

# PUBLIC ADMINISTRATION FOCUS



News from the Department of Public Administration at the University of Central Florida

June 2007, Volume 2



**TEACHING**

**RESEARCH**

**COMMUNITY SERVICE**

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## MESSAGE FROM THE CHAIR



Thomas Alan Smille

Mary Ann Feldheim, Ph.D.  
Chair and Associate Professor

### Taking Our Skills to the Community — Capacity Building

For this our second issue of *Public Administration Focus* from the Department of Public Administration at the University of Central Florida, the spotlight is on our capacity building efforts in addition to our teaching, research and service. Through the efforts of faculty members and students, we are developing a national model of community partnership and service in an evolving metropolitan environment. Through training, education and technical assistance, capacity building seeks to improve the ability of both nonprofit and public organizations to provide services. Our model utilizes the faculty to develop the specific educational and training programs and to oversee the students' work in providing deliverables,

such as grant proposals, strategic plans, annual reports, policies and procedures. During the last three years, our department, primarily through Dr. Naim Kapucu's efforts, has been awarded over \$737,212 in grants to support our capacity building efforts. These efforts reflect our partnerships with community organizations to help them improve their effectiveness and efficiency and enhance the learning experiences of our students.

### Teaching

For our department, teaching is our top priority, and we continually seek to enhance the quality of our teaching in innovative ways. Service-learning, where students apply the knowledge they learn in the classroom to real-world situations, continues to be a strong component of our courses as students develop grant proposals, strategic plans, program evaluation plans, and volunteer management policies and procedures for nonprofit and public organizations.

Our teaching this year was also enhanced through our partnerships with our departmental advisory board members. Members of the Public Administration Advisory Board — Bill Cowles and Fred Kittinger — helped students learn about the democratic process. Under the guidance of Dr. Ronnie Korosec and Cowles, our students participated in the Adopt-A-Precinct Program, managing the polling place at the UCF Arena, which provided students with valuable insight into the voting process. In addition, students were able to attend the Annual Public Administration Meeting with the

Florida Legislature, which was planned by Kittinger and Dr. Korosec.

This spring, our American Humanics Director Stephanie Krick enlisted the assistance of our Nonprofit Management Advisory Board members Ann Manley, Eric Gray, Pam Mann and Dave Krepcho in offering our first Nonprofit Lecture Series. Students learned about the framework of poverty, effective program design and marketing in nonprofit organizations from these experts. Our advisory board members enhance the quality of our teaching by adding their considerable experience in dealing with real-world problems, and our goal is that the Nonprofit Lecture Series will become an annual tradition.

Lastly, this year the teaching excellence in our department was recognized when Dr. XiaoHu Wang received the UCF Teaching Incentive Program Award. Dr. Wang's teaching philosophy seeks to achieve continuous improvement in student learning through real-world applications of theory. All of our faculty members strive to link theory and practice in ways that are innovative, creative and that demonstrate the value of public service.

### Research

Our department has a very productive research faculty, making contributions in the top journals and at the major conferences in our field. During the last year, our faculty members produced 28 publications in refereed journals, with articles being accepted in public

# Public Admin



administration's most prestigious journals — *Administration and Society*, *Journal of Public Administration Research and Theory*, *Public Productivity and Management Review*, *Public Administration Review*, and *Public Budgeting & Finance*. In addition, faculty members published two books and six book chapters, and we made presentations at 28 international, national, regional and state conferences.

Mentoring students is another component of research that our faculty members are expected to pursue. One venue for this has been the student research teams developed last year and the monthly Departmental Research Colloquiums instituted by Drs. Kapucu and Wang this year. These colloquiums are open to students and faculty members and feature speakers with national and international reputations discussing their research and the research process. In addition, our faculty work directly with students in conducting research, and several students have written articles and presented papers with both Drs. Kapucu and Wang.

Lastly, this spring our department began another research initiative, our First Annual Public Administration Conference co-sponsored with our Pi Alpha Alpha chapter and the Central Florida American Society for Public Administration Chapter. During the conference luncheon, the department's Exemplary Public Service Award was presented to Palm Bay City Manager and President of the Florida City and County Management Association Lee

Feldman, who gave the keynote address.

### Service

This year both our capacity building and service-learning efforts with the Central Florida community have continued to grow. Our departmental service initiative this year was to focus on service through our student organizations. Highlighted in this volume are the service activities of our American Humanics student group, our newly created Association of Fundraising Professionals UCF Collegiate Chapter, our Pi Alpha Alpha chapter and our Organization for Public Administration student group. Service to students and the community was the impetus in our decision to revamp the departmental Web site, which now prominently displays information about our student organizations and activities in addition to our programmatic areas — public administration, nonprofit management, and urban and regional design.

In conclusion, the past year has been one of achievement for our department. Our faculty members are excelling in the areas of teaching, research and service through strategic initiatives to enhance those areas and engage our students and our community in the process. In the volume that follows, you will find features on these activities, and I hope you will continue supporting the UCF Department of Public Administration through your actions and your words.

## DEPARTMENT LAUNCHES NEW WEB SITE

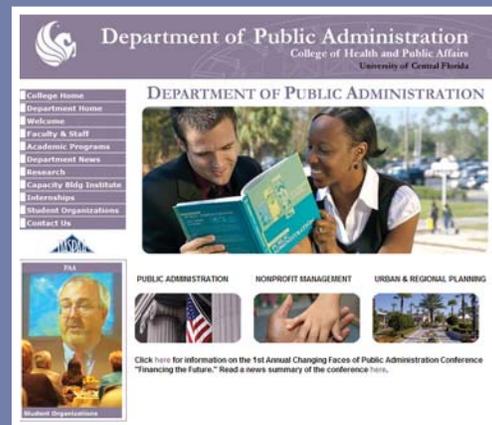
The Department of Public Administration rolled out its new Web site this fall. The new site, which can be found at [www.cohpa.ucf.edu/pubadm/index.cfm](http://www.cohpa.ucf.edu/pubadm/index.cfm), prominently features information about the department's three main areas of focus: public administration, nonprofit management, and urban and regional planning.

The site's design is intended to be user-friendly and easily searchable, with a student focus. The site features include new photos of PA students and student organization sponsored events. Additional information about student organizations is available, and the site includes an area indicating department faculty members' expertise (located under the "Research" heading).

To get the latest Public Administration Department news, use the "Department News" menu and select *Public Administration Weekly*, *Public Administration Focus* or *American Humanics Update*.

The reconfiguration of information and new additions will help the department better serve interested people who visit the Web site. Please visit the department's new and improved home on the Web at [www.cohpa.ucf.edu/pubadm/index.cfm](http://www.cohpa.ucf.edu/pubadm/index.cfm).

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# TEACHING

Providing the highest quality education for

## DEPARTMENT FACULTY



**Peter Colby, Ph.D.**  
(Brandeis University),  
Professor



**Stephanie Krick,**  
M.P.A. (Troy State  
University), Director of  
American Humanics



**Matthew Collins,**  
Ph.D. (Virginia Tech),  
Instructor



**Wendell Lawther, Ph.D.**  
(Indiana University),  
Associate Professor



**Mary Ann Feldheim,**  
Ph.D. (Florida Atlantic  
University), Chair and  
Associate Professor



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



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



**Robert Morin, M.A.**  
(Suffolk University),  
Instructor



**Naim Kapucu, Ph.D.**  
(University of  
Pittsburgh), Assistant  
Professor



**Melvin Rogers, M.S.**  
(University of Nebraska  
at Omaha), Instructor  
and Associate Dean



**Ronnie Korosec, Ph.D.**  
(State University of New  
York at Binghamton),  
Associate Professor



**XiaoHu "Shawn"  
Wang, Ph.D.** (Florida  
International University),  
Associate Professor

## FACULTY EXPERTISE

### Budgeting and Finance

- Peter Colby
- Matthew Collins
- XiaoHu "Shawn" Wang

### Emergency Management

- Naim Kapucu
- Wendell Lawther
- Kuotsai "Tom" Liou

### Nonprofit Management

- Matthew Collins
- Mary Ann Feldheim
- Naim Kapucu
- Ronnie Korosec
- Stephanie Krick
- Wendell Lawther
- Larry Martin

### Public Management

- Mary Ann Feldheim
- Naim Kapucu
- Ronnie Korosec
- Wendell Lawther
- Kuotsai "Tom" Liou
- XiaoHu "Shawn" Wang

### Program Evaluation and Performance Measurement

- Kuotsai "Tom" Liou
- Larry Martin
- XiaoHu "Shawn" Wang

### Urban and Regional Planning

- Jay Jurie
- Ronnie Korosec
- Wendell Lawther
- Kuotsai "Tom" Liou



# current and prospective public service officials in public and nonprofit organizations

## AFFILIATED FACULTY

**Lawrence Martin**, Ph.D. (Arizona State University), Professor

## ADJUNCT INSTRUCTORS

**Owen Beitsch**, Ph.D. (University of Central Florida), Executive Vice President and Partner of Real Estate Research Consultants, Inc., *Land Use and Planning Law*

**Wendy Bolyard**, Ph.D. (University of Central Florida), *Administrative Theory*

**William Burns**, M.P.A. (University of Central Florida), Transportation Planner for City of Orlando, *Urban Design*

**Thomas Harmer**, M.P.A. (University of Central Florida), Senior Director of Public/Private Projects, Pizzuti Solutions, LLC, *Managing Public Emergencies, Hazard Mitigation*

**Albert Hill**, M.S. (University of Tennessee), *Information Systems for Planners*

**Matthew Hodge**, Ph.D. (University of Central Florida), Executive Director of Seminole Community College Foundation, *Strategic Planning and Management*

**Barbara Howell**, M.A. (University of Central Florida), Coordinator and Instructor for the UCF College of Health

and Public Affairs Research Office, *Grants and Contract Management*

**Fred Kittinger**, M.S. (Florida State University), UCF Assistant Vice President for University Relations and Director of State and Local Government Affairs, *Intergovernmental Administration*

**Richard Maladecki**, M.S. (Eastern College), President of the Central Florida Hotel and Lodging Association, *Volunteer Management*

**Joan Nelson**, M.B.A., M.S.W. (University of Central Florida), Vice President of Community Impact for Heart of Florida United Way, *Nonprofit Management*

**Kenneth Parker**, M.P.A. (Southern Methodist University), City Manager of City of Port Orange, Florida, *Local Government Operations*

**Rich Wiederhold**, M.P.A. (University of Central Florida), District Chief of Public Safety for Brevard County, Florida, *Disaster Response, Emergency Management and Disaster Planning*

## TRANSITIONS

**Ronnie Korosec** recently earned promotion from assistant professor to associate professor.

## DEPARTMENT STAFF



**Donna Mohney**, Office Assistant



**Debbie Phillis**, M.A. (University of Central Florida), Internship Coordinator



**Brenda Posey**, M.A. (University of Central Florida), Coordinator, Administrative Services



**Jacque Waleski**, M.A. (National University), Coordinator, Academic Services

# TEACHING

Providing the highest quality education for

## RECOGNIZING TEACHING EXCELLENCE:

### XiaoHu “Shawn” Wang



Associate Professor XiaoHu “Shawn” Wang earned a Teaching Incentive Program Award this spring in recognition of his highly effective, creative teaching methods. Wang’s teaching philosophy is to achieve continuous improvement in student learning through real-world applications. This philosophy is evident in the way Wang approaches interaction with his students.

Wang creatively uses technology when teaching, using software such as SPSS, a statistical analysis program, and Excel spreadsheets to enhance his students’ experience. When teaching online, Wang uses screenshots from Excel for class demonstrations. In addition to the integration of technology into Wang’s teaching, he also enables students to see the real-world applications of their lessons by using case studies and other real-world examples to help students grasp key concepts. In his Public Financial Management course, Wang employs a teaching manual he specifically developed for use in the class. The manual details the financial calculations used in his case studies step-by-step.

Since 2002, Wang has published 13 peer-reviewed articles. His research allows him to provide his students with the most up-to-date information used in the field of public administration. In addition to his journal publications, his textbook, *Public Financial Management: Tools, Applications, and Cases*, was published in 2006 by M. W. Sharpe.

Of Wang’s teaching, department Chair Mary Ann Feldheim said, “Student perceptions for the 23 graduate courses Dr. Wang has taught since 2003 have been overwhelmingly outstanding, which is significant since he teaches the most difficult courses in our curriculum.”

Wang has also served students and the department as the M.P.A. coordinator, which enabled him to improve the curriculum and advise graduate students. Since 2003, Wang has served on 11 dissertation committees and chaired four.

On a student evaluation form, one of Wang’s graduate students wrote, “Dr. Wang is very enthusiastic and really takes an interest in the student’s learning.”

An accomplished researcher and dedicated teacher, Wang is well deserving of the esteemed Teaching Incentive Program Award.

***“Dr. Wang is very enthusiastic and really takes an interest in the student’s learning.”***

## STUDENTS VISIT FLORIDA LEGISLATURE

From February 20 to 22, 10 public administration and nonprofit management undergraduate and graduate students attended the annual Public Administration Meeting with the Florida Legislature.

During this trip to Tallahassee, students met with executives and staff members from the Florida Legislature, lobbyist groups, alumni groups and others. The students were able to see and participate in some of the daily activities of key legislators and their staff members and learn more about legislative processes and programs.

Special meetings were held with the secretary of agriculture; the attorney general; the incoming speaker of the house, Senator Lee Constantine; Representative David Mealor; and others.

Notable events included a private lunch with Orlando Mayor Buddy Dyer and his staff, a “backstage” tour of the Florida Emergency Management facilities, a tour of the historic legislature building, and admission to the floor of both the House and Senate chambers.

The students who attended represented the undergraduate and graduate programs in Nonprofit Management and Public Administration and included Tolga Arslan, Jacques Coulon, Venir Garayev, Patricia Harris, Jen Kaiser, Sylvia Kapous, James Oddie, Pauline Strauss, Justin Tabor and Rich Ware. The faculty advisers for this trip were Associate Professor Ronnie Korosec and UCF Associate Vice President for University Relations and Director of State and Local Government Affairs Fred Kittinger.

## current and prospective public service officials in public and nonprofit organizations



Thomas Alan Smilie

Sixty-four third grade students from St. Luke's Lutheran School in Oviedo, Fla., attended the Election Day activities. They are pictured here with Orange County Supervisor of Elections Bill Cowles (right).

### UCF STUDENTS MANAGE POLLS

On Election Day 2006, students from the Public Administration Department managed the polling place at the UCF Arena. Students Sylvia Kapous, Patricia Harris, Jacques Coulon, Endira Sharma, Justin Tabor and Pauline Strauss from the M.P.A., M.N.M. and B.S./B.A. programs participated in this effort, coordinated by Associate Professor Ronnie Korosec.

These students attended two training sessions at the Orange County Board of Elections Office prior to the primary and main election and were responsible for all aspects of the voting process. Students worked the poll from 5 a.m. to 7 p.m.

As part of the Election Day activities, 64 third grade students from St. Luke's Lutheran School in Oviedo, Fla., came to the UCF Orlando campus as guests. These students had been learning about

voting and elections and were able to see these processes in action.

The third graders met with students from the Public Administration Department and as a special part of their tour to the polling place, the third graders met Orange County Supervisor of Elections Bill Cowles. Cheryl Cowles provided the third graders with an overview of the process and allowed them to vote for candidates on a mock ballot.

The third graders finished up their day with a pizza party in the Health and Public Affairs II atrium and a tour of campus with Korosec.

### UCF HOLDS NONPROFIT LECTURE SERIES

The American Humanics nonprofit minor and national certification program invited local nonprofit professionals to participate in a Nonprofit Lecture Series. This

lecture series provided an opportunity for these nonprofit professionals to engage students in dialogues relating to the various competencies needed in the nonprofit sector. The following is a list of lecturers and their topics:

- Eric Gray, *Area Executive Director* American Lung Association  
"Marketing Your Mission"
- Pam Mann, *Senior Vice President* Community Service Center  
"Framework for Understanding Poverty"
- Ann Manley, *Executive Director* Dr. Phillips Foundation, Inc.  
"Building on Ideas: Effective Program Design and Implementation"
- Dave Krepcho, *Executive Director* Second Harvest Food Bank  
"Marketing: The Importance to Nonprofit Organizations"

# RESEARCH

Seeking information and data that leads to

## SELECTED FACULTY PUBLICATIONS

**Feldheim, M. A.** (2007). Public sector downsizing and employee trust. *International Journal of Public Administration*, 30(3), 249-270.

**Feldheim, M. A.** (2006). Book Review: Moral politics: How liberals and conservatives think. *Public Integrity*, 9(1), 101-102.

**Lawther, W. C.** (2006). The growing use of competitive negotiations to increase managerial capability: The acquisition of e-government services. *Public Performance Management and Review*, 30(2), 204-221.

**Lawther, W. C., & Adler, J. O.** (2007). *Capital acquisitions: Decisions of lasting value*. Herndon, VA: National Institute of Governmental Purchasing.

**Lawther, W. C., & Martin, L. L.** (2006). Innovative practices in public procurement partnerships: The case of the United States. *Journal of Purchasing and Supply Management*, 11(5-6), 212-220.

**Liou, K. T.** (2006). Critical issues in the e-government development: Management and policy concerns. In M. Holzer, M. Zhang, & K. Dong (Eds.), *Frontiers of public administration* (pp. 37-43). Newark, NJ: National Center for Public Productivity.

**Liou, K. T.** (in press). Applying good governance concepts to promote local economic development: Contribution and challenge. *International Journal of Economic Development*.

**Kapucu, N.** (2006). Examining the national response plan in response to a catastrophic disaster: Hurricane Katrina in 2005. *International Journal of Mass Emergencies and Disasters*, 24(2), 271-299.

**Kapucu, N.,** Augustin, M. E., & Krause, M. (2007). Capacity building for community-based small nonprofit minority health agencies in

Central Florida. *The International Journal of Volunteer Administration*, 24(3), 10-17.

**Kapucu, N., & Van Wart, M.** (2006). The emerging role of the public sector in managing extreme events: Lessons learned. *Administration & Society*, 38(3), 279-308.

**Korosec, R.** (2006). Is departmental-based strategic planning more effective than organization-wide strategic planning? Empirical evidence from U.S. cities. *Public Productivity and Management Review*, 30(2), 221-245.

**Korosec, R.** (in press). Is strategic planning an organizational ritual? *International Journal of Public Administration*.

**Martin, L. L.** (in press). Performance-based contracting for human services: A proposed model. *Public Administration Quarterly*.

**Martin, L. L.** (in press). The privatization of human services: Myths, social capital and civil society. *Journal of Health & Human Services Administration*.

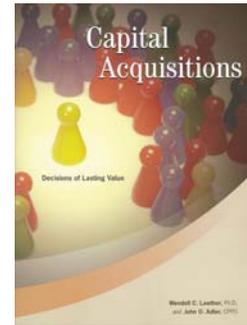
Myers, S., Smith, H., & **Martin, L. L.** (in press). Conducting best practices research in public affairs. *International Journal of Public Policy*.

**Wang, X.,** Dennis, L., & Tu, Y. (2007). Measuring financial condition: A study of U.S. states. *Public Budgeting & Finance*, 27(2), 1-21.

**Wang, X., & Van Wart, M.** (2007). When public participation in administration leads to trust: An empirical assessment of managers' perceptions. *Public Administration Review*, 67(2), 265-278.

**Wang, X., & Kapucu, N.** (2007). Public complacency under repeated emergency threats: Some empirical evidence. *Journal of Public Administration Research & Theory*. Advance Access published online on Feb. 2, 2007, from <http://part.oxfordjournals.org/cgi/content/full/mum001v1>.

## LAWTHER PUBLISHES NEW BOOK



Associate Professor Wendell C. Lawther collaborated with John O. Adler to write *Capital Acquisitions*, published by Herndon in 2007.

In the book, as stated on its back cover, Lawther and Adler “provide a strategic enterprise view of the capital procurement process, the organizational environment, in which it occurs, and detail the critical evaluation tools and contracting methodologies public procurement professionals must employ to derive best value for the government services and communities they support.”

## STUDENT RESEARCH

**Lynn Hogan, Eric Klotz, Scott Skraban** and **Ronald Gomez** conducted a study, cited in a *Florida Today* article, for the American Red Cross of Central Florida under the direction of Assistant Professor Naim Kapucu.

**Tolga Arslan** and **Vener Garayev**, M.P.A. students, participated in the Southeast Conference on Public Administration as part of the panel “Public Safety in Turkey” as both presenters and discussants. Their presentation focused on an evaluation of the Turkish disaster management system.

**Arslan** and **Garayev**, with Kapucu, also published the article, “Examination of Turkish Disaster Management System,” in the *PA Times International Supplement*.



## effective policy-making in the region, state and nation

### RESEARCH PROFILE: *Naim Kapucu*

**Katherine McKinney**, M.P.A. student and research analyst for the Capacity Building Institute, played an integral role in writing and editing the grant proposal that helped the Women's Resource Center of Winter Haven receive a \$20,000 grant from the Community Foundation of Greater Lakeland.

Doctoral student **Hillary Knepper** discussed her work on "Health Care Service Delivery Networks: Examining the Extent and Determination of County Government Involvement" at the Third Annual Florida American Society for Public Administration Conference.

Many Public Administration Department students participated in UCF Research Week. On Tuesday, April 3, 2007, the following students presented their research:

- **Maria-Elena Augustin, Vener Garayev, Brett Hart and Natalie Robinson** presented "Volunteer Satisfaction and Retention in the Seniors First Meals on Wheels Program."
- **Jesse Cornell, Angela Jimenez, Charlyn Stanberry, Timothy Boyette and Brian Davis** presented "Household Disaster Preparedness in Central Florida."
- **Tolga Arslan and Katherine McKinney** discussed "Intergovernmental and Interorganizational Response to Catastrophic Disasters."
- **Vener Garayev and Maria-Elena Augustin** covered their research on emergency management "EMAC's Response to Hurricane Katrina and Rita in 2006."



Assistant Professor Naim Kapucu has distinguished himself as a prolific researcher dedicated to community service.

Kapucu's main research interests are emergency management and homeland security, public-nonprofit partnerships in managing emergencies and disasters, network leadership and governance, decision-making in complex environment of emergencies and crises, and organizational learning and design.

Of his work, Kapucu stated, "My research seeks to understand how interorganizational and intraorganizational networks, such as public-nonprofit partnerships, influence public service delivery. Specifically, my research explores the problem of building collaboration and cooperation among public and nonprofit organizations to achieve public service goals in emergencies and what factors contribute to successful public-nonprofit partnerships and factors that inhibit their development."

While at UCF, Kapucu has brought in over \$800,000 in grant money to support his research and community service activities. He has coordinated and managed the UCF Capacity Building Institute projects since May 2004. The CBI has a proven track record of community involvement and experience, having worked with over 98 diverse faith-based and community organizations across UCF's 11-county service area.

He developed the capacity building curriculum and coordinated the CBI activities. (See pages 12–14 for more about the Capacity Building Institute.)

Kapucu has authored or co-authored 24 refereed journal articles, 8 book chapters, 16 non-refereed articles, 36 other publications, including conference proceedings, encyclopedia entries, and research reports. In addition to his abundant publications, Kapucu has presented or co-presented at 64 international, national, regional, and local conferences.

Kapucu is also an effective educator. He consistently collaborates with students on CBI projects, research and publication.

Regarding his teaching philosophy, Kapucu explained, "Rather than a teacher, I see myself as more of a facilitator. I believe that the relationship between a professor and students needs to be built on three pillars: collaboration, mutual respect and engagement. The students and the professor start each class as a team embarking on a journey of knowledge with the professor as guide. Each member of the team, including the professor, will learn from this experience. In order for the common goal, respectively learning, to be reached, collaboration needs to be developed."

In recognition of his accomplishments, Kapucu earned a College of Health and Public Affairs Unsung Hero Award for his dedicated service. He also received a 2006–2007 Service-Learning Faculty Recognition Award, which honors faculty members for their leadership, service and commitment to service-learning at UCF.

# RESEARCH

Seeking information and data that leads to



Thomas Alan Smilie

Lee Feldman delivers the keynote address at the Public Administration Conference, held at the Rosen College of Hospitality Management in Orlando.

## FIRST PUBLIC ADMINISTRATION CONFERENCE

About 125 public servants, professors and students gathered for the University of Central Florida's first Public Administration Conference, titled "The Changing Face of Public Administration: Financing the Future."

Hosted by UCF's Rosen College of Hospitality Management on March 30, 2007, the conference addressed many key issues in the field of public administration. The keynote address was presented by Lee Feldman, Palm Bay city manager and president of the Florida City and County Managers Association. Feldman also received the conference's Exemplary Public Service Award.

The conference participants included government practitioners, public managers, administrators and students. Speakers on four panels of experts included city and county government leaders and UCF and Florida International University faculty. The panels discussed some of the myriad challenges associated with public administration, including finances for the future of local government, regional cooperation, collaborative public management and entrepreneurial responses to limited resources.

"The speakers were excellent and covered applicable current topics of interest to all in the field," said conference

participant Jeaneen P. Clauss, assistant town manager and deputy clerk of Ponce Inlet.

The conference was sponsored by Pizzuti Solutions, the Central Florida Chapter of the American Society for Public Administration and the UCF Department of Public Administration. Those organizations with R.W. Beck, Inc., sponsored scholarships for 36 students to attend the conference.

The Second Annual Public Administration Conference will be held March 28, 2008, at UCF's East Orlando campus and will focus on "Innovation in Government."



## effective policy-making in the region, state and nation

### CONTRACTS AND GRANTS *June 2006 – June 2007*

Investigator(s)	Research Title	Agency Name	Amount Funded	Funding Dates
<b>Naim Kapucu</b>	Office of Minority Health's Partnership Grant Program - Phase 2	Florida Department of Health	\$53,927	11/05-8/06
	Community Organizations Mobilizing for Partnership, Assistance and Sustainable Strategies (COMPASS)	Holden Heights Front Porch Revitalization Council, Inc.	\$74,668	12/05-6/06
	*Help of Fort Meade	Help of Fort Meade, Inc.	\$7,430	10/06 - 9/07
	Second Harvest Food Bank	Second Harvest Food Bank	\$6,000	8/06 - 4/07
	Women's Resource Center	Women's Resource Center	\$15,000	10/06 - 9/07
	Facts II Project	Orange County Health Department	\$192,120	9/06 - 8/07
	Second Harvest Food Bank	Second Harvest Food Bank	\$19,600	1/07-12/07
	Office of Minority Health's Partnership Grant Program - Phase 3	Florida Department of Health	\$68,119	9/06-6/07
	Interorganizational Networks in Response to Routine and Catastrophic Disasters	Winter Park Health Foundation	\$2,500	5/06 - 5/07
	<b>Ronnie Korosec</b>	Minneola Police Department	City of Minneola	\$8,495
*Help of Fort Meade		Help of Fort Meade, Inc.	\$7,430	10/06 - 9/07
<b>TOTAL AMOUNT</b>			<b>\$455,289</b>	

\* co-principal investigator

## INSTITUTE SUPPORTS NONPROFIT CAPACITY BUILDING

The Capacity Building Institute is a section of the Public Administration Department that helps nonprofit organizations enhance their ability to perform their charitable tasks more efficiently. The institute uses a mix of faculty members' expertise in public and nonprofit management and graduate and undergraduate students newly learned skills to provide training and technical assistance to local nonprofits. While UCF students gain experience under the supervision of faculty members and experts, nonprofits benefit by receiving assistance that they might not otherwise be able to afford.

Since 2003, the Capacity Building Institute has been involved with eight major projects, employing 23 graduate students and serving 98 nonprofit agencies around Florida. Over \$737,212 in grants has been awarded to the Capacity Building Institute in order to pay honorariums for faculty training presentations and technical assistance and graduate students' hourly salaries. The grant funds also allow the CBI to provide deliverables such as annual reports and volunteer policies and procedures.

The Capacity Building Institute has been very busy since its inception, but especially since 2006 when it took on many different projects at one time. In late summer 2006, the institute completed a grant called "Closing the Gap," funded by the Florida Department of Health, Equal Opportunity and Minority Health Department. In September, an additional "Closing the Gap" grant of \$68,119 was provided through August 2007. Between these two grants, 32 agencies around the Tallahassee, Jacksonville, Miami and Orlando areas are being trained.

In December 2005, the grant "Community Organizations Mobilizing for Partnership, Assistance and Sustainable Strategies (COMPASS)" was awarded by the Holden Heights Front Porch Revitalization Council, Inc., of the Florida Department of Community Affairs Office of Urban Opportunity. This \$74,668 grant was awarded to help build the capacity of six faith-based and community organizations located in the distressed neighborhood of Holden Heights in Orlando. The six agencies' focuses include tutoring for at-risk youth, providing programs for seniors, providing essential services for families, beautifying the neighborhood and providing a crisis center for children and families. During the COMPASS program, participating agencies attended training and received technical assistance on grant writing, policies and procedures, volunteer management, fiscal assessments, and other aspects of their operations. They also received annual reports designed by a graduate student, two grants written by graduate students, a policies and procedures manual for volunteers and employees, and a personalized one-year strategic plan. This project was completed in June 2006.

Katherine McKinney, a graduate student who worked on COMPASS was pleased to see the impact that her effort had on the nonprofits she worked with: she said, "Some ideas that I brought up with these organizations were so new and exciting for their leadership. It's really satisfying to use the knowledge that I've learned in classes and teach struggling nonprofits something fairly basic that will ultimately improve their organization."

A \$192,120 grant funded by the Orange County Health Department was awarded

in September 2006 and will last until August 2008 with a good possibility of a one-year renewal at that time. "Facilitating Access to Services (FACTS) II" is the second grant of its type awarded to the Capacity Building Institute; the original FACTS grant was completed in August 2005. FACTS II serves nine community-based organizations serving people with HIV/AIDS in Orange, Lake and Seminole counties. Similar to the COMPASS grant, the organizations are receiving training and technical assistance in grant-writing sessions, fiscal management, human resources, preparation of annual budgets, 501(c)3 application assistance, strategic planning, information technology and other areas.

***"It's really satisfying to use the knowledge that I've learned in classes and teach struggling nonprofits something fairly basic that will ultimately improve their organization."***

Valynn Sala-Diakanda is a graduate research assistant working on the FACTS II grant and has found the experience to be invaluable: "The Capacity Building Institute gives me a reason to revisit my textbook and apply my knowledge, which then helps me to further my understanding. The depth of information that I now know, for being so new to this nonprofit field, will definitely be profitable for my professional life."

Also starting in September 2006, the "Second Harvest Food Bank of Central Florida" grant for \$19,600 was awarded by both the Second Harvest Food Bank of Central Florida and the WalMart

Foundation. The Capacity Building Institute is providing training to 40 partner agencies with a mission to feed the hungry in Brevard, Lake, Orange, Osceola, Seminole and Volusia counties. All of the agencies receive training on grant writing, organizational effectiveness (such as strategic planning and board development), fundraising, volunteer management and program evaluation. Also, 10 of the organizations are receiving specialized technical assistance.

In November and December 2006, the institute took on two additional projects: Help of Fort Meade, Inc., with a grant for \$14,860, and The Women's Resource Center, with a grant of \$15,500. Both organizations provided funding for the grant, as well as the ACF Compassion Capital Fund. Help of Fort Meade serves the city of Fort Meade, Fla., in Polk County and the Women's Resource Center serves the Winter Haven area. The institute provides individualized training and programs to each organization that include nonprofit management, volunteer management, strategic planning, board development, grant writing and other areas.

When asked about her experience with the Capacity Building Institute, Cynthiana Clark, the executive director of the Women's Resource Center said, "We're happy. We have grown up so much. We have been forced to look at things. And I say forced in a good way. We came in at a good time to get this done. We definitely see a difference and have a better accountability level."

Each organization will receive annual reports designed by a graduate student, as well as three grant proposals or grant



Courtesy of Maria-Elena Augustin

Attendees listen during a lecture at the Capacity Building Workshop.

letters of intent by the time the program is completed in August 2007. Help of Fort Meade is also going through a community assessment and mapping process.

***"We definitely see a difference and have a better accountability level."***

The Capacity Building Institute continually applies for new funding opportunities that will allow it to build the capacity of nonprofits in the UCF 11-county service area, which includes Brevard, Citrus, Flagler, Lake, Levy, Marion, Orange, Osceola, Seminole, Sumter and Volusia counties. In mid-May the institute

submitted its largest grant proposal ever, at almost \$2 million, to the federal government and are waiting to hear if its project will be awarded. If awarded, the institute will be able to hire five graduate research assistants, one Ph.D. research associate and two full-time employees and serve approximately 25 agencies within UCF's 11-county service area in a three-year period.

The Capacity Building Institute is under the direction of Naim Kapucu, an assistant professor in the Public Administration Department. For more information please visit the CBI Web site at [www.cohpa.ucf.edu/pubadm/capacity\\_building\\_institute.cfm](http://www.cohpa.ucf.edu/pubadm/capacity_building_institute.cfm).

# COMMUNITY SERVICE

Developing a national model

## COMPASS PROJECT BENEFITS HI-TECH TUTORING, INC.

A recent partnership between the Department of Public Administration Capacity Building Institute and Hi-Tech Tutoring, Inc., yielded rewards for both the institute and the community organization.

COMPASS, Community Organizations Mobilizing for Partnership, Assistance and Sustainable Strategies, funded by the Florida Front Porch Initiative to rebuild distressed communities, contracted with the institute to work with six small community-based nonprofit agencies serving Orlando's Holden Heights community. The COMPASS project aimed to make Holden Heights a better place to live, work and play through training and tailored technical assistance. One of the nonprofit agencies within this underserved community selected to work with the Capacity Building Institute was Hi-Tech Tutoring, Inc.

Hi-Tech Tutoring, founded in 1991 by a retired educator, offers after-school computer-assisted tutoring to students in the Holden Heights neighborhood. The nonprofit has become extremely important

to the Holden Heights community in order to combat some of the poor high school graduation rates. Holden Heights has a population of 3,856 and a high school completion rate of only 30.5 percent compared to Orlando's city-wide average of 82.2 percent and Orange County's average of 81.8 percent. Hi-Tech Tutoring takes on an active role in trying to increase graduation rates for Holden Heights' residents by providing local children with needed tutoring services for low costs. In addition to its after-school program, Hi-Tech Tutoring also runs an eight-week "School's Out" summer program that offers field trips, recreation and academic instruction in basic skills at the Hi-Tech Tutoring Center for a nominal fee.

The Capacity Building Institute had a profound effect on Hi-Tech Tutoring, especially in the areas of grant writing and fiscal management. The organization was in dire need of assistance in terms of revenue and strategic planning and the Capacity Building Institute was successful in its efforts. Perhaps most impressive is that graduate research assistants in the Capacity Building Institute assisted Hi-Tech Tutoring in writing a grant proposal for the Darden Restaurant Foundation; Hi-Tech Tutoring received a coveted \$17,000 grant to subsidize the "School's Out" Program.

Another successful COMPASS deliverable was Hi-Tech Tutoring's individualized one-year strategic plan. Strategic plans provide nonprofit organizations with a direction that is planned and approved by many different stakeholders and a strategy to improve their organization. With instruction and

guidance from Barbara Clegg (pictured), Hi-Tech Tutoring determined five goals for the upcoming year: to develop strong leaders in the organization, to develop and implement financial plans to ensure the stability of the organization, to increase student enrollment, to identify and deliver programs that meet the needs of the community, and to collaborate and strengthen partnerships within the community at large. Each goal was expanded to create achievable objectives within a specific time frame.



Courtesy of Maria-Elena Augustin

Barbara Clegg (left) helps Hi-Tech Tutoring, Inc., board members establish five goals as part of their strategic plan.

The partnership between the Capacity Building Institute and Hi-Tech Tutoring was formally for the period Dec.15, 2005 to June 30, 2006, but the rewards are ongoing. The goal of the faculty, staff and graduate students associated with the CBI is to help nonprofit organizations enhance their own abilities and enable them to do what they do even better, while at the same time enhancing the graduate students' abilities to govern, manage and perform more effectively.



Courtesy of Maria-Elena Augustin

Barbara Clegg (left) leads a COMPASS strategic planning meeting with Ernestine Moses (center) and other board members at Hi-Tech Tutoring, Inc.



# CE

of community partnership and service in an evolving metropolitan environment

## PUBLIC ADMINISTRATION ADVISORY BOARD MEMBERS

**Sharon Donoghue (Board Chair)**

*Deputy County Administrator, Orange County, Florida*

**Peter Colby**

*Professor, Dept. of Public Administration, UCF*

**Marilyn Crotty**

*Director, Florida Institute of Government, UCF*

**The Honorable Bill Cowles**

*Supervisor of Elections, Orange County, Florida*

**Janet Davis**

*Human Resources Director, Seminole County, Florida*

**Mary Ann Feldheim**

*Chair, Dept. of Public Administration, UCF*

**Darren Gray**

*Assistant City Manager, City of Clermont, Florida*

**Tom Harmer**

*Senior Director of Public/Private Projects, Pizzuti Solutions, LLC*

**Al Hill**

*Instructor, Dept. of Public Administration, UCF*

**Thomas B. Holley**

*Managing Director, Siebert Brandford Shank and Co., LLC*

**Linda Jennings**

*Senior Consultant, R.W. Beck, Inc.*

**Fred Kittinger**

*Associate Vice President for University Relations and Director of State and Local Governmental Affairs, University Relations, UCF*

**Ronnie Korosec**

*Associate Professor, Dept. of Public Administration, UCF*

**Pedro Leon, AICP**

*Business Manager, Economic Development, Daytona Beach International Airport*

**Ken Parker**

*City Manager, City of Port Orange, Florida*

**Dean E. Sprague**

*City Manager, City of Maitland, Florida*

**Dean Stites**

*Manager of Orange County Growth, Management Dept., Orange County, Florida*

**Howard Tipton**

*Chief Administrative Officer, Orange County Circuit and County Court, Florida*

**Larry Williams**

*Director, Office of Minority Health, Orange County Health Department*

## NONPROFIT ADVISORY BOARD MEMBERS

**Ann Manley (Board Chair)**

*Executive Director, Dr. Phillips Foundations, Inc.*

**Mark Brewer**

*President and CEO, Community Foundation of Central Florida*

**Gary Cain**

*Executive Director, Boys & Girls Clubs of Central Florida*

**Chuck Carmen**

*Executive Director, Epilepsy Association of Central Florida*

**Neil Dentzer**

*President, Association of Fundraising Professionals*

**Nancy Ellis**

*Owner, Ellis Consulting*

**Mary Ann Feldheim**

*Chair, Dept. of Public Administration, UCF*

**Jim Ferber**

*President and CEO, YMCA-Central Florida*

**Geraldine Gallagher**

*President and CEO, Valencia Foundation*

**Eric Gray**

*Area Executive Director, American Lung Association*

**Matthew Hodge**

*Executive Director, Seminole Community College Foundation*

**Barbara Howell**

*Research Coordinator, College of Health and Public Affairs, UCF*

**Naim Kapucu**

*Professor, Dept. of Public Administration, UCF*

**Margot Knight**

*President and CEO, United Arts of Central Florida*

**Cindi Kopelman**

*President, Shepherd's Hope*

**David Krepcho**

*Executive Director, America's Second Harvest*

**Stephanie Krick**

*Director, American Humanics, UCF*

**Pam Landwirth**

*President, Give Kids the World Village*

**Margaret Linnane**

*Executive Director, Rollins College Philanthropy and Nonprofit Leadership Center*

**Pamela Mann**

*Senior Vice President of New Business Development, Community Service Center*

**Kelly Morrell**

*Operating Manager, Florida Philanthropic Network*

**Marina Grant Morrisey**

*Director, Orlando Museum of Art*

**Joan Nelson**

*Vice President for Community Impact, Heart of Florida United Way*

**Donna Sines**

*Executive Director, Osceola County Community Vision*

# EVENTS

## Highlights from 2006–2007



Thomas Alan Smilie

### PI ALPHA ALPHA INDUCTS NEW MEMBERS

The 2007 Pi Alpha Alpha induction was held during the inaugural Public Administration Conference at the Rosen College of Hospitality Management. Students, faculty members and an honorary inductee were welcomed into the organization.

Above, inductees are shown prior to being sworn in by Howard Tipton, president of UCF's Pi Alpha Alpha chapter and Kuotsai "Tom" Liou, professor and Pi Alpha Alpha faculty adviser. Pictured, from left to right, are Donald S. Fisher, deputy county manager of Seminole County; XiaoHu "Shawn" Wang, associate professor; Naim Kapucu, assistant professor; Robin A. Carmichael, M.P.A. student; Katherine McKinney, M.P.A. student; Scott K. Skraban, M.P.A. student; Tipton; and Liou. Inductees not pictured above are M.P.A. student Stephen G. McCosker and undergraduate students Sarah Lorraine Davis, Pauline A. Heinz-Strauss and Megan Virginia Miller.



Courtesy of Robert Morin

### OPA PUBLIC SERVICE CAREER FAIR

The student Organization for Public Administration hosted its annual career fair on Nov. 14, 2006, in the Student Union Key West Ballroom and over 40 employers attended.

The event provides an opportunity for students to find out about the field of public service and possibly secure jobs with organizations such as Heart of Florida United Way.

### "A NIGHT AT THE ALLEY" FUND-RAISER

The fund-raising event "A Night at the Alley," presented by the American Humanics Student Association and the Collegiate Chapter of Association of Fundraising Professionals at UCF, took place on April 5, 2007, at Boardwalk Bowl in Orlando.

Local nonprofit professionals and students had fun together as they showed off their bowling skills for this event, which is hoped to occur annually. Funds raised during the event benefited two participating nonprofits and student travel awards for national conferences.



Stephanie Krick

Students participating in "A Night at the Alley" included (from left to right) Sharisse Kenney, Shayanne Matthews, Patricia Holloway, Lindsey Hemphill, Andrew Neal, Bridgete McKenna and Necole Duncan



Stephanie Krick

"A Night at the Alley" participants, sporting American Humanics T-shirts, watch as others bowl to support participating nonprofits and student travel awards.



# EVENTS

## Highlights from 2006–2007

Courtesy of Robert Morin



### UCF STARTS CHAPTER OF ELITE ORGANIZATION

The university has partnered with the Association of Fundraising Professionals to create a new collegiate chapter at the University of Central Florida. UCF's official AFP chapter, which is also recognized as a student organization by the Student Government Association, promotes philanthropy and fosters student growth and development through advocacy, research and education. Students from various areas of study are able to have a hands-on experience fund-raising and networking in the field.

UCF's AFP chapter is one of only about 10 collegiate chapters worldwide.

The September 27, 2006, meeting was held with several UCF faculty members in attendance. The guest speaker was Jim Donovan (pictured above), from the Central Florida AFP, who spoke on "Fundraising 101." The talk explained key tools of the profession and emphasized the importance of professional membership in the Association of Fundraising Professionals.

### NONPROFIT CONFERENCE

The UCF Department of Public Administration brought together experts from across Central Florida to share their talents and knowledge at the 6th Annual UCF-Community Nonprofit Conference, titled, "Extreme Makeover: Nonprofit Edition." The conference, held on Jan. 19, 2007, at the Rosen College of Hospitality Management, was initiated in response to community opinion concerning the need for training in critical management areas and professional image development.

The first concurrent sessions focused on professional image and included sessions on business etiquette, transitioning from student to professional and effective presentation skills. The second set of concurrent sessions focused on networking, with sessions on individual networking, relationship building and elevator speeches.

The afternoon concurrent sessions focused on image development, including sessions on media relations, preparing for a site visit and communication.

Thomas Alan Smilie



The closing session, presented by Amy Zeh, program director of UCF Service-Learning; Mary Ann Feldheim, chair of the UCF Department of Public Administration; and Melody Bowden, associate professor of English, presented service-learning at UCF — what it involves and its importance for both the community and the university.

The conference luncheon featured Marie Johnson and Stein Mart's mobile fashion show. Attendees listened to her presentation on corporate/business attire and its importance in projecting a professional image. Attendees were able also to view a variety of displays.

## DEPARTMENT HOSTS RESEARCH COLLOQUIUMS

Beginning in September 2006, the Department of Public Administration began offering a series of research colloquiums as part of its research initiative for colleagues and students. The goal of the colloquiums is to have prominent researchers speak on topics relevant to public administration. The following is a list of colloquium presenters and their topics:

**9/06** Stephen Sloan, UCF Office of Global Perspectives, "Terrorism and Homeland Security: Challenges to Education and Research"

**10/06** David McIntire, University of North Texas, "Past, Current, and Future Research in Emergency Planning and Management: Experience from the Field"

**11/06** XiaoHu "Shawn" Wang, UCF Department of Public Administration, "From Start to Finish: How to Conduct Successful Research"

**1/07** Thomas T. H. Wan, UCF Doctoral Program in Public Affairs, "Public Affairs Informatics Research: From Data Mining to Evidence Based Modeling"

**2/07** Wendell C. Lawther, UCF Department of Public Administration "Collaborative Public Management: Building Infrastructure Using Public-Private Partnerships"

**3/07** Eduardo Salas, UCF Department of Psychology and Institute of Simulation and Training and Steve Fiore, UCF Department of Philosophy and the

Institute of Simulation and Training, "Exploring Team Cognition to Understand Team Performance"



From left to right, Associate Professor XiaoHu "Shawn" Wang, Assistant Professor Naim Kapucu and Associate Professor Wendell C. Lawther at a research colloquium

Courtesy of Robert Morin

## DEPARTMENT DEVELOPS NEW PUBLIC ADMINISTRATION ALUMNI CHAPTER

Dear Alumnus/Alumna:

As the new alumni and community relations officer for the College of Health and Public Affairs, I would like to inform you of a new and exciting initiative for alumni of the Department of Public Administration. The department is expanding its alumni and community engagement efforts, and I am pleased to announce the development of a Public Administration Alumni Chapter. The purpose of the chapter is provide those who have graduated from the UCF Public Administration Department with an opportunity to network, socialize and work together to further the interests of all alumni.

Membership in the Public Administration Alumni Chapter is automatic with your UCF Alumni Association membership. With membership, you will receive a subscription to *Pegasus*, the UCF alumni magazine; access to career services; alumni discounts; and much more. To join, simply visit the membership page at [www.ucfalumni.com](http://www.ucfalumni.com).

The Public Administration Alumni Chapter will be participating in several events in the upcoming year including the first public administration faculty, staff and alumni picnic (hoped to become an annual event); the annual Public Administration Department conference; the College of Health and Public Affairs Fall Open House; football tailgating; AlumKnight Out social events; and graduation celebrations. We need your input while planning to make each event a success, so plan to join us at quarterly membership meetings.

More information about our programs, initiatives and activities can be found on our Web site at [www.cohpa.ucf.edu/alumni](http://www.cohpa.ucf.edu/alumni). As a graduate of the Public Administration Department, we hope you will take this opportunity to reunite and engage with the faculty, current students and your public administration colleagues. Our future holds great promise!

Andrea Keegan '99 & '02



## NOTABLE ALUMNI

**Alan Abramowitz**, district administrator, Florida Department of Children and Families (M.P.A. '00)

**Bill Cowles**, supervisor of elections, Orange County, Florida (B.A. '76)

**Richard Crotty**, chairman and mayor, Orange County, Florida (B.A. '72)

**Sharon Donoghue**, deputy county administrator, Orange County, Florida (B.A. '86, M.P.A. '90)

**José Fernández**, senior adviser for public policy and business development, Office of the Mayor, City of Orlando (until May 2007) (M.P.A. '94)

**Don Fisher**, deputy county manager, Seminole County, Florida (B.A. '98)

**Kerry Gajewski**, budget and research office director, UCF College of Health and Public Affairs Budget and Research Offices (M.P.A. '96)

**Pedro Leon**, AICP, principal planner, Development Services, City of Daytona Beach, Florida (M.P.A. '95)

**Lee Ann Lowery**, assistant city manager, Gainesville, Florida (M.P.A. '97)

**Steve Mammino**, insurance risk manager, University of Central Florida (M.P.A. '99)

**Michael Schaffer**, program manager, Orange County Health and Family Services Department (M.P.A. '92)

**Dean Sprague**, city manager, City of Maitland, Florida (M.P.A. '86)

**Chris Testerman**, planning manager, Orange County, Florida (M.P.A. '88)

**Howard Tipton**, chief administrative officer, Clerk of Circuit Courts Office, Orange County, Florida (M.P.A. '90)

**John Titkanich**, director, Community Development Department, City of Cocoa, Florida (M.P.A. '01)

**Jim Uhlir**, director, Environmental Health and Safety, University of Central Florida (M.P.A. '92)

**Joe Wallace**, executive director, Central Florida Research Park (B.A. '76)

## ALUMNI SPOTLIGHT

Recent alumna **Kelly A. Morrell** began working part-time at the Florida Philanthropic Network in May 2005. Morrell earned her bachelor's degree in liberal studies from UCF in 2005 and her Master of Public Administration in May 2007. Upon graduation, she was promoted to a full-time position as the Florida Philanthropic Network's operating manager.

The Florida Philanthropic Network is a statewide coalition of charitable foundations committed to fostering cooperation and collaboration among the government, business and nonprofit sectors; advancing public policy that includes nonprofit sector perspectives by informing debate and dialogue; and promoting philanthropy in Florida.

While in school, Morrell balanced a number of roles, working 30 hours a week for the Florida Nonprofit Network, acting as chair of Emerge Florida's Development Committee, participating in UCF's Nonprofit Advisory Board and leading a church youth group. Morrell was the Florida Philanthropic Network's first fellow, which involved implementing daily operation strategies, facilitating partner communication, recruiting new partners and carrying out financial management responsibilities.

When asked about her work, Morrell said, "The most challenging and gratifying aspect of my work has been an ongoing research project with Dr. Lester Salamon of Johns Hopkins University to study the economic impact of Florida's nonprofit sector. This project demands utilization

of my analytical techniques, contract management skills and knowledge of the research process and methods."



Thomas Alan Smille

## CLASS NOTES

If you would like us to include your information in the next issue of Public Administration Focus, visit [www.cohpa.edu/alumni](http://www.cohpa.edu/alumni) and click on "Stay Connected."

Degrees in bold were awarded by UCF.

### 1979

**Christine McPartland Neilson, B.A.**, worked on government contracts for several years at Harris Corp. and then at Kennedy Space Center. She wrote that during that experience, her "public administration degree was extremely helpful." She returned to UCF in 1998 to become a certified State of Florida teacher in social science grades 6 through 12. She finished in December 1999. She wrote: "It was great to be back, but even more exciting was having a family legacy — my daughter, Casey Neilson, began at UCF in August of 2002 and graduated on May 4th, 2006, from the College of Business Administration. My sister Laurette Koellner was named Distinguished Alumnus 2005, and we are very proud of her." Christine just completed her ninth year of teaching middle school social studies at Holy Name of Jesus School in Indialantic, Fla. She also tutors in the evenings and has just completed Beginning Arabic Language at Brevard Community College in Melbourne, Fla.

Christine wrote, "Go Knights — can't wait for opening game against my husband's alma mater, North Carolina State University."

### 1990

**Timothy W. Brown, M.P.A.**, was recently promoted to assistant planning manager and scenic corridor specialist for the Walton County Planning and Development Services Division in DeFuniak, Fla. His new duties include chairing the Technical Review Committee, providing staff support to the Design Review Board for the U.S. Highway 98/331 Scenic Corridor, assisting with planners' training, and signing off on development orders, lot splits and staff reports.

**William L. Wharton, IV, B.A.**, works as the principal planner for the City of Altamonte Springs and has held that position since 1998. He wrote, "The best news is my son, Quint, after graduating from Lake Brantley High

School with honors, will start at UCF in the fall! And my daughter, Samantha, will start at Lake Brantley in the fall." He resides in Altamonte Springs, Fla.

### 1992

**Howie Carroll, B.A.**, worked for Hillsborough County in its Housing and Community Development Department until January 1999, following his graduation from UCF. He then was employed for two years as a developer for Bank of America Community Development Corporation in the Tampa Bay, Fla., area, building affordable single family and multifamily rental communities. He obtained his M.P.A. from the University of South Florida in 2000. In January 2001, Howie went to work for the Florida Housing Finance Corporation as a multifamily bond finance manager, providing financing to multifamily affordable rental communities. In January 2002, he took a position as the director of housing for the city of Clearwater, Fla., overseeing all of the affordable housing programs. Finally, in November 2006, he was hired as Hillsborough County's first affordable housing officer; he reports directly to the county administrator's office. Howie oversees all of the Affordable Housing Programs and Initiatives that the county has to offer.

**Richard I. Gaylord, M.P.A.**, is a retired police lieutenant and currently serves as a criminal justice instructor for Florida Technical College in Deland, Fla. He has one son named Ryan.

### 1993

**Angelo P. Cianfrocco, Sr., B.A. in business management, M.P.A.**, works for the Wiltech Corporation, Inc., at Kennedy Space Center as a quality technician and has been employed by Wiltech for 26 years. Mary, his wife, is a real estate agent for Brevard Premier Properties, Inc. They have three grown children. Angelo wrote, "My son Stephen is also a UCF graduate; he lives and works in Altamonte Springs, (Fla.). My son Angelo, Jr., also resides in Altamonte Springs, and my daughter, Theresa Allen, lives in Panama City with her husband Travis." Angelo resides in Cocoa, Fla.

### 1995

**Michelle Romard Milczanowski, M.P.A.**, has a consulting firm, RPM Consulting, in

Connecticut. She works with nonprofits in the areas of fundraising and management. She is currently developing a nonprofit management course to be taught online for Charter Oak State College in fall 2007. She has two sons: John is almost 5, and Patrick is one and a half.

**Patricia "Patty" Marie Rippey, B.S.**, from Auburn University ('90), **M.P.A.**, is the redevelopment director for the City of South Daytona. She resides in Daytona Beach, Fla.

### 1996

**Belinda Ortiz, B.A.**, worked with Orange County for eight years following her graduation from UCF. She started as an intern for what was then called the Orange County Chairman (now called Mayor) Linda Chapin, and then worked as an aide to Orange County Commissioner Mary I. Johnson. Next, she went to work in the Business Development Office, which monitors compliance of county contracts as well as helps small businesses get started.

In 2000, Belinda was listed as one of Orlando Magazine's "40 under 40." In 2005, she was the winner of the *Orlando Business Journal's* "Women Who Mean Business — Up and Comer Award" and was also ranked in 2005 as one of the "40 under 40" for the *OBJ*. In January 2006, she was featured in the *Orlando Sentinel's* "Central Florida Business" section as an industry "Up and Comer."

Currently, Belinda is the director of public policy for the Central Florida Hotel & Lodging Association, which is the world's largest regional hotel association. She wrote, "I'm a political candidate for Orlando City Commission — District 2. The election will be the same day as the presidential primaries in January 2008. Hopefully we'll have a proud UCF graduate serving on the Orlando Commission next year!"

**Sandra Otte, B.S. in criminal justice, B.A.**, has been deployed in the U.S. Army since September 2005. She is a course manager for a Military Police School at Fort Leonard Wood, Mo.

**Melissa Pugh (Otto), B.A., M.S. in criminal justice ('06)**, recently married. Last year she moved to Las Vegas, Nev., where she finished her master's degree remotely. She works for the Las Vegas Metropolitan Police Department as an analyst.



**Antonio “Tony” J. Velazquez, B.A.**, is an accountant for an LNG Processing Manufacturer. He and his wife live in a small sugar cane plantation home in his home state of Louisiana, and they just welcomed a new Knight into the family: Olivia Noelle Velazquez, born on January 1, 2007.

**Ernesto Valderrama, B.A. in liberal arts ('03), M.P.A.**, received certification of Professional in Human Resources from the Society of Human Resource Management. He served a one-year term as chair of the Human Resource Committee for the Florida Chamber of Commerce. He works as the director of stores for Sears Holdings Corporation in Vero Beach, Fla.

**Amy Voelker, M.P.A.**, has worked for the University of Central Florida for 16 years and was recently promoted from associate director to executive director of UCF’s University Audit office. She resides in Orlando.

#### 1998

**Theresa “Teri” Holleran, B.A. in psychology ('95), M.P.A.**, is currently working at Embry-Riddle Aeronautical University in the Sponsored Programs Office as the manager of the Pre-Award Office. She resides in Flagler Beach, Fla.

**Maria Teresa Trascritti, B.A. in psychology ('96), M.P.A.**, earned a master’s degree in Christian counseling from the Southern Baptist Theological Seminary in May 2005. She is in her third year of doctoral studies at Southern Baptist Theological Seminary in Educational Leadership and expects to graduate with her Ph.D. in May 2009.

She has worked as an adjunct instructor for the Louisville campus of Indiana Wesleyan University and is transitioning to online teaching with IWU and Palm Beach Atlantic University. In addition, she has taught through other venues including Chesapeake College, a Christian high school in Delaware, and the public school system in Shelby County, Ky., and Dorchester County, Md. She also conducts seminars, teaches Sunday school, writes book reviews, and provides marital counseling and individual counseling at First Baptist Church in Hurlock, Md., where her husband is the senior pastor.

She wrote, “We added another member to our family through my daughter Markie’s wedding to Derek Rucker in April 2005. My oldest son, Frank, is in his third year at Boyce College, and my 17-year-old son Jamie will graduate from high school in May 2008. My youngest son Nicholas will be in his last year of middle school.”

#### 1999

**Michael Rigby, B.S. in economics (University of Florida, '81), M.A. in applied economics ('95), M.P.A.**, has been employed as the staff planner for the Seminole County School System for the last year. Prior to that, he was employed as a senior planner at the Orange County Planning Division for six years. He passed the American Institute of Certified Planners exam in 2004, and he is currently an AICP member in good standing. He enjoys racing bicycles, working on and restoring his 1975 BMW 2002, and cooking for his wife of more than 10 years.

#### 2000

**John C. Harris, B.A. in psychology ('96), M.P.A., M.B.A.** (University of South Florida, '07), works as the director of Information Technology and Security for the Healthy Start Coalition of Hillsborough County in Tampa, Fla. He has taken the case management system for Maternal and Child Health in Hillsborough County on the path to “lights out” methodology. Web-based systems were developed to allow for real-time reporting and administration of clients, and the main system went online in September 2006. John is married and has five children and six grandchildren. This year, he recently earned his M.B.A. at the University of South Florida after being awarded a full scholarship as the nonprofit representative for Hillsborough County. He is currently working towards PMP Certification at USF.

#### 2001

**Steven Chestnut, B.S.**, moved to Philadelphia, Pa., for graduate school and obtained his M.B.A. in human resources and labor relations. He earned real estate and insurance licenses in Pennsylvania and New Jersey. After working in contracts and underwriting for one of New Jersey’s largest insurers, he became a human resources manager for the State of New Jersey. He married in September 2006.

**John Michael Deal, B.A., M.S. in criminal justice ('03)**, is the deputy chief of police for the Altamonte Springs Police Department. His wife’s name is Summer, and they have a 2-year-old daughter named Seanna.

**Arcangelo P. Dell’Anno, B.A. in criminal justice ('95), M.P.A.**, is a lieutenant commander in the United States Navy and works as a naval supply officer. He has four children: Ty, 8; Maximos, 5; Shelby, 3; and Luca, 1. Arcangelo is currently assigned to the Naval Inventory Control Point in Philadelphia, Pa. In the Navy, he has worked as a supply officer for the USS Gladiator and USS Dextrous, and he has provided various types of support to submarines, aircraft and ships. In September 2007, he will transfer to Special Operation Command Pacific in Hawaii. Arcangelo earned a graduate certificate in supply chain and information management from Penn State University in 2005. In the same year, he also completed a business resource management program through the University of Virginia and level II certification in acquisition logistics like cycle sustainment with the Defense Acquisitions University. In 2006, he completed joint professional military education phase I at the Naval War College, and he is currently working on his master’s degree in logistics science from the Florida Institute of Technology.

**Jeffrey Dean Koch, B.A.**, works for Quantified Marketing Group, the nation’s largest full-service strategic marketing and public relations firm focused exclusively in the restaurant industry. Jeffrey wrote, “I feel that the education that I received as a P.A. major really equipped me for the position that I am currently in. Sitting on the President’s Vision Council and the Dean’s Advisory Council while at UCF were key to helping me to develop skills that I use on a daily basis. Additionally, attending school full time and working full time, while supporting a family, enabled me to understand the challenges of corporate life.”

Previously, Jeffrey worked in beverage sales and distribution, restaurant consulting, and restaurant management for companies including Premier Beverage, Westin Hotels and Resorts, Sheraton Hotels and Resorts and Houston’s of Winter Park.

He has received numerous sales awards and is a Certified Apprentice Level Wine, Certified

*Continued on next page*

## CLASS NOTES *(continued)*

Beer Master, Certified Beverage Specialist and Certified Florida Social Sciences Educator.

Jeffrey has an 8-year-old son and lives in Altamonte Springs, Fla.

**Dennis Rogero, Jr., B.A. in criminal justice, M.P.A.**, works for Brevard County as a budget director in Melbourne, Fla., where he also resides.

### 2002

**Austin C. Garber, II, B.S.**, is the town manager of Timberville, Va., which is a small town located in the Shenandoah Valley of Virginia. Timberville is Austin's hometown. The town's Web site address is [www.town.timberville.va.us](http://www.town.timberville.va.us). Austin wrote, "Since graduation, my wife and I have had three children. I enjoy being around our family here in Virginia, but every day I think about Florida, especially during the winter."

**James C. Lyon, Jr., B.A. in legal studies ('97), M.P.A.**, came to UCF in 1993 to work as a police officer with the UCF Police Department. He had just completed a 4-year commitment with the United States Air Force as a law enforcement specialist, and he wanted to become a civilian police officer. He wrote, "When I took the position with UCFPD, I thought I would stay a few years and move on to a municipality or another state agency. However, I soon fell in love with the UCF environment. It was such a vibrant and friendly campus; I really did not want to leave. As a matter of fact, I was at UCF most of my waking hours, since I was also attending classes."

In August 1997, James graduated and began pursuing his M.P.A. the next semester. During this period, he started to excel in his career with the UCFPD, getting involved on many levels in the development of a professional police organization. In 2001, he was offered a position as an assistant director of a small college police department in North Carolina. James wrote, "It was a very tough decision to make but ultimately felt it was a great career opportunity. I left for North Carolina and was able to finish the few M.P.A. classes I had via online coursework. In August 2002, I graduated with my MPA!"

James currently serves as the chief of police at Northeastern Illinois University in Chicago.

He wrote, "Ironically, I serve along side a fellow UCF grad who is a faculty member here — we are all over the world!"

James is currently involved in several professional organizations and coach youth basketball and softball. He has been happily married to his wife Rhonda ('95) for 18 years, and they have three future Golden Knights, ages 12, 8, and 4. James wrote, "During football season, we get in our UCF T-shirts and watch the Golden Knights on TV as the kids do the U-C-F body motions, just like the National Champion UCF Cheerleaders do! No matter where my career takes me, I will always bleed Black and Gold!"

**Tim Rogers, B.A.**, works for the city of Palm Bay, Fla., as a Public Works, Transportation and Drainage division manager. He lives in Palm Bay, Fla.

**James C. Smith, Jr., B.S. in business administration ('95), M.P.A.**, is a coordinator in Academic Support Services for UCF Southern Region Student Services. He provides services to students at the UCF Cocoa and UCF Palm Bay campuses in areas of orientation, disability services, veteran services, clubs, standardized testing and career services. He serves as the vice chair of the Space Coast Chapter of the UCF Alumni Association and promotes events for Brevard county alumni, such as football viewing parties, beach clean-ups, networking events and monthly AlumKnight Out social gatherings. In his free time, James acts as the communication officer for Spirit Riders Motorcycle Ministry and participates in several biker events throughout the year. He is also a member of the Rockledge Church of the Nazarene Choir and Praise Team. James wrote, "My wife Pam (an FTU grad in 1975) and I are active in these ministries together." James was recently awarded the 10-Year Service Award from UCF Student Development and Enrollment Services and the 10-Year Loyalty Pin from UCF Alumni Association.

**Nicole Stacy Solis, Esq., B.A.**, received her Juris Doctorate from Stetson University College of Law in St. Petersburg, Fla., in 2005. She received the William F. Blews Pro Bono Service Award and the Student Leadership Development Award at her law school graduation. She currently practices criminal defense law as an assistant public defender for the 19th Judicial Circuit in Vero Beach, Fla.

### 2003

**Christopher John Gladdue, B.S.**, has been working for the City of Sarasota, Fla., for over two years as the development review coordinator and real property manager. He works for the City Auditor and Clerk, Billy Robinson. Christopher wrote, "It is a great honor and advantage to work under a Charter Official, especially since I am the only one who does what I do for the City of Sarasota." Christopher reviews all of the city's development and manages the billable fee system as he is monetarily maintains all development accounts. He is in charge of notifying the public from the initial phase in development at the neighborhood workshop level all the way to final approval of ordinances at the commission level by placing legal ads in the newspaper, posting property signs, and using GIS to contact all affected people within 500 feet of any project. In addition to development, he takes any application that requires a billable fee account being set up as well as the money that accompanies forms he designed to streamline the process since he accepted the position. All city-owned property falls under Christopher's real property title, since he handles all taxes once a year on those properties and maintains all lease holds with any vendors on city-owned property.

Christopher wrote: "I thank UCF and the Public Administration staff for assisting me in getting where I am today. Both the knowledge instilled in me and the real world views of working within a municipality without any sugar coating has helped me exceed most governmental expectations."

**Graciela Noriega Jacoby, B.A. in political science and liberal arts ('98), M.P.A.**, has worked, since 2000, as an aide to Orange County Commissioner Teresa Jacobs. She serves on the Board of Directors for the Back to Nature Wildlife Refuge in east Orange County. She and her husband Jerry Jacoby, who also graduated from UCF in '95 with a B.S. in physical education, had their first child on April 29, 2007. Their daughter's name is Juliana Day.

**Randall Henderson, B.S.**, continued, after graduating, to work for the Orange County government at the History Center and the City of Oviedo Recreation Department until March 2004. He started a federal career with the National Railroad Passenger Corporation (Amtrak) in March 2004 in onboard service



operations in Jacksonville, Fla., and transferred to New Orleans in December 2004.

Randall began a career with the National Park Service as a park guide at the Cane River Creole National Historical Park in Natchitoches, La., in July 2005. In this position, he was responsible for developing youth interpretive programs and visitor centers for two 18th Century Creole plantations. He was promoted to a position in fee management at Grand Canyon National Park in Arizona in March 2006. Currently, he is responsible for operation and supervision of the fee program at the Grand Canyon, which includes entrance stations, campgrounds and backcountry and river rafting permits.

**Jennifer Story, B.A.**, is an entrepreneur; she owns Little Busy Bodies Day Care, Inc., day-care facility for infants through elementary school age children.

**Anne-Marie Wolff, B.A.**, was hired in November 2006 as the City of Valdosta, Georgia's first planning and zoning administrator. Prior to this, she worked at the South Georgia Regional Development Center for three years as a comprehensive planner. Anne-Marie recently graduated from Valdosta State University with her Master of Public Administration. In addition to her professional duties, Anne-Marie serves as the Chairperson for MetroOne, the Valdosta-Lowndes County Chamber of Commerce's newest initiative for attracting and retaining young professionals to the Valdosta Metro area. She is also a member of Valdosta Toasts, the local chapter of Toastmasters International. In her personal time, Anne-Marie serves as president of her homeowners association and leads a young professional bible study for her church. Anne-Marie can be contacted at [anne\\_mariewolff@hotmail.com](mailto:anne_mariewolff@hotmail.com).

## 2004

**Winston Davis, B.S.**, is a second lieutenant in the United States Army in the 1-30 Field Artillery Brigade, stationed at Fort Sill in Oklahoma.

**Susan Funderburk, B.S.**, recently joined the Town of Bay Harbor Islands as a project coordinator. She resides in Isles Beach, Fla.

**Eric Sternberg, B.A. in political science ('01), M.P.A.**, works for the Department of Defense for the Army Corps of Engineers

and recently moved to Mobile, Ala. He previously received the Air Force Certificate of Appreciation.

**Chafik Berdiji, M.P.A.**, works for the City of Orlando and is a dedicated member of Arab International Conflict Mediators. He is also a member of Arab Public Administrators, which is based in Cairo, Egypt.

## 2005

**Christopher T. Edwards, B.A.**, works for the City of Leesburg as a neighborhood coordinator in the Department of Housing and Economic Development. His position is entry-level and provides him the opportunity to cross-train in the areas of community education, empowerment and development. Christopher wrote, "I am still single and searching for the right woman to settle down with and start those future Knights."

**Murielle Jean-Jacques, M.P.A.**, is an employee of the Department of Energy's National Nuclear Security Administration. She wrote, "It is a very interesting job, and I was hired six months after graduation. I get to travel all over the country and the salary is very good. This job is based out of Washington, D.C., which is my hometown." She resides in Beltsville, Md.

**Tiffany Zingaretti (Martin), B.S.**, has been working as the physicians' liaison at Florida Hospital since her graduation. She married fellow Knight Joseph Zingaretti. She resides in Orlando.

**Linda Metzkwow, B.A. in legal studies ('99), M.P.A.**, earned a graduate certificate in nonprofit management in 2004. She works as a disability consultant in Central Florida and resides in New Smyrna Beach, Fla.

## 2006

**Dorothy "Dodie" Selig, M.P.A.**, works in the Community Development Department for the City of Cocoa, Fla., as the zoning and permitting coordinator. She earned a graduate certificate in urban and regional planning in 2005. She lives in Rockledge, Fla.

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