Instructor.  
*Policy Process,  
Fiscal Management,  
Governance, Nonprofit  
Organizations.*



**Mary Ann Feldheim,**  
Ph.D. (Florida Atlantic  
University), Chair and  
Associate Professor.  
*Volunteerism in  
Nonprofit, Nonprofit  
Organizations.*



**Jay Jurie, Ph.D.**  
(Arizona State  
University), Associate  
Professor. *Urban  
Planning, Public  
Organization  
Management, Policy  
Process.*



**Naim Kapucu, Ph.D.**  
(University of  
Pittsburgh), Assistant  
Professor. *Analytic  
Techniques I and II,  
Homeland Security,  
Nonprofit Administration.*



**Ronnie Korosec, Ph.D.**  
(State University of New  
York at Binghamton),  
Assistant Professor.  
*Survey Research,  
Introduction to Public  
Administration.*



**Wendell Lawther, Ph.D.**  
(Indiana University),  
Associate Professor.  
*Human Resources  
Management, Personnel  
Management, Local  
Government Operations.*



**Kuotsai "Tom" Liou,**  
Ph.D. (University of  
Oklahoma), Professor.  
*Public Organizations  
Management,  
Community and  
Economic Development,  
Program Evaluations.*



**Robert Morin, M.A.**  
(Suffolk University),  
Instructor. *Public Policy,  
Introduction to Public  
Administration, Project  
Management.*



**Melvin Rogers, M.S.**  
(University of Nebraska  
at Omaha), Instructor  
and Assistant Dean.  
*Multiculturalism, Ethics  
and Values, Nonprofit  
Organizations.*



**XiaoHu "Shawn"  
Wang, Ph.D.** (Florida  
International University),  
Associate Professor.  
*Public Financial  
Management, Analytic  
Techniques I and II.*



# current public service officials in public and nonprofit organizations

## AFFILIATED FACULTY

**Tansu Demir**, Ph.D. (Florida Atlantic University), Visiting Instructor. *Planning and Improvement, Ethics and Values, Human Resources Management.*

**Lawrence Martin**, Ph.D. (Arizona State University), Professor and Director of UCF Center for Community Partnerships.

**Joan Nelson**, M.B.A., M.S.W. (University of Central Florida), Director of American Humanics program. *Personnel Administration, Volunteer Management, American Humanics.*

## ADJUNCT INSTRUCTORS

**Owen Beitsch**, Ph.D. (University of Central Florida), Executive Vice President and Partner of Real Estate Research Consultants, Inc. *Urban Design.*

**Wendy Bolyard**, M.A. (West Virginia University), Ph.D. Candidate. *Administrative Theory.*

**Rico Brown**, M.P.A. (University of Central Florida), *Human Resource Management.*

**William Burns**, M.P.A. (University of Central Florida), Transportation Planner for City of Orlando. *Urban Design.*

**Anthony Delmonte**, D.B.A. (Nova Southeastern University), L6S Deployment

Champion for the Kennedy Space Center. *Information Systems.*

**Thomas Harmer**, M.P.A. (University of Central Florida), City Manager for City of Titusville, Florida. *Managing Public Emergencies, Hazard Mitigation.*

**Albert Hill**, M.S. (University of Tennessee), *Information Systems for Planners.*

**Barbara Howell**, M.A. (University of Central Florida), Coordinator and Instructor for the UCF College of Health and Public Affairs Research Office. *Grants and Contract Management.*

**Fred Kittinger**, M.S. (Florida State University), UCF Assistant Vice President for University Relations and Director of State and Local Government Affairs. *Intergovernmental Administration.*

**Richard Maladecki**, M.S. (Eastern College), President of the Central Florida Hotel and Lodging Association. *Volunteer Management.*

**Kenneth Parker**, M.P.A. (Southern Methodist University), City Manager of City of Port Orange, Florida. *Local Government Operations.*

**Laurence Putchinski**, Ph.D. (University of Central Florida), *Policy Process.*

**John Titkanich**, M.P.A. (University of Central Florida), Director of Community Development Department for the City of Cocoa, Florida. *Strategic Planning and Management.*

**Alissa Torres**, M.S. (Florida State University), Chief Planner for Orange County, Florida. *Urban Design.*

**Tracey Trottier**, Ph.D. (University of Central Florida), *Introduction to Public Administration.*

**Keith Ulrich**, M.B.A. (University of Central Florida), *Contract Management.*

**Rich Wiederhold**, M.P.A. (University of Central Florida), District Chief of Public Safety for Brevard County, Florida. *Disaster Response, Emergency Management and Disaster Planning.*

**Harold Worrall**, Ph.D. (Virginia Commonwealth University), Transportation Innovations, Inc. *Transportation Policy.*

## FACULTY TRANSITIONS

In July 2005, the department bid farewell to departing Chair Montgomery Van Wart, who accepted a position as the chair of the Public Administration Department at California State University at San Bernardino.

Associate Professor Mary Ann Feldheim was named interim chair of the department in August 2005 and appointed chair in January 2006. Feldheim has taught in the department since 1997, and she serves as coordinator of the Nonprofit Management Program. She was the driving force in developing the department's master's degree in nonprofit management that began in fall 2004.

## ACADEMIC PROGRAM NEWS

- In early 2005, the American Society for Public Administration Section on Public Administration Education recognized the department's Master of Nonprofit Management program, implemented in 2004, with a 2005 Curriculum Innovation Award.
- In July 2005, the Department of Public Administration received formal notification that the M.P.A. program would be accredited for seven years by the National Association of Schools of Public Affairs and Administration.
- Also in July 2005, the department received a plaque of appreciation from the Orange County Health Department for the Capacity Building Demonstration Project.
- In August 2005, the American Humanics program found an academic home in the Department of Public Administration. This natural partnership allows a continuous coordinated effort to expand and develop undergraduate nonprofit management courses. Joan Nelson serves as the program director.
- On Aug. 6, 2005, the Master of Nonprofit Management program graduated its first four students.
- Also in 2005, American Humanics, Inc., a national organization, presented the department with an Excellence in Community Relations Award.
- As of May 2006, the department had 10 students graduate with a specialty of public administration from the Doctoral Program in Public Affairs, making the department the largest Ph.D. producer in the College of Health and Public Affairs. During the past year, seven public administration students successfully defended doctoral dissertations (also see p. 9).

## MEET THE AMERICAN HUMANICS PROGRAM DIRECTOR: Joan Nelson

University-community partnerships come in many forms, sometimes even in the form of a woman. Joan Nelson, director of the University of Central Florida's American Humanics program, works with both UCF and Heart of Florida United Way, bridging the academic and nonprofit sectors.



Thomas Alan Smittle

Of her dual pursuits, Nelson said, "It's my hope and belief that having one foot in the university and the other in the community will create synergies and lead to new opportunities for students. Likewise, I hope to bring the talents and resources of these very motivated students to the attention of community nonprofit organizations."

Nelson oversees the American Humanics program, which is now housed in the Department of Public Administration. American Humanics is a national organization that collaborates with affiliated college and university programs and nonprofit agencies to enable students to gain experience and find meaningful careers within youth and human service agencies. In January 2006, Nelson, Graduate Assistant Stephanie Krick and nine students traveled to San Diego to attend the national American Humanics Management Institute. The institute affords students the opportunity to attend interactive workshops and forums, review case studies, and interview with representatives from national nonprofits.

Nelson's energetic service has had a positive

effect on the Orlando community. Annually for the last five years, Nelson has been a member of the planning committee for the Community Partners Nonprofit Management Conference. On May 10–11, 2006, the conference, titled "Collaboration ... the Power of Partnerships," welcomed members of the nonprofit community (see p. 17). The conference's goal was to illustrate how networking and professional development could be capitalized on to establish partnerships. It concluded with an experiential session providing practical tools for relationship development.

Another of Nelson's successful endeavors is her involvement in the Case Management Certificate Program. This program, launched in February 2005, has graduated three groups of 25 students. The program covers the state of the case management profession, the best practices across populations, integration of care management and professional development. According to Nelson, responses from the community and evaluations from the students have been overwhelmingly positive.

Department Chair Mary Ann Feldheim said, "Joan Nelson in her roles as director of the UCF American Humanics program, associate director of the Center for Community Partnerships, director of research for Heart of Florida United Way and one of our adjunct faculty members has created a 'national model' of collaboration that other universities would be wise to follow."

Nelson earned her Master of Social Work from UCF in 1996 and her Master of Business Administration from the Crummer College of Business Administration of Rollins College in Winter Park, Fla., in 1988.

## STUDENT TRIP TO TALLAHASSEE



A group of Department of Public Administration students, led by Instructor Robert Morin, traveled to Tallahassee for an in-depth look at how the Florida Legislature operates.

*Shown above are (left to right) Kittinger; undergraduates Justin Tabor and Endira Sharma; Attorney General Charlie Crist; undergraduate Charmaine Abundo; M.P.A. student Jillian Bower; undergraduates Keila Walker and James McIntyre, Morin's son, Ceasar; Bush; Morin's wife, Tina; Morin; Insurance Commissioner Tom Gallagher; undergraduate Jacques Coulon; Agriculture Commissioner Charles Bronson; and undergraduate David Taylor.*

Their trip included a Feb. 14, 2006, visit to a Cabinet meeting in the state Capitol (pictured, right), where they were photographed with Governor Jeb Bush and several Cabinet members (pictured, above). The UCF group also met with a number of state representatives; lobbyists for the city of Orlando and for Orange County; and Mike Sittig, executive director of the Florida League of Cities.

The trip itinerary was developed by Fred Kittinger, UCF assistant vice president for University Relations and director of State and Local Government Affairs.



## SELECTED RECENT FACULTY PUBLICATIONS

**Feldheim, M. A.** (2005). [Review of the book *Planning, scheduling, and requirement analysis*]. *Journal of Public Procurement*, 5(2), 274-278.

**Feldheim, M. A.** & Johnson, G. (2005). Normative education: Putting the servant in public service. *Global Virtue*, 5(3).

**Feldheim, M. A.** (2005) Mary Parker Follett: Lost and found — again, and again, and again. In T.D. Lynch & P. Cruise (Eds.), *Handbook of organization theory and management: The philosophical approach* (2nd ed., pp. 418-436) Boca Raton, FL: CRC Press LLC.

**Jurie, J. D.** (2006, March) Conserving open land in Central Florida. *SENRA Newsletter*, 3-4.

**Kapucu, N.** (2005). Interorganizational coordination in dynamic contexts: Networks in emergency management. *Connections: Journal of International Network for Social Network Analysis*, 26(2), 9-24.

**Kapucu, N.** (2006). Public-nonprofit partnerships for collective action in dynamic contexts. *Public Administration: An International Quarterly*, 84(1), 205-220.

**Kapucu, N.** & Van Wart, M. (in press). The emerging role of the public sector in managing extreme events: Lessons learned. *Administration & Society*.

**Korosec, R.** (in press). Issues in IT procurement, contracting, and partnerships: A short case study from the Department of Technology and Management, Orlando, Florida. In D. Garson (Ed.), *Managing the Virtual State*. New York: Marcel Decker.

**Korosec, R.** & Berman, E. (2005). Planning to coordinate and coordinating the plan: Evidence from local governments. *The American Review of Public Administration*, 35(4), 380-401.

**Korosec, R.** & Berman, E. (in press). Local government support of social entrepreneurship. *Public Administration Review*.

**Lawther, W. C.** (2005). Public private partnerships in transportation policy: The case of advanced traveler information systems. *International Journal of Public Administration*, 28(13/14), 1117-1135.

**Lawther, W. C.** (in press). The growing use of competitive negotiations to increase managerial capability: The acquisition of e-government services. *Public Performance and Management Review*.

**Lawther, W. C.** & **Martin, L.** (2005). Public-private partnerships: Innovation in public procurement. *International Government Contractor*, 2(3), 7-13.

**Liou, K. T.** (in press) Critical Issues in China's Government Reforms, Symposium Introduction, *International Journal of Public Administration*.

**Liou, K. T.** (in press). E-government development and China's administrative reform. *International Journal of Public Administration*.

**Wang, X.** (2006). *Financial management in the public sector: Tools, applications, and cases*. New York: M.E. Sharpe.

**Wang, X.** (in press). Making legislators buy your numbers. *International Journal of Public Administration*.

**Wang, X.**, & Van Wart, M. (in press). When public participation in administration leads to trust: An empirical assessment of managers' perceptions. *Public Administration Review*.

### Publications by Affiliated Faculty

**Martin, L.** (in press). Performance-based contracting for human services: A proposed

model. *Public Administration Quarterly*.

**Martin, L.** (2005). The privatization of human services: Myths, civil society, and social capitol. *Journal of Health and Human Services Administration*, 27(2), 175-193.

**Worrall, H.** (2005). *A system at risk: The economics of transportation*. Lincoln, NE: iUniverse.

## PRAISE FOR XIAOHU "SHAWN" WANG'S NEW BOOK



XiaoHu "Shawn" Wang's book, *Financial Management in the Public Sector: Tools, Applications, and Cases*, was publisher M.E. Sharpe's top seller at the 67th Annual American Society for Public

Administration National Conference in April 2006 in Denver.

Here are some readers' responses to Wang's text:

"This book will serve as an excellent text in public budgeting and financial management courses that focus on political processes, budgetary theories, historical development, and substantive public policies. The author's pedagogical approach manifests an effective way to bridge theory and practice and enhance learning. Wang demystifies the nature of and clarifies the application of many of the financial management tools that I had employed during my time in a budget office."

— Jerry Gianakis, Suffolk University

"Wang's book convincingly addresses the audience's needs. Instructors will value the case studies. Students will benefit from the straightforward presentation of concepts and techniques. Practitioners will use this resource for day-to-day real world applications."

— Aimee L. Franklin, University of Oklahoma



## STUDENT PRESENTATIONS

During the past year, 20 of our graduate students presented papers at six different international, national, regional, state and local conferences. Several of these students presented at more than one conference, establishing a strong research record early in their professional careers.

### 2005 International Conference on Volunteer Administration

Students Maria-Elena Augustin and Marla Krause along with Assistant Professor Naim Kapucu presented at this international conference in Jacksonville, Fla. The title of their paper was “Capacity Building for Community-Based Small Nonprofit Minority Health Agencies in Central Florida.”

### 2005 Association of Budgeting and Financial Management Conference

Student Jeff Tu co-authored the paper “Measuring Financial Condition,” presented by Associate Professor XiaoHu “Shawn” Wang at this conference in Washington, D.C.

### 2005 Southeastern Conference on Public Administration

Students presented two papers at the 2005 SECoPA. Angie Knowlton, an M.P.A. student, presented a paper on the department’s Capacity Building Institute, which assists small community-based nonprofit agencies in capacity building. In addition, Ph.D. students Hillary Knepper, Alicia Sitren and Hayden Smith presented their paper “Government and Governance,” which was a comparison and integration of concepts for public administration.

### 2006 Graduate Research Forum

The Graduate Research Forum, hosted by the UCF Division of Graduate Studies and the Graduate Student Association, includes poster displays and oral presentations of student research and creative projects. This year’s event, held on March 29 in the Student Union,

included several public administration students’ presentations:

- Reneé Cartee, Maria-Elena Augustin, Katherine McKinney and Sommer Pattison — “Community Capacity Building for Economic Development in Holden Heights”
- Angie Knowlton — “National Response Plan (NRP) in Response to Hurricane Katrina”
- Kelly Morrell, Jillian Bower, Ruchu Kapoor and Katherine McKinney — “The Ties That Bind Young Adults”
- Meagan Pfeltz, Amy Turner, Andrea Laufer and Leighton Colvin — “The Impact of Take Stock in Children (TSIC) on Program Participants”
- Carmen Stokes, Angie Knowlton, Sommer Pattison and Ian Nance — “Nonprofit Partnerships in Central Florida”

### 2006 American Society for Public Administration 67<sup>th</sup> National Conference

The conference this year, titled “The Sky’s the Limit,” focused on idealism and innovation in public service. Ph.D. student Hillary Knepper presented her paper “The Extent and Determinants of County Health and Human Service Networks and Partnerships and Exemplars Within These Networks” at this national conference.

### 2006 Second Annual Florida ASPA Conference

This year the second annual Florida ASPA Conference, “Rising to the Challenges of Public Management in the State of Florida,” was held at the Orange County Regional History Center in Orlando. The Department of Public Administration helped sponsor the conference and several students presented papers:

- Stephanie Loudermilk Krick — “Does Ethical Behavior Matter?”
- Hillary Knepper — “A Network Analysis of Lake County’s Community Access Network for Uninsured and Underinsured Residents”

- Sommer Pattison — “Disaster Management Logistics and Staging Areas in the State of Florida”
- Angie Knowlton — “Organizational Factors Influencing Nonprofit Collaborations in Central Florida”
- Kelly Morrell — “The Ties That Bind Young Adults: Developing Social Capital in Central Florida”
- Maria-Elena Augustin, Renee Fish and Katherine McKinney — “Community Organizations Mobilizing for Partnerships, Assistance, and Sustainable Strategies (COMPASS) for Front Porch Communities in Florida”

## DISSERTATIONS

### Gina Beckles

Preferences for performance measures: A study of a federal agency. (2006)

### Owen Beitsch

Democratic voices speaking loudly: Does public participation yield accountability in special purpose governments? (2005)

### Jorge Figueredo

Public participation in transportation: An empirical test for authentic participation. (2005)

### Matthew Hodge

Nonprofit board effectiveness, funding sources, and financial vulnerability. (2006)

### Mike Neidhart

A model of individual willingness to participate in the transportation planning process. (2005)

### Laurence Putchinski

Union impact on public expenditures in Florida. (2005)

### Tracy Trotter

How leadership affects follower satisfaction: The federal case. (2005)

## SURVEY: REFUSAL TO EVACUATE, COMPLACENCY REMAIN PROBLEMS DURING HURRICANES

By Chad Binette (M.P.A. student and university writer for UCF News and Information)

After three hurricanes battered the state in 2004, many residents ignored the threat of Hurricane Jeanne and refused to leave their homes in evacuation zones, county emergency managers reported in a survey released in November 2005 by Department of Public Administration Assistant Professor **Naim Kapucu**.

While the earlier storms helped make residents more aware of the potential dangers from hurricanes, emergency managers also reported noticing more complacency as some residents grew weary of repeated hits. At the conclusion of the 2005 hurricane season, researchers hoped their findings would help emergency managers better understand public reactions to hurricanes as they prepare for 2006 and try to avoid a repeat of the chaos that surrounded Hurricane Katrina.

Thirty-one percent of the 66 emergency managers surveyed indicated that many residents did not heed evacuation orders before Hurricane Jeanne. While 31 percent also reported many residents ignored evacuation orders before Hurricane Charley, that number dropped to 15 percent and 16 percent respectively for hurricanes Frances and Ivan before increasing sharply for Jeanne. "Emergency communication strategies must be an essential part of an overall emergency management policy that directs the flows of financial resources, labor, equipment and information," said Kapucu, who analyzed the survey results.

"During hurricanes, we often see a lack of



*Hurricane Jeanne approaching Florida on Sept. 25, 2004.*

information, rumors and misinformation. The consequences can be dire, as illustrated by the case of Hurricane Katrina. Residents were apparently confused, agitated and resistant to an orderly rescue effort. Emergency managers must vigilantly work to keep their residents informed and apprised of the seriousness of the situation."

The surveys demonstrate that, based on the perceptions of emergency managers, public complacency about the storms increased even as residents' awareness of the dangers posed by hurricanes increased. Sixty-eight percent of emergency managers agreed the public was knowledgeable about the dangers of hurricanes when Hurricane Charley struck in early August 2004. The percentage increased to 89 percent by the time Hurricane Jeanne hit

the state in late September.

The surveys are part of a broader effort by Kapucu and his colleagues to review emergency managers' and residents' responses to hurricanes and to suggest improvements for the coming years. Researchers also are reviewing State Emergency Response Team situation reports, which outline state responses to hurricanes, and newspaper coverage from around the state.

In addition to Kapucu, Associate Professor **XiaoHu "Shawn" Wang** and Evan Berman of Louisiana State University, and formerly of UCF, administered the surveys. Graduate student **Sarah Sprouse** also assisted with the research effort.

## policy-making in the region, state and nation

### STUDENT AND FACULTY RESEARCH TEAMS

#### KAPUCU GUIDES GRADUATE STUDENTS

Under the guidance of Assistant Professor **Naim Kapucu** (pictured, far left), the department instituted a new practice of meeting monthly to discuss research with students. Kapucu, an expert in emergency management, works with students to identify the most effective ways for government offices to work together to manage domestic disasters, both natural and manmade.

On Nov. 16, 2005, Kapucu met with Graduate Research Associates **Maria-Elena Augustin**, **Angie Knowlton** (pictured, center) and **Sarah Sprouse** to share updates on current research topics. The students, while working with Kapucu, are engaged in research on emergency management and homeland security policies in the United States. During the meeting, Sprouse presented her literature review on intergovernmental relations and Augustin outlined a paper on networks she wrote with Kapucu. Knowlton discussed her investigation of the federal government's implementation of the "National Response Plan" during and after Hurricane Katrina.

The students are also planning presentations on their research findings for professional conferences at both the national and international level. In addition, Kapucu, fellow faculty members and his students submitted a \$600,000 grant proposal to the Learn and Serve America Higher Education Grant Competition. The proposal is for three years to expand departmental service learning programs in disaster response and emergency management. The team also plans to participate in or attend six future conferences,



Karen Gurin

including the Southeast Conference on Public Administration in 2006 and the American Society for Public Administration National Conference in 2007.

Note: Joining Knowlton and Kapucu above is undergraduate **Chris Gilhooley** (right), a LEAD scholar who attends regularly scheduled meetings on emergency management and homeland security research.

#### WANG COLLABORATES ON GRADUATE RESEARCH PAPERS

**XiaoHu "Shawn" Wang** worked with **Jeff Tu**, an M.P.A. student, and **Lynda Dennis**, a Ph.D. student, on a paper titled "Measuring Financial Condition: A Study of U.S. States." They presented at the Association for Budgeting and Financial Management Annual Conference,

Washington, D.C., in November 2005. Wang also collaborated with **Tracey Trotter** on a paper titled "How Much Difference Does Leadership in Government Organizations Make?" The paper was presented at the ASPA National Conference in Denver in April 2006.

# COMMUNITY SERVICE: developing a national model of community

## CONTRACTS AND GRANTS *June 2005 – June 2006*

Investigator(s)	Research Title	Agency Name	Amount Funded	Funding Dates
<b>Mary Ann Feldheim</b>	Research and Information Gathering Regarding Tax Funded Support of Central Florida Nonprofit Organizations	WMFE	\$1,000	10/05 - 3/06
<b>Naim Kapucu</b>	2004 Capacity Building Institute	Orange County Health Department	\$298,417	1/04 - 9/05
	The Governance of Homeland Security: Uniting Partners to Protect the Homeland	UCF Office of Research and Commercialization	\$7,500	5/05 - 4/06
	CB: Office of Minority Health's State Partnership Grant Program	Florida Department of Health	\$42,574	11/05 - 6/06
	Front Porch Capacity Building and Technical Assistance Project	Holden Heights Front Porch Revitalization Council, Inc.	\$52,620	1/06 - 6/06
	Interorganizational Networks in Response to Routine and Catastrophic Disasters	Winter Park Health Foundation	\$2,500	6/06 - 5/07
<b>Ronnie Korosec</b>	Capacity Building Through Strategic Planning	Lighthouse Central Florida, Inc.	\$500	5/06 - 8/06
	Strategic Planning – Williams Division, Orange County Health Department	Orange County Health Department	\$23,999	5/06 - 12/06
<b>Wendell Lawther</b>	Public Opinion Survey: Orlando–Orange County Expressway Authority	Orlando–Orange County Expressway Authority	\$74,928	11/05 - 7/06
<b>Larry Martin</b> • <b>Naim Kapucu</b> • <b>Wendell Lawther</b>	The Central Florida Fair as a Forward Staging Area (FSA) for Disaster Relief	Central Florida Fair	\$15,215	12/05 - 3/06
<b>Mike Reynolds*</b> • <b>Ronald Eaglin**</b> • <b>Kuotsai “Tom” Liou</b>	PSTC: Seminole County Integrated Planning and Support Services	Seminole County	\$467,304	6/03 - 12/05
<b>XiaoHu “Shawn” Wang</b>	Program Evaluation of Health-Related Programs for Winter Park Health Foundation	Winter Park Health Foundation	\$44,361	1/05 - 12/05
<b>TOTAL AMOUNT</b>			<b>\$1,030,918</b>	

• co-principal investigator

\* faculty member from UCF Department of Criminal Justice and Legal Studies

\*\* faculty member from UCF Department of Engineering Technology

## INSTITUTE SUPPORTS NONPROFIT CAPACITY BUILDING

The department's Capacity Building Institute combines faculty expertise in public and nonprofit management and service learning opportunities for students to provide public and nonprofit organizations with a number of services. The institute's services include fiscal management, strategic planning, grant writing, administrative training, human resource management, resource development and public relations marketing. The institute's goal is to cultivate the necessary skills for attending organizations to improve sustainability and achieve their missions.

The Capacity Building Institute has helped small, local nonprofit organizations get more than \$600,000 in grants to help provide health care in minority communities.

The initial capacity building project was funded from 2003–2005 by the Office of Minority Health in the Orange County Health Department for \$298,417 and was led by a

team made up primarily of faculty members and graduate students from the department. Eight nonprofit organizations that provide direct services to the county's minority communities, many related to AIDS and HIV prevention and education, benefited from the project. Each organization received extensive training on all aspects of nonprofit management.

"This project offered custom-based, one-on-one training for the nonprofits and provided extensive hands-on training for graduate students," said **Naim Kapucu**, assistant professor of public administration and faculty adviser. He believes the project served as an opportunity to develop and maintain lasting community partnerships.

On behalf of the department, Kapucu accepted a plaque from the Orange County Health Department at the Capacity Building Banquet on July 20, 2005. The plaque recognized the department's commitment and expertise

during the project. Students, staff and faculty who participated in the project were also recognized.

On Oct. 25, 2005, the Orange County Health Department presented the Director's Award to Kapucu for the excellent service provided through the Capacity Building Institute to enhance services to Orange County's populations. The award was presented at the Orange County Health Department's staff meeting held in the Student Union.

In November 2005, the Capacity Building Institute and Kapucu received \$52,620 for the Front Porch Capacity Building and Technical Assistance program. The project's goal is to increase the capacity of the nonprofit community-based organizations and faith-based institutions to compete for funding to implement redevelopment projects in the Holden Heights Front Porch Community.



*Nehemiah Educational and Economic Development, known as N.E.E.D., was one of eight nonprofits to benefit from UCF's assistance. N.E.E.D. works with individuals who have been impacted by the AIDS epidemic.*



Thomas Alan Smilie

*Kapucu at the Capacity Building Banquet on July 20, 2005.*

## UCF AIDS VOLUSIA COUNTY IN SMART GROWTH PROJECT

During fall 2005, faculty members and graduate students from the department and staff from the John Scott Dailey Florida Institute of Government at UCF assisted with the Volusia County Smart Growth Initiative.

Associate Professors **Wendell Lawther** and **Jay Jurie** and five M.P.A. students provided technical assistance to the Volusia Smart Growth Implementation Committee. Marilyn Crotty, director of the Florida Institute of Government at UCF, and Rafael Montalvo, associate director of the Florida Conflict Resolution Consortium, facilitated the committee.

Smart growth is intended to reduce urban sprawl, help the environment and enhance quality of life, all of which are concerns for Volusia County, located along Florida's northeast coast.

In 2003, the Volusia County Association for Responsible Development sponsored a series of smart growth summits to educate the community on how to accommodate growth without diminishing quality of life. The summits led to the appointment of the Smart Growth Implementation Committee composed of individuals representing city, county, private sector, and environmental and agricultural interests in Volusia County. Four work groups were established to study different aspects of smart growth: development and redevelopment, agriculture, environment and economy.



*(Left to right) Sarah Sprouse, graduate student; Marilyn Crotty, director of the Florida Institute of Government at UCF; Rafael Montalvo, associate director of the Florida Conflict Resolution Consortium; and Kevin O'Farrell, graduate student, worked on the Volusia County Smart Growth Initiative.*

From fall 2004 through spring 2005, each work group met with the facilitators, students and faculty members from UCF to identify issues and questions important to smart growth. UCF completed intensive research to uncover success stories from areas similar to Volusia County, and that information was shared with the work groups through presentations and white papers.

"This highly visible community process could serve as a model for the state and nation as an appropriate way to address the impacts of growth," said Lawther.

The project is one of many partnership efforts between the College of Health and Public Affairs and Central Florida communities.

"This project was an example of a successful collaborative process and is currently in the process of being implemented," said Crotty.



## partnership and service in an evolving metropolitan environment

### PUBLIC ADMINISTRATION ADVISORY BOARD MEMBERS

**Sharon Donoghue (Board Chair)**  
*Deputy County Administrator, Orange County, Florida*

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**Peter Colby**  
*Professor, Dept. of Public Administration, UCF*

**The Honorable Bill Cowles**  
*Supervisor of Elections, Orange County, Florida*

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*Human Resources Director, Seminole County, Florida*

**Mary Ann Feldheim**  
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*Assistant Vice President, University Relations, UCF*

**Kuotsai "Tom" Liou**  
*Professor, Dept. of Public Administration, UCF*

**Pedro Leon, AICP**  
*Principle Planner, Development Services, City of Daytona Beach, Florida*

**Lee Ann Lowery**  
*Manager, Youth and Family Services Division, Orange County, Florida*

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*Community and Alumni Relations Officer,*

*College of Health and Public Affairs, UCF*

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**Michael Shaffer**  
*Program Manager, Department of Health and Family Services, Orange County, Florida*

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*City Manager, City of Maitland, Florida*

**Howard Tipton**  
*Chief Administrative Officer, Orange County Circuit and County Court, Florida*

**Keith Ulrich**  
*Consultant, Government Contracting, Business Development and Economic Analysis*

**Larry Williams**  
*Director, Community Planning Assessment Division, Orange County Health Department*

### NONPROFIT ADVISORY BOARD MEMBERS

**Ann Manley (Board Chair)**  
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**Mark Brewer**  
*President and CEO, Community Foundation of Central Florida*

**Gary Cain**  
*Executive Director, Boys & Girls Clubs of Central Florida*

**Chuck Carmen**  
*Executive Director, Epilepsy Association of Central Florida*

**Matthew Collins**  
*Instructor, Dept. of Public Administration, UCF*

**Nancy Ellis, M.S.W.**  
*Owner, Ellis Consulting*

**Mary Ann Feldheim**  
*Chair, Dept. of Public Administration, UCF*

**Geraldine Gallagher**  
*President and CEO, Valencia Foundation*

**Barbara Howell**  
*Research Coordinator, College of Health and Public Affairs, UCF*

**Dick Jacobs**  
*President and CEO, Center for Drug-Free Living, Inc.*

**Naim Kapucu**  
*Professor, Dept. of Public Administration, UCF*

**David Krepcho**  
*Executive Director, America's Second Harvest*

**Margaret Linnane**  
*Executive Director, Rollins College Philanthropy and Nonprofit Leadership Center*

**Pamela Mann**  
*Senior Vice President of New Business Development, Community Service Center*

**Lawrence Martin**  
*Director, Center for Community Partnerships, UCF*

**Londra H. Mead**  
*President, Mead Management Company*

**Joan Nelson**  
*Director, American Humanics Program, UCF*

**Scott Riddile**  
*President, Junior Achievement*

**Donna Sines**  
*Executive Director, Osceola County Community Vision*

**Linda Chapin (Emeritus)**  
*Metropolitan Center for Regional Studies, UCF*

**Gary Landwirth (Emeritus)**  
*President and Founder, A Gift for Teaching*

**Susan Lundine (Emeritus)**  
*Associate Managing Editor, Orlando Business Journal*

**Richard Maladecki (Emeritus)**  
*President, Central Florida Hotel-Motel Association*

# Events

## DEPARTMENT RECEPTION

Over 100 community leaders, alumni, students, faculty members and friends attended a reception for the department on July 14, 2005, at the Citrus Club in downtown Orlando. The Office of the Clerk, Orange County Circuit Court and Dean Belinda McCarthy sponsored the event. Speakers included Dean McCarthy, Associate Professor Wendell Lawther, Orange County Clerk of Courts Lydia Gardner, representatives from departmental advisory boards, the local American Society for Public Administration Chapter and members of the public administration student group. Montgomery Van Wart was recognized for his contributions as department chair, and Mary Ann Feldheim was welcomed into her new leadership role as interim department chair.



Thomas Alan Smille

*Mary Ann Feldheim, chair and associate professor, talks with guests at the reception*



Sara Cooper

## 2006 RESEARCH WEEK DISTINGUISHED SPEAKER

Over twenty students attended the March 30, 2006, lecture given by former department chair Montgomery Van Wart (above, center) on the "Seven Strategies to Enhance Your Research and Increase Your Publication Rate."



Karen Guin

## CAREER FAIR

The Organization for Public Administration hosted a career fair on Nov. 8, 2005, in the Health and Public Affairs I atrium. Twenty employers and organizations participated. Representatives informed students of career and job opportunities in the public and nonprofit sectors.



Karen Guin

# HIGHLIGHTS FROM 2005–2006

## ALUMNI LUNCHEON

Craig Fugate, director of the Florida Division of Emergency Management, was the keynote speaker at the Department of Public Administration's Annual Alumni Luncheon, held April 20, 2006, at the *FAIRWINDS* Alumni Center. During his presentation, Fugate showed a film in which he described the state's response to recent hurricanes.

The event attracted more than 80 public administration alumni, students and faculty members, and community guests. The luncheon included remarks by Mary Ann Feldheim, chair of the department; Belinda McCarthy, dean of the College of Health and Public Affairs; and Alfonso Jefferson, president of the Central Florida Chapter of the American Society for Public Administration. In addition, the department inducted new members of Pi Alpha Alpha, the public administration honor society (see p. 19).



Thomas Alan Smilie



Thomas Alan Smilie



Thomas Alan Smilie

## NONPROFIT CONFERENCE

The Fifth Annual UCF Community Partners Nonprofit Conference, "Collaboration ... the Power of Partnerships," took place on May 10–11, 2006. This annual conference sponsored by the department's Nonprofit Advisory Board was held at the UCF Rosen School of Hospitality Management in Orlando. Speakers focused on the power of partnerships as a way for nonprofit organizations in Central Florida to successfully meet their missions. A three-pronged approach was used to examine collaborations, focusing on theory, experiential

learning and the experience of successful nonprofit leaders. The event featured speakers Mark Brewer of the Central Florida Community Foundation, Naim Kapucu of the Department of Public Administration and Art Cross, a well-known collaboration consultant.



Tracy Trotter

## CITY AND COUNTY MANAGERS' LUNCHEON

The Department of Public Administration, in cooperation with the Center for Community Partnerships and the Institute of Government, co-hosted a luncheon for city and county managers at the UCF Downtown Academic Center on Nov. 30, 2005.

*Left: Conference-goers view posters created by Ph.D. and master's students to display their research during the conference poster session*

## A CELEBRATION OF SERVICE: Kuotsai “Tom” Liou

The service Kuotsai “Tom” Liou provides for the college, department and public administration community was recognized when he received a



Thomas Alan Smille

2006 Excellence in Professional Service award from the University of Central Florida. Annually, only two recipients of this award are selected from the vast number of applicants from areas throughout the university community. In 2006, Liou also received a College of Health and Public Affairs “Unsung Hero” award and a UCF Teaching Incentive Program Award.

Liou came to UCF in 1996 and served as interim chair before serving as department chair from August 1997 to August 2003. During his tenure as chair, Liou guided the department through its first accreditation process and cultivated excellence in both faculty members and students. Under his leadership, the department earned national prominence, receiving recognition as one of the leading publishers of articles on local government management from *Public Administration Review*, the journal of the American Society of Public Administration. Liou assisted with the department’s reaccreditation in 2005, when he served as the Master of Public Administration coordinator.

According to Liou, students are his main concern, and he considers his greatest achievements in service to be new programs he has developed to better serve students and the community. Over the years, he has worked with many community groups and organizations to develop new certificate and minor programs for the department in the areas of nonprofit management, urban and regional planning, and emergency management.

According to Liou, “These programs have expanded the teaching, research and service of the Public Administration Department from traditional issues of internal government operation to new concerns of metropolitan governance network, which is related to the UCF mission as a Metropolitan Research University. Many new courses, research and teaching projects have been developed along with the establishment of these programs — good for students, faculty and the community.”

Professional organizations have also benefitted from Liou’s dedication to service. He served as chair for the American Society for Public Administration’s Publications Committee. Liou also served as the ASPA National Conference Planning Committee’s chair, coordinating and hosting the 1999 convention in Orlando. ASPA recognized Liou with a Presidential Citation of Merit in 2002. Another way Liou has applied his skills to benefit the professional community is by serving on the editorial boards of six journals, including *Public Administration Review*. In addition, Liou’s peers have often enlisted him as an outside reviewer for promotion and tenure, and grant applications.

Internationally, Liou has worked on administrative reform projects for the United Nations Development Program and China’s State Commission Office on Public Service Reform. Liou presented “Promoting Good Governance to Support Economic Development: Strategies and Issues” at the International Conference on Government Management Innovation, sponsored by the Chinese Public Administration Society and Guangdong Provincial Government, in June 2005 in Guangzhou, China. He has been awarded the certificate of honorary guest professor from three major universities in China: Zhijiang University, Sun Yat-sen University and Renmin University of China.

## FACULTY HONORS AND AWARDS

### Peter Colby

- 2005 Recognized for 20 years of service, UCF

### Jay Jurie

- 2006 Recognized for 20 years of service, UCF

### Naim Kapucu

- 2005–2006 Faculty Fellow, Faculty Center for Teaching and Learning, UCF
- 2006 Research Proposal Incentive Award, College of Health and Public Affairs, UCF

### Ronnie Korosec

- 2005 “Model Program” Distinction for authoring the Institutional Effectiveness for B.S./B.A. Program in Public Administration
- 2005 Teaching Incentive Program Award, UCF
- 2006 Completed Leadership Orlando, Orlando Chamber of Commerce

### Wendell Lawther

- 2006 Teaching Incentive Program Award, UCF

### Kuotsai “Tom” Liou

- 2006 “Unsung Hero,” College of Health and Public Affairs, UCF
- 2006 Excellence in Professional Service Award, UCF
- 2006 Teaching Incentive Program Award, UCF

### Melvin Rogers

- 2006 Presidential Award at the Black Faculty and Staff Appreciation Dinner, Student Government Association, UCF

### XiaoHu “Shawn” Wang

- 2006 Research Incentive Award, UCF



## STUDENT HONORS AND AWARDS

**Allison Adams**

Fall 2005 Public Administration Internship Scholarship

**Cedric Brown**

2006 Legislative Scholar Intern in Tallahassee

**Deirdre Campbell**

Fall 2005 Raymond A. Shapek Scholarship

**James "Jim" Cundiff**

2006 American Humanics Stardust Fellow

**Nicole McNally**

Fall 2005 UCF Provost's Graduate Fellowship Award

**Alicia Pineiro**

Fall 2005 UCF Provost's Graduate Fellowship Award

**Angel Smith**

2005 Camp Dresser McKee Public Administration Scholarship

2006 Legislative Scholar Intern in Tallahassee

**Wesley Thomas**

Fall 2005 UCF Provost's Graduate Fellowship Award

## STAFF HONORS AND AWARDS

In 2006, **Brenda**

**Posey**, coordinator of administrative services, graduated from the UCF Leadership Enhancement Program offered by the UCF Office of Diversity Initiatives.



Thomas Alan Smilie



Thomas Alan Smilie

*Phillis in her office*

Internship Coordinator **Debbie Phillis** was recognized in 2006 for 20 years of service to UCF. Phillis is also the outreach and special programs coordinator for the Department of Criminal Justice and Legal Studies. Read more about her dedication to UCF students and the scholarship fund she created on page 23.

## PI ALPHA ALPHA



Thomas Alan Smilie

*Mary Ann Feldheim administers the Pi Alpha Alpha oath to Eloise M. Sahlstrom, Carrie Woodell and Chad Binette.*

Ten students were inducted into Pi Alpha Alpha, the national honor society that recognizes and promotes excellence in the study and practice of public affairs and administration, on April 21, 2006.

The undergraduate student inductees were Evelyn Conley, Matthew James Lee, Victoria Paterson and Carrie Woodell. Graduate student inductees were Chad Binette, Yvonne Kimball, Susan McGrady, Raelyn Means, Joel Salmons and Eloise Sahlstrom.

## NOTABLE ALUMNI

**Alan Abramowitz**, district administrator, Department of Children and Families (M.P.A. '00)

**Bill Cowles**, supervisor of elections, Orange County, Florida (B.A. '76)

**Richard Crotty**, chairman and mayor, Orange County, Florida (B.A. '72)

**Sharon Donoghue**, deputy county administrator, Orange County, Florida (B.A. '86, M.P.A. '90)

**José Fernández**, senior adviser for public policy and business development, Office of the Mayor, City of Orlando (M.P.A. '94)

**Don Fisher**, deputy county manager, Seminole County, Florida (B.A. '98)

**Kerry Gajewski**, budget office director, UCF College of Health and Public Affairs Budget Office (M.P.A. '96)

**Tom Harmer**, city manager, City of Titusville, Florida (M.P.A. '01)

**Pedro Leon**, AICP, principle planner, Development Services, City of Daytona Beach, Florida (M.P.A. '95)

**Lee Ann Lowery**, manager, Youth and Family Services Division (M.P.A. '97)

**Steve Mammino**, insurance risk manager, University of Central Florida (M.P.A. '99)

**Michael Schaffer**, program manager, Orange County Health and Family Services Department (M.P.A. '92)

**Dean Sprague**, city manager, City of Maitland, Florida (M.P.A. '86)

**Chris Testerman**, planning manager, Orange County, Florida (M.P.A. '88)

**Howard Tipton**, chief administrative officer, Clerk of Circuit Courts Office, Orange County, Florida (M.P.A. '90)

**John Titkanich**, director, Community Development Department, City of Cocoa, Florida (M.P.A. '01)

**Jim Uhlir**, director, Environmental Health and Safety, University of Central Florida (M.P.A. '92)

**Joe Wallace**, executive director, Central Florida Research Park (B.A. '76)

## ALUMNI SPOTLIGHT

**Ryan Mark Nacin, B.A. ('01)**, is a captain in the U.S. Army in the 25<sup>th</sup> Infantry Division. He was deployed to Afghanistan for one year (2004–2005) and is now in Hawaii, preparing for a one-year tour of duty in Iraq in fall 2006. He writes: "This photo was taken in the spring of 2004 at Fire Base Shkin, Afghanistan, one of, if not the most, dangerous places in the country. These are the men of Bravo Battery, 3<sup>rd</sup> Battalion, 7<sup>th</sup> Field Artillery, and I am standing far right. As an officer, much of my time is spent managing soldiers. My education at UCF taught me many skills in people management and readied me for work in a multicultural environment. Both skills have helped me work with my own soldiers and with local citizens in Afghanistan."





## 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."*

**Degrees in bold were awarded by UCF.**

**1977**

**Bruce Vignetti, B.A. in public administration**, has served as a senior probation officer with the Florida Department of Corrections for 19 of his last 26 years of service. He resides in Orlando.

**1979**

**Christine Neilson (Hester), B.A. in public administration**, returned to UCF from 1997–1999 to obtain teacher certification in Florida. She traveled to Poland in May 2005 to learn how U.S. educators can teach about the Holocaust. She is currently employed as a social studies teacher by Holy Name of Jesus Middle School in Indiatlantic, Fla., and she resides in Merritt Island, Fla.

**1981**

**Ashley Flory (Files), B.A. in public administration**, was named deputy executive secretary to the U.S. Department of Health and Human Services and assumed her duties in June 2005. In this position, she coordinates policy development across the department, resolves policy disagreements and ensures implementation of administration and secretarial policy preferences. Her daughter, Grace, is holding up well under the transitional pressure of her mom's new position.

**Brian Stokes, B.A. in public administration, B.A. in legal studies**, is board certified by the Florida Bar Association in civil trial law. He is currently a partner with the Unger Law Group in Orlando.

**1986**

**John N. Spivey, B.A. in public administration, M.P.A. ('87)**, J.D. (University of Arkansas, '91), graduated from the National Criminal Defense College at Mercer University in 1995 and has served as a board certified criminal trial attorney since 1997. He is currently a partner with Graves & Spivey, P.A., in Tavares, Fla.

**1987**

**Teresa Douglas Shipley, B.A. in criminal justice ('82), M.P.A.**, retired from law enforcement in 2003 after 21 years of service. Her last position was with the Colorado Police Department. She is currently an administrator for Orange County Public Schools, serving as manager of grant services. She resides in Oviedo, Fla.

**1988**

**Dwayne Drake, B.A. in public administration**, is a certified public manager. He is currently the park operations chief for the City of Ocala and resides in Ocala, Fla.

**1989**

**Max T. Raterman, M.P.A.**, J.D. (University at Buffalo School of Law, '98) is a member of the bar in New York and New Jersey. He is currently the assistant agent in charge at the transportation security administration in Atlantic City, N.J., and resides in Whitney Point, N.Y.

**1991**

**Steven E. Jones, M.P.A.**, is self-employed and resides in Palm Coast, Fla.

**Doug Muldoon, B.A. in public administration**, is a graduate of the FBI National Academy in Quantico, Va. He served as president for the FBI National Academy Associates in 1998 and as the executive

secretary and treasurer from 1999–2001. He was elected to the national executive board in 2006. He is currently a deputy chief with the Palm Bay Police Department in Melbourne, Fla.

**1992**

**Michael Schaffer, M.P.A.**, is a program manager for the Orange County Board of County Commissioners in Orlando.

**1993**

**Joanne L. Nelson, B.A. in public administration, B.A. in social work, M.S.W. ('96)**, is a senior social worker with Orange County Government in Orlando.

**Richard J. O'Neill, B.A. in public administration, B.A. in political science**, is a medical disability examiner in the Division of Healthcare Financing in Madison, Wis. Richard has also done some part-time modeling for print advertisements and television commercials. He lives in Madison, Wis.

**1994**

**Elaine A. Fisher, B.A. in legal studies ('83), M.P.A.**, received an outstanding research award for an applied research project written for the Executive Fire Officer Program of the National Fire Academy. Her paper was one of four selected for the award out of 800 submissions. Elaine works as a lieutenant and paramedic for the Orange County Fire Rescue Department, as well as a reserve deputy for the Orange County Sheriff's Office and senior medic for the SWAT team. She recently received the President's Volunteer Service Award for more than 4,000 hours of service. Elaine remains active with UCF, serving at the on-campus fire station and working with the Biology Department and its prescribed fire program.

*Continued on next page*

## CLASS NOTES

### 1995

**Gina E. Dole, B.A. in political science ('93), M.P.A.**, is the director of human resources for Global Travel International in Maitland, Fla. She is a board member of the Orange County Industrial Development Authority and of the Early Learning Coalition of Orange County. She has a Florida real estate license and is certified by the Society for Human Resource Management as a senior professional in human resources.

**Saudi M. Ellis (Muhammad), B.A. in public administration**, is an intelligence analyst for the Orlando Police Department. Saudi completed a graduate certificate in urban planning in December 2005 and a law enforcement analyst certification course sponsored by FDLE in December 2004. She has been a licensed Florida realtor since 2003.

**Randy Fernandez, B.A. in public administration, M.S. in criminal justice ('00)**, is the fire chief for the City of Apopka Fire Department. A member of the department since 1988, Randy is the chief fire officer of the second largest city in Orange County. The Apopka Fire Department's performance is rated an ISO Class One, which places it in the top 0.01 percent of all departments in the nation and the only such rated department in Central Florida. ISO rates fire suppression services provided by municipalities, counties and special districts, and that rating correlates directly to the insurance costs associated with protected homes and businesses. Randy is a member of the Central Florida Fire Chiefs and Florida Fire Chiefs Associations.

**Barbara Carolyn Markland, B.A. in public administration, B.A. in criminal justice, M.P.A. ('97)**, is a sales coordinator for Ingersoll Rand in Orlando. She is a community emergency response team member and is a citizen on patrol with the Seminole County Sheriff's Department. She is also the regional

coordinator of the Neighborhood Council for District 5 in Seminole County and is the facilitator for the Canine Companions for Independence Assistance Dog Team.

**Nani Sadowski, B.A. in public administration**, is a project office manager for Halifax Community Healthcare System in Daytona Beach, Fla. She is a certified project management professional through the Project Management Institute and is a Six Sigma Green Belt. She earned a master's degree in corporate communication and technology from Rollins College in Winter Park, Fla., and recently authored the book *Island White Ghost*. She resides in Orlando.

### 1996

**Isabel Colon, B.S. in finance ('90), M.P.A.**, is a project supervisor for the U.S. Department of Labor Employee Benefits Security Administration in Plantation, Fla.

### 2000

**Anne K. Ferguson, M.P.A.**, is the executive director of The Chiles Academy in Port Orange, Fla., a position she has held for four years. The school, which she co-founded, is the first conversion charter school in Volusia County, and the school works directly with pregnant and parenting teens and their children.

**Dawn Mericle, M.P.A.**, is an assistant director at The Chiles Academy in Port Orange, Fla.

**Broc Rosser, M.P.A.**, is a program manager for Orange County government in Orlando. He is also a member of the America Institute of Certified Planners and recently conducted a housing conditions survey with the UCF Institute for Social and Behavioral Sciences.

### 2002

**Eric P. Mirk, B.S. in social science education ('00), M.P.A.**, is a veterans claim examiner for the U.S. Department of Veteran

Affairs in St. Petersburg, Fla.

**James C. Smith, Jr., B.A. in business ('95), M.P.A.**, is the interim director of the UCF Southern Region Student Services in Cocoa, Fla. He is a member of the Interagency Council of Brevard and has worked with other Brevard County service providers for individuals with disabilities since 1999. He also participated in a Brevard County Persons with Disabilities project. He resides in Rockledge, Fla.

### 2003

**J.P. Gellerman, M.P.A.**, is a growth-management agent for the University of Florida in Fort Pierce, Fla. He helped establish the public transit system in Jupiter, Fla., became a member of the Florida City and County Management Association, and currently heads a team working on a community land trust and inclusionary zoning in St. Lucie County, Fla. **Graciela Jacoby, B.A. in political science ('98), B.A. in liberal studies ('98), M.P.A.**, is an aide to a commissioner in Orange County government in Orlando. Her community involvement includes serving on the board of directors for the Back to Nature Wildlife Refuge and working with the Orlando Professional and Executive Network and the United Nations Association.

**Alan Williamson, B.S. in public administration**, is the safety program director for the city of DeBary, Fla.

**Anne-Marie Wolff, B.A. in public administration**, was recently promoted from associate planner to comprehensive planner at the South Georgia Regional Development Center in Valdosta, Ga., where she has worked since August 2003.

### 2004

**Scott C. Carr, M.P.A.**, is the executive director of the Titusville-Cocoa Airport Authority, in Titusville, Fla.



## REPORT OF GIFTS

*Donations to the University of Central Florida, College of Health and Public Affairs, and the Department of Public Administration, May 1, 2005 – April 30, 2006*

**Lisa Druckenmiller, B.S. in legal studies ('00), M.P.A., M.N.M. ('05)**, is a compliance coordinator at ITEC in Cocoa Beach, Fla. She received a promotion at the company. Lisa began looking for funding for a nonprofit idea and has developed a business plan for a startup company. Lisa married Marcus Chancery on May 13, 2006.

**Susan Funderburk, B.S. in public administration**, received her master's degree in public administration from Northeastern University in May 2006. She resides in Palm Bay, Fla.

**Sheena S. Heitzman, B.A. in public administration**, is the director of finance at Blessed Trinity in Orlando.

### 2005

**Mary Martin, M.N.M.**, was recently hired as the WalkAmerica Coordinator for the March of Dimes in Atlanta as a result of working as a graduate assistant on the Nonprofit Management Annual Conference. She will be responsible for coordinating two WalkAmerica campaigns and other fund-raising efforts.

#### **President's Circle Benefactor**

*Annual giving of \$5,000 to \$9,999*

Deborah K. Phillis

#### **President's Circle Associates**

*Annual giving of \$1,000 to \$2,499*

Mary Ann Feldheim

Professional Paralegal Services

Maria M. Trunzo

#### **Pegasus Circle Partners**

*Annual giving of \$500 to \$999*

Kathy S. Cook

Gary H. Gotwalt, Sr.

#### **Pegasus Circle Supporter**

*Annual giving of \$250 to \$499*

Montgomery R. Van Wart

#### **Pegasus Circle Friends**

*Annual giving of \$100 to \$249*

Naim Kapucu

Scott E. Meixsell

#### **Other Gifts**

*Up to \$99*

Christopher S. Anderson

Timothy W. Brown

Sara S. Cooper

Brian A. Dornbusch

Ana M. Leon and Pedro Leon

Kuotsai "Tom" Liou

Mariangelly Rente

Jacque Waleski

XiaoHu "Shawn" Wang

*These names were compiled as of May 1, 2006. If you have made a contribution and your name has been inadvertently omitted, we apologize. Please contact us at 407-823-2723 so we can report your gift in our next publication.*

#### **Additional Opportunities**

President's Circle Leadership Gifts

*Associate: \$1,000 to \$2,499*

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*The University of Central Florida, College of Health and Public Affairs and Department of Public Administration appreciate all of your generous financial contributions.*

## SCHOLARSHIP FOR STUDENTS IN UNPAID INTERNSHIPS

**Debbie Phillis**, (B.A. in legal studies, '84, M.A. in counselor education, '91) has been working with students at UCF since 1982. She is an internship coordinator for Public Administration and a student adviser in Criminal Justice and Legal Studies.

Over the years, she has developed a great appreciation for the value of internships in education — so much so that she created a Public Affairs Scholarship Fund to help student interns.

"Internships offer so many benefits to students," said Phillis, "including hands-on experience, a chance to apply concepts learned in the classroom and professional contacts that can help in getting a job."

One obstacle for students, however, is that most internships are unpaid. "Many students can't afford to take an unpaid position," explained Phillis, noting that students may work from 12 to 32 hours a week as an intern.

Thanks to an initial contribution from Phillis in 2005 and her ongoing contributions, more students will be able to comfortably assume an unpaid internship. Each fall and spring semester, one intern in public administration will receive a \$1,000 scholarship.

To learn more about the Public Affairs Scholarship Fund or to make a contribution, contact Jennifer R. Miller at 407-823-2723 or jeroth@mail.ucf.edu.

## ACADEMIC PROGRAMS

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- Master of Nonprofit Management (M.N.M.)\*
- Ph.D. in Public Affairs

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- Emergency Management and Homeland Security
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- Urban and Regional Planning

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\*Offered completely online

## DOCTORAL PROGRAM IN PUBLIC AFFAIRS

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