



# Center for Public and Nonprofit Management

UNIVERSITY OF CENTRAL FLORIDA

2016-17 ANNUAL REPORT

SCHOOL OF PUBLIC ADMINISTRATION | COLLEGE OF HEALTH AND PUBLIC AFFAIRS

## LETTER FROM THE DIRECTOR

It is with great pleasure that I write this letter of introduction as the new director of the Center for Public and Nonprofit Management.

The CPNM underwent a significant transition in 2017 as I became its newest director when I joined the faculty of the School of Public Administration. My research focuses on management and policy issues of state and local governments, particularly related to taxation, revenue diversification and urban economic development, as well as the interconnectedness of the public and nonprofit sectors and the implications for tax policy, nonprofit management and public service provision. I am treasurer for the Association for Budgeting and Financial Management. Locally, I serve as president-elect of the Central Florida Chapter of the American Society for Public Administration. I earned my B.A. in political science and philosophy, an MPA emphasizing financial management, and

a Ph.D. in political science emphasizing American government/politics and public administration, all from the University of Wisconsin-Milwaukee. Prior to obtaining my Ph.D., I worked as a budget and policy analyst for the city of Milwaukee, where I was born and raised.

With my educational background combined with my professional and volunteer experience, I am confident and enthusiastic to be at the helm of the CPNM, which serves as the research arm of the school. In my role as director, I work to support sponsored faculty research in the areas of public administration, policy analysis, nonprofit management, urban and regional planning, research administration, and emergency management. In addition, in pursuit of the CPNM's mission and that of UCF, I work with community partners throughout Central Florida to improve our society and the lives of individuals. To that end, the CPNM has received funding in the past year from the city

of Orlando, Clarcona Improvement Association Inc., National Institute of Agricultural Science, National Science Foundation, Orange County Board of Commissioners and Second Harvest Food Bank of Central Florida Inc., among other agencies.

Locally to globally, the CPNM is achieving a high return on engagement. I look forward to reaching new heights through a combination of my leadership, the dedicated efforts of our faculty and students, the impeccable work of our staff, and the unwavering commitment of our community partners — past, present and future.



**Deborah A. Carroll, Ph.D.**  
Director, CPNM  
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## VISION

The Center for Public and Nonprofit Management improves policy and governance in partnership with communities from Central Florida and worldwide to positively and collectively impact society through research and community engagement.

## MISSION

The Center for Public and Nonprofit Management facilitates and supports sponsored research on policy and management and leads public service projects that inclusively enhance lives and strengthens communities.

## FIVE-YEAR STRATEGIC PLAN

As the research arm for the School of Public Administration, the Center for Public and Nonprofit Management plays a large role in the school's 2017-2021 strategic plan. In January 2017, the CPNM also initiated its own strategic planning process to establish additional, specific goals to guide the activities of the CPNM going forward. A group of SPA graduate students, under

the guidance of the CPNM assistant director, conducted a survey of faculty, staff, students and community partners. Based upon the survey results, the students developed a SWOT analysis, which was used to establish the CPNM's strategic goals for the next five years.

Historically, the CPNM has received oversight, advice and support from both internal and external stakeholders. As

we approach this new strategic vision for the CPNM, the previous oversight committee and advisory council are being reformulated as a research council. The new research council will help to facilitate greater involvement among faculty and students, as well as to provide the opportunity for community partners to help promote the services provided by the CPNM throughout Central Florida, which are both vital for accomplishing the CPNM's strategic goals over the next five years.

Other future changes include:

- The CPNM will replace its Research Circles with Writing Circles. This new format will provide dedicated time and workspace for researchers to have uninterrupted quiet time for writing and brainstorming.
- The Research Colloquia will be merged into the CPNM Eminent Scholar Lecture Series. This will accomplish the same strategic goals, but with the added benefit of hosting an invited scholar.

## FIVE-YEAR GOALS

**Strengthen the CPNM's role as SPA's facilitator for research and sponsored activities**

**Establish a clear message and branding that promotes the CPNM's services to its internal and external stakeholders**

**Explore new funding sources and sponsored research opportunities for the CPNM to become financially self-sustaining**

## Grants

***Enhancement of the Natural Hazard Response System in Rural Communities by Benchmarking the USA Hazard Response Systems***

Co-PI: Naim Kapucu, Ph.D. \$47,250  
Co-PI: Jungwon Yeo, Ph.D. \$27,000  
April 1, 2016 – Dec. 31, 2018  
National Institute of Agricultural Science

***Comprehensive School Safety Initiative: Developing Knowledge About What Works to Make Schools Safe***

PI: Vanessa Lopez-Littleton, Ph.D. \$45,879  
Jan. 1, 2015 – Dec. 31, 2018  
Brevard Public Schools

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

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

***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, 2018  
National Science Foundation

***Orlando Pulse Nightclub Shooting: Chronicling the City Response***

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

***2017 Orange County Capacity Building for Nonprofits***

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

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

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

***Orange County Public Schools Road Safety Audit***

PI: Christopher Hawkins, Ph.D. \$8,033  
Dec. 1, 2016 – July 15, 2017  
Orange County Public Schools

***Florida Department of Economic Opportunity Impact and Unmet Needs Assessment***

PI: Christopher Emrich, Ph.D. \$26,340  
Feb. 14, 2017 – June 30, 2017  
Florida Department of Economic Opportunity

## CPNM Capacity Building Leads to \$40,000 Grant for Nonprofit



Nonprofit managers, UCF faculty and graduate students celebrate the successful conclusion of eight weeks of training and technical assistance.

Orlando-based Hope Central Inc. recently received a \$40,000 grant after participating in the CPNM's 2016 capacity building seminar. The nonprofit organization, which is dedicated to decreasing the homeless and incarcerated population in Central Florida, received the funding from the Orange County Citizens' Commission for Children.

For the third consecutive year, the CPNM partnered with the OCCCC to provide a capacity building seminar for nonprofit organizations offering health and human services within Orange County. Close to 40 nonprofit professionals, representing 19 organizations, participated in the eight-week training program.

The training courses were taught by SPA faculty members Qian Hu and Jo Ann Smith, through both in-person and online formats.

Topics included the essentials of nonprofit governance, financial management and accountability, and grant writing. As part of the training, the participants were asked to compile supporting documentation for drafting a grant proposal and to draft a portrait for the Central Florida Foundation's Nonprofit Search, a database that connects potential donors with Central Florida nonprofits.

Participants received assistance with their assignments from SPA graduate students. Participants also benefitted from meeting one another, as it gave them an opportunity to identify potential partners and build relationships for future collaborations to better serve local communities.

The CPNM plans to host the capacity building seminar with OCCCC over the next three years.

***Evaluating Diversifying Student-Centered Quality Research at a Public Liberal Arts College***

PI: Jo Ann Smith, Ph.D. \$14,230  
July 1, 2015 – June 30, 2017  
St. Mary's College of Maryland

***Development of a Model Research Operation and Administration (ROAd) Program for the Petroleum Institute***

PI: Jo Ann Smith, Ph.D. \$96,505  
June 1, 2014 – April 28, 2017  
Louisiana State University

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

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

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

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

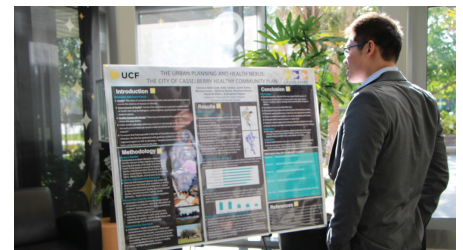
## 11th Annual UCF Public Administration Research Conference



Orlando Chief Administrative Officer Byron Brooks presents on the city's response to the Pulse nightclub shooting.



Students, faculty and practitioners participate in the panel presentation "Anti-Poverty Networks and Partnerships."



Assistant Professor Chia-Yuan Yu looks over the research posters by graduate students.

Managers in both the public and nonprofit sectors are facing a more connected, fast-changing and complex environment. To discuss the issues of such an environment, local, national and international scholars; students; and practitioners gathered at UCF on April 7, 2017, to discuss the opportunities and challenges of managing in a networked world at the Public Administration Research Conference. Presentations covered the latest research on inter-local and inter-organizational collaboration in a wide range of public management and policy domains.

The conference featured a morning panel on the issue of trust in collaboration and was reinforced by a lunch panel on the city of Orlando's response to the Pulse nightclub tragedy.

The keynote speech, "The Inspiration and Trust Environment," was delivered by Rich Diviney, a career Navy Seal who is now the director of outreach at the Barry-Wehmler Leadership Institute. He punctuated his delivery with unique personal anecdotes. Two keynote respondents, city managers Norton Bonaparte Jr. and Pamela Brangaccio, discussed the importance of trust in government operations and interactions with citizens.

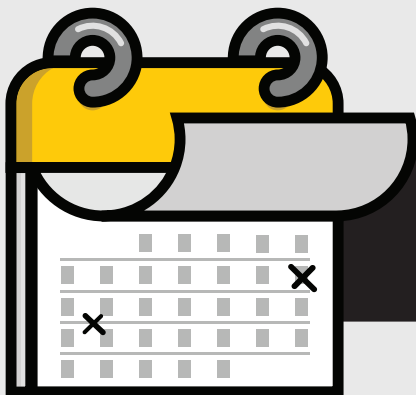
At the lunch panel, the city of Orlando response team, led by Chief Administrative Officer Byron Brooks, delivered a joint presentation on collaborative efforts in response to the Pulse Night Club tragedy, including the actions of those working in the emergency operations center, the city's communication strategy, and support

for victims and their families.

The research conference also included four graduate student poster presentations, and a best poster award sponsored by the American Society for Public Administration's Central Florida Chapter. Due to generous conference sponsorships, the CPNM was able to award 41 registration scholarships to student presenters and attendees.

"PARC was an excellent opportunity to see the work of, and hear from, both professionals in and students passionate about the field of Public Administration," said emergency management student Taylor Haywood.

"I thoroughly enjoyed learning about the many avenues of research being conducted and am grateful to have had the opportunity to network with numerous professionals."



**Save the Date:**  
**April 12-14**

### PARC 2018

"A Return to 'Governance in Dark Times?' Creating Spaces for Citizen Dialogue, Encouraging Engagement in Public Life, and Ensuring Government Transparency and Accountability"



## Research Circles

*The CPNM's Research Circles provided information and resources, with a goal of increasing the number of proposals for sponsored research submitted by SPA researchers. In 2016-17, the CPNM sponsored the following Research Circles:*

### **"UCF RESOURCES AND SUPPORT FOR OBTAINING SPONSORED RESEARCH FUNDING"**

**Maria-Elena Augustin**, assistant director, UCF Center for Public and Nonprofit Management

**Melissa Crawford**, coordinator of post award management, UCF Office of Research and Commercialization

**Danielle Hannah**, coordinator of proposal review and submission, UCF ORC

**Jatasha Haralson**, assistant director, UCF ORC

**Kerry Gajewski**, budget and research administration director, UCF College of Health and Public Affairs

**Monique Gregory**, research coordinator, UCF COHPA

**Amanda Pinto**, research coordinator, UCF COHPA

**John Miner**, assistant director, UCF Office of Technology Transfer

**Joshua Roney**, research development coordinator, UCF ORC

### **"RESEARCH MENTORSHIP"**

**Thomas Bryer**, Ph.D., associate professor, UCF School of Public Administration

**Jo Ann Smith**, Ph.D., associate lecturer, UCF SPA

### **"BUILDING COLLABORATIONS IN APPLIED RESEARCH"**

**Randall Shumaker**, Ph.D., director, UCF Institute for Simulation and Training

### **"NSF CAREER: TIPS FOR BUILDING THE PROJECT SUMMARY"**

**David Mitchell**, Ph.D., assistant professor, UCF SPA

**Joshua Roney**, research development coordinator, UCF ORC

### **CONTACT US**

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## Researcher Profile



Christopher Hawkins is an associate professor in the School of Public Administration and the director of the Master of Science in Urban and Regional Planning program. Hawkins' research focuses primarily on local governments. His published work has explored the role of political institutions in shaping urban policy, inter-local collaboration and local sustainability initiatives.

His recent work, funded by the National Science Foundation, explores the resolution of city "functional collective action" problems and the implementation of sustainability policy. Despite the increasingly widespread adoption of sustainability goals by local governments, many cities lack an administrative apparatus to coordinate and integrate policy design and implementation. Hawkins and his colleagues implemented a national survey and case studies of eight cities to understand the institutions used to integrate sustainability across city departments and the impacts that these different administrative arrangements have on policy outcomes.

## Research Colloquia and Dialogue Series

As part of the CPNM's effort to support research and promote dialogue on policy and management topics relevant to both the public administration discipline and our communities and individuals living locally to globally, eight diverse topics were presented by acclaimed scholars this past year as part of the Research Colloquia and Dialogue Series.

### **"TWEETING FROM THE FRONT LINES"**

**Christopher Emrich**, Ph.D., associate professor, UCF School of Public Administration

### **"UNIVERSITY BRANDS: WHAT CAUSES THE TREND?"**

**Staci Zavattaro**, Ph.D., associate professor, UCF SPA

### **"SEOUL, SOUTH KOREA RESEARCH AND CULTURE REPORT"**

**Claire Knox**, Ph.D., associate professor, UCF SPA

**Gina Castano**, MPA/MNM student

**Chris Cook**, EMHS student

**Mya Harden**, MPA/MNM student

**David McMahan**, M.S.URP and

EMHS student

**Lauren Neal**, MPA student

**Saraya Perr**, MPA/MNM student

**Adilia Richemond**, M.S.URP and

EMHS student

**Beverly Sanchez**, M.S.URP student

**Melissa Westbrook**, MPA/MNM student

### **"ENHANCING COMMUNITY RESILIENCE TO FLOODS"**

**Abdul-Akeem Sadiq**, Ph.D., associate professor, Indiana University Purdue University Indianapolis

### **"LOCAL RESOURCE COMMITMENTS AND COLLABORATION FOR SUSTAINABILITY INITIATIVES"**

**Christopher Hawkins**, Ph.D., associate professor, UCF SPA

### **"GOING GLOBAL: INTERNATIONALIZATION OF PUBLIC ADMINISTRATION SCHOLARSHIP"**

**Elvin Alirzayez**, Ph.D., Fulbright Scholar, Qafqaz University in Azerbaijan

**Yingyan Jiang**, Ph.D. candidate, Renmin University, China

**Yingying Liu**, Ph.D. candidate, Xi'an Jiaotong University, China

**An Shao**, Ph.D., visiting scholar, Zhejiang Police College, China

**Ramazan Tas**, Ph.D., visiting scholar, Turgut Ozal University

### **"THERE ARE PEOPLE ON THE INSIDE: BUREAUCRATIC NETWORKS IN PUBLIC ORGANIZATIONS"**

**Michael Siciliano**, Ph.D., assistant professor, University of Illinois at Chicago

### **"SHOULD THE DEATH PENALTY SURVIVE?"**

**Cynthia Schmidt**, J.D., director, UCF Center for Law and Policy