Celebrating 40 Years
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service, Scholarship and Success: A History of SPA's Academic Programs</td>
<td>4</td>
</tr>
<tr>
<td>New Beginnings</td>
<td>5</td>
</tr>
<tr>
<td>A Time of Transitions</td>
<td>6</td>
</tr>
<tr>
<td>A First Among Equals</td>
<td>7</td>
</tr>
<tr>
<td>Planning a New Program</td>
<td>8</td>
</tr>
<tr>
<td>A Digital Addition</td>
<td>9</td>
</tr>
<tr>
<td>Preparing for the Future</td>
<td>10</td>
</tr>
<tr>
<td>CPNM Annual Report</td>
<td>11</td>
</tr>
<tr>
<td>Stepping onto the Global Stage</td>
<td>17</td>
</tr>
<tr>
<td>Shaping the Future: A History of the School's Leaders</td>
<td>18</td>
</tr>
<tr>
<td>Where Are They Now?</td>
<td>20</td>
</tr>
<tr>
<td>Alumni Memories</td>
<td>22</td>
</tr>
<tr>
<td>SPA History by the Numbers</td>
<td>24</td>
</tr>
<tr>
<td>Faculty and Staff 2015-16</td>
<td>26</td>
</tr>
<tr>
<td>Report of Gifts</td>
<td>27</td>
</tr>
</tbody>
</table>
Together, we have been able to accomplish many wonderful things, such as the implementation of a new dual degree program, the Master of Public Administration + Master of Science in Criminal Justice, as well as the development of new academic programs that will be implemented in the near future.

As I’ve worked toward building a new future for the school, I’ve also spent time exploring the school’s history. What has made this past year so special is that it not only marks my first year as director, but it also marks the 40th anniversary of the school.

In 1975, the Department of Public Service Administration was created at UCF, then known as Florida Technological University. At that time, the department was comprised of only three faculty members and offered only one degree — the Bachelor of Arts in Public Administration.

Since then, the department has grown into a school that offers 18 academic programs in the areas of public administration, nonprofit management, urban and regional planning, research administration, and emergency management and homeland security. The school is also home to the Center for Public and Nonprofit Management, which serves as its research arm. We proudly boast a network of more than 4,800 alumni as well as more than 30 faculty and staff members.

All of these achievements and more are highlighted in this special anniversary issue of *Focus*. In these pages, we showcase the history of our academic programs, the achievements of our former school/department leaders and the touching memories of our alumni.

We encourage you to explore our history here and online, at cohpa.ucf.edu/publicadmin/school-history, where you can view our interactive timeline, read interviews with our faculty and more.

We hope you enjoy this issue of *Focus*!

Naim Kapucu, Ph.D.
Director, UCF School of Public Administration
The year was 1974. Bell-bottom pants were in fashion, *All in the Family* was on the air, and The Jackson 5 were already on their way to becoming superstars. The first bar code was used, the sticky note was invented, and Richard Nixon resigned from the presidency.

Perhaps because of that last fact, or in spite of it, public administration had become a popular area of study among political science students at UCF, then known as Florida Technological University. It was in 1974 that FTU’s vice president of academic affairs, C.B. Gambrell, recognized the growing popularity of public administration, and a proposal for the Department of Public Service Administration was put forth. In winter 1975, the department, now known as the School of Public Administration, officially opened its doors to its first group of students.
Along with the department, a new degree was also established at FTU in 1975 — the Bachelor of Arts in Public Administration. The degree allowed students to take classes in fiscal management, metropolitan administration and public policy administration. It wasn’t long before the criminal justice and allied legal services programs were moved into the department, thereby allowing undergraduate students to take classes in all three areas.

During the mid-1980s, the department expanded the reach of the program when it began offering undergraduate classes at UCF’s Brevard and Daytona Beach campuses. It also launched the UCF chapter of Pi Alpha Alpha to recognize its outstanding students.

In 1990, the department went through a rebirth. It joined the new UCF College of Health and Professional Studies, later renamed the College of Health and Public Affairs. It also dropped the “Service” from its name, becoming the Department of Public Administration. The criminal justice and allied legal services programs created their own department, leaving the B.A. in Public Administration as the department’s sole undergraduate program.

In 1999, the department developed and implemented a Bachelor of Science option for students pursuing public administration. Although the B.A. and B.S. degrees are still the only ones available to undergraduates, the School of Public Administration anticipates offering more bachelor’s degrees in the near future.
The College of Health and Public Affairs and the School of Public Administration have both metamorphosed at some point in their respective histories, so it makes sense that the school’s oldest degree would transform as well.

The Master of Public Administration, originally created as a Master of Public Policy, was established at FTU in 1973. It was the ninth master’s degree offered at the university, making FTU the fifth college in the nation to offer an MPP. Initially offered by the Department of Political Science, the degree was jointly housed between that department and the Department of Public Service Administration in 1975. Eventually, the split degree was fully united under the public service administration department and was reestablished as an M.P.A. in 1982.

In the early ’90s, the department began moving toward the process of accreditation and soon made it a priority. In July 1998, after years of preparation, reports and site visits, the MPA received accreditation from the Network of Schools in Public Policy, Affairs, and Administration.

As the oldest degree, and one of the most popular, the MPA remains a pillar of the School of Public Administration. The MPA also has been recognized as a top degree in the nation, having been continually ranked by U.S. News and World Report over the past 12 years.
For close to 30 years, the MPA was the sole graduate degree offered by the Department of Public Administration. But in 2004, the Master of Nonprofit Management was implemented. With graduate and undergraduate certificates in nonprofit management already being offered, the MNM solidified nonprofit management as the first new programmatic area for the department.

The MNM was also one of many firsts for the university. It was the first degree at UCF to be offered entirely online and the first program to be authorized for an out-of-state cohort managed by UCF Continuing Education. As a result of its trailblazing, the MNM degree received the Curriculum Innovation Award from the American Society for Public Administration in 2005.

Soon after, a minor in nonprofit management was created. This minor was later merged with the College of Health and Public Affairs’ American Humanics program, which allowed students to obtain their Certified Nonprofit Professional credential. Under the school’s jurisdiction, the program went on to receive the Excellence in Certifications Award from the American Humanics Management Institute. Today, students are still able to receive their certificate from the Nonprofit Leadership Alliance through the nonprofit minor.

In 2011, the degree hit another milestone — it received its first U.S. News and World Report ranking. The degree was ranked again in 2016, moving from No. 28 to No. 17. The School of Public Administration expects that the nonprofit management program will provide many more firsts in the future, including the implementation of its first new bachelor’s degree in more than 15 years.
The idea of developing an urban and regional planning degree had been discussed since the early 1990s. At that time, the need for the degree was evident — local planners were enrolling in urban planning programs at other universities in the state, and the department was forming relationships with planning agencies in Central Florida.

However, it wasn’t until 2001 that the department began offering a graduate certificate in urban and regional planning. The certificate was successful, and it led to the creation of the urban and regional planning minor a few years later. In 2010, the Master of Science in Urban and Regional Planning was realized and accepted its first cohort of students.

This year, two students who enrolled in the M.S.URP, Justin Baumann and Dimitre Guenov, have the distinct honor of being Boardman fellows. The fellowship will cover the students’ tuition and fees, and allow them to work as graduate research assistants under the supervision of urban planning faculty members.
A Digital Addition

The year 2011 was a banner year for the Department of Public Administration. It received its designation as a school, officially becoming the School of Public Administration, and it debuted its fourth graduate degree, the Master of Research Administration.

The development of the MRA began in 2009, when UCF was selected by the National Council of University Research Administrators to start an accredited and funded research administration program. Along with the degree, a graduate certificate in research administration was implemented in 2011.

Like the MNM, the MRA was offered online and was another first for the university, as it was the first MRA to be offered within the U.S.

In 2013, the first cohort of students graduated from the program. Among those students was Harriet Nambooze, who was the first student to earn the degree from Uganda. This past summer, the fourth cohort of the program graduated, bringing the total number of UCF research administration alumni to 60.

MRA alumna Winona Ward (center) visits Abu Dhabi with Smith and lawyer J. Michael Slocum. In 2014, Ward established a team partnership with The Petroleum Institute, which guided the development of their administrative infrastructure for a new research office.

MRA alumna Edith Wakida completed the online degree from Uganda in summer 2015.

MRA program director Jo Ann Smith celebrated with Knightro during 2015’s Research Administration Day, which was hosted by the UCF Office of Research and Commercialization.
Although emergency management didn’t emerge as one of the department’s five programmatic areas until the early 2000s, the department had developed ties to the field as early as the 1990s.

In 1996, UCF’s first emergency management class, Introduction to Emergency Management, was taught at the Orange County Fire Department. That same year, the department entered into an articulation agreement with Seminole Community College, now known as Seminole State College of Florida. The agreement allowed students who enrolled in SCC’s two-year fire science program to transfer to UCF to complete their B.A. in Administration within two years. Over the next few years, the articulation agreement expanded to other community colleges in the area.

Meanwhile, faculty began exploring the possibility of expanding the number of courses in emergency management. The department hired Peter Kincaid, who was jointly appointed with UCF’s Institute for Simulation and Training and in charge of the FEMA emergency management curriculum development at UCF.

In 2004, the department implemented an undergraduate minor in emergency management. The name of the minor was later changed to “emergency management and homeland security” to better reflect the curriculum. To make EMHS available to graduate students, the department began offering a graduate certificate in 2008.

Thus far, emergency management and homeland security is the only programmatic area to not offer a degree, but that may change in the future. The school plans to implement both bachelor’s and master’s degrees in emergency management within the next three years.

Preparing for the Future

Emergency management students participated in a mock exercise at the Seminole County Emergency Operations Center in 2014.

Emergency management and homeland security program director Claire Knox and public affairs doctoral candidate Brie Haupt were the luncheon keynote speakers at the 2016 annual meeting of the International Association of Fire Chiefs.

Advisory board member and adjunct instructor Manuel Soto was at the city of Orlando Emergency Operations Center during its Community Emergency Response Team training in 2016.
LETTER FROM THE DIRECTOR
The Center for Public and Nonprofit Management has enjoyed a year of accomplishment, both internally and for the communities we serve. We bear witness to, and demonstrate through our work, the power of higher education to transform communities and contribute to the strengthening of individuals. I can state without hesitation that our return on engagement is high.

While the School of Public Administration is celebrating its 40th anniversary, CPNM is closing the door on its eighth year. During this time, CPNM has redefined the value and meaning of university partnership with communities, not only in our Central Florida home but also around the world. These partnerships have applied rigorous research practices and creative project development to help community partners and whole communities better address their goals across social, health and economic areas: homelessness, pedestrian safety, academic achievement, public and nonprofit sector leadership, volunteerism, civic and community engagement, and family and children’s services.

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


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

Spring 2015 Pegasus magazine cover story, “Invisible Struggles”

Awarded 2015 Volunteer Florida Champion of Service Award

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

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

Thomas A. Bryer, Ph.D.
CPNM Director

MISSION
The mission of the Center for Public and Nonprofit Management at the University of Central Florida is to strengthen communities through relevant research by faculty members and students and through capacity-building services to public and nonprofit organizations.

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

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

The initiative has the following aims:

1. Synthesize and conduct original local and comparative research on the processes, procedures and impact of volunteerism as a municipal governance strategy.

2. Produce white papers and policy briefs for municipal governments.

3. Coordinate training and technical assistance for municipalities to help them establish partnerships for volunteer initiatives and measure/assess volunteer impact and volunteer training protocols.

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

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

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

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

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

Research Colloquia and Dialogue Series

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

September 2015
“Assessing Risk Communication in Social Media: A Social Network Analysis of Microblog”
Jia Shi, visiting researcher, Ph.D. candidate, Xi’an Jiaotong University, China

October 2015
“Health Impacts of Walkable Communities”
Chia-Yuan Yu, Ph.D., UCF School of Public Administration

November 2015
“Seoul, Korea Research and Culture Report”
Thomas Bryer, Ph.D., and students in study-abroad course, UCF School of Public Administration

January 2016
“The IDEA Model: A Practical Tool for Creating and Sharing Crisis Messages”
Tim Sellnow, Ph.D., and Dianna Sellnow, Ph.D., professors, UCF Nicholson School of Communication

February 2016
“Social Network Contagion in the Job Satisfaction-Intention-Turnover Model”
Wei Wang, Ph.D., UCF Psychology Department

March 2016
“The Impact of Board Capital and Servant Leadership on Board Effectiveness”
Lauren O’Byrne, Ph.D. candidate, UCF College of Health and Public Affairs

April 2016
“Making the World Work for 100% of Humanity: Reflections on Sustainability”
Peter Jacques, Ph.D., co-director, Florida Climate Institute at UCF

Research Circles

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

October 2015
“Grant Proposal Development”
Naim Kapucu, Ph.D., director, UCF School of Public Administration

November 2015 (via teleconference)
“Publishing in Top Journals”
Montgomery Van Wart, Ph.D., professor, Department of Public Administration, California State University, San Bernardino

COURTESY OF CPNM
Grants

What Works to Make Schools Safe: Evaluating Diversifying Student-Centered Quality Research at a Public Liberal Arts College
Principal investigator (PI): Jo Ann Smith, Ph.D. $7,835
July 1, 2015 – June 30, 2020
St. Mary’s College of Maryland

CPNM Management and Leadership Development Training
PI: Thomas Bryer, Ph.D., $62,500
Co-PI: Stephanie Krick, Ph.D., $31,250
Co-PI: David Mitchell, Ph.D., $31,250
Co-PI: Dorothy Norris-Tirrell, Ph.D., $31,250
Florida Department of Children and Families

Retention and Turnover of Early Career Research Administrators
PI: Jo Ann Smith, Ph.D. $3,040
National Council of University Research Administrators

Collaborative Research: Integrated City Sustainability: Administrative Apparatus for Overcoming Collective Dilemmas of Agency Fragmentation
PI: Christopher Hawkins, Ph.D. $70,584
May 1, 2015 – April 30, 2017
National Science Foundation

Enhancement of the Natural Hazard Response System in Rural Communities by Benchmarking the U.S. Hazard in South Korea
Co-PI: Naim Kapucu, Ph.D. $20,250
April 1, 2016 – Dec. 31, 2018
National Institute of Agricultural Science

2016 Orange County Capacity Building for Nonprofits
PI: Qian Hu, Ph.D., $32,500
Co-PI: Jo Ann Smith, Ph.D., $17,500
Orange County Board of Commissioners

Collaborative Research: Pervasive Spectrum Sharing for Public Safety Communications
Co-PI: Naim Kapucu, Ph.D. $85,000
Sept. 15, 2014 – Aug. 31, 2017
National Science Foundation

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

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

CPNM AMERICORPS VISTA PROJECT IMPACT BY THE NUMBERS:

Cash Leveraged
$98,283

In-kind Leveraged
$47,667

Volunteers Recruited
639

Volunteer Hours
3,695

Volunteer Engagement
$87,054*

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

December 2015
“Academic Book Publishing”
Thomas Bryer, Ph.D., and Staci Zavattaro, Ph.D., associate professors, UCF School of Public Administration

February 2016
“Interdisciplinary Research, Clusters and Networking with Researchers Across UCF”
Debra Reinhart, Ph.D., assistant vice president for research, and Joshua Roney, research development coordinator, UCF Office of Research and Commercialization

March 2016
“Collaborative Research”
Christopher Hawkins, Ph.D., associate professor, UCF School of Public Administration

April 2016
“Successful Collaboration in Research”
Montgomery Van Wart, Ph.D., professor, Department of Public Administration, California State University, San Bernardino

UCF School of Public Administration | 13

CPNM Annual Report
Publications

BOOKS


Lanham, MD: The Rowman and Littlefield Publishing Group, Inc.


BOOK CHAPTERS


REFEREED JOURNAL ARTICLES


*Student author
**Doctoral graduate

DISSERTATIONS


10th Annual UCF Public Administration Research Conference

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

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

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

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

15th Annual Central Florida Community Partners Nonprofit Conference

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

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

The conference featured a variety of speakers, including Tim McKinney of United Global Outreach, Caroline Schumacher of Give Kids the World and Dan Samuels of Central Florida Hillel.

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

The plenary speaker was Annetta Wilson, a certified master coach and media trainer and a former television reporter and talk show host. Her session was an interactive workshop designed to help attendees turn their job description into a 15-second elevator pitch. She also hosted a session earlier in the day on how to handle the media.

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

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

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

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

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

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

Research Associate Staci Zavattaro joins Associate Director Jo Ann Smith, Assistant Director Maria-Elena Augustin and Director Thomas Bryer.
Stepping onto the Global Stage

The faculty has always strived to make UCF a destination for public service education, but for much of the 1970s and 1980s, its efforts were focused on earning recognition both locally and nationally. It wasn’t until the early 1990s that the faculty began thinking globally. In 1992–93, the Department of Public Administration made its debut on the world stage through a joint program with the University of Florida. At the core of the program were the first elected local government officials in Poland. Faculty from both universities, as well as local city and county managers, traveled to Poland to meet with those officials and tour their government facilities.

“In turn, groups of local government officials came to spend several weeks in Central Florida where, among other things, they served internships and local governments,” said Bob Denhardt, who was the department chair at the time.

While Poland remained the focus of the department’s international efforts, partnerships with other countries, such as the Netherlands and Canada, quickly developed over the next few years.

In 1994, the department hosted the dean of the School of Public Administration from the University of Ljubljana in Slovenia. Two years later, 14 Moldovan government officials completed weeklong internships at UCF while professors from Latvia and Lithuania visited UCF.

The department strengthened its international ties in 1997 when Associate Professor Ray Shapek became the director of the Eastern European Linkage Institute. Through the EELI, which still operates at UCF today, the department hosted 20 Moldovan officials and established B.A. and MPA degrees at Sofia University in Bulgaria.

Throughout the next decade, the department shifted its priorities to projects closer to home, such as the Network of Schools of Public Policy, Affairs and Administration accreditation process, and the expansion of its academic offerings. But in 2007, a public service and leadership development program was established with Turkey. This program was operated through UCF’s Center for Public and Nonprofit Management and taught high-level Turkish officials about the U.S. government system, American culture and the English language.

“We did learn a lot from the program participants in terms of government operations and their role in the Turkish public administration system,” said Naim Kapucu, who oversaw the program in 2008. “I hope their experience with the program enhanced performance of government.”

Up until this time, the department’s international partnerships had the most impact on faculty and on government officials from overseas. But that changed in 2009 when the study-abroad course in Seoul, South Korea, was implemented. Students traveled with faculty members to South Korea where they attended lectures and seminars and studied Seoul’s approaches to addressing transportation and environmental issues.

The study-abroad course is still offered today. Students most recently traveled to Seoul with Associate Professor Thomas Bryer, who is conducting research on civic engagement in Lithuania as a Fulbright scholar.

We have general agreements with the following universities around the world:

- Sun Yat-Sen University, China
- Xi’an Jiaotong University, China
- Qafqaz University, Azerbaijan
- Kaunas University of Technology, Lithuania

Left: Professor Naim Kapucu works with students from the public service leadership and development program in 2008.

Right: Kapucu attends the 2007 Public Administration Research Conference with his students, including those from Turkey and Azerbaijan.
“The greatest leaders mobilize others by coalescing people around a shared vision.” — Ken Blanchard

Shaping the Future: A History of the School’s Leaders

William W. Young 1975-78
Gary Holton 1978-85
Raymond Shapek 1985-90

Peter Colby 1990-91
Robert Denhardt 1991-94
Wendell Lawther 1994-97

Kuotsai Tom Liou 1997-2003
Monty Van Wart 2003-05
Mary Ann Feldheim 2005-15
If there’s one thing that all of the school’s leaders have had since the very beginning, it’s a shared vision of what the unit could become — a premier institution of quality education for tomorrow’s public service leaders. Each chair or director has strived to expand the school’s educational programs, to foster a collegial environment for both students and faculty, and to achieve new heights of success. To honor our former leaders, we’ve collected their perspectives on what it was like to shape the school’s history.

**Q| What motivated you to become chair/director?**
**Wendell Lawther:** It was an opportunity to impact students and faculty on a much broader scale than as an individual faculty member. Chairs play a key role in guiding and nurturing all faculty, helping each individual achieve her or his personal goals. The impact on students through curriculum development and resolving individual challenges is at the core of our service ethic as faculty.

**Bob Denhardt:** I was interested in UCF because I thought it had great potential for growth and connection with the rapidly expanding Central Florida community, especially in the area of local government.

**W| What is your proudest accomplishment as a former leader of the school?**
**BD:** While we did set the pattern for growth in the ensuing years, I think my greatest accomplishments were: first, beginning to establish a presence for UCF on the national public administration stage; second, helping to develop new faculty, such as Joe Grubbs, Mark Glaser, Maria Aristigueta and Meredith Newman, the last two of whom have recently served as ASPA presidents; and third, establishing ties with local government officials such as Mike Abels, Phil Penland, Randy Reed and Linda Chapin.

**WL:** The planning and implementation of the Ph.D. in Public Affairs. I chaired a committee consisting of the chairs of the four disciplines — social work, criminal justice, health services administration and public administration — plus one senior faculty member from each of these disciplines. With a great deal of planning and implementation efforts, the Ph.D. program was approved in 1996 and began accepting students in the fall of 1997.

**Q| What is your favorite memory from your time at SPA?**
**Mary Ann Feldheim:** It would have to be the school’s first Public Service Recognition Week event in partnership with the Central Florida ASPA chapter. For the first time, we honored select alumni from each of our five programmatic areas with Alumni Achievement awards. Entire families and many friends for each of the honored alumni attended, and I remember one individual stating, “Now our children will realize the significance of their father’s work.” This event has become a tradition where our most outstanding alumni are honored and recognized for their public service.

**Q| What do you want to be remembered for most as a former leader of the school?**
**Kuotsai Tom Liou:** I created a new vision/mission for the department, and I implemented structural changes to support the department’s improvement in both quantity and quality measurements.

**MAF:** In the end I would like to be remembered as a team leader who worked with faculty, staff and students to create the most amazing team of individuals it has ever been my pleasure to serve.

**Q| What do you envision, or what would you like to see occur in the school’s future?**
**Monty Van Wart:** I would like to see UCF take its place as one of the great schools of public administration in the world. It is nearly there.

**TL:** The school has more resources today and should have the opportunity to move to another successful level, if we keep the collegial culture with good leadership support.

**MAF:** My hope for the future is that the culture of collegiality, collaboration and creativity we have created continues, supporting and inspiring our faculty, staff and students to continuously grow and pursue their dreams.

To read full interviews with the director and former chairs, visit cohpa.ucf.edu/publicadmin/school-history.
Where Are They Now?

Although many of the School of Public Administration’s faculty members have remained with the school for years, some have spread their wings and flown toward bigger and better opportunities. See if you recognize these former faculty members and discover where they are today.

**Former Faculty**

**MARIA P. ARISTIGUETA**  
Years at UCF: 1988–97

**TITLE AT UCF**  
Instructor

**CURRENT TITLE**  
Charles P. Messick Chair of Public Administration and School Director

**CURRENT UNIVERSITY**  
University of Delaware, School of Public Policy and Administration  
Immediate Past President, American Society for Public Administration

---

**Former Faculty**

**MEREDITH NEWMAN**  
Years at UCF: 1991–94

**TITLE AT UCF**  
Associate Professor

**CURRENT TITLE**  
Professor

**CURRENT UNIVERSITY**  
Wichita State University, Hugo Wall School of Public Affairs

---

**Former Faculty**

**MARK GLASER**  
Years at UCF: 1992–94

**TITLE AT UCF**  
Vice Provost for Faculty and Global Affairs

**CURRENT TITLE**  
Professor

**CURRENT UNIVERSITY**  
Florida International University

---
Current Faculty:

**Former Faculty**

**EVAN BERMAN**  
Years at UCF: 1994–2004  

**BRANDI BLESSETT**  
Years at UCF: 2011–14  

**XIAOHU WANG**  
Years at UCF: 1997–2011  

**RUI SUN**  
Years at UCF: 2011–13

---

**ELLEN ROSELL**  
Years at UCF: 1989–94  

**JERRY GIANAKIS**  
Years at UCF: 1995–2001  

**JO MARIE RIOS**  
Years at UCF: 1995–99

---

**CURRENT UNIVERSITY**

Victoria University of Wellington, School of Government

City University of Hong Kong, Department of Public Policy

Rutgers University–Camden, Department of Public Policy and Administration

California State University, Dominguez Hills, Department of Public Administration

---

**CURRENT TITLE**

Professor of Public Management and Director of Internationalisation

Assistant Professor

Assistant Professor

Assistant Professor

Associate Professor

Associate Professor of Public Administration

Boardman Professor at UCF

Professor

---

**CURRENT UNIVERSITY**

Victoria University of Wellington, School of Government

City University of Hong Kong, Department of Public Policy

Rutgers University–Camden, Department of Public Policy and Administration

California State University, Dominguez Hills, Department of Public Administration

---

**CURRENT UNIVERSITY**

Troy University, retired

Suffolk University Boston, Sawyer Business School

Texas A&M University–Corpus Christi, Department of Social Sciences

---

**UCF School of Public Administration**  |  **Page 21**
Alumni Memories

Dr. Peter Colby,

You are the reason that I pursued local government! You are the reason that I ended up enjoying and pursuing budgeting, and subsequently going to work for Orange County Government. The way you taught and helped me to understand who I was back in my early 20s helped to shape the person that I am today. Thank you for your amazing contribution to UCF, COHPA and SPA.

I'm currently the Orange County Fire Rescue Department’s fiscal and operational support manager. I started with Orange County in 1996 in OMB with Sharon Donoghue (an alumna from the MPA program as well).

Thank you again for being such an incredible man!

Alex Morales, B.A. ’95, MPA ’98

As an undergraduate, I earned a minor in emergency management and homeland security. The classes and professors were incredible, and I discovered a passion in a field I didn’t know existed prior to my coursework. What I appreciated most about these classes is that they were taught by adjunct professors who were still working in the field. The texts taught the fundamentals, but these teachers gave lectures making it current and applicable.

I also had the opportunity to intern with the Seminole County Office of Emergency Management for over a year. It’s because of that experience that I was able to secure a gubernatorial fellowship in graduate school and subsequently a foot in the door to start my career in the field. Now I work for the Florida Legislature as an analyst for the Senate Committee on Military and Veterans Affairs, Space, and Domestic Security; helping interpret and present information on emergency management issues to our legislators and the public.

Margaret Sanders, B.S.CJ ’12, EMHS minor ’12

I entered the public administration program in 1992 and finished in 1996 with an MPA, and was honored with the designation of Outstanding Graduate. During those years, I was working full time as an assistant chief for the Orlando Fire Department. While I found my coursework stimulating and challenging, it wasn’t until I applied for a job as the fire chief of Daytona Beach that my degree really began to pay off. During my final interview, the city manager mentioned my degree and said that he also had an MPA, and described it as “sort of a union card for city managers.” During my years with the DBFD, my MPA gave me greater confidence to innovate and lead.

I am honored and proud to be a UCF alumna. I thought I chose UCF, but I was honored to help these amazing students gain better decision-making tools and become a more veteran-friendly campus. As a veteran, I am blessed to be alive after serving two tours in Iraq post 9/11. Improvised explosive devices, which take many soldiers’ lives, also use the acronym IED, but IED. While in that amazing office, I wanted to help the university and veterans who often simply took the wrong fork in the road. I was also had the opportunity to intern with the Seminole County Office of Emergency Management for over a year. It’s because of that experience that I was able to secure a gubernatorial fellowship in graduate school and subsequently a foot in the door to start my career in the field. Now I work for the Florida Legislature as an analyst for the Senate Committee on Military and Veterans Affairs, Space, and Domestic Security; helping interpret and present information on emergency management issues to our legislators and the public.

Margaret Sanders, B.S.CJ ’12, EMHS minor ’12

Paul A. Skinner, MPA ’96

I entered the public administration program in 1992 and finished in 1996 with an MPA, and was honored with the designation of Outstanding Graduate. During those years, I was working full time as an assistant chief for the Orlando Fire Department. While I found my coursework stimulating and challenging, it wasn’t until I applied for a job as the fire chief of Daytona Beach that my degree really began to pay off. During my final interview, the city manager mentioned my degree and said that he also had an MPA, and described it as “sort of a union card for city managers.” During my years with the DBFD, my MPA gave me greater confidence to innovate and lead.

Later, Evan Berman contacted me and asked me to teach a small part of the capstone program for his MPA students. I found my experience volunteering for UCF so rewarding that I taught a part of each capstone class until Berman left the university. Most recently, I have been volunteering for Claire Connolly Knox as a guest presenter in her emergency management classes and as a role player in her planning classes. I’m also serving on the Emergency Management and Homeland Security Advisory Board. It’s fun contributing to my alma mater and helping others achieve their academic and professional goals. Go Knights!

Paul A. Skinner, MPA ’96
I am honored and proud to be a UCF alumna. I thought I chose UCF, but in reality, UCF chose me. I did not realize it until I began working as a graduate assistant in the Office of Integrity and Ethical Development (IED). While in that amazing office, I wanted to help the university become a more veteran-friendly campus. As a veteran, I am blessed to be alive after serving two tours in Iraq post 9/11. Improvised explosive devices, which take many soldiers’ lives, also use the acronym IED, but the Office of Integrity and Ethical Development was there to help many veterans who often simply took the wrong fork in the road. I was honored to help these amazing students gain better decision-making skills through goal-setting.

I went on to become certified as a professional life coach to help not only the students I was coaching at UCF, but also breast cancer survivors through my nonprofit organization, I Will Survive.

Through UCF, I networked to help my nonprofit grow to better serve communities and change lives. I will continue to share the message of a valuable educational experience and use everything I learned in my program on a daily basis. Go Knights!

Anisa Palmer, MPA ’15

Acceptance into the Master of Public Administration Program at UCF in 2009 literally changed my life. I entered the program unclear of where my career might take me until an opportunity arose through the Center for Public and Nonprofit Management’s awarded Higher Education in Emergency Management Grant. Taking the position as a graduate research analyst allowed me to explore, experience and foster what would become my journey into the field of emergency management. This 18-month grant provided opportunities to network with local emergency management professionals; produce meaningful, relevant programs; and provided an outlet for future career opportunities through internships, emergency planning positions and, ultimately, oversight over my own emergency management program. The exposure to the field that I received through this experience was unmatched. I’m incredibly grateful to have had the opportunity, and I credit the experience for my passion for mentoring students who, like me, aren’t too sure where their futures may lead them.

Jen Fleischman, MPA ’11

My most memorable moments as a student of the School of Public Administration were the overwhelming feeling of wonder that I experienced upon walking up to the doors of the college for the first time for class, and the encouragement to succeed given to me by my professors. I was encouraged by so many to not give up during the course of my studies. I was a single parent for the majority of my undergraduate education. The wonderful professors, excellent education and encouragement that I received helped me to excel in my academics. I went on to earn the wonderful distinction of being one of the first five African American women to graduate from UCF with dual bachelor’s degrees in the history of the university! I earned degrees in public administration and social work and minored in sociology. I could not have accomplished this feat without the inspiration from all of the faculty.

My education has afforded me the opportunity to help some of this country’s most disadvantaged people with obtaining medical care, education, food, clothing, training and funding from various community programs and supports. I have worked with local and state governments, nonprofit companies, ministries and for-profit organizations. Currently, I am employed as an operations management consultant for a multimillion-dollar company. As a second career, I am in the business of holistic wellness.

I truly believe in public service. The School of Public Administration definitely contributed to shaping me personally and professionally in a really wonderful way.

Thank you College of Health and Public Affairs, School of Public Administration and School of Social Work! Go UCF!

Edwamique Cooper, BSW ’96, B.A. ’96
Number of former ASPA presidents who used to teach at SPA

Bob Denhardt
Maria Aristigueta
Meredith Newman
Kuotsai Tom Liou

1980 and 2008
Years when SPA hosted the Southeastern Conference for Public Administration

1998
Year SPA’s MPA program received accreditation from Network of Schools of Public Policy, Affairs and Administration

2
Number of faculty members who were inducted into the UCF Millionaire’s Club, which recognizes the university’s highest funded researchers
42% of students in the political science department who were on the public administration track in 1974

Age at which public administration student Joe Richardson was elected to Titusville City Council; he defeated faculty member Jefferson Duffey for the seat in 1977

1990 500

2016 4,807
REPORT OF GIFTS

The university, college and school greatly appreciate the generous financial contributions of these donors to the programs within the School of Public Administration and the Center for Public and Nonprofit Management.

Generous donations from alumni, friends and university partners enhance the quality of the educational experience at the School of Public Administration and help students realize their dreams. Every gift makes an impact by bolstering programs, supporting faculty and enhancing facilities.

All contributions to the School of Public Administration are managed through the UCF Foundation, the university’s 501(c)(3) nonprofit organization, whose mission is to encourage, steward and celebrate charitable contributions from supporters to UCF.

To support the School of Public Administration, give online at ucffoundation.org/givetocohpa. You may contact the UCF Foundation at 407-882-1220.

If you made a contribution and your name was inadvertently omitted, we apologize. Please contact us at 407-823-3484 so we can report your gift in an online version of this publication.
### Undergraduate Programs
- B.A. in Public Administration
- B.S. in Public Administration
- Minor in Public Administration
- Minor in Nonprofit Management – National Certification from the Nonprofit Leadership Alliance
- Minor in Urban and Regional Planning
- Minor in Emergency Management and Homeland Security

### Graduate Programs
- Master of Public Administration
- Master of Nonprofit Management
- Dual MPA + MNM
- Dual MPA + M.S.CJ *New*
- M.S. in Urban and Regional Planning
- Master of Research Administration
- Ph.D. in Public Affairs – Public Administration Track

### Graduate Certificates
- Public Administration
- Nonprofit Management
- Urban and Regional Planning
- Research Administration
- Emergency Management and Homeland Security

---

**Announcing UCF’s First Interdisciplinary**

**DUAL DEGREE PROGRAM**

**MASTER OF PUBLIC ADMINISTRATION + MASTER OF SCIENCE IN CRIMINAL JUSTICE**

**EARN BOTH DEGREES IN 51 CREDIT HOURS**

---