

Public Administration FOCUS

News from the *New* School of Public Administration at the University of Central Florida

2011–2012, Volume 7

We're Reaching New Heights!



Featuring News from the

 **UCF** CENTER FOR PUBLIC AND
NONPROFIT MANAGEMENT

CONTENTS

Message from the Director	2
Programmatic News.....	3
CPNM Annual Report	13
Faculty and Staff.....	17
Publications	18
Students	19
Alumni.....	21
Report of Gifts	23

Message from the Director

During the past year, Public Administration has been reaching for new heights based on three goals we established in our strategic plan to be achieved by 2012:

- To become a school
- To increase our research productivity
- To increase our national recognition

impact our region through service-learning projects, such our work with the Evans Community School. The Center for Public and Nonprofit Management (CPNM), located within the school, coordinates our research efforts. Details regarding our research productivity may be found in the center of this publication.

National Recognition

Our school now has two graduate programs ranked by *U.S. News and World Report*. The Master of Public Administration program moved to 59th in the country from a previous ranking of 90th. The Master of Nonprofit Management program was ranked for the first time this year, and the program is 25th in the nation. This recognition by our peers reflects the quality of research and teaching demonstrated by our faculty members. In addition, Professor Kutosai (Tom) Liou became the National Council President for the American Society for Public Administration (ASPA), which is our premier professional organization. This is a great honor for Professor Liou and for the School of Public Administration. During his presidency, he will focus on increasing the ASPA affiliations with public administrators in Asia and on community and governmental sustainability, which is the theme for this issue of the *FOCUS*.

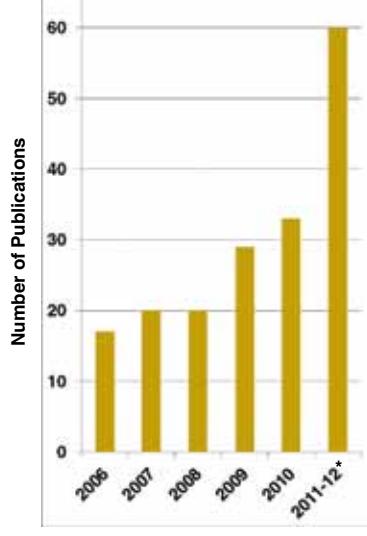
We continue to reach higher in our teaching, research and service while serving the Central Florida community. Please read about the work of our alumni, our faculty members and our students on the following pages.

New National Rankings

U.S. News & World Report rankings for 2012 reveal that graduate programs in the School of Public Administration are growing in national reputation:

- **Master of Nonprofit Management** – 25th in the nation
- **Master of Public Administration** – 59th in the nation

Growth in Peer-Reviewed Publications



On the Cover

Master of Public Administration students share in the excitement of the Department of Public Administration's transition last fall into a School of Public Administration: (left to right) Marie Michel, Evelyn Hernandez, Juan Ortiz, Chelsea Anderson and Jasmine Jones. (Photo: Abi Bell)

New School of Public Administration

First, in September 2011, the UCF Board of Trustees approved the designation of "School" for our unit based on our strong performance and expanded offerings. Over the last five years, our department had added nine new programs, expanding beyond Public Administration to include: Nonprofit Management, Urban and Regional Planning, Emergency Management, and Research Administration. During that time we doubled the number of students in our programs, going from 450 students in 2006 to more than 900 students in 2011. In addition, we increased our research funding and our publication numbers, so that we compare very favorably with other Schools of Public Administration in Florida.

Research Productivity

The research productivity of faculty members during the last six years has increased more than 100 percent with faculty members securing more than \$4 million in grant funding and quadrupling the number of publications per year. From January 2011 to May 2012, faculty members produced 83 publications (includes those published and in press; for a complete list, see our 2011-12 annual report at <http://bit.ly/LwHxa6>). They have been publishing in the top journals in their fields, such as the *American Review of Public Administration*, the *Journal of Homeland Security and Emergency Management*, the *Journal of Nonprofit Education and Leadership*, *Public Administration Review* (PAR), *Research Management Review* and the *Urban Affairs Review*. Faculty members and students also made 101 presentations at international, national, regional and local conferences. This research is utilized by faculty members to enhance the quality of the courses taught in all of our programs and



Abi Bell

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

Public Administration

Local County Managers Learned Their Trade at UCF

By Karen Guin, M.A.

Brevard, Lake, Osceola and Seminole counties in Central Florida have at least two things in common: They border Orange County, home to UCF, and UCF graduates manage them.

All four county managers — Howard Tipton in Brevard County, Darren Gray in Lake County, Don Fisher in Osceola County and Jim Hartmann in Seminole County — learned the fundamentals of local government management as students in UCF's public administration programs. Today, they are responsible for providing vital services to more than 1.5 million people in the four-county area.

Like most county managers, Darren Gray oversees his county's budget, staff and day-to-day operations. As manager of Lake County, he is in charge of a \$430-million-plus annual budget and about 750 employees. He also is responsible for the county's many departments, including Fire Rescue, Health and Human Services, Building Services, and Economic Development and Tourism.

When managing such diverse operations, having "the right players on the team" is critical, Gray said.

"At UCF, I learned a lot about team dynamics and how listening to other points of view could broaden my knowledge and affect my decision-making," shared Gray, who earned bachelor and master's degrees in public administration in the 1990s.

Gray reports to his county's Board of Commissioners, composed of five elected officials. He is responsible for implementing policies set by the board, and he serves as the board's chief advisor.

Brevard, Orange and Seminole counties also employ this "council-manager" structure, the most popular form of local government in the United States.



(Left to right) Darren Gray, Howard Tipton, Jim Hartmann and Don Fisher

Gray likes to remind people he got his start in local government as a student intern. Seminole County's Jim Hartmann remembers starting the same way.

"A faculty member helped connect me with an internship opportunity in the Orange County Office of Management and Budget, which became the starting point of my career," Hartmann recalled. "I then pursued an M.P.A. while working at the county." He found that his graduate studies helped him better understand work-related problems and ways to solve them in the real world.

Hartmann went on to hold manager positions in counties in South Carolina, Colorado and Virginia before returning to Central Florida in 2011. Over the years, he learned that developing trusting relationships is the key to success and leadership.

Osceola County Manager Don Fisher made the same assertion: Professionalism is crucial in all aspects of the job. As an example, he cited the need to remain objective when working with the Board of Commissioners.

"If an elected body votes differently from a staff recommendation, it's important not to take the decision personally," said Fisher. "Our job is to implement policy, not create it. Setting aside your ego and conducting yourself in a trustworthy, ethical and objective manner will lead to success when a big issue comes your way."

Fisher clearly recalls learning the "importance of ethics" from Instructor Mel Rogers and other lessons in public administration from professors and instructors who are still on the faculty.

(Continued on p. 4)

County Managers*(Continued from p. 3)*

"Maintaining high ethical standards" is on Howard Tipton's list of strategies for success as well. The Brevard County manager also includes "building strong teams, building constituencies in good times, allowing for risk taking, setting clear expectations to drive performance and holding inclusive discussions with key stakeholders."

Currently, Tipton is applying these strategies to improve economic development on the Space Coast following the end of the space shuttle program — one of many initiatives under his watch.

Hartmann said he returned to Central Florida, and specifically to Seminole County, "for the quality of life." Not surprisingly, his top priorities include protecting and improving his county's livability for future generations. "How we use our valuable resources will be at the root of most decisions," he noted. "We must study things carefully and understand the potential consequences of our actions or inactions."

Fisher's hope and vision for both Osceola County and the region are to have the most vibrant economy and the best quality of life of any place in the United States. "To make this happen, as a region, we must chose to build meaningful relationships to address our issues in a unified, cooperative and fair approach," he urged.

Tipton also hopes that as a region "we will always see beyond our political boundaries and look at what we can do together." And he anticipates a future in which Central Florida becomes a leader in the global economy.

"With a great infrastructure of roads, rail, air, sea and space; a strong corporate presence; strong educational institutions; a talented workforce; growing culture and arts; and tremendous natural resources," Tipton said, "we are too well-positioned not to be a significant player going forward."

Sustainability: A School's Perspective*By Brandi Blessett, Ph.D.*

The School of Public Administration and the Center for Public and Nonprofit Management (CPNM) are actively involved in the Central Florida community and beyond. Our research focus areas (collaborative governance, democracy and citizen engagement, diversity and inclusiveness, and sustainability) have enabled us to create, cultivate and maintain meaningful relationships with a variety of constituents. We strive to become a model academic and research center that promotes positive engagement with local government, nonprofit organizations, the private sector and residents over the long term. Our ability not only to initiate but to sustain these relationships speaks to our commitment to strengthen communities and change lives. This objective permeates our core duties of research, teaching and service to ensure that as public servants we work to pursue fairness, equality and justice for all citizens.

Conducting investigations, producing scholarly publications and presenting at professional conferences represent only a small portion of how our research as academics contributes to the broader field of knowledge. The CPNM has extended the utility of our research from strictly academic to practical application in Orlando (photo) and communities in and around Central Florida. Our research and analysis have a tremendous impact on communities in the area, some which is described in the CPNM annual report.

From a teaching perspective, we strive to educate students to become competent public servants. Through course readings, assignments and service-learning opportunities, students are exposed to a variety of topics and interact with diverse constituents. As Florida embodies a wide demographic of races, religions and cultures (representing one of America's largest melting pots), it has become vitally important that our students are exposed to and our research reflects a changing and multifaceted society. In this forum, our



students become embedded in the community by working with local and regional government entities, nonprofit organizations, private enterprises and community residents. Collectively, these experiences are designed to make them more aware of the whole environment: governance structures, cross-sector relationships, stakeholder perspectives and policy outcomes.

Providing students with the knowledge and skills to understand diversity, promoting inclusiveness and positively engaging citizens through democratic processes are wonderful tools to train 21st century administrators.

While research, teaching and service are independent, each is also interconnected. Our visibility in the community is legitimized by our research and sustained by the presence of our students and alumni. Sustainability, for the school and the CPNM, refers to our continued presence in Central Florida and beyond to foster trust, build capacity and encourage broader action from our fellow partners and constituents. We seek to be the change we want to see in the world, and we ask our professional colleagues, organizational partners and community constituents to engage collaboratively through open communication, innovative problem solving and a commitment to serve to ensure democratic outcomes for all citizens.

Program Highlights

Liou Serves as ASPA President

Professor Kuotsai "Tom" Liou is the new national president of the American Society of Public Administration (ASPA), and he is the first Chinese/Taiwanese-American to hold this position. During his presidency, Liou is focusing on increasing the ASPA affiliations with public administrators in Asia.

In addition, Associate Professor Ronnie Korosec, who is also an associate dean for the college, is serving as the co-chair for the 74th Annual ASPA Conference, which will be held next year in New Orleans.

Research Conference Focuses on Resiliency, Sustainability

The theme "Community Resiliency and Sustainability: Current Trends in Public Service" was incorporated in each session at the school's 6th Annual Public Administration Research Conference on March 30. Subjects ranged from economic development and environmental sustainability to emergency management and collaborative governance.

San Jose State University Professor Frances Edwards began by asking, "what is a community?" in her morning keynote address. She answered from a variety of perspectives, including an urban planner, government official, local businessperson and nonprofit

In 2011, Liou (standing) and other ASPA delegates traveled to Taiwan, where they met with Taiwan President Ma Ying-jeou (seated, far right).



Dissertations – Doctoral Program in Public Affairs, Public Administration Specialization

Nick Lebredo, "Organizational Strategies and Capacities for Local Financial Sustainability Practices" (Defended 2/22/12) Major professor: Naim Kapucu

Mamoon Allaf, "Assessing the Impact of Economies of Scale and Uncontrollable Factors on the Performance U.S. Cities" (Defended 3/6/12) Major professor: Larry Martin

Fatih Demiroz, "Cross-Sector and Inter-Organizational Collaborative Capacity in Community Disaster Resilience and Sustainability: Evidence from Central Florida Counties" (Defended 3/27/12) Major Professor: Naim Kapucu

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Barbara Lipscomb, Local government consultant

Sally Sherman, Deputy County Administrator, Flagler County

Manuel D. Soto, City Emergency Manager, Orlando

Dean Stites, Manager of Orange County Growth Management Dept., Orange County

Tad Stone, Public Safety Director, Seminole County

Christopher R. Testerman, Director of Government Relations, Orange County

Howard Tipton, County Manager, Brevard County

Nonprofit Management

Program Highlights

Academic Programs in High Demand

UCF's nonprofit management programs have grown considerably in recent years — and the proof is in the numbers.

Currently, 32 percent of students in the School of Public Administration are enrolled in either the Undergraduate Certificate in Nonprofit Management program or Minor in Nonprofit Management/National Certification (from the National Leadership Alliance) program. The minor/national certification program now has about 160 students.

At the graduate level, 49 percent of the school's students are enrolled in either the Graduate Certificate in Nonprofit Management or Master in Nonprofit Management programs. The M.N.M. program now has about 150 students.

"Students are seeing a value in nonprofit education and the Nonprofit Leadership Alliance," said Stephanie Krick, director of the UCF's National Leadership Alliance program since August 2006.

Nonprofit Lecture Series Engages Community Leadership

Once again, the School of Public Administration's Nonprofit Lecture Series welcomed local nonprofit organization leaders to the Orlando campus to share their expertise with UCF students.

This year, students benefited from the wisdom and experience of the following invited speakers: *Dana Loncar*, marketing/political consultant; *Carlee Thomas*, UCF College of Medicine; *Hedy Bass*, RSVP; *Pam Landwirth*, Give Kids the World; *Terry Knox*, Boys Town; *Autumn Ames*, Red Chair Project; *Meredith Bekemeyer*, A Gift for Teaching; *Andrea Hendry*, City of Orlando; *Shari Orr*, Heart of Florida United Way; *Todd Ruopp*, Unleashing Performance; *Margaret Linnane*, Philanthropy Center at Rollins College; and *Naomi Parks*, Orlando Cares.

UCF President Recognized for Commitment to Nonprofit Education

UCF President John Hitt was selected to receive the H. Roe Bartle Presidential Leadership Award for 2012 by the National Leadership Alliance. Hitt is a long-standing supporter of nonprofit education and was instrumental in bringing the Nonprofit Leadership Alliance program to UCF in 2001. UCF's NLA Director Stephanie Krick accepted the award on behalf of the president at the Alliance Management/Leadership Institute in January.

Dozens of UCF Students Attend National Institute

UCF had a large presence at this year's Alliance Management/Leadership Institute, presented by the National Leadership Alliance from Jan. 3-6 in Kansas City, Mo. Forty-one UCF students (37 undergraduates and four graduate students) heard keynote addresses by leaders from the Boy Scouts of America, Camp Fire USA, YMCA of the USA and Youth Volunteer Corps. The students also participated in workshops. The highlight of the conference was the Case Study Day when more than 400 students went to 37 different nonprofit organizations in Kansas City to conduct a case study about an important issue in each respective organization.



Top photo: President Hitt's award (right) shortly before its presentation at the 2012 Alliance Management/Leadership Institute; bottom photo: At the institute, UCF program Director Stephanie Krick (standing, center) posed with UCF students who earned national certification from the Nonprofit Leadership Alliance. (Photos courtesy of National Leadership Alliance)

Local Community Partners See Their Shadow at Annual Conference

Feb. 2 — “Groundhog Day” — marked the day community partners gathered on UCF’s Orlando campus for the Annual Community Partners Nonprofit Management Conference, hosted by the School of Public Administration.

At this year’s conference, invited speakers encouraged the participants to look at leadership differently, leverage social media to support their organizations and recognize the signs of burnout. During break-out sessions, the participants heard presentations on how to evaluate program effectiveness, develop a fundraising board and create partnerships that increase funding.

Pam Landwirth, a member of the school’s Nonprofit Advisory Board, played a key role in ensuring the conference was a success.

School Launches New Community Partners Recognition Breakfast

The School of Public Administration launched a Community Partners Recognition Breakfast this spring to recognize the contributions of local organizations to the school. Stephanie Krick, director of the National Leadership Alliance program, coordinated the April 19 event at UCF, which preceded UCF’s Annual Public Service Career Showcase.

Each of the school’s academic program coordinators nominated the person who or organization that made a significant contribution to the program over the past year.

The following organizations and individuals were recognized:

Association of Fundraising Professionals of Central Florida; Community Foundation Central Florida; Give Kids the World; Government Services Group, Inc.; Heart of Florida United Way; Young Nonprofit Professionals of Central Florida; Tracy Crowe and John Jones, Littlejohn Engineering Associates; Kevin Sherin, Orange County Health Department; Kathryn Huson, Sanford-Burnham Medical Research Institute; David Krepcho; Second Harvest Food Bank; and Alan Harris, Seminole County Emergency Management.

Students Match Nonprofit Needs with Resources in Innovative Course

UCF graduate students learned firsthand how philanthropic organizations select programs to fund in a unique service-learning course taught this spring.

Ten students enrolled in “Philanthropy, Fundraising and Social Entrepreneurship” (photo) worked with the Community Foundation of Central Florida to learn what foundations look for when matching needs with resources.



The students requested proposals from nonprofit organizations, met with its members, reviewed budgets and outcomes information, and ultimately developed funding recommendations.

On April 26, the students presented their recommendations for approximately \$100,000 in grants to local nonprofit organizations at a meeting of the Community Foundation Board. The board funded all of their recommended proposals.

“The board was very impressed by their presentations,” commented school Director Mary Ann Feldheim, who attended the meeting. “The students were so passionate and well-prepared. It was truly an exceptional learning experience.”

National Presentations

Once again, faculty researchers in nonprofit management and students in the Doctoral Program in Public Affairs shared their findings with national audiences at the premier nonprofit research conference, the Association for Research on Nonprofit Organizations and Voluntary Associations (ARNOVA), and at the annual conference of the American Society for Public Administration.

For a list of their presentations, see the school’s 2011–12 annual report at <http://bit.ly/LwHxa6>.

Nonprofit Advisory Board

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Eric Gray, V.P. for Advancement, Give Kids the World

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

David Krepcho, Executive Director, Second Harvest Food Bank

Stephanie Loudermilk Krick, Instructor, School of Public Administration, and Director, Nonprofit Leadership Alliance, UCF

Heather Lambert, Administrative Coordinator, Center for Community Partnerships, UCF

Linda Landman Gonzalez, Vice President of Community Relations and Government Affairs, Orlando Magic

Pam Landwirth, President, Give Kids the World Village

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

Marina Grant Morrisey, Director, Orlando Museum of Art

Joan Nelson, Vice President for Community Investment, Heart of Florida United Way

Shannette Prince, Community Relations Coordinator, Early Learning Coalition of Orange County

Katie Porta, President, Quest, Inc.

Todd Roupp, President, Unleashing Performance, APP

Georgianna Tynes, Grant Professional, Georgianna K. Tynes Consulting Services, LLC

EMERITUS STATUS

Richard Maladecki, Central Florida Hotel Motel Association

Donna Sines, Osceola County Community Vision

Urban & Regional Planning

Sustainability and the Local Capacity for Change

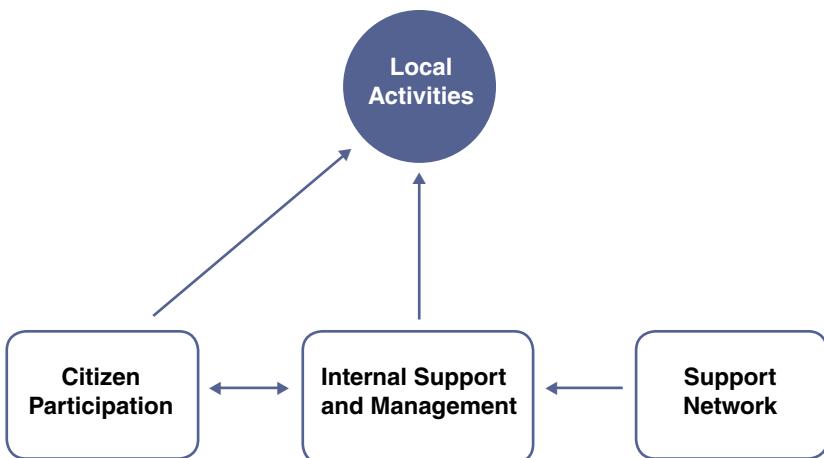
By Christopher Hawkins, Ph.D.

At a broad level, the concept of sustainability emphasizes the three “E”s of environmental protection, equity and economic development. Public officials are under increasing pressure to reconcile growing the economy and distributing this growth fairly, and in the process not degrading the ecosystem. How can cities do this through policy and governance mechanisms, and what are the potential tradeoffs?

Identifying the types of sustainability policies cities have adopted and explaining why some local governments are engaged in more sustainability practices than others have been the focus of much research in the policy, planning and public administration disciplines. Just as important is understanding the local capacity needed to formulate and adequately implement initiatives. The term capacity is used to indicate the ability of an organization to carry out its missions and achieve its goals. Although socioeconomic, political and environmental pressures may motivate a city to adopt sustainability policy, capacity-building is a proactive method of learning new behaviors and undertaking the changes needed to improve implementation. A capacity-building approach shifts the focus to the conditions for “sustaining sustainability.”

The capacity-building framework presented by former faculty member XiaoHu “Shawn” Wang and Assistant Professor Christopher Hawkins, for example, identifies adequate political, managerial, financial and technical support as key elements needed by local government for implementing sustainability initiatives. Their findings, based on a national survey of local governments, suggest that sustainability is strongly associated with managerial execution. This involves establishing sustainability goals, incorporating goals in operations and developing a supportive infrastructure. Moreover,

Figure 1. Sustainable Development Governance Conceptual Model



Source: Hawkins, C. V., & Wang, X. (2012)

citizen involvement is strongly associated with securing financial support for sustainability. Thus, getting both government officials and residents involved from the beginning may be an effective strategy for sustaining sustainability efforts.

In Hawkins and Wang’s model (see figure 1), citizen participation can have a direct effect on local sustainability when residents take action without local government providing ways for them to do so. Citizen participation can also have a managed influence on sustainability actions. In this case, not only can local officials provide ways for citizens to participate in decision making and support forums for learning, but citizen input through these collaborations can increase local officials’ knowledge about their stakeholders’ major concerns.

Since sustainable development also can be relatively complex and require specialized skills, a network of organizations can bolster the capacity of local governments to plan and implement sustainability initiatives. The box on the right side of the figure represents the

support network variable, which includes a local support network and an external support network. A local support network includes local organizations that work to influence sustainability policy, such as chambers of commerce, nonprofits and neighborhood-based organizations. Through their collaboration in local governance, these organizations also can shape the management capacity of a community as it undertakes sustainability initiatives. The external support network comprises a variety of private interests and non-government advocacy organizations located primarily outside of the jurisdiction. These organizations encourage policy change based on principles of sustainability and can bolster cities’ abilities to undertake sustainability initiatives.

Understanding the capacity of local communities to undertake change is another piece of the sustainability puzzle. More research needs to be conducted to identify mechanisms, such as those detailed here, that result in meaningful and measurable progress.

Program Highlights

Distinguished Lecture Series Draws Community In

The Master of Science in Urban and Regional Planning program hosted three public distinguished lectures in 2011–2012. Professor Chris Nelson from the Metropolitan Research Center at the University of Utah discussed “What Americans Really Want” findings from his research on changing demographics and housing markets. Chris Steiner led a lively discussion on energy issues and implications for public investments in transportation networks based on his *New York Times* bestselling book, “\$20 Per Gallon: How the Inevitable Rise in the Price of Gasoline Will Change Our Lives for the Better.” Craig Pittman, author of “Paving Paradise” and “Manatee Insanity,” spoke on challenges and opportunities in environmental planning.

Students Recognized in Poster Contest

Second year M.S.-URP students Patrick Panza and David Holly claimed second prize in the Graduate Research Poster Competition at the 6th Annual Public Administration Research Conference held March 30 at the UCF Fairwinds Alumni Center. M.S.-URP Research Fellows Nikhila Rose and Shawn Gannon’s poster, “Collaboration in Economic Development,” received an honorable mention.

Faculty Research Published and Presented

Assistant Professor Christopher Hawkins’ new research on sustainability recently appeared in three peer-reviewed journals (see citations on p. 18). In the articles, he uses theories of resource dependency and political institutions to investigate the adoption of sustainability policy by local governments, and develops and empirically tests a capacity building framework to explain the adoption of local sustainability initiatives. Hawkins’ research on disaster resiliency also will appear in an edited volume titled “Disaster Resiliency: Interdisciplinary Perspectives.” With funding from the U.S. Department of Agriculture, the editors (Professor Naim Kapucu and Hawkins from the UCF School of Public Administration and Associate Professor Fernando Rivera from the UCF Department of Sociology) assembled more than a dozen scholars to share their research at a workshop and prepare manuscripts for the book.

Owen Beitsch (Ph.D. in public affairs, '05), professional in residence, presented a paper titled “Public-Private Participation: Why It Works, When It May Not,” at the annual conference of the Florida Chapter of the American Planning Association.

Author Craig Pittman was one of three distinguished speakers brought to Central Florida through a new public lecture series.



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Research Administration

Program Highlights

Unique Graduate Program Launched in Fall 2011

The new Master of Research Administration (M.R.A.) program at UCF began in the fall of 2011. The program is offered fully online and is the only one of its kind in Florida. Its purpose 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.

The program coordinator, Assistant Professor Jo Ann Smith, came to the program with more than 20 years of experience in research administration and a successful record in obtaining federal and state funding to support research and community programs. In addition, Smith has expertise and has conducted research for enhancing the instructional design of education and professional development through distance education.

Varied Student Backgrounds Enhance Learning Experience

One of the benefits of a fully online program is that students from multiple departments and organizations across the country participate and engage in a program of study, Smith shared. This attribute adds value to the educational experience and scope of the program as each individual brings his or her unique perspective and expertise to the program.

Currently, the majority of the 20 M.R.A. graduate students enrolled are full-time practitioners in research administration with one to 17 years of experience in the field. Their specializations in research administration include pre-award and post-award grant administration, financial accounting, management, technology transfer, clinical services and animal care.

The institutions represented by the cohort include: Auburn University, California State University, Drexel

Facilitating Excellence and Innovation

Research universities and institutes are a major source of innovation and technology that fuel economic growth, enhance national security and create new industries and jobs.

A substantial federal investment of \$2.4 billion in the country's research infrastructure is being proposed in the president's 2012 budget. These public funds allow researchers to pursue and eventually solve some of the world's most complex problems.

The goal of research administration is to support excellence in research and innovation in the United States while maintaining the public's trust in research. The research administrator's primary role is facilitating the research enterprise by alleviating the administrative burdens placed on researchers while maintaining accountability to and compliance with the federal funding agencies.

University, Florida Hospital, Johns Hopkins University, Indian River State College, University of Central Florida, University of Georgia, University of South Carolina, University of Texas and State University of New York.

One Student's Thoughts

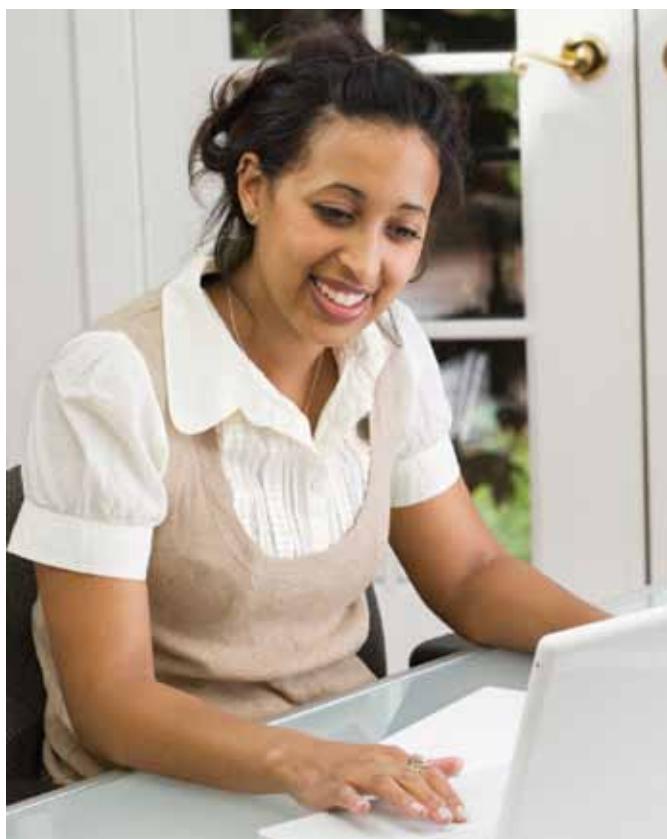


In addition to being a student in UCF's Master of Research Administration program, April Heyward is a post-award services

coordinator for the Office of Research at the University of South Carolina in Columbia. When she has a few minutes to spare, she maintains a blog as "A Resource for Research Administrators." In a March 27, 2012, entry, Heyward provided a "personal testimony" about UCF's new graduate program:

... UCF has a phenomenal M.R.A. program ... I can't count the number of times where what I learned in the program immediately translated to work. The M.R.A. program will fill in all the blanks you have about research administration ... My cohort members are great as well. We bonded in the program. You meet people who are fellow Research Administrators and you will become close during the program ...

Read more at <http://aprilheywardresearchnews.wordpress.com/>.



The 36-credit-hour M.R.A. program at UCF is offered completely online.

UCF Participates in Federal Demonstration Partnership Surveys

UCF is an active member of the Federal Demonstration Partnership (FDP). The FDP's purpose is to reduce the administrative burdens associated with research grants and contracts.

This past year, UCF participated in two surveys focused on the administrative impact of federal research compliance and accountability — the American

Recovery and Reinvestment Act (ARRA) Administrative Impact Survey Report and the Faculty Burden Survey. Summary reports of the surveys indicate the level of administrative resources expended to achieve compliance and provide recommendations for how future transparency requirements might be better implemented. The results have been shared with the national research administration community.

Research Administration Advisory Board

Douglas Backman, Director, Office of Compliance, Office of Research and Commercialization, UCF

Michael Carpio, Manager, Grants and Sponsored Research, Sanford-Burnham Medical Research Institute at Lake Nona

Mary Ann Feldheim, Director, School of Public Administration, UCF

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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

Smith Presents at Conferences

Assistant Professor Jo Ann Smith (right) is actively engaged in sharing her research findings and her experience developing the new M.R.A. program at professional conferences.



In May, she chaired a panel at the 4th Annual Conference for the National Organization of Research Development Professionals (NORDP) in Alexandria, Va., titled "Collaborations Between Researchers and Educators." The panel's discussion focused on university and public school partnerships (K-16) and how research is incorporated or conducted within these types of partnerships and how to create effective partnerships.

In July, Smith will make two presentations at the National Council of University Research Administrator's (NCURA) Pre-Award Research Administration Conference in Vancouver, Canada. One presentation, "Research Administrators Master's Degree Program," will reveal the challenges of building a fully online graduate program in research administration using instructional design methodology. In her second presentation, "Quick — Get Them While They Are Young," Smith will focus on how to mentor and guide junior university faculty to become successfully funded researchers by building a relationship on mutual understanding, respect and trust.



— Assistant Professor Jo Ann Smith

Emergency Management & Homeland Security

Program Highlights

UCF Emerging as Leader in the Field

Through the work of faculty members and students, UCF is becoming recognized as a leader in emergency management research and practice.

At the 2012 conference of the American Society for Public Administration (ASPA), Professor Naim Kapucu was elected chair of ASPA's Section on Emergency and Crisis Management, and Assistant Professor Claire Knox was elected membership chair for the section.

Also at the conference, Fatih Demiroz, then a doctoral student in public affairs, served as moderator/panelist for a panel on disaster management along with UCF alumnus Vener Garayev (Ph.D. in public affairs, '11), now an assistant professor at Gediz University in Turkey. Kapucu presented on the structure of networks and on designing classrooms as communities of practice in emergency management.

Kapucu and Knox have conducted a national survey of emergency management academic program directors to assess the use of service-learning in these programs. Knox presented the study results at the Florida Emergency Preparedness Association's annual meeting and FEMA's Higher Education Conference. An article will be published in a special emergency management in higher education symposium in the *Journal of Public Affairs Education*.

National Study on Disaster Preparedness and Resiliency Continues

Professor Naim Kapucu, Assistant Professor Christopher Hawkins and Associate Professor Fernando Rivera of UCF's Department of Sociology continue to study disaster preparedness and resiliency in rural communities with funding from the U.S. Department of Agriculture. The team has created a Community Asset Inventory and Mapping tool, designed to help rural communities identify what

Job Growth Expected

Emergency management and homeland security is one of the fastest growing employment fields in the nation. The U.S. Bureau of Labor Statistics projects a 22 percent increase in jobs between 2008 and 2018 and strong industry growth in the government, private and nonprofit sectors.

In 2011, the United States had multiple billion-dollar weather disasters, including droughts and tornados. With increased natural and man-made national and international disasters, the need for trained, professional emergency managers is greater than ever.

resources are available and find where gaps exist so they can be addressed before a disaster. Other members of the study team have included Fatih Demiroz (Ph.D. in public affairs, '12); Rebecca Dodson, a graduate student in public administration; and Marc Settembrino, a sociology doctoral student.

The team reported on this tool at a recent workshop it organized at UCF. The March 29 workshop brought together more than 100 research experts from around the world to discuss current issues in community resiliency. The resulting research will appear in an edited book. The following day, the team held a "Building Disaster Resiliency and Sustainability" conference at UCF, in which personnel from 11 Florida counties and national experts served as panelists.

Students Shine at Statewide Conference

UCF was well represented at the 2012 Governor's Hurricane Conference, held May 13-18 in Fort Lauderdale, Fla. Many undergraduate and graduate students attended, along with Assistant Professor Claire Knox and several key UCF administrators. Seven UCF students received a conference student scholarship — the second highest number awarded, reported Knox. "The scholarship is very competitive, and we are proud of our recipients," she added.

Meeting the Need at UCF

To meet the growing demand for emergency management professionals, UCF offers both an undergraduate Minor and a Graduate Certificate in Emergency Management and Homeland Security.

The undergraduate minor provides students with a solid foundation and training in emergency management issues. In fall 2011, the undergraduate emergency management core courses were doubled to meet the increasing demand for this popular program, said Program Coordinator Claire Knox.

The graduate certificate provides interdisciplinary education for individuals engaged in or seeking careers in the field. The curriculum focuses on managing security threats or crises, natural or man-made disasters and emergencies through the coordination of public, private and nonprofit sectors — reflecting the emphasis of the National Response Framework on coordination and collaboration. FEMA's Professional Development Series (PDS) is built into the graduate curriculum, and students who complete FEMA's PDS receive a certificate of completion.



At the Governor's Hurricane Conference, Knox (far left) posed with the student scholarship recipients: (left to right) Ronnie Hawks, Spencer Kostus, John Hampton, Tyler Smith, Robert Goldenberg, Steven Lerner and Indira Reyes. The scholarship paid for the student's conference registration fee and accommodations.



2011–2012 ANNUAL REPORT

School of Public Administration • College of Health and Public Affairs • University of Central Florida

Letter from the Director

The Center for Public and Nonprofit Management (CPNM) continues to make a positive impact on our local communities.

The 2011–12 academic year was a period of transition and growth. In October 2011, we celebrated three years of service from Professor Naim Kapucu, founding director of the CPNM, as well as Shelley Lauten, founding advisory council chair. David Krepcho, executive director of Second Harvest Food Bank, stepped up as the new council chair. In this period, we also welcomed Maria-Elena Augustin as the new full-time assistant director of the CPNM, following her several years of service as a grant- and contract-funded program coordinator.

With new leadership in place, it has been my objective to continue the community-engaged research and practice that has come to define the CPNM over the past three years and work in partnership with School of Public Administration faculty and students to expand the reach and impact of our research and capacity building services.

Our newer public administration faculty have helped lead the way with innovative research projects and community involvement, while our more established faculty have continued to demonstrate their research strengths. Some highlights:

- Assistant Professor Brandi Blessett and I are working with a team of students on research that has the potential to significantly enhance the investment of resources to achieve community impact. These projects are funded by the Heart of Florida United Way, 100 Women Strong through the Central Florida Community Foundation and the United Way of Lake and Sumter Counties.

Research Focus

CPNM'S CORE RESEARCH AREAS:

- Collaborative Governance
- Democracy and Citizen Engagement
- Diversity and Inclusiveness
- Sustainability

The CPNM's research areas will remain responsive to community needs through evaluation, scheduled review and periodic renewal.

- Assistant Professor Claire Knox continued implementation of a two-year grant for nonprofit capacity building funded by the Corporation for National and Community Service.
- Professor Naim Kapucu and Assistant Professor Christopher Hawkins continued work on their grant from the U.S. Department of Agriculture on building disaster resiliency.

The CPNM continues to demonstrate its commitment to public service and community partnership with our recently received AmeriCorp VISTA grant, continued partnership with the City of Orlando in their Orlando Cares initiatives, and engagement with Seminole County to support efforts at enhancing coordination across government, nonprofit and faith-based homeless services agencies. Our Fellows program, research colloquia and visiting scholars also are helping us pursue our mission.

I invite your emails or phone calls to discuss our work and how we can do better together, through research and service, to strengthen our communities.



Program Highlights

COMMUNITY SERVICE

- Corporation for National and Community Service

The CPNM has received a three-year grant from the Corporation for National and Community Service to host 15 Volunteers in Service to America (VISTA) beginning in 2012. VISTAs will receive expert training from faculty and staff members affiliated with the CPNM and will be placed in partner



**UCF Center for
Public and Nonprofit
Management**

(Continued on next page)

CPNM in 2012

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 communities through relevant research by faculty members and students and through capacity building services to public and nonprofit organizations.

GOAL 1: Promote, conduct, synthesize and disseminate research to improve practice in the public and nonprofit sectors

GOAL 2: Build the capacity of public and nonprofit sectors

GOAL 3: Enhance CPNM capacity

Program Highlights (Continued)

school districts, nonprofit and faith-based organizations in Orange and Seminole counties. The goal: increase capacity to improve outcomes for homeless students.

• Orlando Cares

The CPNM under Director Thomas Bryer is providing pro-bono evaluation services to Orlando Cares: Cities of Service. This program aims to enhance volunteerism to support public and nonprofit efforts in youth education and crime reduction.

• Seminole County Homeless

The CPNM provided pro-bono facilitation and research support to the Seminole County Community Conversation on Homelessness, which convened public, nonprofit and faith-based partners throughout the county to craft coordinated service and funding strategies.



Photo courtesy of CMF Media

The CPNM helped facilitate the Seminole County Community Conversation on Homelessness. Listen to audio news reports from these discussions online at <http://cmfmedia.org/homeless-conversation2>.

Featured Program

RESEARCH

U.S. DEPARTMENT OF AGRICULTURE — *Rural Emergency Management*

Funded by the U.S. Department of Agriculture, this project assesses hazard mitigation practices, emergency response networks and disaster recovery methods used by rural counties and rural parts of urban counties in Central Florida. The project has three specific implications.

1. Identification of core principles to ensure community resiliency to disasters is grounded in essential behavioral, motivational, affective and cognitive dynamics
2. Analysis of the most pressing practical problems and their relation to disaster management network features, with a focus on multiagency structures operating in highly complex environments of disasters
3. Development of evaluation standards to assess pre-disaster management networks and community capacity in enabling collective action in response to disasters in rural communities

As part of the grant, the research team organized a workshop on disaster resiliency with participants from 11 states and four countries. Workshop details, the list of participants and papers and presentations are available at www.cohpa.ucf.edu/pubadm/workshops.shtml. Workshop papers will be published by Taylor and Francis in December 2012.

RESEARCH

• Heart of Florida United Way

The CPNM is validating and recommending improvement to the organization's outcome and program performance measurement system.

• U.S. Department of Health and Human Services

The CPNM is facilitating a program that focuses on strengthening communities in Central Florida. The programs seeks to enhance the delivery of social services related to economic recovery. Professor Naim Kapucu is leading the program.

• Corporation for National and Community Service

The CPNM is developing the capacity of nine local nonprofit organizations by developing personalized performance

measurement systems. Assistant Professor Claire Knox is leading the program.



Jasmine Jones (M.P.A. '12)
Instructor Barbara Howell led a session on grant writing for representatives of the nine nonprofits.

Service-Learning Innovation



The CPNM encourages and tracks service-learning classes in the School of Public Administration. This photo depicts a unique partnership project that engaged a class of graduate students studying cross-sector governance with students at a high school in a low-income community. Together, they conducted research and developed recommendations to better meet the needs of students and families in the community.

Photo by Heather Lambert (B.S. '07, M.P.A. '10), UCF Center for Community Partnerships

Research Colloquium Series

Once again, the CPNM hosted presentations on current research in public administration through the annual Research Colloquium Series. This year, faculty members, students and guests learned from experts and engaged in discussions on the following topics:

SEPT. 28, 2011 **Fiscal Decentralization and Economic Growth in the United States: Evidence from the Metropolitan Areas**, by Assistant Professor Rui Sun

OCT. 26, 2012 **Public Administration in the Federal Sector — An Executive Perspective**, by Shannon Roberts, former NASA executive

NOV. 30, 2011 **Case Study: Policy Management in Seoul, South Korea**, by Instructor Vanessa Littleton, Professor Peter Colby and study abroad students ►



FEB. 20, 2012 **Using Social Networking Sites to Engage Professional Membership: An Exploratory Study of SNS Use by the ASPA Membership**, by Assistant Professor Qian Hu

Grants and Contracts, 2011–12

Investigators	Research Title	Agency Name	Amount	Time Frame
Thomas Bryer, Ph.D. (PI), Brandi Blessett, Ph.D. (Co-PI)	Community Education Priorities Research	United Way of Lake and Sumter Counties	\$35,000	6/1/12–12/31/12
Thomas Bryer, Ph.D. (PI), Brandi Blessett, Ph.D. (Co-PI)	Pine Hills Nutrition Study	100 Women Strong/Central Florida Community Foundation	\$20,000	5/31/12–12/31/12
Thomas Bryer, Ph.D. (PI)	CPNM AmeriCorps VISTA Project	Corporation for National and Community Service	\$369,433 to volunteers	4/26/12–8/1/13
Thomas Bryer, Ph.D. (PI)	Interfaith School Turnaround Pilot Evaluation	Heart of Florida United Way	\$6,000	1/1/12–12/31/12
Thomas Bryer, Ph.D. (PI)	Project Oasis: Evaluation Plan	Hebni Nutrition Consultants	\$10,000	10/1/11–9/30/13
Stephanie Krick, Ph.D. (PI)	2012 Second Harvest Food Bank of Central Florida	Second Harvest Food Bank of Central Florida	\$3,150	8/25/11–5/7/12
Thomas Bryer, Ph.D. (PI)	Determining the Costs of Democratization	UCF Office of Research and Commercialization	\$7,497	5/1/11–4/30/12
Claire Knox, Ph.D., (PI); XiaoHu Wang, Ph.D., Mary Ann Feldheim, Ph.D. (Co-PIs)	Nonprofit Capacity Building: Performance Management System	Corporation for National and Community Service	\$160,000	10/1/10–9/30/12
Thomas Bryer, Ph.D. (PI)	Training Through Technology: Poll Workers in the 21st Century	U.S. Election Assistance Commission	\$75,000	10/1/09–9/30/11
Naim Kapucu, Ph.D. (PI)	ARRA: Strengthening Communities in Central Florida	U.S. Department of Health and Human Services	\$1,000,000	9/30/09–9/29/11
Naim Kapucu, Ph.D. (PI); Fernando Rivera, Ph.D., Christopher Hawkins, Ph.D. (Co-PIs)	Building Disaster Resilience and Sustainability in Rural Communities in Central Florida: Applications of Social Network Analysis	U.S. Department of Agriculture/National Science Foundation/Cooperative State Research, Education and Extension Service	\$387,557	9/15/10–9/14/12
Leslie DeChurch, Ph.D. (PI); Naim Kapucu, Ph.D., Shawn Burke, Ph.D., Eduardo Salas, Ph.D. (Co-PIs)	VOSS: Creating Functionally Collaborative Infrastructure in Virtual Organizations	National Science Foundation	\$400,000	9/15/09–12/31/11

Fellows Program

Exceptional graduate students seized the opportunity to engage in community-based research and service through a Fellows Program developed by the CPNM Advisory Council and the School of Public Administration's three other advisory councils. Admission to the Fellows Program is competitive, with students selected based on their academic achievement and initiative. Six Fellows participated in the program in spring 2012.

• **Public Administration Fellows** – Master of Public Administration (M.P.A.) students Chelsea Anderson and Mark Justice worked with Assistant Professor Qian Hu and the Florida Benchmarking Consortium to review



Kari Williams (M.N.M.'09)

Planning Fellows Shawn Gannon (left) and Mikhila Rose presented a research poster at the spring 2012 Public Administration Research Conference.

information technology performance measurement practices in Florida and other states. They prepared a final report on their findings. M.P.A. student Evelyn Hernandez worked with Assistant Professor Brandi Blessett and CPNM Director Thomas Bryer on an assessment of Heart of Florida United Way community impact data to launch a three-year project.

• **Planning Fellows** – M.S. in Urban and Regional Planning students Shawn Gannon and Mikhila Rose worked with Assistant Professor Chris Hawkins to conduct a mail survey of economic development practitioners in the Orlando area.

• **Nonprofit Management Fellows** – Master of Nonprofit Management student Christina Griffith worked with Assistant Professor Jo Ann Smith and the Central Florida Community Foundation to explore the influence of a voluntary accountability program on nonprofit organizational effectiveness and capacity building. The fellow was provided admission to subject-relevant conferences and meetings and granted access to a network of practitioners for future professional development.

Visit Us on YouTube



STRENGTHENING COMMUNITIES IN CENTRAL FLORIDA — Visit <http://bit.ly/LuygN0on> to learn how the CPNM helped 82 nonprofit organizations in 2010 and 2011 with a grant funded by the U.S. Department of Health and Human Services.



APOPKA FAMILY LEARNING CENTER — Visit <http://bit.ly/LHATKP> for an inside look at how the CPNM helped this nonprofit organization enhance its ability to serve children in the Orlando area.

Contact Us

For opportunities to partner with the CPNM, please call 407-823-3794 or send an email to cpnm@ucf.edu. Learn more about the CPNM at www.cpnm.ucf.edu.

Center for Public and Nonprofit Management ADVISORY COUNCIL

David Krepcho, President/CEO, Second Harvest Food Bank, **Chair**

Mark Brewer, President/CEO, Community Foundation of Central Florida

Lisa Early, Director, City of Orlando Families, Parks and Recreation

Dean Grandin, Jr., Manager, City of Orlando Planning Division (Also Chair, Urban and Regional Planning Advisory Board)

Thomas Harmer, Senior V.P., Pizzuti Solutions, LLC (Also Chair, Public Administration Advisory Board)

Thomas Holley, Attorney, Law Offices of Thomas B. Holley, Esq.

Marcia Hope-Goodwin, Chief Service Officer, City of Orlando

Ray Larsen, Executive Director, Central Florida Commission on Homelessness

Ann Manley, Executive Director and Secretary, Dr. Phillips Charities (Also Chair, Nonprofit Advisory Board)

Randy Shumaker, Director, Institute of Simulation and Training, UCF

Kevin Sherin, Director, Orange County Health Department

Ilene Wilkins, CEO, UCP of Central Florida

Cynthia Wood, President/Owner, Philanthropy Partner, LLC

EX-OFFICIO MEMBERS

Maria-Elena Augustin, Assistant Director, CPNM, UCF

Thomas Bryer, Director, CPNM, UCF

Millie Erichsen, Director of Development, College of Health and Public Affairs (COHPA), UCF

Mary Ann Feldheim, Director, School of Public Administration, UCF

Barbara Howell, Research Coordinator, COHPA, UCF

Stephanie Krick, Director, Nonprofit Leadership Alliance

Vanessa Littleton, Instructor, School of Public Administration, UCF

Jo Ann Smith, Assistant Professor, School of Public Administration, UCF

FACULTY AND STAFF

Faculty Members

	Michael Abels, D.P.A. (Nova Southeastern Univ.), <i>Instructor</i>		Mary Ann Feldheim, Ph.D. (Florida Atlantic Univ.), <i>Director and Associate Professor</i>		Naim Kapucu, Ph.D. (Univ. of Pittsburgh), <i>Professor</i>		Kuotsai "Tom" Liou, Ph.D. (Univ. of Oklahoma), <i>Professor</i>
	Owen Beitsch, Ph.D. (UCF), <i>Professional in Residence</i>		April Fisher, M.C.R.P. (Clemson Univ.), <i>Instructor</i>		Claire Connolly Knox, Ph.D. (Florida State Univ.) <i>Assistant Professor</i>		Vanessa Littleton, Ph.D. (UCF), <i>Instructor</i>
	Brandi Blessett, Ph.D. (Old Dominion Univ.), <i>Assistant Professor</i>		Christopher Hawkins, Ph.D. (Florida State Univ.), <i>Assistant Professor</i>		Ronnie Korosec, Ph.D. (State Univ. of NY at Binghamton); <i>Associate Professor and Associate Dean, COHPA</i>		Melvin Rogers, M.S. (Univ. of Nebraska at Omaha); <i>Instructor and Associate Dean, COHPA</i>
	Thomas Bryer, Ph.D. (Univ. of Southern California), <i>Assistant Professor</i>		Qian Hu, Ph.D. (Arizona State Univ.), <i>Assistant Professor</i>		Stephanie Loudermilk Krick, Ph.D. (UCF), <i>Director of Nonprofit Leadership Alliance</i>		Jo Ann Smith, Ph.D. (UCF), <i>Assistant Professor</i>
	Peter Colby, Ph.D. (Brandeis Univ.), <i>Professor</i>		Jay Jurie, Ph.D. (Arizona State Univ.), <i>Associate Professor</i>		Wendell Lawther, Ph.D. (Indiana Univ.), <i>Associate Professor</i>		Rui Sun, Ph.D. (Univ. of Maryland College Park), <i>Assistant Professor</i>

Staff Members

	Maria Elena Augustin, M.P.A. (UCF), <i>Assistant Director, CPNM</i>		Laura O'Donnell, M.S. (Mountain State Univ.), <i>Coordinator, Academic Services</i>		Brenda Posey, M.A. (UCF), <i>Coordinator, Administrative Services</i>		Jacque Waleski, M.A. (National Univ.), <i>Coordinator, Academic Services</i>
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Adjunct Instructors

Thomas Amesbury, M.P.A. (Troy Univ.)
Owen Beitsch, Ph.D. (UCF)
JahKiya Bell, M.N.M. (UCF)
Leigh Broxten, ABD (UCF)
Maritza Concha, ABD (UCF)
Blake Drury, M.S.P. (Planning)
 (Univ. of Tennessee)
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)
Richard Maladecki, M.S. (Eastern College)
David McCallister, M.P.A. (UCF)
Jeff Morgan, M.A. (Homeland Security)
 (American Public University System)

Dorothy Norris-Tirrell, Ph.D. (Florida International University)
Robert Skolnik, Ph.D.
 (Univ. of Minnesota)
Alissa Torres, Ph.D. (UCF)
Laurianne Torres, M.N.M. (UCF)

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*Doctoral Program in Public Affairs student or recent graduate

**Master of Public Administration student or recent graduate

STUDENT ORGANIZATIONS

Organization for Public Administration

The Organization for Public Administration and Master in Public Administration Student Association have merged into a single entity with leadership from both undergraduate and graduate students. The incoming president is undergraduate student Sarah Watson, and the incoming vice president is graduate student Evelyn Hernandez.

Association of Fundraising Professionals Collegiate Chapter

The Association of Fundraising Professionals (AFP) Collegiate Chapter had an impressive recruiting year. The chapter currently boasts almost 40 members. This year, the members were treated to various guest lecturers from AFP Central Florida Professional Chapter. Development professionals and AFP Central Florida Chapter members Carlee Thomas, from UCF, and Terry Knox, from Boys Town, also have been tremendous supporters of AFP students through their mentorship and willingness to come to campus to share their expertise. AFP Central Florida not only provided a speaker every month for student association meetings but also invited the student members to attend the professional luncheon free of charge.

Nonprofit Management Student Association

UCF's Nonprofit Management Student Association (NMSA) was quite active this year. The group instituted a new community service program, "Nonprofit Days & Knights – Students In Action In Our Community," which encourages students to participate in group volunteering projects throughout Central Florida. Since last spring, NMSA and students seeking the Nonprofit Management Minor have served together in 38 Nonprofit Days & Knights events, for a total number of over 1,000 service hours in the local community. Some of the organizations served include: Community Food & Outreach Center; Harvest Time International; Hope Helps, Inc.; Easter Seals; Boys & Girls Club; Summit Church – NiceServe; Give Kids the

World; Samaritan Village; Apopka Family Learning Center; American Lung Association; Second Harvest Food Bank; Veterans Affairs Hospital; Juvenile Diabetes Research Fund; and Clean the World.



NMSA members clean soap for Clean the World, an Orlando-based non-profit organization that recycles soap discarded by hotels and distributes it to impoverished people.

"Like" Us on [facebook](#)

To connect with students and alumni from the nonprofit management programs at UCF please "Like" us on Facebook at "Nonprofit Management Student Association at UCF" or check out the NMSA blog at <http://nmsaucf.blogspot.com>.

Emergency Management Student Association

The School of Public Administration launched the Emergency Management Student Association (EMSA) in fall 2011 as a resource for students interested in professional development and career opportunities in the field. By January, EMSA claimed more than 30 members. In February, the UCF Office of Student Involvement granted EMSA "Registered Student Organization" status.

At bimonthly meetings, EMSA members benefitted from presentations by guests such as April Raulerson from the East Central Florida Regional



EMSA members at a bimonthly meeting

Planning Council and Eric Alberts, director of emergency preparedness for Orlando Health. The meetings also offered members opportunities for networking.

EMSA has close relations with UCF's Office of Emergency Management. EMSA staff advisor Jennifer Fleischman works for the office and is a valuable resource for connecting students to real-world experiences in the field. Recently, the Florida Emergency Preparedness Association's Higher Education Committee agreed to work with EMSA and Fleischman to develop a pilot student program. The future is very bright for students involved with EMSA.

Pi Alpha Alpha



This year's Pi Alpha Alpha induction took place at the Public Administration Conference on March 30. Faculty advisor and Professor Tom Liou, PAA chapter President Howard Tipton and school Director Mary Ann Feldheim conducted the ceremony. This year, several faculty members (Brandi Blessett, April Fisher and Jo Ann Smith) were inducted into the honor society as well graduate and undergraduate students.

STUDENT HIGHLIGHTS

Students Analyze Federal Programs for U.S. Office of Management and Budget

Four graduate students gained an unprecedented experience in public administration education at UCF by assessing programs funded by the American Recovery and Reinvestment Act for the U.S. Office of Management and Budget.

Students Margaret Mickler, Sharinta Hester, Natia Ravazishvili and Samuel Weekley analyzed several ARRA-funded programs in Florida for their effectiveness and transparency. Their analysis included a review of information posted on www.recovery.gov and a survey of citizens who are politically involved and those who are not politically involved.

"Amanda Valerio and other officials from OMB worked actively with the students," said Instructor Michael Abels, who had the students in his spring 2012 offering of the course

"Public Administration in the Policy Process."

The students reported their findings to OMB officials in Washington, D.C., at a video conference meeting on April 18. They concluded that the ARRA-funded programs had been effective in adding jobs to the Florida economy, Abels said. They also gave the office high marks for the transparency of information available to the general public about expenditures and programs.

Professor Tom Liou, currently serving as president of the American Society of Public Administration, was instrumental in setting up the UCF-OMB collaboration. He considers the collaboration to be a model for ways in which ASPA's professional public administrators and academicians can assist federal, state and local government in finding "policy solutions to the difficult and challenging public problems of the 21st century."

Study Abroad Program Takes Students to Seoul, South Korea

Students from the University of Central Florida, University of Delaware and Cornell University traveled to Seoul last fall to explore the nature of South Korean public administration.

The group visited the city from Oct. 21-29, 2011, to participate in a weeklong case study of policy management funded by the Seoul Metropolitan Government. Through lectures, seminars and field trips, the students learned about the city's innovative approaches to addressing transportation and environmental challenges.

Peter Colby, professor of public administration, led the contingency from UCF, which included Iliana Castro, Fred Coulter, Elizabeth Krekel, Kaitlyn Lefebvre, Vanessa Littleton, Eva Marcos, Taylor Mountain, Sandra Ruff and Kelda Senior.

For a report on the trip, see <http://bit.ly/MscQR6>. Photos from the trip and additional information are available at <http://www.wix.com/ucfseoul2011/casestudy>.



The study abroad participants in Seoul

Trip to Tallahassee Showcases Legislative Process

In February, students Marie Michel, Michael Miller, Reggie Paros, Kelda Senior and Sarah Watson traveled to Florida's capital to learn more about public administration in the legislative process. The students met with several members of state government including Lt. Governor Jennifer Carroll, Secretary of State Ken Detzner and state Sen. Bill Simmons.

"One highlight was meeting with Secretary of State Detzner, who stated that it has been his time in public service that has been the most rewarding because he has been able to impact the lives of Floridians directly and meaningfully," Senior said. "His insight served as a reminder to me that public servants are still a respected and essential part of society."



Photos: Abi Bell

Top: (Left to right) Students Samuel Weekley, Sharinta Hester, Margaret Mickler and Natia Ravazishvili
Bottom: Abels (seated, far right) with the students at the video conference meeting with OMB officials.



In Tallahassee, the participants visited the State Emergency Operations Center.

ALUMNI

Class Notes

If you would like us to include your information in the next issue of Public Administration FOCUS, visit www.cohpfa.ucf.edu/alumni and click on "Stay Connected." Below, degrees in **bold** were awarded by UCF.

1976

Bill Cowles, B.A. in public administration, is the supervisor of elections for Orange County, Fla.

► **Neil Mullins, B.A. in criminal justice ('75), B.A. in public administration**, has worked in supply chain management, contracts and subcontracts for government prime contractors for more than 35 years, including five years at Harris Corporation and

25 years at Northrop Grumman. He is now in his fifth year at DRS Tactical Systems in Melbourne, Fla., where he serves as senior supply chain manager. "Working with suppliers and my staff in providing quality products to our service men and women has been a rewarding career," Mullins shared. In his spare time, he enjoys traveling the globe. His future travel plans include trips to Italy, New Zealand and Australia.



1983

Rick Walsh, B.A. in political science ('77), M.A. in public policy, is president of Knob Hill Group, an investment and strategic counseling company. Prior to establishing the group, he was senior vice president for corporate affairs of Darden Restaurants, Inc. He also is a charter member of the UCF Board of Trustees and serves as the board's chair.

1990

Howard Tipton, M.P.A., is the county manager for Brevard County, Fla. (See story on p. 3.)

1993

Carol Stricklin, M.P.A., is the community development director for the City of Largo, Fla.

1995

► **Alex Morales, B.A. in public administration, M.P.A. ('98)**, is the financial administrator for the Orange County (Fla.) Fire Rescue Department.



Scott Spencer, B.A. in public administration, is a foreign service officer with the U.S. Agency for International Development (USAID). He earned a M.S. in project management from the University of Wisconsin-Platteville. Additionally, he is a Returned U.S. Peace Corps (RPCV) economic and organizational development volunteer in Moldova.

Online Resources



Public Administration Alumni Chapter at <http://ucfalumni.com/publicadministration>



"UCF College of Health and Public Affairs Alumni" on Facebook



"UCFcohpfa" on Twitter

1996

Darren Gray, B.A. in public administration, M.P.A. ('98), is the county manager for Lake County, Fla. (See story on p. 3.)

Paul Skinner, M.P.A., retired as fire chief in Daytona Beach, Fla.

1998

Don Fisher, B.A. in public administration, is the county manager for Osceola County, Fla. (See story on p. 3.)

2000

► **Julie (Walls) Krolak, B.A. in public administration, M.P.A. ('03)**, recently became the planning and zoning manager for the City of Coral Springs, Fla. She and her husband, Jim, welcomed baby Thomas James Krolak on Nov. 18, 2011.



Lisa Portelli, M.P.A., is program director for the Winter Park Health Foundation. She also serves as chairman of the board of Health News Florida and on the board of the Central Florida Regional Healthcare Information Organization.

Darla Olive Talley, M.P.A., is the director of outreach and engagement for the UCF Alumni Association.

2001

Thomas Harmer, M.P.A., is senior vice president for The Pizzuti Companies, a national development firm. He also serves as the project manager for Pizzuti's Exploration Park — a public-private partnership with Space Florida developing a high-tech research park at NASA's Kennedy Space Center. He retired in 2006 as the city manager for Titusville, Fla.

2011 Outstanding Alumni Award – Public Administration

Jim Hartmann (B.A. in public administration '85, M.P.A. '93), received the school's annual Outstanding Alumni Award at a collegewide celebration on Sept. 22, 2011, at the Orlando Shakespeare Theatre. The award recognizes his career as an accomplished leader of both city and county governments. Hartmann is currently manager of Seminole County (Fla.). (See story on p. 3.) Here, Professor Peter Colby (right) congratulates Hartmann (center) as school Director Mary Ann Feldheim applauds. (Photo: Santiago Studios)



(Continued on p. 22)

ALUMNI

(Continued from p. 21)

2002

Jim Smith, M.P.A., coordinator of academic support services for the UCF Regional Campuses Student Services Office at UCF Cocoa and UCF Palm Bay, recently started a new job ministry at Rockledge Church of the Nazarene. Through a partnership between Brevard Workforce and local churches titled "Faith In The Future Job Club Initiative," six churches have joined forces to assist their local congregations and communities with resources to find employment. With Brevard County's unemployment rate near 10 percent, the initiative's ultimate goal is to have 20 churches with active job clubs.

2005

Janna Souvorova, M.P.A., Ph.D. in public affairs (public administration specialization) ('11), is the principal planner for the Orange County (Fla.) Planning Division, Research and Intergovernmental Coordination Section.

► **Tiffany (Martin) Zingaretti, B.A. in public administration**, and her husband, **Joseph Zingaretti, B.A. in interdisciplinary studies ('09)**, welcomed Adelynn Grace Zingaretti into the world on Sept. 23, 2011.

**2006**

Chad Binette, M.P.A., is associate director of the UCF News and Information office.

2008

Diana (Asuncion) Perrault, B.S. in public administration, B.A. in organizational communications ('07), is the walk coordinator for The ALS Association Florida Chapter. She works with patients and families living with ALS (more commonly known as Lou Gehrig's Disease), as well as corporate sponsors and community partners, to raise awareness and funds for both patient-care services and research to cure this fatal disease.

Carrie Woodell, B.A. in public administration, graduate certificate in nonprofit management ('10), is the purchasing manager for the city of Winter Park, Fla.

2009

Sonya Baumstein, M.N.M., is the president of EPOCH Expeditions, a nonprofit organization that works to reconnect people of all ages with the wilderness through advocacy, expeditions and media sources. She is completing a four-expedition challenge to row the Atlantic Ocean, bike from Mexico to Alaska, kayak the Inside

Passage and hike the Pacific Crest Trail, all within 400 days.

JahKiya Bell, M.N.M., is the director of

► community investment for the Heart of Florida United Way.



Bridget Healy, M.N.M., M.P.A., moved from Orlando to Seattle in November 2011 after accepting a position as the senior manager of impact and community investment for the United Way of Snohomish County. She maintains her Central Florida ties through continued service on the Board of Directors for REBUILD Globally, a nonprofit agency founded by fellow alumna **Julie Colombino, M.N.M. ('08)**.

Meloney Lung, M.P.A., was promoted to director of central services for Seminole County, Fla.

Davia Moss, M.P.A., is executive director for The Foundation for Seminole County Public Schools.

Kari Williams, M.N.M., Graduate Certificate in Emergency Management and Homeland Security ('09)

is in Pasto, Colombia, conducting a sustainability study for volcanic livelihoods along the Galeras Volcanoes. She is working as a research associate to Jessica Roberts, Ph.D. candidate from the University of York, United Kingdom. This May, Williams received the *Public Administrator/New Professional Award* from the Central Florida Chapter of the American Society for Public Administration. The award recognized her dedication to and demonstrated enthusiasm of the ideals, ethics and professionalism required to pursue a career in public service.



Williams (left) with Assistant Professor Thomas Bryer

► **Nilmarie Zapata, M.P.A.**, for the past year and half has been doing legal investigations on behalf of local unions at the premises of Egan, Lev and Siwica P.A. She also continued teaching graduate courses at the Ana G. Mendez University system, a dual language university. She now continues her focus on public service as program manager for Central Florida's Public Allies, which focuses



on increasing diverse local leadership and capacity building. Nilmarie recently married **Sean Callahan, M.P.A. ('09)**, who is finishing up his Juris Doctorate at FAMU College of Law.

2010

Jacquelyn Daigneault, M.P.A., is the manager of special projects for Lighthouse Central Florida, a nonprofit organization that promotes the independence and success of people living with sight impairment.

Charlotte Merritt, M.P.A., graduate certificate in nonprofit management, is the assistant director of the Orlando Foster Grandparent Program.

► **Shari Orr, M.P.A., Graduate Certificate in Nonprofit Management**, recently left her position at Heart of Florida United Way to enter the Peace Corps. She began her two-year assignment in Swaziland in June. Follow her journey at <http://travelors.wordpress.com>.



Christine Ortiz, M.N.M., is executive director at the Lawton Chiles Preparatory School in Casselberry, Fla.

2011

► **Paulette Brown Campbell, M.N.M.**, is CEO of Redemption Song, Inc., an organization that uses music to strengthen and support at-risk youths and families.



Stacy Groff, M.N.M., is the director of volunteer services at Tidewell Hospice.

The nonprofit hospice serves more than 1,200 patients daily in Florida's Sarasota, Manatee, Charlotte and DeSoto counties.

REPORT OF GIFTS

Donations to the school and university from May 1, 2011 – April 30, 2012

Michael L. Abels

Joseph J. Affholder '94

Kristin K. Aiello '10

Maria-Elena Augustin '08

Owen M. Beitsch '05

William C. Bell '86

Chad C. Binette '06

Brandi Blessett

Susan J. Blexrud '73

Dana R. Blickley '03, '10

Laurie J. Botts '98

William C. Browder

Timothy W. Brown '90

Thomas A. Bryer

William J. Busch '96

Steven Chestnut '01

Brian W. Clark

Anzee R. Cleveland '94

Bill E. Cowles '76

Sarah L. Davis '07

Michael L. Delk '92

Mary Ann Feldheim*

Marta T. Fiol '00

April G. Fisher

Florida Chapter of American

Planning Association

Florida Hospital (Headquarters)

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Belinda C. Gilliam

Government Services Group, Inc.

Donald E. Gray '80, '91

Thomas A. Harmer '01

Robert E. Harper '92, '01

Kimberly J. Hart '10

James K. Hartmann '85, '93

Phillip G. Henry '03, '07

Sally Duke Hogan '06

Thomas B. Holley, Esquire

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Cheryl Howell '05

Hoyle, Tanner & Associates, Inc.

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Arturo Interiano '05

Edward L. Johnson

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Naim Kapucu

Paula J. Klick '01, '04

Stephanie F. Krick '07

Claire Knox

Heather Lambert '10

Von R. Laundermilch '90, '92

Wendell C. Lawther

Kuotsai "Tom" Liou

Vanessa A. Littleton '11

Patricia J. Lynch '76, '77

Miriam D. Moore '06

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Mary C. Peterson '78

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Alexander Rechlin '09

Mariangelly Rente '93

Richard J. Rothberg '91

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Jay D. Samples '04

Mary L. Schropp '09

Paul A. Skinner '96*

Jo Ann B. Smith '82, '01, '06

Kereece A. Smith '10

Cheryl Stripling

Steven L. Sukow II '10

Rui Sun

Taylor & Francis Group

The Florida Planning and

Zoning Association

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Jeffrey J. Vaccariello '06

VHB Miller Sellen*

Jacqueline J. Waleski

Kelly E. Winkler '04

Winter Park Health Foundation, Inc.*

David Zibrack '88, '95

Neal I. Zollars Jr. '82

**Members of the President's Circle
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*These names were compiled as of
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we apologize. Please contact us at
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appreciate all of your generous financial
contributions.*

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Three of the nation's leading experts on planning issues traveled to Orlando to give public lectures this past year thanks to generous support from the local community. The following organizations contributed to the successful launch of the Urban and Regional Planning Distinguished Lecture Series:

- VHB MillerSellen
- Healthy Central Florida
- Orlando Metro Section
- Florida Planning and Zoning Association
- Parsons Brinckerhoff, Inc.
- GAI Consultants, Inc.
- Tindale-Oliver & Associates, Inc.
- Florida Hospital
- Orange TV

Learn more about the 2011-12 lecture series on p. 9.

For information about the 2012-13 lecture series, contact millie.erichsen@ucf.edu or christopher.hawkins@ucf.edu.

Public Administration FOCUS

Public Administration FOCUS is an annual publication of the School of Public Administration at UCF. Read past issues at www.coehpa.ucf.edu/pubadm/pafocus.shtml.

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We're Reaching New Heights!



Public Administration at UCF has been enhancing public service in Central Florida for more than 30 years. This past year was an especially eventful one, with alumni, faculty members and students achieving many milestones:

- Alumni served as county managers in Brevard, Lake, Osceola and Seminole
- Students analyzed ARRA's impact for U.S. Office of Management and Budget
- Nonprofit Management Student Association members worked 1,000 service hours
- Local foundation sponsored a course in which students allocated real dollars
- Professor Tom Liou became president of the American Society for Public Administration's National Council
- M.P.A. program's national ranking jumped 31 places
- M.N.M. program achieved national ranking
- Faculty members secured over \$4M in grants
- CPNM launched a VISTA program to enhance outcomes for homeless students
- Public administration program became a **School** in recognition of its growth and achievements