News from the
SCHOOL OF PUBLIC ADMINISTRATION and
CENTER FOR PUBLIC AND NONPROFIT MANAGEMENT
This year, the University of Central Florida is celebrating the 50th anniversary of its founding, and the Masters of Public Administration program is celebrating its 30th year. The time line on this page shows the progression of public administration offerings at UCF. The first degree offered in public administration at UCF was a bachelor’s degree. A Master of Public Administration (M.P.A.) program followed in 1983.

Over the years, new offerings from public administration have come in the form of minors and graduate certificates, which have expanded into degree programs. Currently, we offer programs in the areas of public administration, nonprofit management, urban and regional planning, research administration, and emergency management.

Our Center for Public and Nonprofit Management, created in 2008, is the research arm for our faculty and students, who engage in community-based research for the purpose of impacting communities and lives. In fall 2011, we became the School of Public Administration in recognition of our diverse programmatic offerings, our strong research, and our nationally ranked M.P.A. and Master of Nonprofit Management programs.

The hallmark of our work is our strong community engagement through our very active advisory boards, our service-learning projects and our community-based research. Our goal in these activities is to positively impact our communities and the lives of those we serve.

The theme for this issue of Public Administration FOCUS is “Impacting Communities and Lives.” Each of the programmatic areas covered in the issue, as well as the annual report for the Center for Public and Nonprofit Management, describes our impact — the impact of research for local governments, the impact of service-learning for local nonprofit organizations, and the impact of education on the professional lives of students and alumni.

We invite you to celebrate our anniversary with us — our alumni, our students, our community partners and our faculty members — as we continually strive to impact communities and lives.

— Mary Ann Feldheim, Ph.D.,
Director and Associate Professor

“The hallmark of our work is our strong community engagement.”
MEET
Eddie Garcia

This UCF “superhero” is now a May 2013 graduate in public administration.

Excerpts from an article by Samantha Rosenthal, Centric magazine, Spring 2013

At a university as vast as UCF, it is seemingly impossible for students to engage in all the opportunities presented. But Eddie de los “Eddie” Garcia, a 21-year-old senior pursuing a public administration degree and nonprofit management minor, is taking the challenge in stride.

A familiar face on campus, Garcia has been involved in university activities since his freshman year in 2009. He has been part of the President’s Leadership Council, Beta Theta Pi fraternity, Knight-Thon, SGA [Student Government Association] and the LEAD Scholars Program. Garcia has also volunteered at Boys Town and Alternative Spring Break in Birmingham, Ala., and he believes that community service has helped him grow and impact others. Originally from Queens, NY, he grew up in a different environment than most young people.

“Queens, I feel, made me grow up faster,” he said. “From such a young age, we’re independent. We’re taking public transportation, and my parents were never so worried.”

Garcia is a first-generation college student who, at first, had trouble finding his place at UCF but always had the desire to help and serve others. This attitude helped him receive the President’s Scholarship and win the Orlando Magic Maker award for community service in the Central Florida area.

Garcia was also a 2013 Order of Pegasus recipient, which is the most prestigious honor at UCF that recognizes exemplary performance by undergraduate and graduate students.

“It’s something that means not only a lot to me but to my family, the people who helped me get here and taught me so much about myself and about life,” he said.

As graduation approaches, Garcia has made plans for the future, hoping to pursue an acting career. He has found acting is his true passion.

“I can’t believe how fast my time has come up,” said Garcia. “But everything I’ve done, all the lessons I’ve learned and all the memories, I’ll have them no matter where I go. They’ll always hold a special place in my heart. So no matter if I’m in California, New York or anywhere in the world, UCF is always going to be a part of me.”
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Public Administration

Ground-Breaking Study Impacts Local Government

By Michael Abels, D.P.A.

In assessing the impact of UCF’s public administration programs, we must consider a wide range of efforts and results. For example, during the past year, we moved in new directions to provide more competency-based education to better ensure our graduates have acquired the knowledge, skills and abilities to meet the needs of employers. This effort directly impacts the employers and our students as they work to achieve their career goals. Other efforts include our ground-breaking research to assist Florida local and state governments. Here, you will learn about a recent study on municipal pension plans and its impact on local government.

Local Government Pension Plans
Under the auspices of the Center for Public and Nonprofit Management, public administration faculty members and students completed a pension study for the city of Cocoa Beach. Pension systems used by 10 cities were analyzed to identify plan benefits that cities offer to general, fire and police employees. Assistant Professor Rui Sun and I were assisted by Evelyn Hernandez, a recent M.P.A. graduate, and Rachel Gould, a current M.P.A. student. The comparative pension information collected through this project will be used by Cocoa Beach to design future retirement programs for its employees.

Study Findings
The study found that the majority of public plans covering general, police and fire employees continue to be defined-benefit plans. However, due to the “great recession” the majority of cities surveyed have made modifications to their plans that include reducing the formula for calculating the retirement benefit for new employees, increasing the years necessary for full vesting, and increasing the minimum age for normal and early retirement. For general employee plans, the study found a move to hybrid plans that combine features of defined benefit and defined contribution.

Interestingly, the study pointed out a trend occurring primarily in the private sector with defined-benefit plans — the use of a “cash balance” defined-benefit plan. In this plan, the final retirement benefit is calculated based on a set contribution from the employer, which is then increased by a set minimum return from an established investment index such as U.S. Treasury bonds. This new defined-benefit plan moves the retirement benefit away from a percentage of the employee’s salary to a formula closer to that found in a traditional defined-contribution plan.

The study also highlighted one of the major problems facing public employers. Police and fire plans have funded about 70 percent of the plans’ actuarial-calculated unfunded liability. The question of bringing defined-benefit plans closer to 80 or 90 percent funded will be a major policy issue for local governments for the remainder of the decade.

Local Government Impact
These findings provide data for the efforts of Cocoa Beach and other cities to improve their pension plans. The projected impact of this research is: 1) decision-making regarding pension plans for local cities and counties will be improved based on the findings, 2) policies will change based on research, and 3) citizens and stakeholders will have an increased awareness of the issues surrounding pensions for public employees.


Federal Grant to Benefit Florida Counties
Master of Public Administration student Deborah Reith (B.A. in criminal justice, ’86) secured a $10,000 federal grant as a result of her spring 2013 course work in “Grant and Contract Management,” taught by Research Coordinator and Instructor Barbara Howell. Thanks to Reith’s hard work, the Seventh Judicial Circuit Court of Florida (Flagler, Putnam, St. Johns and Volusia counties) is receiving a grant for the purchase of bulletproof vests for all of its investigators from the U.S. Department of Justice, Office of Justice, Bulletproof Vest Partnership.
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Courtesy of Central Florida Zoo
Nonprofit Management

Students Help Keep Zoo on the Move

By Stephanie Loudermilk Krick, Ph.D. ’07

During the spring semester of 2013, graduate students at the University of Central Florida had a unique service-learning opportunity. In partnership with the Community Foundation of Central Florida, students in the “Philanthropy, Fundraising and Social Entrepreneurship” course were given the opportunity to become grantmakers and make recommendations to distribute actual funds to real organizations in the community. The students were divided into teams and assigned a mentor to help them as they developed their proposals. The students were able to share what they learned throughout the course as they defended their funding decisions in front of the board of directors of the Community Foundation of Central Florida. The board raised questions but ultimately funded 100 percent of the projects with the potential to distribute over $122,800 to local nonprofit organizations.

Cost-Effective Outreach

One example of a funded proposal was the Central Florida Zoo and Botanical Gardens Zoo to You outreach program. The Zoo to You program enables elementary school students to experience and learn about different animals at the zoo without having to travel to the zoo. The program saves the school money, as it is less expensive than a class field trip to the zoo. The cost of this program is $250 per hour versus $9.50 per student plus transportation costs to visit the zoo.

The “Philanthropy, Fundraising and Social Entrepreneurship” students made the recommendation to fund a van to enable the zoo to expand its reach through this program. The zoo currently has one van the serves the local community, which brought in just over $26,000 in revenue for paid programs reaching over 10,000 children and adults. The new van will help them expand their reach in the surrounding counties while increasing revenue by having the ability to do more programs. The zoo expects to see a 25 to 30 percent increase in the number of children served and the income received.

Service-Learning Benefits

As mentioned above, this course used service-learning as a teaching method. Not only does service-learning enhance student learning, it also, hopefully, motivates students to become more aware of community issues and more civically engaged in their community upon graduation. Based on a survey of students in the spring 2012 offering of this course, when asked if the class changed the way he/she thought about charitable contributions or volunteering with a nonprofit organization, a student reported, “I want to be more engaged in the problems with the community and am looking forward to giving my time and energy to organizations that align with my values.”

Since first offering this course in the spring of 2012, students have made funding recommendations in excess of $218,000 to nonprofit organizations serving the Central Florida area. This hands-on learning experience has empowered these graduate students to become more strategic in their philanthropic endeavors. Some of them are even considering a career in development as a result of this course. Significant partnerships have been developed with the Community Foundation of Central Florida, the mentors and the nonprofit organizations.

“I want to be more engaged in the problems with the community and am looking forward to giving my time and energy to organizations that align with my values.”

Impacting Communities and Lives 7
Land-use report
The first cohort of urban and regional planning master’s degree students completed the Capstone course by presenting their land-use recommendations at a Windermere City Council meeting.

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Donations from colleagues of Kevin Tyjeski (1959–2013), Orlando’s deputy director of economic development and a longstanding UCF URP advisory board member, have created a scholarship in his honor for local students studying city planning.
In spring 2013, the Master of Science in Urban and Regional Planning (MSURP) Studio presented to the town of Windermere, FL, results of the Strategic Civic Land Use Planning Report. The purpose of the MSURP Studio was to provide analyses and recommended actions related to improving the functionality, public access, feasibility of policy and resource allocation alternatives, implementation mechanisms, and long-term investments in parks and recreation facilities in Windermere. The centerpiece of the MSURP Studio was the development of three improvement scenarios for the Butler Bay Recreational Facility.

Among the tasks completed were an inventory of existing open space, parks and recreation assets in Windermere, including a site-constraints analysis of the Butler Bay Recreation Facility using GIS analysis; the identification of community needs for open space, parks and recreation facilities by implementing a series of public participation planning processes; and a local policy document review, including an analysis of levels of recreation services based on standards for town parks and recreation facilities.

Public Participation
The results of a “Red-Dot/Green-Dot” exercise have had an immediate impact on plan implementation. During the town-wide public participation event, three poster boards with a collection of parks and recreation images were displayed. The images were chosen based on information received during the stakeholder interviews by MSURP students and a review of environmental and infrastructure constraints. Planning participants placed a red dot on images they disliked and green dots on images they liked. Windermere planning staff and volunteers are using the results of this public participation process as a basis for deciding on where to invest public resources to improve the facility. In cooperation with the Parks and Recreation Committee, the town is now developing a Capital Improvement Plan for the Butler Bay Recreation Facility that incorporates elements of the proposed redevelopment scenarios created by the MSURP Studio.

Hands-On Learning
The impact of the MSURP Studio on student learning extends well beyond applying GIS techniques and conducting data collection and analysis. Because the studio was conducted in partnership with a local government, students were exposed to and actively participated in the daily activities of planners and town managers. Depending on the tasks each team was responsible for implementing, students were required to conduct interviews with key staff, regularly attend board meetings and communicate directly with elected officials. This hands-on approach provided another avenue for students to gain experience in working with diverse groups and practice their communication and presentation skills.
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Research Administration

First Students Are Already Making Their Mark

By Jo Ann Smith, Ph.D.

The inaugural cohort of students in the Master of Research Administration (M.R.A.) program will graduate at the end of this summer term. Most are working full-time in research administration while they take their required graduate courses. Even with their busy schedules and deadlines, many have excelled professionally — receiving promotions and special recognitions, having their roles and responsibilities expanded, submitting articles for publication, and conducting presentations at professional research administration conferences. Listed below are a few of those accomplishments.

Promotions

Kirsten Torguson was promoted in January, taking responsibility for all compliance functions at California State University, Fullerton, including IRB, IACUC, FCOI, tech transfer and responsible conduct of research. Her new title is “Research Grants and Compliance Officer.”

Amy Ossola-Phillips accepted a new position this past fall as a “Senior Research Award Coordinator.” Her new duties include both pre- and post-award oversight at the University of Texas at San Antonio’s Liberal & Fine Arts, Business and Honors College Research Service Center.

Expanded Roles and Responsibilities

David Yeater’s role at the Brady Urological Institute, Johns Hopkins University School of Medicine, has expanded to include writing research protocols, preparing IRB and animal protocols, assisting with Material Transfer Agreements and Confidential Disclosure Agreements, and developing grant proposals.

At Florida Hospital, Michelle Kilponen’s role has grown due to a surge of new industry-sponsored opportunities resulting from the recruitment and participation of several investigators interested in pursuing research through grant-funding and internal-funding mechanisms.

Virginia (Susan) Maerz received a promotion soon after starting the M.R.A. program. She has taken advantage of each class to enhance her opportunities to diversify and expand her current responsibilities. She was asked most recently to continue to develop the SUNY Research Foundation/Buffalo State’s Office of Research strategic plan and to create and implement an audit compliance plan.

Publications and Training Program

An interview with April Heyward from the University of South Carolina was published in the December 2012 issue of NCURA [National Consortium of University Research Administrators] Magazine.

Andrea Adkins, Tammie McClellan and John Miner’s paper for PAD 6744 titled, “The Final Rule: Implementing New Policies for Financial Conflict of Interest at the University of Central Florida,” was accepted by the peer-reviewed journal Research Management Review.

At the University of Georgia, Melissa Mottley is creating a new official training course that will be an elective in a new fiscal compliance certification program.

Presentations

This past year, April Heyward gave five presentations on a variety of research administration topics at the University of South Carolina.

At UCF, Andrea Miller and John Miner gave joint presentations on intellectual property basics to undergraduates participating in a UCF research academy.

Andrea Miller co-presented a session on government-owned intellectual property at the 4th Annual Intellectual Property Symposium sponsored by the Florida Bar Association in West Palm Beach.

Awards, Funding and Special Recognition

Tammie McClellan was one of 35 UCF researchers who received over $1 million in external funding in fiscal year 2012.

Ginger Phillabaum was transferred from Auburn University’s School of Forestry and Wildlife Sciences to the central Contracts and Grants Accounting office as an Accountant III. She also serves as secretary for the Alabama Chapter of the Society of Research Administrators International.

Monica Code was a contributor to the NCURA Region II Hot Topics in Research Compliance Workshops this past spring.

Cynthia Bruin was selected Staff Employee of the Month for February 2013 at Indian River State College.

We are proud of our M.R.A. students’ accomplishments and their impact on the profession. We look forward to watching them continue to excel in their profession as research administrators.
Publications

BOOKS


BOOK CHAPTERS


REVIEWED PUBLICATIONS


*Doctoral Program in Public Affairs student or recent graduate
**Master of Public Administration student or recent graduate
Letter from the Director

What is our ROE? No, that’s not a typo. Though “return on investment” is the popular phrase to use across business, government, nonprofit and academic sectors these days, in the Center for Public and Nonprofit Management (CPNM), we are concerned with the ROE — Return on Engagement. Through our research, service, and teaching via service learning, the CPNM is achieving impact.

This year, the CPNM has been operating on a model I like to capture using the dual purpose acronym SEE DEMOS. Through our work, we see the people, our communities, as our focus — community-engaged research, teaching and service. Translated, the acronym stands for Student Empowered Education and Democratizing Education for Members of Society. Our aim is to use our resources within the university not only to provide exceptional education to our students but to help generate new knowledge in our communities, ultimately to strengthen those communities.

In this annual report, we focus on stories of how our research, teaching and service are achieving impact. The examples we provide are from the center’s AmeriCorps VISTA project, research conducted with the Heart of Florida United Way, a study of public-private partnerships for the Florida Department of Transportation, and service-learning with the city of Orlando. We also profile Assistant Professor Qian Hu, who, in her second year on faculty, is demonstrating an ability to craft research projects with a significant ROE potential.

I welcome your ideas. Contact me at thomas.bryer@ucf.edu.

— Thomas A. Bryer, Ph.D.,
CPNM Director

PROGRAM HIGHLIGHTS

Community Service

The Corporation for National and Community Service’s AmeriCorps VISTA Program fights poverty with passion. The Center for Public and Nonprofit Management’s AmeriCorps VISTA Project places Volunteers in Service to America (VISTA) at the homeless education programs of two county school districts to build the programs’ capacity.

Jade Willey is an elementary school student who had been part of the Seminole County Public Schools (SCPS) Families in Transition (FIT) program until recently. At one point, she was living out of a car and getting ready for school in a Walmart bathroom. She often had to wear the same clothes multiple times a week. With more than 2,200 homeless students in Seminole County, the FIT program works to ensure that these students are in school and that their families have their basic needs met, promoting family stability and, subsequently, students’ educational success.

At first glance, Alex Serrano is just like any high school senior. However, after speaking with him and learning his story, it is impossible not to be

(Continued on next page)
Community Service  (Continued)

impressed and inspired by what he has achieved in the midst of adversity. Alex is one of 7,250 Orange County Public Schools (OCPS) students who have experienced homelessness this school year, and one of 253 of those students who are unaccompanied youth. This school year, CPNM AmeriCorps VISTAs have helped the OCPS McKinney-Vento Program (MVP) and the SCPS FIT program better serve students like Alex and Jade by identifying resources in the community, recruiting volunteers, and using social media and new print media materials to spread awareness about homeless education.

Services provided by the MVP alleviated some of Alex’s worries and stresses. Alex is on track to graduate from Oak Ridge at number 17 in his class with a 4.2 GPA, all accomplished while working a full-time job at McDonald’s and living on his own. Through full-time service, AmeriCorps VISTAs work to strengthen the MVP so every student experiencing homelessness can walk across a stage like Alex will, with a high school diploma in hand and hope for a bright future.

CPNM AmeriCorps VISTAs at the FIT program had the opportunity to plan the first “Get Fit for FIT 5k” to benefit and raise awareness for FIT. Jade became interested in running and found that running helped her to be more relaxed and even enabled her to be more focused in school. Today, Jade and her family have a home of their own. She is doing well in school, has been able to make some good friends in her new neighborhood and has even found a way to give back.

Recalls one VISTA, “Through these experiences, I am reminded of why the work we are doing is so important. The need continues to grow, and organizations addressing the issue of homelessness must be able to grow with it. It is my hope that our work, and the work of those who follow us, equips and enables Families in Transition to adapt and grow into an organization that is able to meet the increasing needs of the homeless students in Seminole County.”

Service-Learning Profile

Students in the spring 2013 M.P.A. Capstone class under CPNM Director Thomas Bryer completed a whole-class service-learning project with the city of Orlando. In teams, students interviewed city officials from several different offices and agencies to assess the readiness of the city to work with active and engaged citizens. They presented their findings and recommendations at City Hall.

Research Colloquium Series

The annual Research Colloquium Series provides a forum for intellectual dialogue with prominent researchers on topics relevant to public affairs and administration. The series focuses on current topics in public administration and brings together community leaders, scholar and students. The 2012–13 series addressed the following topics:

October 2, 2012  Personnel and Performance Management Applications for Rural-Based State Law Enforcement, by Tonya T. Neaves, M.P.P.A., research fellow with the Social Science Research Center at Mississippi State University
November 29, 2012  Field Study: Metropolitan Governance in Seoul, South Korea, by Professor Naim Kapucu and study abroad students
February 28, 2013  ASPA Conference Presentations: Federal Policy Development + State Interpretation and Implementation = Injustice, by Assistant Professor Brandi Blessett, and Direct Observation of Climate-Related Narratives in Social Networks, by Assistant Professor Claire Knox
April 18, 2013  CPNM Research Fellows Presentations: System-wide Accountability or Systemic Barriers to Success, by Amber Myers, M.P.A. student; A Profile of Nonprofit Economic Development Organizations in Florida, by M.P.A. student Charoy Thurston and undergraduate student Katherine Bucher; and Explaining Variation in Voting Outcomes for Statewide Environmental Bonds: Does Access to Public Goods Make a Difference? by M.S. in Urban and Regional Planning student Alex Deus and undergraduate student Jennifer Kempinski
### Grants and Contracts, 2012–13

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<td>Walking School Bus Administration and Evaluation</td>
<td>Florida Department of Transportation</td>
<td>$250,000</td>
<td>12/6/12–12/5/14</td>
</tr>
<tr>
<td>Qian Hu, Ph.D. (PI)</td>
<td>Building, Developing and Sustaining Local Economic Development Networks</td>
<td>UCF Office of Research and Commercialization</td>
<td>$7,500</td>
<td>5/1/13–4/30/14</td>
</tr>
<tr>
<td>Naim Kapucu, Ph.D. (PI); Fernando Rivera, Ph.D., Christopher Hawkins, Ph.D. (Co-PIs)</td>
<td>Building Disaster Resilience and Sustainability in Rural Communities in Central Florida: Applications of Social Network Analysis</td>
<td>U.S. Department of Agriculture/ National Science Foundation/ Cooperative State Research, Education and Extension Service</td>
<td>$387,557</td>
<td>9/15/10–12/31/12</td>
</tr>
<tr>
<td>Wendell Lawther, Ph.D. (PI); Lawrence Martin, Ph.D., Amir Behzadan, Ph.D. (Co-PIs)</td>
<td>Flexible and Rapid Decision Making Related to Public-Private Partnerships (P3) Funding Models in Transportation</td>
<td>Florida Department of Transportation</td>
<td>$146,969</td>
<td>4/27/12–10/27/13</td>
</tr>
</tbody>
</table>

### Researcher Profile

Qian Hu joined UCF’s School of Public Administration as an assistant professor in 2011. Her research interests include collaborative public management, government–nonprofit relations, strategic and performance management, social media, and policy informatics. Her work has been published in academic journals such as *American Behavioral (Continued on next page)*

**Qian Hu, Ph.D.**

State and local governments are having difficulty finding the revenue to repair bridges and maintain roads and water treatment plants, as well as to build needed new ones. One solution is to partner with the private sector, leveraging new sources of funds as well as needed expertise. Wendell Lawther, associate professor of public administration, and Larry Martin, professor of public affairs, are leading a team of nine researchers to study transportation-related public-private partnerships (P3s) in a project funded by the Florida Department of Transportation.

Benefits of P3s include the following: 1) the bridge is repaired sooner or the roadway is built sooner, 2) private sector innovation is encouraged, and 3) funds are committed to operations and maintenance — often neglected in the past. However, state and local officials will encounter many challenges in creating P3s that must be dealt with effectively if P3s are to be successful. The recently passed House Bill 85 allows for Florida counties to enter into P3s for a wide range of infrastructure projects and for engaging services. “It is our hope that the results of our research will benefit state and local officials as they consider adopting P3s as a means of funding these efforts,” Lawther said.
Researcher Profile (Continued)


In 2013, Hu received both an in-house grant from the UCF Office of Research and Commercialization and a seed research grant from the Center for Public and Nonprofit Management. The in-house grant is allowing Hu to examine roles that nonprofit economic development organizations play in the local economy and to further analyze collaboration between diverse organizations within local economic development networks in the Orlando metropolitan area.

The CPNM grant is enabling Hu to study the homeless service delivery networks in Seminole and Orange counties in Florida. She is identifying key organizations within homeless service delivery networks and examining the function and structure of homeless service delivery networks. A primary goal of her project is to help strengthen community partnerships, strategically allocate resources and better provide integrated homeless services.

Fellows Program

Each year, the Center for Public and Nonprofit Management offers undergraduate and graduate students an exciting opportunity to compete for positions in the CPNM's fellows program. Selection is based on academic merit and service. Fellows serve the university and community by conducting rigorous research. Identified below are the five outstanding students who were fellows in spring 2013.

CPNM Fellow – Master of Public Administration (M.P.A.) student Amber Myers completed research with Assistant Professor Brandi Blessett and CPNM Director Thomas Bryer. They used a case-study method to investigate the effectiveness of a performance management system of a large nonprofit agency. The study investigated the alignment of goals and objectives between the data management system and funded partner agencies.

Urban and Regional Planning Fellows – Master of Science in Urban and Regional Planning student Alex Deus and undergraduate student Jennifer Kempinski worked with Assistant Professor Christopher Hawkins. Their research endeavors included data analysis to explain variation in voting outcomes for statewide environmental bonds and its correlation to access to public goods in the state of Rhode Island.

Nonprofit Management Fellows – M.P.A. student Charoy Thurston and undergraduate Katherine Bucher conducted research with Assistant Professor Qian Hu to complete a profile of nonprofit economic development organizations in Florida.

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Harold Worrall, Ph.D.
“I appreciated the mix of professional and academic experts teaching the courses. Both gave a different perspective of the field and how it operates.”

Hands-on experience
Undergraduates ran Seminole County’s emergency operations center during a mock exercise.
UCF’s emergency management and homeland security (EMHS) program prepares future leaders to work locally, nationally and globally to create resilient communities prepared for multiple hazards. By blending theoretical and practical knowledge and skills prior to entering the ever-changing, all-hazards environment of emergency management, the program has produced future emergency management leaders, including:

- **Margaret Sanders** (B.S. in criminal justice, EMHS minor ’12) was among 12 students selected for the Eighth Class of Florida Gubernatorial Fellows and was recently hired as deputy press secretary with the Florida Division of Emergency Management.

- **Indira Reyes** (B.A. in public administration, minor in EMHS ’12) completed internships with UCF’s and Seminole County’s Office of Emergency Management (OEM). She accepted a position in the Public Health Preparedness Office in Seminole County’s Health Department.

- **Spencer Kostus** (B.S. in public administration, minor in EMHS ’12) is completing the Graduate Certificate in Emergency Management and Homeland Security. After finishing an emergency management internship with Lake County’s Board of County Commissioners, he accepted a disaster assistance specialist position in Lake County.

**Theoretical Knowledge**
Professor Naim Kapucu works closely with graduate students on emergency management research and grant projects. He has co-authored with Vener Garayev (M.P.A. ’08, Ph.D. ’11) a *Public Performance and Management Review* article, “Sustaining Network in Emergency Management: A Study of U.S. Counties,” and with Sana Khosa (public affairs doctoral student) an *Administration & Society* article, “Disaster Resiliency and Culture of Preparedness for University and College Campuses.” Additionally, faculty members encourage students to attend and present at academic conferences. At the Governor’s Hurricane Conference, Jennifer Fleischman (M.P.A. ’11), coordinator of emergency plans and programs for UCF’s OEM, created and facilitated a nine-hour training session, “Higher Education All-Hazards Training.”

**Practical Knowledge**
Gaining hands-on experience is valuable in the field of emergency management. Students complete internships with emergency management organizations, including UCF, city of Orlando, Osceola County, American Red Cross, and Florida’s Division of Emergency Management and Department of Homeland Security. Furthermore, students actively participate in trainings and exercises with community partners.

Students in my “Disaster Response and Recovery” undergraduate course gained hands-on experience at Seminole County’s OEM. Steven Lerner (B.S. in public administration, minor in EMHS ’13), an emergency management specialist with the county’s OEM, designed and facilitated a functional exercise in which a tornado touched down in Oviedo. Students ran the emergency operations center by answering incoming calls and entering resource requests into the database.

**Blending Theoretical and Practical**
As highlighted in my article with Kapucu in the *Journal of Public Affairs Education* (see p. 12), emergency management academic programs are increasingly using service-learning pedagogy to link concepts and theories to practical applications.

The EMHS program partnered with UCF’s OEM on six service-learning projects for my “Managing Emergencies and Crises” graduate course. Projects included developing an evacuation plan for the Orlando campus and developing a performance evaluation of the newly created active-shooter awareness educational program. Students presented the final projects to OEM Director Jeff Morgan for potential inclusion in UCF’s comprehensive emergency operations plan and new emergency operations center.

The mix of approaches positively impacts students. As an EMHS graduate student commented: “The certificate program incorporates service-learning with theory/research-based deliverables. The FEMA online training courses were very beneficial to me as I interviewed for jobs. I was able to speak on the training and show proof of completion to potential employers. I also appreciated the mix of professional and academic experts teaching the courses. Both gave a different perspective of the field and how it operates.”
Association of Fundraising Professionals Collegiate Chapter
Nonprofit Management Student Association

This year, two AFP Collegiate students desire to work in the nonprofit sector. The Association of Fundraising Professionals (AFP) Collegiate Chapter at UCF support students who have a desire to work in the nonprofit sector.

President Carole Becker was named to the national Alliance of Nonprofit Leaders’ 2013 Management/Leadership Institute, where they can finalize their nonprofit professional development.

The Mentorship Program involving the AFP Central Florida Chapter has grown significantly with the support of Terry Knox and Dan Samuels. More than 20 students have been paired with a mentor from the regional chapter, and many students continue to apply.

This year, AFP Collegiate Chapter members partnered with NMSA to support the American Cancer Society’s Relay for Life event as part of a semester-long philanthropic project. The members secured support through various fundraisers before the event, and they sold cotton candy and breakfast during the event.

NMSA also raises funds to send students to the national Alliance Management/Leadership Institute, where they can finalize their nonprofit certification and meet with other students and business leaders. At this year’s institute, AFP Collegiate Chapter President Carole Becker was named “Student of the Year” and selected to participate in a national task force to develop a handbook for NMSA chapters nationwide.

NMSA also supports the local community through community service. This year, NMSA completed over 500 hours of service in the Central Florida nonprofit community.

— Stephanie Loudermilk Krick, Ph.D. ’07, UCF Nonprofit Leadership Alliance Director

Emergency Management Student Association

This year, the Emergency Management Student Association (EMSA) at UCF contributed significantly to its members’ professional development.

The club successfully matched students with internship opportunities, increasing their knowledge and operational experience in emergency management. Monique Carby, an academic liaison and internship coordinator with the Florida Division of Emergency Management, provided EMSA members with valuable guidance and mentorship, thus increasing the number of secured internships in the local community.

Carby was honored by EMSA at the School of Public Administration’s 2013 Community Partner of the Year Awards for her continued support of students in the emergency management field.

EMSA is also positively impacting the emergency management profession. Past EMSA officers Margaret Sanders, Ron Hawks, Indira Reyes, Spencer Kotus and Steven Lerner have found employment in the field. Their recent successes continue to professionalize and change the face of a field previously reserved for an older generation.

— Jennifer Fleischman, M.P.A. ’11, UCF Emergency Plans and Programs Coordinator

Organization for Public Administration

The Organization for Public Administration (OPA) is open to all students at UCF and hosts events that help prepare students for career placement after graduation.

A highlight of this year’s events was the annual trip to Tallahassee to visit the state capital. Eight undergraduates and one graduate student attended the three-day trip led by Assistant Professor Claire Connolly Knox, Instructor Dan Stevens and UCF government affairs Director Fred Kittenger. After attending a Florida Cabinet Meeting, they met with Orange County lobbyist Kelley Teague, city of Orlando lobbyist Kathleen Russell, Lt. Governor Jennifer Carroll, Senator Geraldine Thompson and Secretary of State Ken Detzner. Students also debated on the Senate floor about whether all K-12 teachers should be given a $2,500 raise, or should such raises go through a merit-based system. Lastly, alumna Margaret Sanders assisted in the tour of the newly redesigned Florida Emergency Operations Center.

— Sarah Watson, 2012–2013 OPA President, and Claire Connolly Knox, Ph.D.

Pi Alpha Alpha

Congratulations to this year’s inductees to the UCF chapter of Pi Alpha Alpha, the National Honor Society for Public Affairs and Public Administration. They were honored at the school’s Public Administration Research Conference, held at UCF on April 5, 2013.

UCF Students
Judith Evers
Jessica Graham
Dylan James Lintelman
Evan Malloy
Lauren R. Michalski
Nikolai Viacheslav Mon
Kaelynne Nill
Sandra Otte
Olli Sefa

Honorary Members
Byron Brooks
Dave Krepcho

— Pi Alpha Alpha, 2012–2013 OPA President, and Claire Connolly Knox, Ph.D.
Class Notes
Degrees below in bold were awarded by UCF. Submit your news for the next issue of Public Administration FOCUS at www.cohpa.ucf.edu/alumni.

1988
Margaret (Cozier-Wimberly) Goss, Master of Public Administration (M.P.A.), lives in Bolivar, Mo., where she is happily retired from a career as a librarian that includes 22 years with the UCF Library. She is married to a college professor and together they have four successful children.

Paul Lewis, M.P.A., was promoted to chief planning manager for Orlando’s City Panning Division in June 2012. His article, “Orlando’s ‘Beautiful’ Heritage – The City Beautiful Movement and Its Impact on Orlando,” appeared in the spring 2012 issue of Reflections from Central Florida, the magazine of the Historical Society of Central Florida.

1992
Glen Casel, B.A. in public administration, M.S. in health sciences – health services administration (’97), is president and CEO of Community Based Care of Central Florida, which oversees child welfare programs in Orange, Osceola and Seminole counties. He has managed child welfare programs in Florida for three decades.

Mike Bosley, B.A. in public administration, is executive dean for Lake Nona Valencia College – Valencia College’s newest campus, located in the new Medical City area of Orlando. He is overseeing construction of its facilities and working to build its enrollment.

Christopher McKissick, M.P.A., is director of sales for U.S. public safety markets at NDI Recognition Systems in Longwood, Fla. His employer designs and manufactures automated license plate recognition technologies.

1995
Alex J. Morales, B.A. in public administration, M.P.A. (’98), was promoted to fiscal and operational support manager at the Orange County Fire Rescue Department, the fourth largest fire department in Florida. He oversees an annual budget of $155 million and nine staff members. Morales has been married for 17 years to Adrienne (Pillsbury) Morales, B.S. in health services administration (’96). The couple resides in east Orange County, and they are avid UCF supporters.

1996
Jay M. Evans, M.P.A., is now the assistant city manager for Brentwood, Tenn. Previously, he served as city manager for Leesburg, Fla.

1999
William Burns, M.P.A., graduate certificate in urban and regional planning (’02), Ph.D. in public affairs (’10), is a project manager with Orlando’s Department of Public Works, the education committee chair for the Design Build Institute of America and a member of the UCF Urban and Regional Planning Advisory Board. He has been studying sustainable communities in the United States and Europe and recently spoke on this topic at a meeting of the American Public Works Association, Florida Chapter, in Jacksonville, Fla.

2000
Broc Rosser, M.P.A., was named president of the Florida branch of CredAbility, a national nonprofit financial counseling organization, in September 2012. In this newly created role, Rosser is responsible for statewide philanthropic and business relationships, high-level community partnerships, and government and media relations. He is based at the agency’s Orlando office.

2001
Sandra Somerset, M.P.A., holds a doctorate and recently retired as director of nursing from a national nonprofit facility. She resides in Beaumont, Texas, where she is a part-time freelance writer and artist.

2002
Spencer Hawkins, B.S. in public administration, M.S. in criminal justice (’09), has been promoted by his employer, the U.S. Department of Health and Human Services. In addition, he serves as chair of UCF’s Washington, D.C., Alumni Chapter.

Jim Smith, M.P.A., is coordinator of student services for the UCF Valencia Osceola campus in Kissimmee. He is helping to launch the campus’s first Registered Student Organization.

Congratulations Meredith Newman!
2012 Recipient
Professional Achievement Award, (photo)
College of Health and Public Affairs
Outstanding Alumni Award,
School of Public Administration
Congratulations to Professor Meredith Newman (M.P.A., ’90) on her selection as the school and college’s most accomplished graduate in 2012. Newman is now senior associate dean for the College of Arts and Sciences at Florida International University. Previously, she served as chair of FIU’s Department of Public Administration for six years.

The school and college awards recognize Newman’s distinguished career in public service and academia. She has worked for the Australian Foreign Service, U.S. Department of State and World Bank. She launched her career in academia by teaching at UCF, and then joined the faculty at Washington State University, Vancouver, and later at the University of Illinois at Springfield. Newman is a past-president of the American Society for Public Administration and a fellow of the National Academy of Public Administration. In addition, she is an award-winning author and highly sought after speaker on public management and human resources.

(Continued on p. 22)

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Impacting Communities and Lives 21
Alumni (Continued from p. 21)

Organization as well as promoting intramural sports programs and new academic programs. (The campus will begin offering the public administration major this fall.)

2003
Patrick Robison, M.P.A.; B.S. in interdisciplinary studies, minor in health sciences ('00); is a foreign service contracting officer with the U.S. Agency for International Development. He is based in Kyiv, Ukraine, and is assigned to the USAID mission to Ukraine, Moldova and Belarus, which is assisting in the countries’ transition to democracy. Previously, Robison worked at The Devereux Foundation. He then served with his wife in the Peace Corps in Belize. His experience in Belize inspired him to continue in the field of international development.

2005
Andy Crawford, B.S. in public administration, was named assistant dean of students at Cuyahoga Community College in Cleveland, Ohio, in January 2013. Previously, he was assistant director of student success at Kent State University.

Melanie “Mickey” Gravois, B.S. in public administration, started a new job with FedEx in February 2013. She is manager of administration for the Orlando Magic field sales team. She previously worked at UCF.

2006
Amy L. Davis, M.P.A., has been employed as the manager of the Office of Management and Budget for the city of Largo, Fla., since May 2006.

Jonathan Evans, M.P.A., Bachelor of Social Work ('04), is the new assistant city manager for the city of Haines City, Fla.

2007
Ilianette Echevarria, B.A. in public administration, minor in sociology, is employed by Henkels and McCoy, Inc., where she manages the Youth Connections Program for CLM Workforce Connection for Citrus, Levy and Marion counties. The program helps low-income young adults acquire skills to prepare them for the work force. She finds her work “very rewarding.”

Charlyn Stanberry, M.P.A., B.S. in business administration ('05), earned her Juris Doctor from Florida International University’s College of Law in May 2013. She wrote, “I plan to use my J.D. and M.P.A. to pursue a career in policy and governmental affairs.”

2008
Krista Lynn Peckyno, M.N.M., B.S. in legal studies ('06), is now employed as senior manager for contracts and compliance with The LeFrak Organization in New York City. After graduating from UCF, Peckyno relocated to New York City and earned her Juris Doctorate from Seton Hall University School of Law in 2011.

Valyann Sala-Diakanda, M.P.A., assumed the role of development director at the Apopka Family Learning Center in March 2013 after serving the organization as a grant writer for several months. She has previous experience working in the corporate world and for small and large nonprofits. She gave birth to her son, Emmanuel, in 2009.

Virginia Whittington, B.A. in public administration, M.P.A. ('13), is pursuing a “desire to serve her community as a public official” by running for Orange County Commission, District 6. She chose to launch her campaign after raising three children and completing her education at UCF.

2010
Charles Brown, M.P.A., graduate certificate in urban and regional planning, is a senior research specialist for the Alan M. Voorhees Transportation Center at Rutgers, the State University of New Jersey. He is an award-winning expert on transportation in New Jersey and receives invitations to speak locally, nationally and internationally.

Charlotte Merritt, M.P.A., graduate certificate in nonprofit management received the New Professional public service award from the Central Florida Chapter of the American Society for Public Administration on May 8, 2013. As manager of the Foster Grandparent Program within Florida Volunteers, Inc., Merritt oversees the program’s daily operations and placement of some 300 volunteers at more than 100 stations. The award also recognizes her many contributions to the chapter, including grant writing, fundraising and community outreach efforts.

2011
Nasrin Lakhani, M.N.M., is now coordinator of academic services for the School of Public Administration at UCF.

2012
Krysti Griffith, M.N.M., is executive director of a nonprofit organization, “Growth from Grief,” she founded in January 2013. The organization aims to help children ages 3 to 18 cope with the loss of a loved one. Griffith plans to serve Lake, Osceola, Orange and Polk county residents.

Gregory Hampton, B.S. in public administration, minor in nonprofit management, is completing his M.S.W. in Chicago and has been interning with a low-performing school, where he met President Obama. He said meeting the president was the highlight of his year.

Roger Meadows, M.N.M., and his wife, Sara, direct the nonprofit organization TiAnViCa Riding Academy in the Lakeland-Bartow area of Florida. This spring, the Professional Association of Therapeutic Horsemanship International recognized TiAnViCa as a “premier accredited center.” In addition, the nonprofit received a $123,000 grant from the George W. Jenkins Fund within the Community Foundation of Lakeland. The grant is enabling TiAnViCa to continue offering people with physical, emotional and cognitive disabilities the opportunity to interact with horses, volunteers and each other.

Lisa Wilson, M.N.M., is the new director of development at Blossom Montessori School for the Deaf in Clearwater, Fla.

In Memoriam
Julie Eason Smith, B.A. in public administration ('88), passed away on Oct. 8, 2012. She was 59. Eason also held a law degree from the University of Florida. She established her own law practice in Oviedo, Fla., focusing on wills, trusts and real estate. She also was the founder of the Oviedo Businesswomen’s Network. She is survived by her husband and two sons.
Report of Gifts
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