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Volume 10

News from the

SCHOOL OF PUBLIC ADMINISTRATION *and*

CENTER FOR PUBLIC AND NONPROFIT MANAGEMENT



Diversity and Inclusiveness

Message from the Director

For the past 10 years, it has been my honor to serve in a leadership role in one of the most dynamic public administration schools in the country. We are in a very good place at this time. We have a collaborative, diverse and innovative faculty; new educational programs in nonprofit management, urban and regional planning, emergency management and research administration; strong community support through our many advisory boards and an excellent research capacity. Six years ago, we created our Center for Public and Nonprofit Management, which has secured more than \$6 million in grant



funding for the purpose of building the capacity of public and nonprofit organizations.

In this issue of the FOCUS, we highlight the ways in which each of our programmatic areas address diversity and inclusiveness in the classroom and within the professions. Our faculty have spent the past two years examining diversity and inclusiveness with the goal of making them a meaningful part of every course. It is with pride in the accomplishments of these wonderful individuals that I relinquish the leadership of our school to Naim Kapucu, Ph.D., and return to my role as a faculty member. I know that he will take our school to new heights of academic achievement in the future.

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

Message from the New Director

I am excited and honored to be selected as the new director of the School of Public Administration at UCF. We are a young school, aware of the need to build institutional capacity, but we are also vibrant and growing, in large part because of the diligent work and leadership of Mary Ann Feldheim, Ph.D. Please join me in giving a warm and sincere thanks to Mary Ann for her inclusiveness, warmth, hard work and wisdom.



investigate developing new programs based on the need of the community and the professions represented in the school. We will hold ourselves to the highest standards of excellence in research, teaching and service.

The school has the potential to be a major player in the disciplines and practice of public policy and governance, nationally and internationally. I will spend my initial months asking questions and listening attentively. I will work collaboratively with the faculty, program directors, staff, students, alumni, advisory boards, college and university leadership, and the community to meet the needs of the scholarly community, policy makers and professional practitioners. I believe that we are ready to set a fresh and new agenda based on our past accomplishments. I look forward to working with you all as we shape the future of the school!

— *Naim Kapucu, Ph.D.,
Incoming Director and Professor*

Diversity Facts

One of the goals put forth by the University of Central Florida is to become a model in higher education for its diversity and inclusion practices, policies and culture. The School of Public Administration supports that goal by striving to create a diverse and inclusive learning environment for both faculty and students. Here's a glimpse at the level of diversity among our student population:

SPA Enrollment by Race/ Ethnicity, 2014-2015

Asian	3%
Black/African American	23%
Hispanic/Latino	15%
White	49%
Multi-Racial	2%
Non-resident Alien	4%
Unspecified	4%

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Fostering Diversity and Inclusive Excellence IN Public Administration

By Vanessa Lopez-Littleton, Ph.D.

Meeting the Needs of a Diverse Society

Diversity is becoming increasingly important for public service professionals. As a concept, diversity encompasses all of the human characteristics that make us unique and plays a key role in many aspects of public service, public policy and public management. As an action, diversity and inclusiveness involve the purposeful development of environments that embrace diversity. As a goal, diversity and inclusiveness improve the ability of government and government services to be more responsive in meeting the needs of a diverse and changing citizenry.

Cultural Competency as a Mandate

The Network of Schools of Public Policy, Affairs and Administration's standards promote diversity in the hiring of faculty and staff, selection of students and development of curriculum for accredited schools and programs. One of the five NASPAA universal competencies calls for the ability to communicate and interact productively with a diverse and changing workforce and citizenry. To

meet this need, public service curricula are enriched with content, examples, simulations and exposures responsive to a variety of different cultures and groups. These approaches benefit the student and the overall learning environment by fostering inclusiveness as well as opportunities for self-identification and self-expression.

Integrating Cultural Competency

To ensure students are prepared to lead and manage in public governance, the School of Public Administration—in partnership with faculty members from other University of Central Florida colleges and departments—is strategically integrating cultural competency into the public administration curriculum. These efforts began with planning sessions on how to develop curriculum competencies and the training of faculty and staff on “Power and Privilege,” a workshop facilitated by the Office of Diversity and Inclusion. In moving toward a competency-based curriculum, graduate and undergraduate faculty members began working to identify and adopt cultural competencies to be assessed and measured in core courses.

Diversity and Inclusiveness

To meet the needs of an increasingly globalized society, the School of Public Administration has implemented a multi-faceted cultural competency curriculum model. These efforts include:

- The selection of a School of Public Administration Diversity Officer
- Analyzing courses for diversity and cultural competency-related content
- Hosting diversity training for faculty and staff
- Planning sessions for integrating cultural competency into the curriculum
- Identification of core cultural competencies and institutional effectiveness measurements
- Publishing scholarly articles on issues of diversity and cultural competency
- Participating in the Summer Faculty Conference (Diversity Track)
- Adopting recruitment strategies for identifying diverse faculty
- Engaging in community-based research to increase understanding of diverse cultures
- Hosting research conferences on topics related to diverse populations
- Facilitating capacity-building training for diverse community service organizations with diverse leadership.



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Public Administration

Diversity and Inclusiveness in UCF's M.P.A. Program

By Naim Kapucu, Ph.D.

The Master of Public Administration program at the School of Public Administration at the University of Central Florida supports the fourth goal of the university “to become more inclusive and diverse.” Diversity is the creation of a culture open to differences in race, ethnicity, culture, nationality, language, gender, age, disability, sexual orientation and religion. Strategies to achieve this include embracing a diverse student body, faculty and staff, along with an integrated and inclusive curriculum, research agenda by faculty and students, and schedule of cultural opportunities representative of the increasingly globalized world. The strategies also focus on course offerings, research presentations, recruitment, selection, retention and professional development and begins with an attitude of appreciation for diverse beliefs, values, and activities of our colleagues, students and our global world. The leadership culture in the program supports educational and professional development of faculty and students by embracing the university’s key goals of the strategic plan: diversity, inclusiveness and internationalization.

- Faculty members commit to addressing diversity issues and inclusiveness in graduate level course content, community activities and participation in minority student organizations on campus.

- Faculty members and advisory board members support recruitment of diverse students by encouraging graduate education and presenting at

research colloquiums, along with local, regional, national and international conferences (i.e. the Center for Public and Nonprofit Management’s monthly research colloquiums, the annual Public Administration Research Conference, the annual Nonprofit Management Conference and Diversity Week).

- The program partners with Undergraduate Student Services and the College of Graduate Studies to market our programs and enhance specific coordination of programming, services and accommodation for individuals with disabilities.

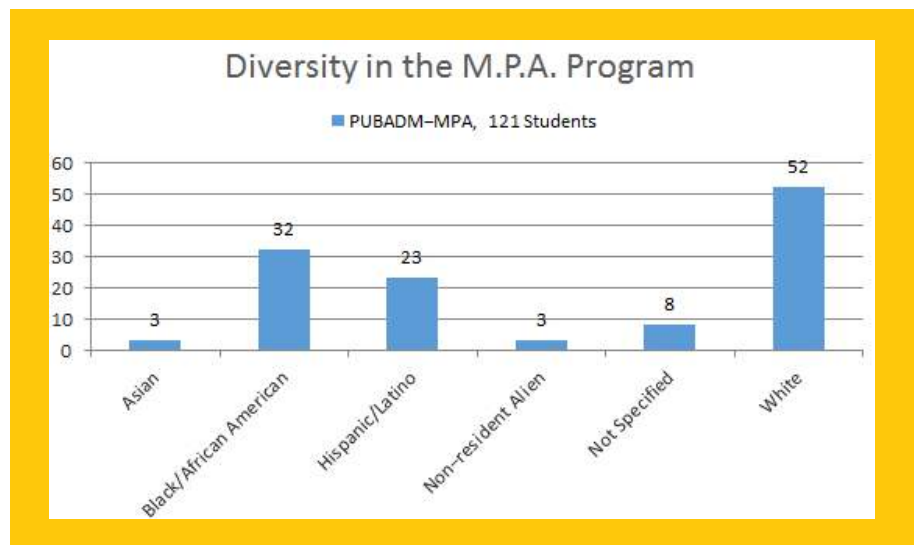
- The program provides an orientation for undergraduate and graduate students each semester. Internships are also encouraged for students lacking work experience to expand knowledge, skills and abilities.

- Student involvement between the

Organization for Public Administration and the Central Florida Chapter of the American Society for Public Administration is encouraged. Monthly meetings and lecture series offer networking opportunities and professional development.

- The school, along with advisory board members and local nonprofits and government agencies, also offers resume review and professional services to graduate students.

“The Master of Public Administration program at the School of Public Administration at the University of Central Florida supports the fourth goal of the university ‘to become more inclusive and diverse.’”





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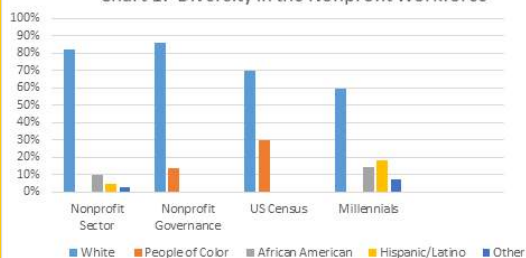
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**Katie Porta was a dedicated member of the nonprofit advisory board for many years. Sadly, she passed away this past June. She will be missed by her colleagues at the School of Public Administration.*

Chart 1: Diversity in the Nonprofit Workforce



Schwartz, Weinberg, Hagenbuch, and Scott, 2011; Aviv, 2013

Nonprofit Management

Help Wanted... Recruiting Quality Leaders to the Nonprofit Sector

By Stephanie Krick, Ph.D., and
Edited by Dorothy Norris-Tirrell, Ph.D.

The nonprofit sector is a vital economic force in this country. With the growth of the nonprofit workforce and the importance of addressing community needs, it has become imperative to emphasize diversity and inclusiveness in hiring practices.

Recruit and Retain Young Leaders

The nonprofit sector needs to recruit and retain young leaders who will be ready to move into leadership positions that are being vacated by Baby Boomers heading into retirement. For years, much attention has been paid to this impending “mass exodus” of executive directors throughout the sector. Although this mass exodus has yet to occur at the level feared, the nonprofit sector remains unprepared for leadership succession.

Eugene Tempel, founding dean of the School of Philanthropy at Indiana University, suggests that one challenge in recruiting and retaining young leaders is a “pipeline” issue: adequate numbers of quality leaders are not attracted to or intentionally recruited by the nonprofit sector. Compounding this problem is the fact that the nonprofit sector competes with both the private and public sectors for the next generation of leaders.

In addition, more attention must be paid to the “professionalization of the sector” through nonprofit management programs in higher education. Young people must be made aware of the

fact that the nonprofit sector is a viable career option, and equally important, nonprofit organizations must commit to hiring individuals who have the necessary experience and skill set (not just passion) to work in and lead nonprofit organizations.

Make Diversity and Inclusiveness a Priority in Hiring Practices

The nonprofit sector also needs to make diversity and inclusiveness a priority in its hiring practices. In a recent study, “The Voice of Nonprofit Talent: Perceptions of Diversity in the Workplace,” nearly 90 percent of nonprofit employees said they believed that their organization valued diversity, but only 30 percent believed that their organization was doing enough to create a diverse and inclusive work environment.

A closer look at the numbers reveals that approximately 82 percent of nonprofit employees are white, 10 percent are African American and 5 percent are Hispanic/Latino, with employees of color only comprising approximately 14 percent of nonprofit governance positions.

The researchers of the study offered five strategies to create a more diverse and inclusive nonprofit workforce. These strategies include:

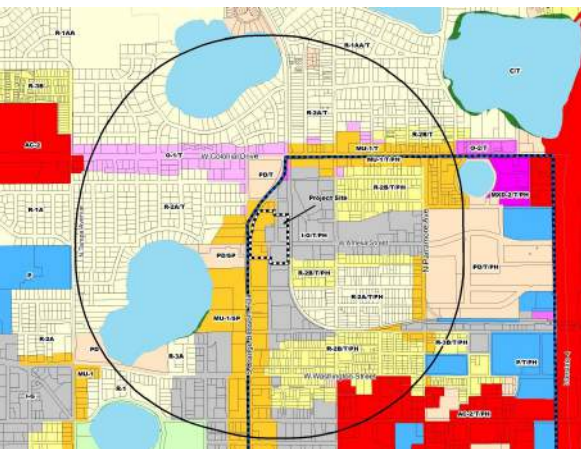
1. Have open conversations about race.
2. Define what diversity means to your organization and communicate that with current and future employees.
3. Develop partnerships and nurture relationships that will facilitate effective

recruitment.

4. Create hiring-related policies and practices free of subtle forms of bias and focus on core competencies (the skills, knowledge, technical qualifications, and personality attributes) required.
5. Continue to have open conversations about race after the hiring process is complete (including the development of mentorship and coaching programs).

Failure to address these issues will result in the loss of talented and diverse young professionals to the public and private sectors, the inability to recruit and retain employees of color, and a disconnect with the people and communities they serve. However, if the nonprofit sector can create a pipeline of talented young leaders and make a diverse and inclusive workforce a priority, not only will individual nonprofit organizations be strengthened, the sector as a whole will emerge as an even greater economic force than it is now.

“With the growth of the nonprofit workforce and the importance of addressing community needs, it has become imperative to emphasize diversity and inclusiveness in hiring practices.”



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Urban and Regional Planning

Revitalizing the Parramore Community

By Christopher Hawkins, Ph.D.

Cities across the county are looking for ways to revitalize neighborhoods and enhance the quality of life for residents. For some neighborhoods, greater access to recreational amenities is a top priority. For other neighborhoods, quality housing and safe schools are the primary goals. The challenges of neighborhood revitalization may seem daunting, but many small victories over time can change the face of communities for the better.

Over the course of two semesters, students of the 2015 M.S.-URP Planning Studio accepted the challenge of developing a plan for neighborhood revitalization. The result was the Parramore Neighborhood Small Area Plan and Transit Oriented Development Feasibility Study. Like many urban neighborhoods, Parramore has a long history and a rich cultural heritage. Parramore is also geographically well-positioned. It is close to many downtown Orlando amenities and is located on the edge of new housing and commercial developments in the city. Yet new development has remained allusive for most of Parramore and its residents.

Developing a Strategy

Before developing the concept plans, the studio assessed the existing mobility needs and deficiencies of the street and pedestrian network within the transit-oriented development study area, and evaluated existing land uses and zoning. The studio also developed an evaluation criteria to rank specific parcels on the potential for accommodating new investment, without displacing major revenue and activity-producing uses. From this process, the students identified development opportunity sites from which to base concept

plans and recommended steps for implementation.

Concept Plan and Recommendations

The centerpiece of the plan was the development of concepts and designs, and an analysis of how future development would function within the existing environment. The studio also recommended changes that would be made to the existing infrastructure to accommodate, facilitate and take advantage of a new transit station. The studio organized the concept plans based on the time of implementation, community priorities, and the extent of public and private resources.

- Phase I (years one-10) relies on public investment to create a new bus station that would also accommodate a future rail service. Phase I also focuses on creating the conditions for expanded transit service through a public-private “catalyst project” – a 209,500-square-foot mixed-use structure with 34,358 square feet dedicated to retail use and rental housing. The proposed development features an attached 340-space parking garage for both private and public access.
- Phase II (years 10-15) includes a privately funded mixed-use development with ground floor retail space and features a community

convenience store accompanied by a café. A retail space was identified as a community need due to the lack of a pharmacy or health care facility in the neighborhood.

- Phase III (years 15-20) incorporates a large amount of public investment to create a walkable area to accommodate more pedestrian activity from the Phase I and Phase II projects. This phase will incorporate a transit station into the existing bus station from Phase I. Existing buildings will also be turned into an “artistic warehouse district,” which will serve as a creative space for local artists and entrepreneurs, and will contribute to developing a sense of place in the neighborhood.

Building a Better Neighborhood

The path to revitalization is not an easy path to climb. Reshaping an environment to increase connectivity within and across neighborhoods can require substantial resources. The studio's plan helps to smooth the path of revitalization by providing recommendations on how to improve the functionality of land uses and transportation systems in the Parramore neighborhood. The plan provides a foundation from which the neighborhood can increase mobility options, connectivity and opportunities for neighborhood-serving businesses within the community.



(Field inventory and map created by UCF M.S.-URP STUDIO 2014)



Research administration program director Jo Ann Smith, Ph.D., with the school's first international student Harriet Nambooze, who completed her degree in Africa.

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Research Administration

Considering Equity and Diversity in Research Studies

By Jo Ann Smith, Ph.D.

Research administrators are attentive and well-aware of the significance of adhering to strict ethical norms in conducting research involving human participants. Their role and responsibility is to facilitate and support researchers, and their research institutions, in promoting and complying with the current U.S. regulatory system established to protect research participants in federally funded research projects.

This summer the M.R.A. students are enrolled in a class titled “Research Integrity for Research Administrators.” In this course, M.R.A. students delve into the history and background of research integrity and the related research policy. As part of the course, the students examine case studies and the special issues that can arise when working with vulnerable populations involved in research. Vulnerable populations may include the economically disadvantaged or homeless, racial and ethnic minorities, the uninsured, children, the elderly, the mentally ill, those with chronic health conditions such as HIV, and those with other health conditions, including severe mental illness. It may also include individuals in rural areas that may have limited access to healthcare services.

In this course, M.R.A. students address why researchers working with vulnerable populations need to recognize the uneven distribution of control and influence between them and the vulnerable individuals or communities being studied. In these

types of research studies, equity and diversity are always a concern for the researcher, especially when providing medical or social services to individuals with limited resources, services, or access to these types of services. Institutional Review Boards are charged with identifying these issues when reviewing research protocols for approval of studies to be conducted by researchers at their institutions. Researchers have designed methods to combat these inequities by incorporating special processes to provide greater protections to vulnerable individuals or by using a community-based research approach.

Community-based participatory research differs from the more traditional research approach where scientists are typically in complete control of the research; in contrast, the CBPR approach develops a partnership between the scientist and community members that involves a shared governance in the decision-making and their participation in aspects of the research process. This shared governance may include identifying and selecting the research problem to be studied that is of highest concern for the community, providing input into the design of the research, reviewing and commenting on instruments used to gather data, providing feedback into the interpretation of the results, and assisting in communicating the progress and results of the research back to the community.

The University of Central Florida anticipates having a downtown campus location, which will put our researchers in close proximity to many communities that will want to benefit from conducting systematic research to solve some of their most complex societal issues. Even now, members of the UCF research community are discussing and examining the best research practices and approaches that will promote better community-based research partnerships. Our goal when considering equity and diversity in research studies must always be to abide by the basic ethical principles of respect for persons, beneficence and justice.



Cohort graduates of the M.R.A. program.

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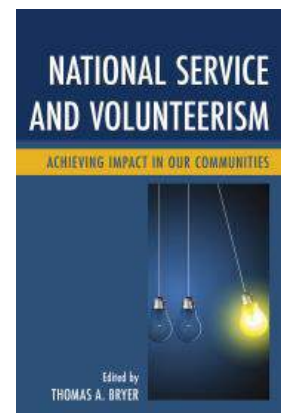
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Letter from the Director

The Center for Public and Nonprofit Management has enjoyed a year of accomplishment, both internally and for the communities we serve. We bear witness to, and demonstrate through our work, the power of higher education to transform communities and contribute to the strengthening of individuals. I can state without hesitation that our return on engagement is high.



In this annual report, we highlight some of the exemplary community engaged research and teaching conducted by scholars and staff who work with and through the center. We provide a summary of the success

of our Walking School Bus program, which came to an end in June 2015, and we provide an update on our AmeriCorps VISTA project. Notably, over the past year, our VISTA project has expanded to include new partners, and we continue to add partners as we evolve and strengthen our project.

We also introduce a new project that was awarded to us in 2015 – a leadership development program for the Florida Department of Children and Families.

Each year we profile a member of our faculty; this year assistant professor Claire Knox received the spotlight as we celebrate her research achievements that have been recognized by our friends in academia and in practice.

We profile three books—one that emerged from the 2014 Public Administration Research Conference, one that emerged from research funded by the Florida Department of Transportation, and one that is now available in paperback form following a positive sales rate.

Finally, we highlight our international activities in Europe. Internationalization is one of the university's goals, and we are paving the way to new and bold partnerships through our work in Lithuania, Romania and elsewhere.

We are indeed achieving a high return on engagement. Please join us in our efforts. Contact me at thomas.bryer@ucf.edu and view our new website at cpnm.ucf.edu.

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

Research Focus

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.

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

CORE RESEARCH AREAS IN 2014-2015

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

CPNM Director Beginning Fulbright Award in Lithuania



CPNM director Thomas Bryer, Ph.D., has received a Fulbright grant. Beginning in fall 2015, Bryer will begin a period of research on civic engagement in Lithuania, where he will be hosted by Kaunas University of Technology's Faculty of Social Sciences, Arts, and Humanities. Bryer received the Fulbright Flex Award, which requires Bryer to be in Lithuania for six months over three years. He intends to travel to Lithuania from mid-September to mid-November in the

years 2015 through 2017. As a Fulbright Scholar, Bryer's research will focus on civic engagement in Lithuania, specifically within the context of local government. He will utilize a variety of data collection techniques, including interviews, focus groups and surveys, each embedded within a broader action research methodology that builds on research he performed at the University of Southern California. Bryer said that he is pleased to

continue his relationship with the Kaunas University of Technology. He first visited its faculty in summer 2014 to explore partnership opportunities. In spring 2015, Bryer returned twice. During the first trip, he joined a project, called Volunteering-Code of Active Citizenship, which is funded by the European Commission, as an associated partner. He joined his colleagues at the Municipal Training

(Continued on next page)

Fulbright Award *(Continued)*



Provided by Tom Bryer

Center at Kaunas University of Technology (in many ways, a parallel center to the CPNM) for an initial meeting of partners that convened in Kaunas, including university and civil

society officials from Poland, Italy, Latvia, the United Kingdom and the Netherlands. Soon thereafter, he moderated a debate about the role of local government in supporting volunteer

initiatives in Riga, Latvia. While on this journey, Bryer delivered a lecture, titled “Social Media: Bad for Democracy?,” in Kaunas to more than 70 students. As a Fulbright grantee, Bryer will join the ranks of distinguished participants in the program. Fulbright alumni have become heads of state, judges, ambassadors, cabinet ministers, CEOs and university presidents, as well as leading journalists, artists, scientists and teachers. They have been awarded 53 Nobel Prizes. Since its beginning in 1946, more than 360,000 Fulbright Scholars have participated in the program. The Fulbright Program, named for the leading sponsor Senator J. William Fulbright, aims to increase mutual understanding between the people of the United States and the people of other countries, and it is the flagship international educational exchange program sponsored by the U.S. government.

Walking School Bus

The Center for Public and Nonprofit Management’s Walking School Bus program, which officially concluded on June 30, partnered with local communities to organize safe walking routes for schoolchildren led by trained adult mentors. CPNM staff supported these efforts through route mapping, volunteer training and ongoing technical support. Since its inception in 2013, the program served a total of 851 youth at 10 sites across three counties. This two-year pilot project was funded through a grant from the Florida Department of Transportation.



Faced with a long-term decline in student pedestrian activity, Indian River Elementary physical education teacher Brent Robitszsch partnered with the CPNM to start a Walking School Bus in September 2014. That program grew to include 33 registered youth. The school sponsored a Walk to School Day event in October 2014 that was attended by 300 youth – more than half of the school’s population. Robitszsch and co-leader April Michalowski were honored as their school’s volunteers of the year.

CPNM Homeless Education VISTA Project

The Center for Public and Nonprofit Management’s Homeless Education VISTA project partners with local school districts and community organizations to address the needs of homeless students and families. The center’s team of 17 AmeriCorps VISTAs work to enhance organizations’ capacity to serve homeless students through projects that include volunteer management, resource development and program evaluation. This past year, CPNM VISTAs raised more than \$67,000 in cash and in-kind donations, recruited 158 community volunteers, and provided services that reached a total of 4,250 youth.



The CPNM also worked to address the pressing issue of homelessness at UCF by partnering with the Office of Student Rights and Responsibilities. VISTA member Lauren Cantrell developed a campuswide survey examining the extent of homelessness on campus, worked with students to host Hunger and Homelessness Week, and developed a map of community resources using GIS technology.

FEATURED

Researcher Profile

Assistant professor and emergency management and homeland security program director Claire Connolly Knox joined the faculty in 2010. Her primary research interests are environmental policy and management, discursive policy theory, and environmental vulnerability and disaster response. She has published articles in the *Public Administration Review*, the *Journal of Environmental Policy and Planning*, the *Journal of Emergency Management*, and the *Journal of Public Affairs Education*.

Knox's research bridges theory with practice. She has applied Habermas' critical theory to the "Everglades Restoration" policy narrative and public administrators' use of social media. Additionally, Knox has co-authored, with academics and a practitioner, a study implementing experiential learning and

(Continued on next page)



Grants 2014–2015

INVESTIGATORS	RESEARCH TITLE	AGENCY NAME	AMOUNT
Thomas Bryer, Ph.D.	CPNM AmeriCorps VISTA Project	Corporation for National and Community Service	\$18,000
Jo Ann Smith, Ph.D.	Development of a Model Research Operation and Administration (ROAd) Program for the Petroleum Institute	Louisiana State University Education Institution	\$96,505
Naim Kapucu, Ph.D.	Collaborative Research: Pervasive Spectrum Sharing for Public Safety Communications	National Science Foundation	\$85,000
Chris Hawkins, Ph.D., Rachel Krause, Ph.D., Richard Feiock, Ph.D.	Collaborative Research: Integrated City Sustainability: Administrative Apparatus for Overcoming Collective Dilemmas of Agency Fragmentation	National Science Foundation	\$271,784
Latarsha Chisholm, Ph.D., Vanessa Lopez-Littleton, Ph.D.	2015 Evans CMS Evaluation	Children's Home Society of Florida Inc.	\$40,000
Thomas Bryer, Ph.D., Chris Hawkins, Ph.D.	Walking School Bus Administration and Evaluation	Florida Department of Transportation	\$28,222
Kristina Fisher, Ph.D. Vanessa Lopez-Littleton, Ph.D., Kimberly Gryglewicz, Ph.D., Roberto Potter Ph.D.	Comprehensive School Safety Initiative: Developing Knowledge about What Works to Make Schools Safe	Brevard Public Schools	\$305,862
Dorothy Norris-Tirrell, Ph.D.	2015 Orange County Capacity Building for Nonprofits	Orange County Board of Commissioners	\$50,000
Thomas Bryer, Ph.D., Stephanie Krick, Ph.D., David Mitchell, Ph.D., Dorothy Norris-Tirrell, Ph.D., Jo Ann Smith, Ph.D., Bonnie Yegidis, Ph.D.	Center for Public and Nonprofit Management and Leadership Development Training Proposal	Florida Department of Children and Families	\$250,000
Thomas Bryer, Ph.D.	Continuation to Walking School Bus Administration and Evaluation	Florida Department of Transportation	\$64,660
Thomas Bryer, Ph.D.	RF: 2014 UCF Walking School Bus - Safe Neighborhoods Safety Grant	Orange County Board of Commissioners	\$5,000
Dorothy Norris-Tirrell, Ph.D., Barbara Howell	2014 Nonprofit Essentials Boot Camp	Orange County Board of Commissioners	\$50,000
Thomas Bryer, Ph.D.	Pioneering Healthy Communities - Walking School Bus	Florida Alliance of YMCAs	\$1,000
Chris Hawkins, Ph.D.	Orange County Public Schools Road Safety Audit	Orange County Public Schools	\$7,295
Thomas Bryer, Ph.D., Vanessa Lopez-Littleton, Ph.D.	West Orange Health District Evaluation	West Orange Healthcare District	\$34,514

Researcher Profile *(Continued)*

cultural competencies in emergency management higher education. Based on this research and related teaching, she won the 2015 Florida Emergency Preparedness Association's Gary Arnold Award.

Knox previously worked for the U.S.G.S. National Wetlands Research Center, and her current funded research continues the study of large-scale restoration programs by analyzing comprehensive land use and hazard mitigation plans for Louisiana's 20 coastal parishes. She is measuring the extent of the local government's implementation of the Louisiana Coastal Master Plan's nonstructural elements and if home rule is affecting this implementation. A primary goal of her project is to strengthen the alignment of large-scale restoration policies and programs with local land use and hazard mitigation plans to create more resilient coastal communities and ecosystems.

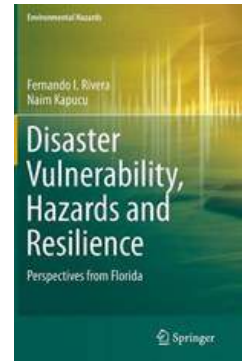
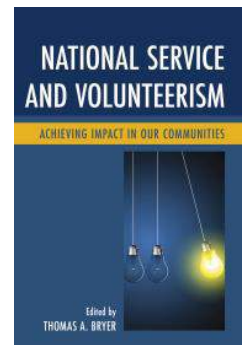
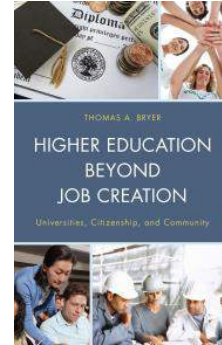
Faculty Books

Professors Fernando Rivera and Naim Kapucu published *Disaster Vulnerability, Hazards and Resilience* (Springer).

Associate professor Wendell Lawther and professor Lawrence Martin (editors) published *Private Financing of Public Transportation Infrastructure: Utilizing Public Private Partnerships* (Lexington Books).

CPNM Director Thomas Bryer (editor) published *National Service and Volunteerism: Achieving Impact in Our Communities* (Lexington Books)

CPNM Director Thomas Bryer published *Higher Education Beyond Job Creation: Universities, Citizenship, and Community* (Lexington Books - now in paperback).



9th Annual UCF Public Administration Research Conference

Number of Attendees: **122**
 Number of Nationally Recognized Keynote Speakers: **2**
 Sessions: **7**
 Number of papers presented: **19**

Leadership Program

The CPNM is launching a new leadership program under a contract with the Florida Department of Children and Families. The program will be coordinated by CPNM assistant director for special projects Tim Pehlke, who previously led the Walking School Bus project under a contract with the Florida Department of Transportation. The program will also be led by CPNM Director Thomas Bryer and various faculty members from the UCF schools of public administration and social work. Together, they will assess current and projected gaps in leadership and management competencies within DCF, develop a management and leadership training plan to close critical competency gaps, develop a four-level management and leadership development training curriculum, and implement and pilot a training program at four leadership levels, up to and including DCF assistant secretaries.

CPNM RESEARCH ADVOCATES

This year we launched our Network of Research Advocates! Moving away from a traditional advisory board, we are seeking to mobilize government, nonprofit, faith and civic leaders who understand the value of high quality research and who seek to apply research to improve practice.

We have a growing network and we want to add you to it. Join your peers, network with colleagues, and help demonstrate the power of good research.

We look forward to being your partner. Email CPNM Director Thomas Bryer at thomas.bryer@ucf.edu for more information.

DONORS

Michael Abels
 Maria-Elena Augustin
 Thomas Bryer
 Natalie Casey (Track Shack Foundation Inc.)
 Mary Ann Feldheim
 Frank Hernandez (Publix Supermarkets Inc.)
 Qian Hu
 Naim Kapucu
 Vanessa Lopez-Littleton
 Tim Pehlke
 Jo Ann Smith
 Daniel Stephens
 Michael A. Zingare

Contact us

For opportunities to partner with the CPNM.
 407-823-3794
cpnm@ucf.edu
www.cohpa.ucf.edu/cpnm

Social Media



Center for Public and Nonprofit Management

School of Public Administration at UCF



@spaucf

Faculty and Staff

FACULTY MEMBERS



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



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



Susan Spice, M.P.A. (Florida State), *Visiting Instructor*



Thomas Bryer, Ph.D.
(Univ. of Southern California),
Associate Professor and Director, CPNM



Ronnie Korosec, Ph.D.
(State Univ. of NY at Binghamton);
Associate Professor and Assistant Vice Provost, UCF



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



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



Stephanie Loudermilk Krick, Ph.D.
(UCF), *Director of Nonprofit Leadership Alliance, Lecturer*



Jo Ann Smith, Ph.D.
(UCF), *Lecturer*



April Fisher M.C.R. P.
(Clemson Univ.),
Instructor



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



Daniel Stephens, M.P.A. (UCF),
Instructor



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



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



Qian Hu, Ph.D.
(Arizona State Univ.),
Assistant Professor



Vanessa Littleton, Ph.D.
(UCF), *Lecturer*



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



David Mitchell, Ph.D.
(Northern Illinois Univ.),
Assistant Professor



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



Dorothy Norris-Tirrell, Ph.D.
(Florida International Univ.), *Associate Professor*

STAFF MEMBERS



Maria-Elena Augustin, M.P.A. (UCF),
Assistant Director, CPNM



Steven Carillo, M.P.A. (UCF),
Graduate Office Assistant



LaVera Henderson, B.A. (Strayer University),
Administrative Assistant



Nasrin Lakhani, M.N.M. (UCF),
Coordinator, Academic Services



Tim Pehlke, M.P.A. (Univ. of Missouri – Columbia),
Assistant Director, CPNM, Walking School Bus



Marisa Ramiccio, B.A. (UCF),
Coordinator, Communication and External Relations



Charmaine Vote, M.B.A. (Colorado Mesa Univ.),
Administrative Services Coordinator

ADJUNCT INSTRUCTORS

Thomas Amesbury, M.P.A.
Douglas Backman, M.S.
Marcos Bastian, MAURP
Eileen Beckett, J.D.
Owen Beitsch, Ph.D.
JahKiya Bell, M.N.M.
Gregg Buckingham, D.Ed.
Maritza Concha, Ph.D.
Bernadine Douglas, BSPR
Heather Engelking, M.P.A.
Eric Gray, M.P.A.
Albert Hill, M.S.
Thomas B. Holley, J.D.
Barbara Howell, M.A.
Jonathan Ippel, M.U.P.
Braden Kay, Ph.D.
Fred Kittinger, M.S.
Katie Korkosz, M.S.
Richard Maladecki, M.S.
David McCallister, M.P.A.
Jeff Morgan, M.A.
Lauren O'Byrne, M.P.A.
Thomas O'Neal, Ph.D.
Lauren Nelson, M.N.M.
Kenneth Parker, M.P.A.
Lisa Portelli, M.P.A.
Daniel Seigler, Ph.D.
Jennifer Shambrook, Ph.D.
Manuel Soto, M.P.A.
Sandra Sovinski, J.D.
Holly Stenger, M.Arch
Kirsten Torguson, M.R.A.
Michelle del Valle-Neuner, M.P.A.
Harold Worrall, Ph.D.



Claire Knox, Ph.D., and planning students plant black and red mangroves at Canaveral National Seashore as part of the oyster restoration project led by biology professor Linda Walters, Ph.D. Photo Credit: Linda Walters, Ph.D.



Claire Knox, Ph.D., and EMHS students participate in a functional exercise at the Seminole County Emergency Operations Center. Photo Credit: Abigail Bell

EMERGENCY MANAGEMENT AND HOMELAND SECURITY ADVISORY BOARD

Richard Collins, Chair, Emergency Services Director; Sarasota, Florida
Tom Amesbury, Adjunct Professor, Emergency Management and Homeland Security Program, UCF
Chris Atkinson, UCF Undergraduate Student, President of Emergency Management Student Association
Thomas Bryer, Associate Professor, Emergency Management and Homeland Security Program, UCF
Michelle Cechowski, Orange County Public Services
Shawn Collins, Region 5 Coordinator, Florida Division of Emergency Management
Rebecca Dodson, UCF Graduate Student, Lake County Office of Emergency Management
Mary Ann Feldheim, Director, UCF School of Public Administration, UCF
April Fisher, Instructor, Emergency Management and Homeland Security Program, UCF
Jennifer Fleischman, Director, USF Office of Emergency Management
Dave Freeman, Director, Orange County Office of Emergency Management
Frank Gombert, UCF Undergraduate Student, Vice President of Emergency Management Student Association
Alan Harris, Director, Seminole County Office of Emergency Management
Albert Hill, GIS Manager at Volusia County /Adjunct Professor
Naim Kapucu, Professor, Emergency Management and Homeland Security Program, UCF
Spencer Kostus, Lake County Office of Emergency

Management
Claire Knox, Director, Emergency Management Homeland Security Program, UCF
Steven Lerner, Emergency Management Coordinator
Frankie Lumm, Disaster Program Manager, Emergency Services Department, American Red Cross
David McCallister, Fire Chief, New Smyrna Beach/ Adjunct Professor
Jeff Morgan, Director, UCF Office of Emergency Management, Adjunct Professor
Paul Skinner, Retired Fire Chief, Daytona Beach
Manuel Soto, Director, City of Orlando Office of Emergency Management
Levi Stewart, Graduate Student, Emergency Management and Homeland Security Program, UCF
Walter Thomas, Department of Homeland Security
Kristie Toruno, Central Florida Intelligence Exchange

Emergency Management and Homeland Security

Increasing Cultural Competency in Emergency Management

By Claire Connolly Knox, Ph.D.

According to the International Association of Emergency Managers' Code of Ethics and Professional Conduct, practitioners commit to developing their knowledge, skills, and abilities (KSA) to professionally and respectfully serve their communities. By increasing cultural competency KSAs, emergency managers become more empathetic, credible, relatable and trustworthy. The process is a balancing act between evolving demographics and the needs of society within each phase of emergency management. The emergency management sector demographics continue to evolve to represent all genders, age groups and ethnicities. As the demographics of the profession and society shifts, the School of Public Administration's emergency management and homeland security program continues to incorporate cultural competency principles and ethical standards into its curriculum and research.

In their 2014 research on the Boston Marathon Bombings, assistant professor Qian Hu, Ph.D., and her colleagues, EMHS program director Claire Knox, Ph.D., and Naim Kapucu, Ph.D., highlight the multiple federal policy changes that have focused on capacity building for local governments and incorporating the whole community approach throughout all phases of emergency management. This is important because marginalized and socially vulnerable populations suffer a greater incident of political, sociocultural, economic and physical obstacles during a disaster. For many people, the lack of preparation and

response efforts for Hurricane Katrina come to mind; this disaster provided us with many lessons, especially the importance of cultural competencies for emergency management professionals.

Multiple EMHS courses incorporate cultural competency and diversity principles. For example, in the Geographic Information Systems course, adjunct Albert Hill engages students in discussions about the digital divide and e-government. He focuses specifically on assessing and identifying community needs by considering the whole community representative of all sectors and citizens. Additionally, students apply GIS to identify at-need or at-risk populations for better provision of services before, during and after an incident.

Knox and doctoral student Brie Haupt created a diversity case study in the Disaster Response and Recovery course and have implemented it each semester for the past two years. The futuristic scenario allows students to utilize their KSAs to critically think and analyze potential action items. The facilitated group discussions focus on defined terminology (specifically bias, preconceived notion and stereotypes), and encourage students to contemplate how their own ideals and beliefs could affect their future role in the emergency management sector. Moreover, the activity helps students understand how limitations during an incident can affect types of assistance and needs for various cultural groups.

Results of pre- and post-tests show an average increase of 33 percentage points on the understanding of the diversity terminologies. Positive statistically significant relationships were discovered for the influence of bias and preconceived notions on the role of the emergency manager and the ability to interact with communities. Furthermore, students were able to connect their identities to their future role as emergency management professionals. As one student stated: "I used to think disaster situations were simply a matter of evacuation and mitigation. But now I think that there are newly infinite factors that contribute to decisions that are made in merely a few minutes."

"As the demographics of the profession and society shifts, the School of Public Administration's emergency management and homeland security program continues to incorporate cultural competency principles and ethical standards into its curriculum and research."

Student Organizations

Association of Fundraising Professionals Collegiate Chapter

The Association of Fundraising Professionals Collegiate Chapter is primarily focused on learning about fund development and exploring career opportunities. One of the greatest benefits of participating in this student association is that all dues-paying members receive full benefits of membership in AFP International. Not only do students have the opportunity to pursue a fundraising certification through AFP International, they are also eligible to apply for and receive scholarships to travel to professional development conferences and participate in the monthly AFP Central Florida Professional Chapter professional development luncheons. Four students received scholarships this year from AFP. Former student chapter officers Grace Bennett and Korin Roehm received scholarships to attend the AFP International Fundraising Conference in Baltimore. The chapter's incoming president and vice-president, Taylor Vickery and Jose Ortiz, respectively, received scholarships to attend a two-day professional development conference in May.

Nonprofit Management Student Association

The Nonprofit Management Student Association provides opportunities for students to learn more about the nonprofit sector. One of the exciting new activities NMSA planned this past year was a family friendly fundraising event called Pegasus Pursuit. This unique and fun event required participants to form teams and go on a photo scavenger hunt throughout the UCF campus. NMSA plans to build on the success of this event by making it an annual tradition. Funds raised through Pegasus Pursuit and other NMSA fundraising initiatives go toward the cost of travel to the Alliance Management/Leadership Institute. About 30 undergraduate and graduate students attended the Nonprofit Leadership Alliance Management Institute in Salt Lake City in January. This three-day long capstone experience is one of the final requirements needed for students

to earn the "Certified Nonprofit Professional" credential.

Organization for Public Administration

The Organization for Public Administration is the graduate and undergraduate student organization for students interested in careers in public administration. The year's trip to Tallahassee was led by lecturer Vanessa Lopez-Littleton, instructor Dan Stephens and UCF's vice president of university relations, Fred Kittinger. The three-day trip included visits to the Florida League of Cities, the Department of Transportation and the Florida Emergency Operations Center. Students took photos with Governor Rick Scott and met with Florida Commissioner of Agriculture Adam Putnam before attending the Florida Cabinet meeting. Students learned about Florida's trends and issues in planning, had lunch with lobbyists and debated on the Senate floor.

Emergency Management Student Association

The mission of the Emergency Management Student Association is to further students' education, to help them foster relationships with their peers and to professionalize the field of emergency management. This past year, the organization participated in numerous conferences, including the Governor's Hurricane Conference in Orlando and the American Society for Public Administration Annual Conference in Chicago. All of the EMSA members also attended the Florida Emergency Preparedness

Association conference in Orlando, and two members went to the FEPA Boot Camp in Florida.

Emerging Urban Knights Planning Association

The goal of the Urban Knights Planning Association is to connect students in the urban and regional planning major with faculty members and planning professionals in the community. Earlier this year, 12 graduate students and four undergraduate students from the association traveled 3,000 miles to attend the 2015 National American Planning Association Conference in Seattle, Washington. Three of the Urban Knights in the Master of Science Urban and Regional Planning program presented research posters. The Urban Knights also attended the American Institute of Certified Planners Awards Ceremony, where they accepted an award for Best Practices of a Planning Student Organization. With this national recognition, the organization and the M.S.-URP program will broaden its recognition and connections in the planning field.



International City/County Management Student Association

The International Association of City/County Managers student chapter, housed at the School of Public Administration was very active in 2014 and has big plans for 2015-2016. Next year, the student ICMA chapter plans to meet with several city managers to learn about the management challenges facing cities and counties in the 21st century. The ICMA chapter also plans to meet with elected officials from Orange County to learn about local government leadership from the perspective of elected officials.

Pi Alpha Alpha

Congratulations to the 2014-2015 inductees to the UCF chapter of the national honor society for public affairs and public administration.

Dialita Francis	Vanessa Diaz
Drissa Dumbuya	Michael Hirschy
Matthew Gilbert	Stephanie Herdocia
Sylecia Groover	David Meirs
Kimberley Kohut	Martha Rodriguez
Anisa Palmer	Esteban Santis
Elizabeth Torres	Esteban Shelton
Leny Velasquez	Nona Tyler
Steven Carrillo	Brittany Zur

Alumni

Class Notes

Submit your news for the next issue of Public Administration FOCUS at ucfalumni.com/cohpa.

1972

Dennis Noah, B.S., received the coveted Fort Myers Best Lawyers Real Estate Lawyer of the Year for 2015. Only one lawyer from each specialty in each Fort Myers community is honored with this distinction.

1990

Ralph McMullen, M.P.A., is the founder of Have Gavel, Will Travel, which allows him to work as a parliamentarian for state and national organizations. McMullen also provides leadership training in parliamentary procedure and other general organizational topics.

1994

Mark Bennett, M.P.A., is a commander with the U.S. Army at Camp Shelby, Mississippi

1998

Osman Aloyo, M.P.A., is a program manager assigned to the Global Situation Awareness Facility, National Military Command Center in the Operations Directorate at the Pentagon. He is responsible for the implementation of crisis and information management policies, concepts, plans and procedures for the Office of the Secretary of Defense. He also provides situational awareness updates to the Secretary of Defense and other senior leaders.

1999

Malisa McCreedy, M.P.A., recently started working as the transportation division manager for the City of Portland, Oregon. She previously worked for the City of Orlando for a decade, the City of Charlotte, North Carolina, for two years, and in the private sector.

2002

Jim Smith, M.P.A., was recently elected to the church board at Cross Bridge Church – A Church of the Nazarene in Rockledge, Florida. He will serve on the board for the next three years, and during that time, he will be coordinating the Congregational Care Ministry Team's activities for the church.

2004

Hope Hicka, M.P.A., is now the public information officer for the Osceola County Corrections Department. She serves as the department's spokesperson and acts as a liaison to the news media. Hicka also recently obtained her Certified Public

Manager designation through Florida State University.

2005

Krista L. Peckyno, M.N.M., is a transactional corporate attorney specializing in commercial contracting, specifically in the international, construction, and oil and gas space. Licensed to practice in New York, New Jersey, the District of Columbia, and Pennsylvania, Krista has spent her entire career working in-house and particularly enjoys working at the intersection of business and law.

Cherrie Wimes-Johnson, M.N.M., worked with the Indian River State College Educational Talent Search Program as an advisor after graduating from UCF. She now works as a part-time travel agent and volunteers with Save Our Children Inc., for which she manages grants and capacity building efforts. As a result of her work with the nonprofit, Save Our Children has received every grant that Wimes-Johnson has applied for, and it will also partner with the NFL to form a youth flag football league in Fort Pierce, Florida.

2006

Susan McGrady, M.P.A., was recently elected to the Florida Brownfields Association's board of directors. She has also worked as the CRA program manager for the City of Cocoa since 2006.

2007

Jennifer Berzinis, M.N.M., accepted a new position this past September. She is now the director of principal and major gifts at Dana-Farber Cancer Institute in Boston, Massachusetts.

Leo Cruz, M.P.A., is a defense fellow working in the Office of the Deputy Undersecretary of the Army. He is applying his UCF education in support of drafting Army strategic plans and improving the Army's talent management system.

Hillary J. Knepper, Ph.D., is an assistant professor in the Department of Public Administration at Pace University in New York. She currently serves as vice chair of the American Society for Public Administration Section for Women in Public Administration, as a board member for Metro ASPA and as a founding trustee for the Northeast Conference on Public Administration.

2015 Alumni Achievement Awards

This year, the School of Public Administration continued its newest tradition of honoring the alumni from each programmatic area. The award ceremony was hosted by SPA, as well as the UCF Alumni Association and the Central Florida Chapter of the American Society for Public Administration. The event took place during Public Service Recognition Week in May.



From left to right: Professor Naim Kapucu, Michelle del Valle-Neuner, assistant professor Jo Smith, Tammie McClellan, Johnny Bledsoe, instructor Mike Abels, assistant professor Claire Knox, Angela Moreno, associate professor Christopher Hawkins, Judy Pizzo, SPA Director Mary Ann Feldheim and JahKiya Bell.

Here are the award-winning alumni:



Johnny Bledsoe
Undergraduate
public administration
program



Michelle del Valle-Neuner
Graduate public
administration
program



JahKiya Bell
Nonprofit
management



Tammie McClellan
Research
administration



Judy Pizzo
Urban and regional
planning



Angela Moreno
Emergency
management and
homeland security

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Justin Tabor, B.A., is happy to announce that he and his wife, Caryn Tabor (nee Friedberg), '09, welcomed their first child on April 10, 2015. Jackson Ryan Tabor weighed 7 pounds, 6 ounces, and measured 21 inches at birth. Tabor said the future Knight is representing UCF very well in Gainesville, Florida.

2008

Julie Columbino, M.N.M., founder of the nonprofit REBUILD globally, created Deux Mains Designs this past January. The goal of the fashion brand is to train, equip and empower craftsmen and women to make high-fashion sandals from up-cycled tires to sell in the international marketplace. Deux Mains Designs, which caught the attention of Kenneth Cole earlier this year, is part of REBUILD globally, which Columbino founded in 2010 after the earthquake in Haiti.

Angel R. Smith, M.N.M., served as the city administrator/city clerk of Lake St. Croix Beach, Minnesota, until 2014 when hired as the assistant city administrator in Waconia, Minnesota. She is responsible for general administration, personnel and

human resources administration, communication projects, special projects related to economic development and serves as the acting city administrator in the absence of the city administrator. Additionally, she recently became the co-founder and COO of a nonprofit organization, X-tra Training Inc., which is a training center located in Lakeland, Florida.

2009

Bridget Healy, M.N.M., M.P.A., is the director of community impact for United Way of Washtenaw County in Ann Arbor, Michigan. She is responsible for United Way's grant investments and community initiatives. Her work in the United Way system has taken her from coast to coast, having previously worked at United Ways in Everett, Washington, and Orlando, Florida.

Dave Press, M.N.M., is the dean of students at the American Hebrew Academy, the world's only international Jewish residential secondary school, located in Greensboro, North Carolina. In this role, he serves as the senior administrator charged with overseeing the social development of students at the academy, whether they live in the residence halls or off campus with their parents. He is directly responsible for student conduct on campus, for school discipline, residential life, student programming and student counseling services. This past November, he married his wife, Laura, in a beautiful ceremony just outside of Washington D.C.

2010

Sean Callahan, M.P.A., went into law school at the Florida Agricultural and Mechanical University after graduating from UCF. He graduated in 2014 and passed the Florida Bar Exam on his first attempt. He now works as a workers' compensation defense attorney in Orlando and volunteers weekly at the Hope Community Center in Apopka, where he teaches English and U.S. civics to permanent residents who are seeking to apply for U.S. Citizenship.

Maritza Concha, Ph.D., is the founder and president of Covian Consulting Inc., an evaluation and technical assistance company that is also a client of the UCF Incubator Program. Concha has been involved in research efforts with the Florida Department of Children and Families, and evaluation activities with the International Rescue Committee, Florida Memorial University, EnFamilia and Casa Valentina.

2012

M. Leigh Broxton Bragg, Ph.D., recently accepted a position as assistant professor of public administration for Barry Univer-

sity in Orlando. She came to Barry from Texas A&M International University, where she was an assistant professor of public administration from 2012-2014. In addition to teaching graduate and undergraduate public administration courses at Barry University, she is currently developing a nonprofit administration specialization for its Master's of Public Administration program and is working to position that program for NASPAA accreditation.

Fatih Demiroz, Ph.D., is working as a researcher at the Rhode Island Department of Health and start working as a tenure track faculty member at the Sam Houston State University in Texas this fall. He previously worked at Florida International University before moving to Brooklyn and then Rhode Island.




Thomas Pringle, B.S., graduated this past spring from St. John Vianney College Seminary in Miami, Florida, with a Bachelor of Philosophy degree. He furthered his education by pursuing a master's degree in divinity and sacred theology at St. Vincent de Paul Regional Seminary in Boynton Beach, Florida.

2014

Libby Brown-Brock, B.A., is continuing her education at the School of Public Administration by pursuing the graduate public administration and nonprofit management certificate programs. She began pursuing these certificates as a senior scholar, while finishing her bachelor's degree in public administration. Thus far, she has completed 21 credit hours toward her certificates, which she hopes to complete by spring 2016.

Samantha Gross-Galindo, M.N.M., recently began her service term with the Peace Corps Georgia as a nongovernmental organization advisor. In this role, she capacity-builds existing staff members and volunteers at community-based organizations throughout Georgia, and also provides other necessary assistance such as grant writing and business English training. She is currently completing her technical and language training.

Sheselka Taylor, M.P.A., is a student success specialist at Seminole State College of Florida – Altamonte Springs Campus.



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