

## 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.



Abi Beil

— Thomas A. Bryer, Ph.D., CPNM Director

### 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](http://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



## Visting Scholars Program

The CPNM fosters an international perspective among faculty members and students by hosting visiting scholars. This year's scholars were two faculty members in administrative and economic sciences from Gazi University in Ankara, Turkey.

• **Savas Bayindir, Ph.D.**, continued his studies on collaborative local governance from comparative perspectives for a second academic year, ending in May 2012.

• **M. Akif Ozer, Ph.D.**, studied performance measurement and management in the public sector from September to December 2011.

## Grants and Contracts, 2011–12

| Investigators                                                                                      | Research Title                                                                                                                   | Agency Name                                                                                                              | Amount                  | Time Frame       |
|----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------|
| Thomas Bryer, Ph.D. (PI),<br>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),<br>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);<br>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

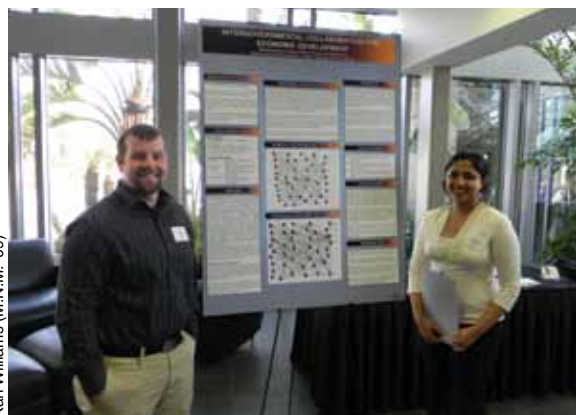
Exceptional graduate students seized the opportunity to engage in community-based research and service through a Fellows Program developed by the CPNM Advisory Council and the School of Public Administration's three other advisory councils. Admission to the Fellows Program is competitive, with students 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

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 Nikhila 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.



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

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](mailto:cpnm@ucf.edu). Learn more about the CPNM at [www.cpnm.ucf.edu](http://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