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## ENTER FOR PUBLIC AND NONPROFIT MANAGEMENT

ANNUAL REPORT  
2009–2010

*Excellence in research, education and service*

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

### Letter from the Director

Dear Friends and Colleagues, The 2009–2010 academic year has been one of continued growth and productivity



Thomas Alan Smille

for the Center for Public and Nonprofit Management (CPNM). An infusion of resources, the addition of professional and student staff members through external funding, and the formation of an advisory council have contributed greatly to our community-based research and capacity-building programs.

Our accomplishments for the past year and plans for upcoming year include:

- **“Strengthening Communities in Central Florida: Meeting the Economic Recovery Needs of South Lake, South Sumter and West Orange Counties,”** funded by the U.S. Department of Health and Human Services. This project provides capacity-building training



With support from the CPNM's Strengthening Communities in Central Florida Program, members of 40 secular and faith-based organizations gather monthly for training in critical areas of nonprofit capacity building at the UCF Clermont campus. Here, the participants receive training on organizational development.

to 80 organizations, and technical and financial assistance to 20 faith-based and community organizations. Its goal is to increase the organizations' sustainability and effectiveness, enhance their ability to provide economic recovery social services, and create collaborations to better serve those most in need.

- **“Emergency Management in the Heart of Florida: Meeting the Needs of the University of Central Florida Students, Staff and Faculty,”** funded by the U.S. Department of Education. The grant aims to develop, review, improve and fully integrate campus-based, all-hazards emergency planning efforts for UCF and its Central Florida community partners.
- **“Creating Functionally Collaborative Infrastructure in Virtual Organizations (with UCF Psychology and Institute for Simulation and Training),”** funded by the National Science Foundation VOSS grant. The project examines a theoretically based model of virtual organizational effectiveness using



Photos: Jessica Moses

(Left to right) Participants Harvey Lester, Ph.D., of the Luster All Training Center of Hope and Kevin and Dawn Pokorney of The Connection Helpline at the May 2010 training session on organizational development.

### About the CPNM

The Center for Public and Nonprofit Management (CPNM) at the University of Central Florida is a recognized academic center that works to strengthen the management and leadership of public and nonprofit organizations — through partnerships between faculty members, students and community members.

Working with community partners, CPNM faculty members and students:

- conduct and disseminate relevant research that benefits the community
- provide capacity-building services that improve the performance of public and nonprofit organizations

meta-analytic integration, field research on emergency response systems and laboratory experimentation.

- **“Facilitating Access to Services (FACTS) II,”** funded by the Orange County Health Department. This project provides capacity building for grassroots community-based organizations.

- **“Public Service and Leadership Development Program” (2008–2009),** funded by the Ministry of the Interior, Republic of Turkey. The program contributes to developing, strengthening and maintaining highly skilled, competent and professional public-service leaders. It offers leadership development that strengthens the participants' (10 district governor candidates) leadership and management capacities.

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## Letter *(continued)*

- Sponsored 11 research colloquium presentations, which brought together faculty members, visiting scholars, students and community members for dialogue with prominent researchers.
- Hosted visiting scholars from Azerbaijan, China and Turkey who are conducting research on topics in public and nonprofit management.
- Cohosted the Fourth Annual Public Administration Research Conference.
- Conducted a second pre-conference Network Analysis Workshop.
- Continued to develop and enhance the CPNM Advisory Council.
- Engaged Department of Public Administration faculty members and students in a promising research agenda as part of CPNM's community-based research.

Our goal is to become a premier resource and partner to the community in seeking solutions to the most pressing issues facing the public and nonprofit organizations in Central Florida and the global community. Please come by our offices at UCF anytime to meet us and share your ideas.

— Naim Kapucu, Ph.D, CPNM Director



Maria-Elena Augustin

CPNM Director Naim Kapucu (left) and city of Orlando Commissioner Samuel Ings (right) celebrate the success of the Simeon Resource and Development Center for Men, a participant in the FACTS II capacity-building project, with Simeon's Executive Director Larry Williams (center).

## Research Colloquium Series

The CPNM's Research Colloquium Series features monthly presentations by UCF faculty members, visiting scholars, and invited national and international experts. The colloquiums encourage cross-disciplinary discussions among scholars with shared interests.

This year, the CPNM invited Meena Chary, assistant professor of government and international affairs at the University of South Florida, to discuss her research on systematic sexual violence with a focus on the Serbian-Bosnian conflict of the early 1990s. She argued that such cases of systematic violence should be explicitly recognized in public policy.

Also invited to speak was John Kiefer, associate professor of political science at the University of New Orleans. He shared his research on measuring the success of the evacuation of New Orleans during Hurricane Gustav and presented lessons learned.

Information regarding the 2010–2011 Research Colloquium Series is available at [www.cpnm.ucf.edu](http://www.cpnm.ucf.edu).

## Visiting Scholars Program

The CPNM hosts visiting scholars from around the world who have interests in fields related to public and nonprofit management. While visiting, the scholars conduct research, participate in research colloquiums and conferences, and work with faculty mentors to further develop their research skills. The scholars are supported by programs within their home country.

In 2009–2010, the CPNM sponsored six visiting scholars, identified below.

- Melike Erdogan, a graduate research assistant from Dokuz Eylul University in Turkey who studies social capital and participatory practices in public policy

- Jiangbin Zhu, a lecturer from Wuhan University in China who studies the mechanisms of expansion of important sporadic events and the evaluation of governmental emergency management capability
- Huseyin Ozgur, an associate professor from Pamukkale University in Turkey who studies disaster recovery and economic development
- Kassim Karagoz, an associate professor from Erciyes University in Turkey whose research interests include direct democracy tools and process and human rights
- Fikret Elma, a lecturer from Qafqaz University in Azerbaijan who studies government reform efforts in Central Asian countries after the Soviet Union
- Ertugrul Gundogan, an assistant professor from Fatih University in Turkey who has an interest in collaborative governance

## Public Administration Research Conference

The Department of Public Administration and CPNM cohosted the Fourth Annual Public Administration Research Conference on April 30, 2010, at UCF's *FAIRWINDS* Alumni Center. Attending the conference, titled "Local Governance in 2020: Challenges, Opportunities and Policies for Sustainability," were public service professionals from 16 cities and counties, faculty members, and students.

The conference addressed many issues regarding governance, sustainability and civic engagement. Daniel Clark, senior program associate with AmericaSpeaks, presented the keynote address, which focused on the labor intensiveness of democracy and the tools that can be used to involve citizens in productive decision-making. He also talked about changing service boundaries and multicultural value systems and keeping up with the changes in local governance. Clark asked the audience to participate by using



interactive audience-response keypads to answer questions about the citizen engagement process. The audience was energized by their use of new methods employed by AmericaSpeaks to engage citizens and the general public.

The conference featured an innovative format for the discussion panels: An academic presented a paper on creative strategies for sustainability in local government and a practitioner responded, addressing the issues facing the implementation of those strategies.

The panels focused on themes related to future challenges and opportunities in governance, including civic engagement, regional governance, environmental policy, and financial and economic issues.

The practitioners who participated included Randy Reid, county manager, Alachua County, Fla.; R. Mac Burdette, town administrator, Mount Pleasant, S.C.; Barbara Lipscomb, city manager, Casselberry, Fla.; and Mariana Lianso,

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Maria-Elena Augustin

(Left to right) Keynote speaker Daniel Clark, department Chair Mary Ann Feldheim, Professor XiaoHu “Shawn” Wang and Instructor Mike Abels discuss “Democracy is Labor Intensive” at the conference.

## Grants and Contracts, 2009–2010

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

| Investigator               | Research Title   | Agency Name  | Amount Funded      |
|----------------------------|--|--|--------------------|
| <b>Thomas Bryer, Ph.D.</b> | <b>Community Assessment and Strategic Planning Process for the Salvation Army of Metropolitan Orlando</b><br><i>Co-Principal Investigators:</i><br>Naim Kapucu, UCF College of Health and Public Affairs (COHPA)<br>Nancy Ellis, COHPA   | Salvation Army – Orlando Metropolitan Area Command | \$16,954           |
|                            | <b>Training Through Technology: Poll Workers in the 21st Century</b><br><i>Co-Principal Investigators:</i><br>Terri Fine, UCF College of Sciences<br>Michelle Gardner, UCF COHPA   | U.S. Elections Assistance Commission               | \$75,000           |
| <b>Naim Kapucu, Ph.D.</b>  | <b>Facilitating ACess To Services (FACTS) II (Year 3)</b>  | Orange County Health Department                    | \$89,760           |
|                            | <b>2010 Second Harvest Food Bank</b>   | Second Harvest Food Bank                           | \$6,300            |
|                            | <b>ARRA: Strengthening Communities in Central Florida: Meeting the Economic Recovery Needs of Lake, Orange and Sumter Counties</b>   | U.S. Department of Health and Human Services       | \$1,000,000        |
|                            | <b>ARRA: VOSS: Creating Functionally Collaborative Infrastructure in Virtual Organizations</b><br><i>Co-Principal Investigators:</i><br>Leslie Ann DeChurch, UCF College of Sciences<br>Eduardo Salas, UCF Institute for Simulation and Training (IST)<br>Shawn Burke, UCF IST | National Science Foundation                        | \$400,000          |
|                            | <b>Emergency Management in the Heart of Florida: Meeting the Needs of the University of Central Florida Students, Staff and Faculty</b><br><i>Co-Principal Investigator:</i><br>Jeffrey Morgan, UCF Environmental Health and Safety  | U.S. Department of Education                       | \$496,758          |
| <b>TOTAL:</b>              |  |  | <b>\$2,084,772</b> |

## Conference *(continued)*

J.D., general manager, Hillsborough County Florida Public Works.

A luncheon keynote address was presented by Penelope Canan, professor of sociology at UCF. Her speech focused on themes related to technology, innovation and networks. She talked about how integral responsible

collaboration and networking is for sustainability. “Networks are created, fostered, cared for, nurtured, peopled ... they just don’t happen,” Canan said.

The conference, including student scholarships and awards, was sponsored by Government Services Group, Inc.; the Central Florida Chapter of the American

Society for Public Administration; the city of Casselberry; CPH Engineers, Inc.; and the UCF Doctoral Program in Public Affairs.

Visit [www.cpnm.ucf.edu](http://www.cpnm.ucf.edu) for information about next year’s research conference, scheduled for March 18, 2011.

## Partnership Opportunities

For opportunities to partner with the CPNM, contact:

Dr. Naim Kapucu, *Director*  
407-823-6096  
[nkapucu@mail.ucf.edu](mailto:nkapucu@mail.ucf.edu)

Mrs. Maria-Elena Augustin,  
*Programs Coordinator*  
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For more information, please visit:  
[www.cpnm.ucf.edu](http://www.cpnm.ucf.edu)



Members of the CPNM include (left to right) Maria-Elena Augustin, programs coordinator; Fatih Demiroz, research assistant; Naim Kapucu, director; Vener Garayev, research assistant; Tauheedah Muhammad, research assistant; Samantha Nolan, intern; Leigh Broxton, research assistant; and Kassim Karagoz, visiting scholar.

## CPNM Guidance and Oversight

### ADVISORY COUNCIL

**Shelly Lauten**, *myregion.org*, **Chair**  
**David Krepcho**, *Second Harvest Food Bank*, **Co-Chair**  
**Robert Apgar**, *City of Deland*  
**Mark Brewer**, *Community Foundation of Central Florida*  
**Thomas Bryer**, *Dept. of Public Administration, UCF*  
**Preston Cook**, *Orange County Office of Emergency Management*  
**Lisa Early**, *City of Orlando Families, Parks and Recreation*  
**Katie Ensign**, *Florida Philanthropic Network*  
**Dean Grandin**, *Urban and Regional Planning Advisory Board*  
**Thomas Harmer**, *Public Administration Advisory Board*  
**Ray Larsen**, *Central Florida Commission on Homelessness*

**Margaret Linnane**, *Philanthropy and Nonprofit Leadership Conference*  
**Kuotsai “Tom” Liou**, *Dept. of Public Administration, UCF*  
**Ann Manley**, *Nonprofit Management Advisory Board*  
**Randy Schumaker**, *Institute of Simulation and Training, UCF*  
**Kevin Sherin**, *Orange County Health Department*  
**Ilene Wilkins**, *UCF of Central Florida*  
**Cynthia Wood**, *Community Leader*

### OVERSIGHT COMMITTEE

**Maria-Elena Augustin**, *Programs Coordinator, CPNM, UCF*  
**Mary Ann Feldheim**, *Chair, Dept. of Public Administration, UCF*  
**Barbara Howell**, *Research Coordinator, College of Health and Public Affairs (COHPA), UCF*

**Jay Jurie**, *Associate Professor, Dept. of Public Administration, UCF*  
**Naim Kapucu**, *Director, CPNM; Associate Professor, Dept. of Public Administration, UCF*  
**Stephanie Krick**, *Instructor, Dept. of Public Administration, UCF*  
**Wendell Lawther**, *Associate Professor, Dept. of Public Administration, UCF*  
**Laura Pooser**, *Director of Development, COHPA, UCF*  
**Brenda Posey**, *Coordinator, Administrative Services, Dept. of Public Administration, UCF*  
**XiaoHu “Shawn” Wang**, *Professor, Dept. of Public Administration, UCF*