

IMPACT

ON CIVIL SOCIETY

VOLUME 1 | ISSUE 1
UNIVERSITY OF CENTRAL FLORIDA
SCHOOL OF PUBLIC ADMINISTRATION



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Making an Impact

As director of the School of Public Administration, I am proud to introduce our newest publication, *Impact*, which highlights the research, community service and the educational programs focused on civil society that we provide. In addition to nonprofit management, our school has degree programs in public administration, urban and regional planning, research administration, and emergency management and homeland security. Each of these specialty areas are tied to civil society in various ways, which you will see in the research published and the grants secured by our faculty.

Our school has strongly focused on civil society and nonprofit management since 2001. During that year, we formed our nonprofit management advisory board, which hosted our first Central Florida Community Partners Nonprofit Management Conference. Academically, we admitted the first students into our Graduate Certificate in Nonprofit Management. We also introduced a Minor in Nonprofit Management along with an American Humanics program that allowed students to secure the Certified Nonprofit Professional credential, currently known as the Nonprofit Leadership Alliance. Our student group, the Nonprofit Knights, was created at this time, offering students the opportunity to network with each other and with professionals in the nonprofit community.

In 2004, we admitted the first students into our Master of Nonprofit Management program, and we became affiliated with the Central Florida Association of Fundraising Professionals, creating one of the first collegiate chapters of AFP. In addition, our Capacity Building Institute secured its first state funding to provide training and development to small nonprofit organizations that provide services to HIV/AIDS patients and families. Our approach to capacity building utilized faculty members and graduate students working directly with these small nonprofits to provide individualized training, technical assistance and products, such as strategic plans. The approach has become our

hallmark in providing capacity building to Central Florida nonprofit organizations.

Our Capacity Building Institute transitioned into the Center for Public and Nonprofit Management with a director and staff in 2008. The CPNM was designed to be the research arm for the school, providing faculty members with support in securing grant funding and in conducting community-based research. We still focus on capacity building for nonprofit organizations along with specific research tied to community issues, such as homelessness and the Pulse nightclub shooting.

In 2016, we admitted students into our newly approved Bachelor of Arts in Nonprofit Management and our Bachelor of Science in Nonprofit Management. These academic programs reach students earlier in their careers and professionalize the nonprofit sector.

Most recently, in July 2018, our MNM was accredited by the Network of Schools of Public Policy, Affairs, and Administration. We have the first standalone nonprofit management program in the world to be accredited by NASPAA, which reflects our dedication to professionalizing the nonprofit sector and in addressing the complex societal problems that impact our communities. In addition, the director of the program, Associate Professor Mary Ann Feldheim, will be retiring at the end of this year and Professor Thomas Bryer will assume the role of MNM program director. Both share their thoughts in this publication.

I hope that you find our new publication interesting as we provide more information regarding our impact on the nonprofit sector in Central Florida and beyond. Our academic program, our research and our community service, along with the contributions of our alumni, are shared in the following pages.

Naim Kapucu, Ph.D.
Director, UCF School of Public Administration

Who We Are

We are the faculty, staff and students within the School of Public Administration at the University of Central Florida who focus on civil society research, nonprofit management education and community engagement. There are three programs or entities that support our efforts:

- **Graduate Education:** Master of Nonprofit Management, Graduate certificates in nonprofit management and fundraising
- **Undergraduate Education:** Bachelor of Arts/ Bachelor of Science in Nonprofit Management
- **Center for Public and Nonprofit Management**



Our Mission

To prepare students for professional public service leadership in the nonprofit sector through a competency-based curriculum set on a foundation of ethical principles, community engagement and scholarship that creates usable, relevant knowledge to address complex societal issues in Central Florida and beyond.

Our Vision

To provide the highest quality public service education for careers in the nonprofit sector, to produce relevant civil society research, and to foster and civic engagement. In partnership with our students, our alumni and our community, we positively impact civil society by addressing complex societal issues.

Our Goals

- Prepare public service professionals for service in the nonprofit sector
- Create usable, relevant knowledge to address societal issues
- Positively impact society in Central Florida and beyond



A Time for Change



It is very exciting to see this publication go to press, since it captures the work that our school has done to advance civil society for the past 20 years through teaching, research and service.

The most important way we have made an impact on civil society is through the work of our 548 Master of Nonprofit Management graduates who serve as nonprofit leaders in

Central Florida and beyond. One such example is Jaha Dukureh, nominated for a Nobel Peace Prize for her work to advance the rights of women.

Our scholarship in the areas of collaborative governance, civic engagement, capacity building, and inter-organizational networks has created a strong body of work focused on the role of civil society in addressing societal issues. A listing of key publications provides resources to advance our impact.

Our impact can also be measured through our capacity building working with over 193 small nonprofit organizations in Central Florida to provide training and needed management tools, such as strategic plans. Lastly, the accreditation of our Master of Nonprofit Management by NASPAA impacts the professionalism of nonprofit management education, and we believe this is a landmark event for the sector.

It has been my honor and privilege to have served our students and our school for the past 20 years and to have contributed to this positive impact on civil society.

Mary Ann Feldheim, Ph.D.
Director, UCF Master of Nonprofit Management

Locally, nationally, and globally, there is both need and opportunity to strengthen civil society, enhance volunteerism, build capacity of nonprofit organizations, and facilitate the building of confidence in public service institutions that individually and collaboratively address social, health and economic challenges. The graduate nonprofit management program is exceptionally well positioned to not only educate locally but to influence practice internationally. These two potentials are possible through the research, teaching, service and global engagement of our professors, staff, students and alumni.

As the new director of the program, I am humbled by the passion and compassion of our alumni, students and community partners who sacrifice much of themselves to help individuals, families and communities have the opportunity to fulfill their potential. It is this compassion and passion that inspires me to continue the strengthening of our program through the building of global linkages, innovative use of online tools for effective teaching and learning, and the development of our faculty to achieve impact through research, teaching and service activities.

In my nearly 12 years at UCF, I have been committed to the idea and ideal of community-engaged scholarship. This commitment has allowed me to build long-term relationships with community leaders from the sector, produce books and articles focused on the civic health of our communities, and develop global outreach that gives our students and community partners opportunity to learn from experiences around the world and to share success from Central Florida. I look forward to leading our forward momentum and further securing our place as a leader in strengthening the sector and the communities it serves.

Thomas Bryer, Ph.D.
Incoming Director, UCF Master of Nonprofit Management



Mastering Nonprofit Management

Since fall 2001, the School of Public Administration has offered a Graduate Certificate in Nonprofit Management. In fall 2004, we admitted the first students to the Master of Nonprofit Management. Based on feedback from the Central Florida nonprofit community and our nonprofit advisory board, the MNM program was the first completely online program at UCF.

Our nonprofit graduate programs are designed for three categories of students. First, we focus on nonprofit professionals working in the field who want to advance their knowledge and their careers. Second, we are designed to prepare newly graduated bachelor's students to work in the nonprofit sector through service learning and internships. Lastly, our programs are ideal for professionals in other fields looking for a meaningful new career.

All faculty members teaching in the MNM program are members of the MNM curriculum committee and the nonprofit advisory board. Our competency-based curriculum aligns with the NASPAA Universal Competencies, and is shared with students in our curriculum guide found on our website. Every course is designed to either introduce, reinforce or lead to mastery of the competencies. Mastery of the competencies is assessed through a portfolio in the capstone course and through our annual institutional effectiveness assessment.

Service learning is a key component of the graduate nonprofit courses. It provides students with

the opportunity to apply textbook learning with real-life application for a nonprofit organization. Graduate students working with a nonprofit organization prepare a grant proposal, conduct a volunteer management case study, conduct a nonprofit human resource case study, conduct a governance case study, prepare a program evaluation plan and a strategic plan. All case studies require the student to identify best practices, and to provide the organization with examples of these tailored to their organization if they do not exist.

The Master of Nonprofit Management program offers courses in the following:

- Volunteer management
- Grants and contract management
- Nonprofit financial management
- Nonprofit resource development
- Program evaluation
- Nonprofit administration
- Governance and ethics
- Nonprofit organizations
- Human resource management
- Strategic planning

Service learning is a key component of the graduate nonprofit management courses.

First in the World

The Master of Nonprofit Management has been a trailblazer when it comes to firsts. It was the first UCF graduate program to be offered online, and it was the first program to be authorized for an out-of-state cohort. Now, the program can claim another first — it's the only stand-alone nonprofit management degree in the world to be accredited by NASPAA. NASPAA found the degree to be within substantial conformity of its standards and granted the accreditation for a seven-year term beginning Sept. 1.

"The accreditation of our Master of Nonprofit Management is a significant milestone for our program and for the professionalization of the field of nonprofit management," said Associate Professor Mary Ann Feldheim, the director of the MNM. "NASPAA accreditation demonstrates our program's commitment to the field of nonprofit management by demonstrating our advancement to the knowledge, research and practice of public service."

NASPAA accreditation is considered the global standard for public service programs at the graduate level. The organization has accredited more than 200 degrees around the world.

"The accreditation of our Master of Nonprofit Management is a significant milestone for our program and for the professionalization of the field of nonprofit management."

—Mary Ann Feldheim





Prize Fighter:

Alumna Jaha
Dukureh
Nominated
for 2018 Nobel
Peace Prize

*Written by Jenna Marina Lee
for UCF Today*

When UCF alumna Jaha Dukureh started Safe Hands for Girls in 2013 to help end female genital mutilation (FGM), she admittedly knew nothing about running a nonprofit.

"The only thing I had was passion, but with this work, I knew that it would take more than passion to drive the organization to where I wanted it to be," Dukureh said by phone from Senegal.

The 28-year-old graduated from the School of Public Administration's nonprofit management program this past spring. Education means everything to Dukureh because it changed the course of her life — a life that began on

the west coast of Africa in Gambia where, at a week old, she was subjected to one of the worst forms of FGM.

Dukureh's life also included an arranged marriage at 15 years old to a much older man in New York, whom she managed to escape.

Her life inspired the work she does every day, leading to her recognition as one of Time magazine's "100 Most Influential People" and an appointment as the UN Women's first regional goodwill ambassador for Africa. This year she was nominated for a Nobel Peace Prize by Norwegian politician Jette Christensen.

"I think I am who I am because

of my chance to get an education,” Dukureh said. “If I didn’t have an education, I had no possibility whatsoever to make it out of the situations that I’ve made it out of.”

1 of 200 Million

Like many girls in Africa, Dukureh was subjected to female genital mutilation as a baby.

More than 3 million girls are estimated to be at risk for FGM annually, and more than 200 million girls and women alive today have been mutilated in 30 countries in Africa, the Middle East and Asia, where the practice is concentrated, according to the World Health Organization.

Dukureh was unaware the procedure was done to her until she was 15. That’s when she entered an arranged marriage in New York with a middle-aged man she’d never met.

“I was angry mostly because it was something I had no control over,” Dukureh said. “I was one week old when I went through FGM. My mom had passed away, and she wasn’t here to explain to me why she did it. In a way, I felt betrayed.”

Dukureh researched to try to find answers to understand her own body. She realized the procedure was permanent. When she was pregnant with her daughter, she decided it was time for the world to make a change.

She wanted real impact.



Jaha’s Promise to End FGM

In her documentary, Jaha’s Promise, she details how she started a petition on Change.org, which asked the Obama administration to conduct a study on the prevalence of women and girls in the U.S. who were impacted by or at risk of FGM. The petition drew interest from Equality Now and The Guardian newspaper and soon after began receiving thousands of signatures a day.

“I wanted the U.S. government to look into the issue, and I hoped something would come out of it, but to say that I knew my petition would turn into what it did, I had absolutely no idea,” Dukureh said. “When the petition started getting a lot of attention, and the media became super interested in what I was doing, at that point I knew that we could actually make a huge difference.”

Dukureh hasn’t looked back since. She travels frequently to destinations all over the world to promote her cause. Her activism helped influence Gambia’s decision to ban FGM in 2015, a day she cites as her biggest achievement. But she knows they still have a long way to go to reach the U.N.’s goal of ensuring global abandonment of FGM by 2030.

“Our world leaders are still acting like this is an African problem. It’s not that. It’s a human-rights violation. It’s a women’s issue. I think that continues to be our setback,” she said. “This is not on the agenda of human-rights issues. It’s not on the agenda of the feminist movement. It’s not on the agenda of a lot of movements that we’d like to see.”



Preparing Future Leaders

There is a need for entry-level employees who understand the complexities of working in nonprofit organizations, and the undergraduate nonprofit programs at UCF are able to meet this need by offering courses and extracurricular activities that provide the skills and competencies required to lead and manage in this unique sector.

Since fall 2002, the School of Public Administration has offered an undergraduate certificate and a minor in nonprofit management. Throughout the years, our students have excelled not only in the classroom, but also in our community. Our students complete intensive internships at local nonprofit organizations and participate in service learning projects that allow them to partner with a nonprofit organization to develop a marketing and communications plan, complete a website and social media review, and execute a fundraising event for them.

In fall 2017, we became the first university in the southeast, and one of a few in the country, to offer a B.A./B.S. in nonprofit management. This program is designed to prepare future nonprofit leaders through the development of various nonprofit competencies including:

- Volunteer management
- Board development
- Financial management
- Community outreach/marketing
- Program evaluation
- Fundraising
- Legal and ethical decision making
- Cultural competency and diversity
- General nonprofit management.

Student Engagement

Nonprofit Knights is our student association for all nonprofit students at UCF. Nonprofit Knights encompasses many things including:

- **Nonprofit Leadership Alliance:** The Nonprofit Leadership Alliance offers the only national nonprofit management leadership credential developed with, and recognized by, the nonprofit sector. Our students complete rigorous, comprehensive, academic and experiential requirements, preparing them for nonprofit sector careers.
- **Service and Networking Opportunities:** Nonprofit Knights is committed to providing networking opportunities and hands-on experiences for students pursuing an interest in non-profit management. "Learning and serving" is the group's motto.
- **Association of Fundraising Professionals Collegiate Chapter:** For 50 years, the AFP has been the standard-bearer for professionalism in fundraising. AFP strives to advance ethical and effective fundraising and support charities around the world that provide critical services to their communities.

"In fall 2017, we became the first university in the southeast, and one of a few in the country, to offer a B.A./B.S. in nonprofit management."

—Stephanie Krick



OUR CENTER

Impact:

The Center for Public and Nonprofit Management

The Center for Public and Nonprofit Management was founded in 2008 to strengthen the management and leadership of public and nonprofit organizations through partnerships between faculty members, students and community members. The CPNM, led by Director Deborah Carroll, has completed 10 years of sponsored research on policy and management, and leadership of public service projects. The CPNM is based on the informal Capacity Building Institute, first formed in 2004 to support a grant awarded by the Office of Minority Health of the Florida Health Department in Orange County, in recognition of a need to build the capacity of very small nonprofit partners providing health education and direct services to minority communities.

Since that first capacity building grant in 2004, the CPNM has lead 16 additional funded projects. The largest project was based on a \$1 million grant from the U.S. Department of Health and Human Services. In 2010 and 2011, the Strengthening Communities in Central Florida Program provided capacity building services to nonprofit organizations serving the distressed areas of South Lake, South Sumter and West Orange counties. Through funding from the DHHS Strengthening Communities Fund and the University of Central Florida, 19 half-day training workshops were delivered to 82 nonprofit organizations, meeting a capacity building goal of increased effectiveness and efficiency. Twenty organizations also benefited from intensive technical assistance and financial assistance. As a result of

program participation, the number of persons served increased significantly, and services were expanded in scope, in new geographic populations, and were made more effective.

UCF is uniquely suited to host nonprofit capacity building projects of any scale. In 2018, for the fifth consecutive year, the CPNM was contracted by the Orange County Citizens' Commission for Children to conduct a capacity building seminar for Orange County nonprofit organizations. The goal of the annual seminar is to provide essential training to 15 participating nonprofit organizations, equipping them to successfully compete for local, state, and federal funding.

Unique to the center is the inclusion of students on the faculty-led delivery teams, both as researchers and technical assistants. Intensive, devoted technical assistance by graduate students is a hallmark of the CPNM's nonprofit capacity building programs. The academic disciplines of the School of Public Administration, including nonprofit management, provided a fertile resource of faculty and students to conduct research and provide training and technical assistance.

Nonprofit research and capacity building remain core undertakings of the CPNM. Learn more at ccie.ucf.edu/cpnm or contact us at cpnm@ucf.edu.

Since 2004, 193 nonprofits have participated in the CPNM's capacity building seminars.



Central Florida Community Partners Nonprofit Conference

For the past 17 years, the school's nonprofit advisory board has sponsored the Central Florida Community Partners Nonprofit Conference. This event brings together students, academics, practitioners and local organizations for a day of networking and professional development. Typically, close to 200 nonprofit professionals attend the conference, which is considered the region's largest annual gathering of nonprofit professionals and dedicated to improve the field.

The conference began in 2001 with a panel of foundation leaders to discuss strategies for nonprofit professionals to secure grant funding. Each year thereafter, a board member assumed the role of conference chair working with faculty and staff to produce an engaging conference. Conference themes have focused on nonprofit accountability and evaluation, volunteer management, and nonprofit advocacy.

The 17th annual conference will take place on Jan. 2, 2019, at the Rosen Plaza on International Drive in Orlando. This year, the conference is called "NP-Lead" and will be hosted in conjunction with the Nonprofit Leadership Alliance Management Institute.

To register for the 17th annual conference on Jan. 2, 2019, visit bit.ly/NPLEAD19.

PEOPLE

Faculty and Staff 2018



Maria-Elena Augustin
CPNM Assistant Director



Mirtha Bailey
Experiential Learning



Thomas Bryer, Ph.D.
Professor



Gregg Buckingham, Ph.D.
Lecturer



Steven Carrillo
Undergraduate Advisor



Deborah Carroll, Ph.D.
CPNM Director



Chris Emrich, Ph.D.
Associate Professor



Mary Ann Feldheim, Ph.D.
Associate Professor



Jeremy Hall, Ph.D.
Professor



Chris Hawkins, Ph.D.
Associate Professor



Qian Hu, Ph.D.
Associate Professor



Xi Huang, Ph.D.
Assistant Professor



Naim Kapucu, Ph.D.
SPA Director



Claire Connolly Knox, Ph.D.
Associate Professor



Stephanie Krick, Ph.D.
Associate Lecturer



Nasrin Lakhani
Graduate Advisor



Hui Li, Ph.D.
Assistant Professor



Suzette Myser, Ph.D.
Assistant Professor



Abdul-Akeem Sadiq, Ph.D.
Associate Professor



Daniel Seigler, Ph.D.
Internship Director



Angela White-Jones, Ph.D.
Lecturer

FUNDING

Civil Society Research Funding 2017-18

2018 Orange County Capacity Building for Nonprofits

Orange County Board of County Commissioners

Principal Investigator (PI): Deborah A. Carroll, Ph.D. \$50,000
June 12, 2018 – Sept. 30, 2018

Analysis of Data, Service Needs and Service Availability Related to Puerto Rican Evacuees in Orange, Osceola and Seminole Counties, Florida

Heart of Florida United Way
PI: Thomas Bryer, Ph.D. \$18,549
Co-PI: Qian Hu, Ph.D. \$16,450
May 8, 2018 – Sept. 15, 2018

Analysis and Executive Reporting of Children's Needs Assessments in Orange County, Florida

Winter Park Health Foundation
PI: Thomas Bryer, Ph.D. \$5,000
March 21, 2018 – June 15, 2018

RAPID: Role of Extending, Expanding and Emergent Groups in Relief Distribution Efforts in the Aftermath of Hurricanes Harvey, Irma and Maria

National Science Foundation
PI: Naim Kapucu, Ph.D. \$14,999
March 15, 2018 – Feb. 28, 2019

Services Agreement for Mapping of Social Vulnerability Index for Hurricane Harvey

OXFAM America

PI: Christopher Emrich, Ph.D. \$13,900
Dec. 18, 2017 – Feb. 19, 2018

Florida Community Capacity for Protecting Undocumented Migrants during Hurricane Irma 2017

National Hazards Center
PI: Jungwon Yeo, Ph.D. \$1,450
Nov. 22, 2017 – Feb. 28, 2018

Continuing Awards

The following grants and contracts were awarded in a prior fiscal year but involved work continuing into the 2017-18 fiscal year:

2017 Orange County Capacity Building for Nonprofits

Orange County Board of County Commissioners
PI: Deborah A. Carroll, Ph.D. \$50,000
June 12, 2017 – Sept. 30, 2017

Orlando Pulse Nightclub Shooting: Chronicling the City Response

City of Orlando
Co-PI: Thomas Bryer, Ph.D. \$27,260
Co-PI: Staci Zavattaro, Ph.D. \$27,260
March 9, 2017 – Feb. 28, 2018

Collaborative Research: Measuring Social Vulnerability — Reducing Uncertainty and Validating Indicators

National Science Foundation
PI: Christopher Emrich, Ph.D. \$40,109
Aug. 7, 2016 – July 31, 2018

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

Rural Development Administration, Republic of Korea
Co-PI: Naim Kapucu, Ph.D. \$47,250
Co-PI: Jungwon Yeo, Ph.D. \$27,000
April 1, 2016 – Dec. 31, 2018

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

National Science Foundation
PI: Christopher Hawkins, Ph.D. \$70,584
May 1, 2015 – April 30, 2018

Collaborative Research: Pervasive Spectrum Sharing for Public Safety Communications*

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

Study of Application for Orange County Comprehensive Plan Amendment

Clarcona Improvement Association
Co-Principal Investigator (2017): Deborah A. Carroll, Ph.D. \$3,000

Publications

2011-2018

Refereed Journal Articles

Abbasi, A., & **Kapucu, N.** (2012). Structural dynamics of organizations during the evolution of interorganizational networks in disaster response. *Journal of Homeland Security and Emergency Management*, 9(1), Article 23.

Bakiev, E., & **Kapucu, N.** (2012). The role of organizational social capital in increasing organizational performance in public organizations: Evidence from Kyrgyz National Police (KNP). *International Journal of Public Administration*, 35(14), 976-988.

Bryer, T. A. (2011). Online public engagement in the Obama administration: Building a democracy bubble? *Policy & Internet*, 3(4), Article 3.

Bryer, T. A. (2013). Designing social media strategies for effective citizen engagement: A case example and model. *National Civic Review*, 102(1), 43-50.

Carboni, J. L., Siddiki, S., Koski, C., & **Sadiq, A. A.** (2017). Using network analysis to identify key actors in collaborative governance processes. *Nonprofit Policy Forum*, 8(2), 133-145.

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Calabrese, T., & **Carroll, D.** (2012). Nonprofit exemptions and homeowner property tax burden. *Public Finance & Management*, 12(1), 21-50.

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Chikoto, G., **Sadiq, A. A.**, & Fordyce, E. (2012). Disaster Mitigation and Preparedness: Comparison of Nonprofit,

Public, and Private Organizations. *Nonprofit and Voluntary Sector Quarterly*. Published online 25 July 2012. DOI: 10.1177/0899764012452042.

Gassman, J., Dolch, N., Kinnel, A., **Krick, S.**, Schaffer, R., & Strom, S. (2012). Nonprofit ideologies: Actions speak louder than words. *Journal of Ideology*, 34, 1-28.

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Gassman, J., Dolch, N., Kinnel, A., **Krick, S.**, Schaffer, R., Strom, S., Costliow, A. (2014). The great recession and the nonprofit sector. *International Leisure Review*, 3(1), 104-126.

Hawkins, C. V., & Wang, X. (2012). Sustainable development governance: Citizen participation and support networks in local sustainability initiatives. *Public Works and Management Policy*, 17(1): 7-29.

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., & Shi, W.* (2017). Understanding nonprofit organizations' use of social networking sites: An examination of management factors. *International Journal of Public Administration in the Digital Age*, 4(1), 19-34.

Hu, Q., Johnston, E., & Hemphill. (2013). Fostering cooperative community behavior with information technology tools: The influence of a designed deliberative space on efforts to address collective challenges. *The Journal of Community Informatics*, 9(1).

Hu, Q., **Kapucu, N.**, & O'Bryne, L.* (2014). Strategic planning and management for small nonprofit organizations: Perception, implementation, and impact. *Journal of Applied Management and Entrepreneurship*, 19(1), 83-101.

Kapucu, N. & Demiroz, F.* (2013).

Collaborative capacity building for community-based small nonprofit organizations. *Journal of Economic and Social Studies*, 3(1), 83-117.

Kapucu, N. (2011). Capacity building for nonprofit sector and organizations under stress. *COMU Journal of Economic and Administrative Sciences*, 9(2), 141-159.

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Knox, C. C., & Wang, X. (2016). Capacity to implement performance measurement in small nonprofits. *Journal of Public Management and Social Policy*, 22(3), 1-12.

Koski, C., Siddiki, S., **Sadiq, A. A.**, & Carboni, J. (2016). Representation in Collaborative Governance: A Case Study of a Food Policy Council. *The American Review of Public Administration*, 48(4), 359-373.

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The Role of Scope and Intensity of Organizational Involvement. *Nonprofit Policy Forum*, 8(1), 3-24.

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Norris-Tirrell, D., Blessett, B., Knox, C.C. (2014). Peeking behind the curtain: The operations and funding priorities of rural private foundations. *Foundation Review*, 6(4), 8.

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spa@ucf.edu
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