



UCF CENTER FOR PUBLIC AND NONPROFIT MANAGEMENT

Excellence in research, education and service

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

2010-11 ANNUAL REPORT

Letter from the Director

The 2010–11 academic year has been a year of continued accomplishments for the Center for Public and Nonprofit Management (CPNM), as briefly outlined in our annual report. Partnerships with funders and community organizations have contributed greatly to our community-based research and capacity-building programs in Central Florida.

Our funding partnerships for the year are summarized in Table I, and highlights of recently funded programs are provided below. In addition, we have engaged in and disseminated relevant research by

- hosting nine research colloquium presentations, which brought together faculty expertise, visiting scholars, students and community members for an intellectual dialogue with researchers on topics relevant to public and nonprofit management
- cohosting the Fifth Annual Public Administration Research Conference on “Healthy Communities–Healthy Government”
- hosting four visiting scholars conducting

research on public and nonprofit management

- facilitating Department of Public Administration faculty members and students in a promising research agenda as part of community-based research

The CPNM will continue partnering and conducting relevant research and capacity-building programs for public and nonprofit sector organizations based on our previous experiences in Central Florida and the global community.

The CPNM is a premier resource and partner to public and nonprofit organizations in seeking solutions to the most pressing issues. Visit our website (www.cpnm.ucf.edu) for additional information on our community-based research study results, capacity-building programs and student service-learning project highlights.

Please come by our office at UCF anytime to meet us and share your ideas for future collaborations.

— *Naim Kapucu, Ph.D., CPNM Director*

CPNM in 2011

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 the management and leadership of public and nonprofit organizations through relevant research and capacity-building services.

Goal 1: Promote, conduct and disseminate relevant research in the public and nonprofit sectors

Goal 2: Build the capacity of public and nonprofit organizations

Goal 3: Enhance the CPNM infrastructure and funding to achieve programmatic goals and provide for growth

Funded Program Highlights

• *“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. This grant helped the CPNM and UCF Emergency Management promote a culture of preparedness on campus.

Turn the page to learn more.

• *“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. The first cycle of the program provided capacity-building training to 35 nonprofit organizations (and technical and financial assistance to 10 organizations) serving economically distressed areas

of South Lake, South Sumter and West Orange counties. Twenty-seven nonprofits are participating in the second cycle, focusing on increasing organizational sustainability and effectiveness, and developing capacity for providing economic recovery social services through collaboration in nonprofits.

- *“VOSS: Creating Functionally Collaborative Infrastructure in Virtual Organizations (with UCF Psychology and Institute for Simulation and Training),”* funded by the National Science Foundation VOSS grant. This interdisciplinary project

(continued on next page)



◀ Sharon Wiley (left) of the Holden Heights Revitalization Council and Haki Nkrumah (in white shirt) of Young Fathers of Central Florida engage Hildy Gottlieb (standing), facilitator of the collaboration and community engagement workshop offered by the Strengthening Communities in Central Florida Program. Photo: Dimitri Petropoulos

CPNM-SUPPORTED PUBLICATIONS AND PRESENTATIONS

For a list of some of the many publications and presentations supported by the CPNM in 2010-11, visit <http://ucflink.me/1s>.

Among them is a paper by Kapucu, Arslan and Demiroz that was selected as the Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2011.

Highlights *(continued)*

examines a theoretically based model of virtual organizational effectiveness using meta-analytic integration, field research on emergency response systems and laboratory experimentation. The project team has conducted and analyzed a public complacency survey, surveyed county emergency managers for qualitative feedback, and designed a network survey for the four metropolitan regions (Orange, Hillsborough, Miami-Dade and Duval) in the state of Florida. A graduate-level course syllabus on crisis communication and disaster preparedness also has been completed under this grant.

- *“The Performance Management Systems Program,”* funded by the Corporation of National and Community Service. This program is building and implementing performance management systems in nine nonprofit organizations to help achieve greater results for nonprofits in diverse communities.
- *“Building Disaster Resilience and Sustainability in Rural Communities in Central Florida: Applications of Social Network Analysis,”* funded by the U.S. Department of Agriculture, National Institute of Food and Agriculture. This interdisciplinary project seeks to assess current hazard mitigation practices, emergency response networks, and disaster recovery methods used by rural counties and rural parts of urban counties in Central Florida. The team finalized the literature review for the project and developed a conceptual model that identifies various components of disaster resiliency. The team is currently soliciting community advisors and developing a survey instrument for stakeholders in 11 counties.

CPNM, UCF Emergency Management Promote Culture of Preparedness

“Emergency Management in the Heart of Florida,” a project funded by the U.S. Department of Education from September 2009 through May 2010, enabled members of the CPNM, UCF Emergency Management and other campus offices, to review, improve and fully integrate campus-based, all-hazards emergency plans for the university and its Central Florida community partners. The most significant accomplishments of the project are summarized below.

- The number of UCF administrators, faculty and staff members, and students completing the National Incidence Management System (NIMS) training courses increased by 62 percent during the 18-month grant, far exceeding the funder’s goal of a 50 percent increase
- UCF established a formal advisory council for emergency management composed of local emergency management government officials, leaders from multiple UCF departments, and key community partners from the nonprofit and private sectors.
- UCF’s Comprehensive Emergency Management Plan was expanded and revised to be compliant with both the FEMA Comprehensive Preparedness Guide 101 and the NIMS.
- The university provided educational and quick-reference materials on emergency preparedness to more than 15,000 faculty and staff members, students, and parents.
- A national survey by the CPNM and UCF Emergency Management revealed that many U.S. colleges lack confidence in disaster preparedness (see <http://ucflink.me/1t>).



The project team (left to right): Jennifer Fleishman; Davion Walker; Jeff Morgan, emergency management coordinator and co-PI; Tom Amesbury; Naim Kapucu, CPNM director and Co-PI; Samantha Nolan; Maria-Elena Augustin; Tauheedah Muhammad and Patti MacKown

Annual Research Conference Focuses on Healthy Communities—Healthy Government

This year’s Public Administration Research Conference, named “Healthy Communities—Healthy Government,” explored challenges in implementing policies that shape the built environment for more equitable and sustainable development, encourage investment, and improve environmental quality.

About 100 participants attended the conference, held March 25, 2011, at the FAIRWINDS Alumni Center on UCF’s Orlando campus, where they heard presentations on the topic by UCF faculty members, doctoral students, practitioners and community partners.

The CPNM cohosted the conference with the Department of Public Administration, Public Administration Alumni Association, Florida Chapter of the American Planning Association—Metro Orlando Section and Central Florida Chapter of the American Society for Public Administration.

Highlights of the conference included the morning plenary session, “Opportunities and Challenges in Developing ‘Healthy Communities’: Orlando’s Lake Nona,” delivered by Thad Seymour, vice president for life sciences at Lake Nona Medical City, and four panel presentations. The lunch keynote address by Tim Center, vice president of sustainability initiatives at the Collins Center, on “Moving Toward a Sustainable Florida: People—Planet—Prosperity” also provided a thought-provoking discussion on sustainability.

Panel-presentation themes on local decision-making and governance, water quality and resilient communities provided multiple viewpoints for discussing “healthy communities.” Highlights include:

- Assistant Professor Chris Hawkins and Professor XiaoHu “Shawn” Wang’s presentation on “Participatory Mechanisms for Developing Healthy and Sustainable Communities” spurred discussions on local planning for healthy communities.
- Assistant Professor Thomas Bryer’s presentation on “The Costs of Democratization” outlined online public engagement strategies and opportunities for civic participation.
- Alissa Torres and Janna Souvorova’s presentation on “The Design and

Courtesy: CPNM

the Development of Large Scale Master-Planned Communities” engaged discussions on “healthy” land development projects and using design features to improve lifestyle changes.

- The panel on developing resilient communities in the context of disasters was lead by Associate Professor Fernando Rivera and Marc Settembrino from UCF’s Department of Sociology. They presented a paper on the role of behavioral and social networks in building resilient communities.
- Assistant Professor Chris Hawkins discussed planning perspectives relating to resilient communities, while a discussion on policy, administration and evaluation of community networks included Associate Professor Naim Kapucu, doctoral student Fatih Demiroz and undergraduate Rebecca Dodson.

Practitioners also shared their insights on building healthy communities throughout the conference, as summarized below:

- Luis Nieves-Ruiz from the Orange

County Planning Department investigated how healthy communities can be nurtured with home-grown produce.

- Assistant Professor Claire Knox and Victor Godlewski from the city of Orlando presented a paper on the Environmental Protection Agency’s numeric water-quality standards and Orlando’s easterly wetlands.
- Stephen Miller and John Prowell from the planning and engineering firm VHB MillerSellen provided complementary evidence of water quality in supporting “healthy communities.”

The Central Florida Chapter of ASPA sponsored a student poster session and contest, won by doctoral student Daniel Stephens for his research on the topic, “Using Active Transportation to Improve Waistlines and Bottom Lines.”

At the conference, students were also inducted into Pi Alpha Alpha, the honor society of public affairs and administration.



Daniel Stephens



(Above) Hawkins presented at the conference. (Left) Stephens won the student poster contest.

Table I: Grants and Contracts, 2010–11

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

Investigators	Research Title	Agency Name	Amount	Time Frame
Brandi Blessett, Ph.D. (PI)	2011 English Arthritis Health Communication Campaign	Florida Department of Health	\$15,000	3/3/11–6/30/11
Naim Kapucu, Ph.D. (PI); Fernando Rivera, Ph.D., and 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
Naim Kapucu, Ph.D. (PI)	Capacity Building Technical Assistance	Second Harvest Food Bank of Central Florida	\$3,300	8/1/10–4/1/11
Naim Kapucu, Ph.D. (PI)	ARRA: Strengthening Communities in Central Florida: Meeting the Economic Recovery Needs of Lake, Orange and Sumter Counties	U.S. Department of Health and Human Services	\$1,292,470	11/1/09–10/31/11
Leslie DeChurch, Ph.D. (PI); Shawn Burke, Ph.D., Naim Kapucu, Ph.D. , Eduardo Salas, Ph.D. (Co-PIs)	VOSS: Creating Functionality Collaborative Infrastructure in Virtual Organizations	National Science Foundation	\$400,000	1/1/10–12/31/11
Naim Kapucu, Ph.D. (PI)	2011 Second Harvest Food Bank	Second Harvest Food Bank	\$3,150	8/25/10–5/7/11
XiaoHu “Shawn” Wang, Ph.D. (PI); Mary Ann Feldheim, Ph.D., Claire Knox, Ph.D. (Co-PIs)	Nonprofit Capacity Building: Performance Management System	Corporation for National and Community Service	\$320,000	10/1/10–9/30/12

Research Colloquia Add to Vibrant Intellectual Culture

The Research Colloquium Series nurtures the CPNM's vibrant intellectual culture by providing opportunities for scholars and researchers from a variety of disciplines to share study results, present conceptual and theoretical arguments, and advance knowledge useful for public administrators and professionals in a variety of policy fields. The series attracts a diverse audience of faculty members, graduate students and researchers.

This year's presenters included Doctoral Program in Public Affairs' students, who presented their findings on topics such as collaboration and its antecedents in nonprofit organizations, motivational and attitudinal predictors of police discretion, and determinants of network sustainability in the emergency management field.

Public administration faculty members covered the application of critical theory to analyze public policies surrounding the Florida Everglades, intergovernmental relations and issues of metropolitan governance, public policies and their impact on urban African-American mobility, costs of democratization, and citizen participation in governance.

Visiting Scholar Abdurrahim Emhan (see below) participated by presenting his findings on the role of managerial support and satisfaction on organizational commitment in different sectors of Turkey.

Visiting Scholars Draw From, Contribute International Perspective

The CPNM hosted the following visiting scholars from Turkey in 2010-11:

- **Savas Bayindir, Ph.D.**, a faculty member in administrative and economic sciences from Gazi University in Ankara, Turkey, has been conducting research on collaborative local governance from comparative perspectives since August 2010. He focuses on recall and initiatives at local governments as tools of participatory governance.
- **Abdurrahim Emhan, Ph.D.**, a faculty member in administrative and economic sciences from Dicle University in Diyarbakir, Turkey, has interests in nonprofit development and capacity building. At the CPNM, he completed an article titled "Relationship Among Managerial Support, Satisfaction and Organizational Commitment: A Comparative Study of Nonprofit, For-profit



CPNM members include (left to right) Maria-Elena Augustin, programs coordinator; Naim Kapucu, director; and Nasrin Lakhani, program assistant.

Contact Us

For opportunities to partner with the CPNM, please call 407-823-3794 or send an email to cprm@ucf.edu.

Also visit www.cprm.ucf.edu.

In addition, the CPNM invited Professor Richard Feiock and other researchers from Florida State University to share their findings related to local energy policy of Florida communities.

and Public Sectors in Turkey.”

- **Fikret Erkan, Ph.D.**, a judge of The Thirteenth Chamber of the Council of State in Ankara, Turkey, has expertise in legal aspects of privatizations and public-private partnerships in Turkey. With support from the CPNM, he is writing and completing a book on privatization of ports from a comparative perspective and has coauthored a theoretical article on privatization of military services.
- **Remzi Findikli, Ph.D.**, a member of the Turkish National Police Academy and director of the Institute for Security Studies in Ankara, Turkey, has interests in globalization and comparative homeland security policies. At the CPNM, he completed a book manuscript on leadership and security.

CPNM Advisory Council

- Shelly Lauten**, myregion.org, **Chair**
- David Krepcho**, Second Harvest Food Bank, **Co-Chair**
- Robert Appgar**, City of Deland
- Mark Brewer**, Community Foundation of Central Florida
- Preston Cook**, Orange County Office of Emergency Management
- Lisa Early**, City of Orlando Families, Parks and Recreation
- Dean Grandin, Jr.**, Urban and Regional Planning Advisory Board, City of Orlando Planning Division
- Thomas Harmer**, Public Administration Advisory Board, Pizzuti Solutions, LLC
- Thomas Holley**, TBH Attorney
- Ray Larsen**, Central Florida Commission on Homelessness
- Margaret Linnane**, Philanthropy and Nonprofit Leadership Center
- Ann Manley**, Nonprofit Management Advisory Board, Dr. Phillips Foundation
- Randy Shumaker**, Institute of Simulation and Training, UCF
- Kevin Sherin**, Orange County Health Department
- Ilene Wilkins**, UCP of Central Florida
- Cynthia Wood**, Community Volunteer

EX-OFFICIO MEMBERS

- Maria-Elena Augustin**, Programs Coordinator, CPNM, UCF
- Mary Ann Feldheim**, Chair, Dept. of Public Administration, UCF
- Christopher Hawkins**, Assistant Professor, 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
- Millie Erichsen**, Director of Development, COHPA, UCF
- Brenda Posey**, Coordinator, Administrative Services, Dept. of Public Administration, UCF
- XiaoHu “Shawn” Wang**, Professor, Dept. of Public Administration, UCF

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