



Center for Public and Nonprofit Management

UNIVERSITY OF CENTRAL FLORIDA

2015-16 ANNUAL REPORT SCHOOL OF PUBLIC ADMINISTRATION / COLLEGE OF HEALTH AND PUBLIC AFFAIRS

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.

While the School of Public Administration is celebrating its 40th anniversary, CPNM is closing the door on its eighth year. During this time, CPNM has redefined the value and meaning of university partnership with communities, not only in our Central Florida home but also around the world. These partnerships have applied rigorous research practices and creative project development to help community partners and whole

communities better address their goals across social, health and economic areas: homelessness, pedestrian safety, academic achievement, public and nonprofit sector leadership, volunteerism, civic and community engagement, and family and children's services.

This research and innovation has been recognized in multiple venues, such as:

UCF Office of Research and Commercialization 2013 Annual Report, "Measuring Impact by Return on Engagement"

Fall 2014 *Pegasus* magazine, "No One Said It Would Be Easy: Developing a Democracy"

Spring 2015 *Pegasus* magazine cover story, "Invisible Struggles"

Awarded 2015 Volunteer Florida Champion of Service Award



Thomas A. Bryer, Ph.D.

These recognitions build on eight years of hard work and commitment, not only from CPNM staff members and professors and students from the School of Public Administration, but also from steadfast community partners. These partners help provide learning opportunities for students, access to people and data for researchers, and opportunities for us to achieve impact through our work.

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

Thomas A. Bryer, Ph.D.
CPNM Director



MISSION

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.

RESEARCH FOCUS

Initiatives and Institutes

The Municipal Training Centre at Kaunas University of Technology in Lithuania and CPNM have launched a new joint initiative for volunteerism and municipal governance. The initiative builds on substantial experience from both CPNM and MTC, the first being a research and action research entity, and the second being a training entity.

For more than a year, MTC led a Europe for Citizens-funded

project in cooperation with CPNM. The project, with partners in six European nations, sought to enhance volunteerism in the EU and to understand unique opportunities and challenges to promote volunteerism, specifically with municipal level partnerships. A final conference for this project convened in Lithuania in April 2016 and was co-moderated by the directors of both centers, Thomas Bryer and Jolanta Vaičiūnienė.

The initiative has the following aims:

1. Synthesize and conduct original local and comparative research on the processes, procedures and impact of volunteerism as a municipal governance strategy.
2. Produce white papers and policy briefs for municipal governments.
3. Coordinate training and technical assistance for municipalities to help them establish partnerships for volunteer initiatives and measure/assess volunteer impact and volunteer training protocols.

This initiative is the first to be created under a new School of Public Administration policy that encourages individual research by faculty members to develop focused research initiatives and institutes related to significant social, economic, environmental and/or health concerns facing communities locally or globally. For more information about this new policy, contact cpnm@ucf.edu.

CPNM AmeriCorps VISTA Homeless Students Project Ends

The AmeriCorps Volunteers in Service to America project has been a flagship initiative of CPNM over the past four years, and it has placed 39 full-time volunteers with school districts, nonprofits and faith-based organizations to build capacities in support of homeless youth education. The program successfully concluded in 2016.



**UCF Center for
Public and Nonprofit
Management**



VISTA members served one-year terms of service, with summer associates brought on board periodically. VISTA members received professional development and support through CPNM on the UCF campus and at various Central Florida locations.



CPNM AmeriCorps VISTA members developed the capacity of organizations and performed service projects, such as volunteering to help homeless individuals get access to identification and other resources.



VISTA members began their terms of national service with an oath of service.



Tim Sellnow discusses the IDEA Model during the January 2016 Research Colloquium.

Research Colloquia and Dialogue Series

This year's Research Colloquia and Dialogue Series explored seven far-ranging research topics that were presented to the UCF community by speakers from many disciplines, including faculty, international visiting researchers and graduate students.

September 2015

"Assessing Risk Communication in Social Media: A Social Network Analysis of Microblog"
Jia Shi, visiting researcher, Ph.D. candidate, Xi'an Jiaotong University, China

October 2015

"Health Impacts of Walkable Communities"
Chia-Yuan Yu, Ph.D., UCF School of Public Administration

November 2015

"Seoul, Korea Research and Culture Report"
Thomas Bryer, Ph.D., and students in study-abroad course, UCF School of Public Administration

January 2016

"The IDEA Model: A Practical Tool for Creating and Sharing Crisis Messages"
Tim Sellnow, Ph.D., and Dianna Sellnow, Ph.D., professors, UCF Nicholson School of Communication

February 2016

"Social Network Contagion in the Job Satisfaction-Intention-Turnover Model"
Wei Wang, Ph.D., UCF Psychology Department

March 2016

"The Impact of Board Capital and Servant Leadership on Board Effectiveness"
Lauren O'Byrne, Ph.D. candidate, UCF College of Health and Public Affairs

April 2016

"Making the World Work for 100% of Humanity: Reflections on Sustainability"
Peter Jacques, Ph.D., co-director, Florida Climate Institute at UCF

Research Circles

This year, for the first time, CPNM hosted Research Circles, which provides a comfortable atmosphere for UCF researchers to talk about their work with colleagues and doctoral students. Senior faculty and guest speakers offered encouragement to attendees.

October 2015

"Grant Proposal Development"
Naim Kapucu, Ph.D., director, UCF School of Public Administration

November 2015 (via teleconference)

"Publishing in Top Journals"
Montgomery Van Wart, Ph.D., professor, Department of Public Administration, California State University, San Bernardino

**CPNM AMERICORPS
VISTA PROJECT
IMPACT BY THE NUMBERS:**

Cash Leveraged

\$98,283

In-kind Leveraged

\$47,667

Volunteers Recruited

639

Volunteer Hours

3,695

Volunteer Engagement

\$87,054*

* 1 hour = \$23.56
(Estimated value of volunteer
time per Independent
Sector, 2015)

Grants



***What Works to Make Schools Safe: Evaluating
Diversifying Student-Centered Quality
Research at a Public Liberal Arts College***

Principal investigator (PI): Jo Ann Smith, Ph.D.
\$7,835
July 1, 2015 – June 30, 2020
St. Mary's College of Maryland

***CPNM Management and Leadership
Development Training***

PI: Thomas Bryer, Ph.D., \$62,500
Co-PI: Stephanie Krick, Ph.D., \$31,250
Co-PI: David Mitchell, Ph.D., \$31,250
Co-PI: Dorothy Norris-Tirrell, Ph.D., \$31,250
June 10, 2015 – Sept. 15, 2016
Florida Department of Children and Families

***Retention and Turnover of Early Career
Research Administrators***

PI: Jo Ann Smith, Ph.D. \$3,040
Feb. 1, 2016 – Jan. 31, 2017
National Council of University Research
Administrators

***Collaborative Research: Integrated City
Sustainability: Administrative Apparatus for
Overcoming Collective Dilemmas of Agency
Fragmentation***

PI: Christopher Hawkins, Ph.D. \$70,584
May 1, 2015 – April 30, 2017
National Science Foundation

***Enhancement of the Natural Hazard Response
System in Rural Communities by Benchmarking
the U.S. Hazard in South Korea***

Co-PI: Naim Kapucu, Ph.D. \$20,250
April 1, 2016 – Dec. 31, 2018
National Institute of Agricultural Science

***2016 Orange County Capacity Building
for Nonprofits***

PI: Qian Hu, Ph.D., \$32,500
Co-PI: Jo Ann Smith, Ph.D., \$17,500
May 20, 2016 – Sept. 30, 2016
Orange County Board of Commissioners

***Collaborative Research: Pervasive Spectrum
Sharing for Public Safety Communications***

Co-PI: Naim Kapucu, Ph.D. \$85,000
Sept. 15, 2014 – Aug. 31, 2017
National Science Foundation

DONORS

The Center for Public and Nonprofit
Management would like to thank the following
people for contributing to the school during the
past fiscal year:

Maria-Elena Augustin
Andrea and Thomas Bryer
Vanessa Lopez-Littleton
Tim Pehlke
Daniel Seigler
Jeffrey and Jo Ann Smith
Joshua Steinfeld
Dan and Rhonda Stephens
Staci Zavattaro

December 2015

"Academic Book Publishing"
Thomas Bryer, Ph.D., and Staci Zavattaro, Ph.D.,
associate professors, UCF School
of Public Administration

February 2016

"Interdisciplinary Research, Clusters and
Networking with Researchers Across UCF"
Debra Reinhart, Ph.D., assistant vice president
for research, and Joshua Roney, research
development coordinator, UCF Office of
Research and Commercialization

March 2016

"Collaborative Research"
Christopher Hawkins, Ph.D., associate professor,
UCF School of Public Administration

April 2016

"Successful Collaboration in Research"
Montgomery Van Wart, Ph.D., professor,
Department of Public Administration,
California State University, San Bernardino

Publications

BOOKS

Dolch, N., Gassman, J., Kinnell, A., **Krick, S.**, Polson, E. C., Schaffer, R., Cruise, S., & Wade, R. (2016). *Nongovernmental organization case studies in leadership from around the world*. Dubuque, IA: Kendall Hunt Publishing Company.

Kapucu, N., & Boin, A. (2015). *Disaster and crisis management: Public management perspectives*. New York, NY: Routledge.

Lawther, W. C., & Martin, L. L. (2015). *Private financing of public transportation infrastructure: Utilizing public private partnerships*. Lanham, MD: The Rowman and Littlefield Publishing Group, Inc.

Zavattaro, S. M., & Bryer, T. A. (Eds.). (2016). *Social media for government: Theory and practice*. New York, NY: Routledge.

BOOK CHAPTERS

Demiroz, F.**, & **Kapucu, N.** (Eds.). (2016). Emergency and crisis management: Soma mine accident case, Turkey. In Klases, T. R., Cepiku, D., & Lah, T. J. (Eds.), *The Routledge handbook of global public policy and administration* (pp. 207-216). New York, NY: Routledge.

Kapucu, N. (2015). The role of philanthropy in humanitarian aid and disaster relief. In J. Harrow, T. Jung, & S. Phillips (Eds.), *The Routledge companion to philanthropy* (pp. 176-192). New York, NY: Routledge.

Lawther, W. C. (2016). Public private partnerships: Implications for public procurement. In R. A. Shick (Ed.), *Government contracting: A public solutions handbook* (pp. 96-115). New York, NY: Routledge.

REFEREED JOURNAL ARTICLES

Abbasi, A., & **Kapucu, N.** (2016). A longitudinal study of emerging networks in response to natural disasters. *Computational and Mathematical Organization Theory*, 22(1), 47-70.

Eliuz, S.*, **Demirhan, C.***, **Ustun, Y.***, & **Kapucu, N.** (2015). Predictors of an effective performance measurement system: Evidence from municipal governments in Turkey. *International Journal of Public Administration*. doi:10.1080/01900692.2015.1113547

Guo, X., & **Kapucu, N.** (2015). Examining collaborative disaster response in China: Network perspectives. *Natural Hazards*, 79(1), 1773-1789.

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Hu, Q. (2015). Conducting content analysis of documents in network research: A review of recent scholarship. *Complexity, Governance, & Networks*, 2(1), 83-102. doi:10.7564/14-CGN11

Hu, Q., & **Kapucu, N.** (2015). Can management practices make a difference? Nonprofits' financial performance during times of economic stress. *European Journal of Economic and Political Studies*, 8(1), 1-19.

Hu, Q., **Kapucu, N.**, & **Khosa, S.**** (2016). The intellectual structure of empirical network research in public administration. *Journal of Public Administration Research and Theory*. doi:10.1093/jopart/muv032

Jacques, P. & **Knox, C. C.** (2016). Hurricanes and hegemony: A qualitative analysis of micro-level climate denial discourses. *Environmental Politics*, 25(5), 831-852.

Knox, C. C. & **Harris, A.** (2016). Evolution of an experiential learning partnership in emergency management higher education. *Journal of Emergency Management*, 14(3), 201-212.

Knox, C. C., & **Haupt, B.*** (2015). Incorporating cultural competency skills in emergency management education. *Disaster Prevention and Management*, 24(5), 619-634. doi: <http://dx.doi.org/10.1108/dpm-04-2015-0089>

Knox, C. C., & Wang, X. (2016). Capacity to implement performance measurement in small nonprofits. *Journal of Public Management and Social Policy*, 22(3), Article 3. doi: <http://digitalscholarship.tsu.edu/jpmssp/vol22/iss3>

Krause, R. M., Feiock, R. C., & **Hawkins, C. V.** (2016). Administrative organization of sustainability within local government. *Journal of Public Administration Research and Theory*, 26(1), 113-127.

Kwak, C., Feiock, R., **Hawkins, C.**, & Lee, Y. (2016). Impacts of Federal Stimulus Funding on Economic Development Policy Networks among Local Governments. *Review of Policy Research*, 33(2), 140-159.

Mitchell, D., & Thurmaier, K. (2016). (Re)Defining the disarticulated municipality: Budget accountability for networked governance. *Public Budgeting & Finance*, 36(1), 47-67. doi: 10.1111/PBAF.12087

Rivera, F., **Kapucu, N.**, & **Hawkins, C. V.** (2015). Rural community disaster resiliency: Self-organizing collective action among farmworkers in Central Florida. *International Journal of Mass Emergencies and Disasters*, 33(2), 213-227.

Yu, C. (2015). Built environmental designs in promoting pedestrian safety. *Sustainability*, 7(7), 9444-9460.

Yu, C. (2015). How differences in roadways affect school travel safety. *Journal of the American Planning Association*, 81(3), 203-220.

Yu, C., & Lin, H. (2015). Transit-related walking to work in promoting physical activity. *Journal of Physical Activity and Health*, 12(4), 483-489.

Yu, C., & Zhu, X. (2015). Impacts of residential self-selection and built environments on children's walking-to-school behaviors. *Environment and Behavior*, 47(3), 268-287.

Yuksel, M., **Kapucu, N.**, Saad, W., & Guvenc, I. (2016). Pervasive spectrum sharing for public safety communications. *IEEE Communications Magazine*, 22(1), 22-29.

Zavattaro, S. M. (2015). Place brand identity: An exploratory analysis of three Deep South states. *International Journal of Organization Theory & Behavior*, 18(4), 405-431.

Zavattaro, S. M. (2016). Exploring managerial perceptions of place brand associations in the U.S. Deep South. *International Journal of Culture, Tourism, and Hospitality Research*, 10(1), 53-69. doi: <http://dx.doi.org/10.1108/IJCTHR-05-2015-0036>

Zavattaro, S. M., & Adams, F. G. (2016). Bridging the gap: An exploration of how DMO managers use education to overcome challenges. *Urban Studies*, 53(4), 669-688. doi:10.1177/0042098014568069

*Student author

**Doctoral graduate

DISSERTATIONS

Moore, Miriam. (2015). *Academic Performance Among Homeless Students: Exploring Relationships of Socio-economic and Demographic Variables*. Chair: Thomas Bryer, Ph.D.

O'Byrne, Lauren. (2016). *The Role of Board Capital and Servant Leadership on Board Effectiveness: A Study of Florida Community Foundations*. Chair: Naim Kapucu, Ph.D.

Pryor, Marie. (2015). *The Impact of Public Service Motivation on Reentry Managers' Decision-making Practices*. Chair: Naim Kapucu, Ph.D.

Seigler, Daniel. (2015). *Social Media Responsiveness in the Public Sector: A Study of Social Media Adoption in Three Functional Departments of U.S. Cities*. Chair: Thomas Bryer, Ph.D.

Conferences

10th Annual UCF Public Administration Research Conference

More than 100 scholars, practitioners and students participated in the 10th annual UCF Public Administration Research Conference, which was hosted at the UCF main campus on April 8.

This year's conference theme focused on the growing use of social media in government and nonprofit agencies. Social media tools — such as Facebook, Twitter and Instagram — are becoming prevalent ways to rapidly connect with users. Presentations at the conference, including an international panel on Skype from Lithuania, touched on several emerging issues regarding the tools, such as public records concerns, negative comments and employee

time dedicated to using the platforms strategically.

Academic keynote speaker Lori Brainard, Ph.D., from George Washington University, presented her findings on how policing agencies use the tools. She found that police departments need to improve how they use social media to communicate with users, ideally to improve relations. Two additional keynote speakers were Teresa Tatlonghari, vice president of marketing for Orlando City Soccer Club, who showed attendees how her organization continues to grow its social media following by remaining faithful to the organization's brand values of family and community, and Erik Johnston of Arizona State University, who ended the

day with his talk on the future of digital research, showing how citizens can make changes in their communities based on big data findings.

The 11th annual PARC will take place in Orlando on April 7, 2017. For more information on PARC, or to sign up for email updates about next year's conference, visit ucfparc.wordpress.com.



Lori Brainard delivered the keynote address, "Engaging Citizens: Social Media Principles and Practice."



Brie Haupt, Ph.D. candidate at the UCF College of Health and Public Affairs (second from left), presented on a panel highlighting case studies to further theory and practice of social media policy development and program implementation.

15th Annual Central Florida Community Partners Nonprofit Conference

What story does your nonprofit tell, and how do you tell it?

Close to 200 staff members from local nonprofit organizations were left thinking about those questions after the 15th annual Central Florida Community Partners Nonprofit Conference. The event took place at the UCF Student Union on Feb. 26.

The conference featured a variety of speakers, including Tim McKinney of United Global Outreach, Caroline

Schumacher of Give Kids the World and Dan Samuels of Central Florida Hillel.

Keynote speaker Bob Allen, chief storyteller and founder of IDEAS Orlando, gave attendees advice on how to tell a story around the brand of their nonprofit.

The plenary speaker was Annetta Wilson, a certified master coach and media trainer and a former television reporter and talk show host. Her session was an interactive workshop designed to



Bob Allen, chief storyteller and founder of IDEAS Orlando, was the keynote speaker for the Central Florida Community Partners Nonprofit Conference.

help attendees turn their job description into a 15-second elevator pitch. She also hosted a session earlier in the day on how to handle the media.

Other speakers included Staci Zavattaro,

Ph.D., who spoke about the best practices of social media, and School of Public Administration alumna Anna Eskamani, '12, '15, who gave tips on creating a crisis communication plan.

UCF Public Administration Research Conference Retrospective

2016

Social Governance: Developments in Digital Democracy

2015

Hunger in the Land of Plenty: Policies, Programs and Solutions to Promote Food Security

2014

The State of the Research on Civic Engagement

2013

The Policies and Planning of Healthy Communities

2012

Community Resiliency and Sustainability: Current Trends in Public Service

2011

Healthy Communities — Healthy Government

2010

Local Governance in 2020: Challenges, Opportunities and Policies for Sustainability

2009

Collaborating and Networking in the 21st Century

2008

The Changing Face of Public Administration: Innovation in Government

2007

The Changing Face of Public Administration: Financing the Future

Featured Researcher Profile

Jo Ann Smith joined the School of Public Administration in 2010 to establish and direct the graduate program in research administration. She has a Ph.D. in Education with an emphasis in online instructional design and program evaluation and 25 years' worth of experience in contract and grant administration. She has written multiple collaborative and large-scale grant proposals with universities; nonprofits; hospitals; and federal, state and local agencies that have collectively resulted in more than \$100 million in funding. She has been a grant proposal reviewer for both state and federal agencies. Her research interests include program evaluation, research leadership and ethics, nonprofit and research development, instructional design and online learning. She has published and presented at local, national and international conferences on topics such as grant proposal development, financial management, research integrity, team collaboration, effective education and training programs, and evaluation.

Smith is currently working on several projects for CPNM, including a study on the retention and turnover of early career research administrators, a research capacity-building project for The Petroleum Institute in Abu Dhabi, and a nonprofit capacity-building project for Orange County. She also serves as an external evaluator on a St. Mary's College of Maryland NIH-funded project. She teaches graduate courses in proposal writing and grant management, program evaluation, strategic planning, and research organizational models and leadership. She is currently serving on CPNM's Oversight Committee.



Jo Ann Smith, Ph. D.

CPNM Staff



Jolanta Vaičiūnienė, director of the Municipal Training Centre at Kaunas University of Technology in Lithuania, has joined CPNM as a visiting professor of practice.



Research Associate Staci Zavattaro joins Associate Director Jo Ann Smith, Assistant Director Maria-Elena Augustin and Director Thomas Bryer.

Center for Public and
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