

# FOCUS

UCF SCHOOL OF PUBLIC ADMINISTRATION | ORLANDO

VOLUME 12 | 2016-17

## Expanding Our Reach



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## Vision

The UCF School of Public Administration is the preeminent source of public service leadership development for all communities in Central Florida, creating an internationally recognized model for professional education. Graduates of the school are culturally competent professionals who are effective communicators and well-prepared to manage their organizations and lead their communities. Collectively, the school's faculty, students, staff and alumni work collaboratively with citizens to demonstrably address the most daunting of societal challenges.

## Mission

The UCF School of Public Administration prepares students for professional public service leadership through a curriculum set on a foundation of scholarship, ethical principles and engagement that creates relevant and accessible knowledge to address complex societal issues in Central Florida and beyond.



**School of Public Administration**

UNIVERSITY OF CENTRAL FLORIDA

*Focus is an annual publication that showcases the achievements and accomplishments of the faculty, staff, students and alumni from the UCF School of Public Administration.*

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## Letter from the Director

DEAR FRIENDS AND COLLEAGUES,

In our last issue of *Focus*, we explored the history of the School of Public Administration as we celebrated our 40th anniversary. Now, we are looking toward the future and how we can expand our presence internationally, nationally and in our local community.



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

Earlier this year, we completed our strategic plan, which outlines our goals for the next five years. A prevalent theme in the strategic plan is the desire to increase our outreach to alumni, prospective students and faculty members; our national and international colleagues in the field; and our partners in the community. This theme is reflected in the 2016-17 issue of *Focus*.

One of our objectives is to integrate an international perspective into our scholarship and curricula, and another of our objectives is to further diversify our faculty and student populations. The school's faculty and students partner with other stakeholders to conduct research on complex issues of public policy, governance, and public service and leadership. Our faculty members are also focused on providing a quality education to future public service professionals.

In this issue, you will read about graduate student Lauren Rease and her internship in Switzerland with the United Nations, which parallels with the travels of Fulbright scholar Elvin Alirzayev, who learned about U.S. civic life

first-hand after traveling to a conference in Minneapolis. Also highlighted in this issue are our new academic programs that debut in fall 2017, our faculty members who serve as academic journal editors, our advisory board members who increase our visibility in the community, and our successes in the area of experiential learning.

Over the past year, our faculty, staff and advisory board members have lent their innovation and expertise to prepare our future public service professionals. I could not be more proud of our recent accomplishments, our relevance in the world of public service professionals, and our trajectory as a major school in the field of public administration.

If you are interested in learning more about the school's strategic plan, I encourage you to visit [bit.ly/SPAstrategicPlan17](http://bit.ly/SPAstrategicPlan17). While there, please click through the rest of our website, which has been recently updated.

We hope you enjoy this issue!

Sincerely,  
Naim Kapucu, Ph.D.



*UCF launched two new academic programs this year to address increasing workforce demands in areas of public administration — and both programs are now accepting applications.*

# Expanding

1

› B.A./B.S. in Nonprofit Management



**A** new major in nonprofit management — the first program of its kind in Florida — will prepare students to lead and manage nonprofit organizations.

“The nonprofit sector is a vital economic force and the nation’s fastest growing sector,” said Stephanie Krick, associate lecturer and the director of undergraduate programs for the School of Public Administration. “Nearly 11 million people in the United States, or about 10 percent of our workforce, are employed by nonprofit organizations.”

Students from all backgrounds, including health and human services, the sciences, and the performing and fine arts, will find the major a good fit, said Krick, who has been teaching courses in

nonprofit management at UCF for more than a decade.

“Many millennials want to work for a mission-driven organization and ultimately make a difference in the world,” she said.

Nonprofit management majors will select either a Bachelor of Arts or Bachelor of Science plan. Both require 11 core courses and eight restricted elective courses beyond the university’s General Education Plan. The curriculum includes an internship and a service-learning project with a nonprofit.

Successful students will develop competencies in volunteer management, board development, financial management, community outreach and marketing, program evaluation, fundraising, and general nonprofit management.

The new major is the school’s third academic program in the discipline, joining the Minor in Nonprofit Management and the Master of Nonprofit Management.

UCF’s nonprofit management major should benefit local and state nonprofits who place the majors in internships, service-learning projects or volunteer positions at their organizations, Krick said.

Joan Nelson, senior vice president for community investment at Heart of Florida United Way and a member of the school’s nonprofit advisory board, agrees. “This is great news for all, especially the nonprofit community that continues to benefit from the graduates of all UCF nonprofit programs,” Nelson wrote in a congratulatory email.



# Our Reach

By Karen Guin

2

Graduate Certificate in Public Budgeting and Finance

**A**lso new this fall is a program leading to a Graduate Certificate in Public Budgeting and Finance.

The 18-credit hour certificate program will provide advanced graduate study for students seeking jobs such as budget officer, chief financial officer, comptroller and analyst. The program also will prepare students to receive the Certified Government Finance Officer designation from the Florida Government Finance Officers Association.

"Public budgeting and finance long focused on controlling government spending to avoid corruption, enhance oversight and promote accountability," said Assistant Professor David Mitchell, who led the new program's

development. "Today it's even more significant and complex."

For example, governments often use third-party providers to provide services that require multiple contracts and payments based on complicated formulas. They also rely on increasingly sophisticated financial instruments and transactions to conduct their business, Mitchell said.

Students who enroll in the new certificate program will expand their knowledge of the discipline through required and elective graduate-level courses. The school has developed five new courses for the program. Additionally, the school is offering seven new finance-related courses that degree-seeking students can take as electives.

## INTERESTED IN APPLYING?

Go to [bit.ly/PBFGGradApp](https://bit.ly/PBFGGradApp) to apply for admission to the public budgeting and finance certificate program.

Go to [bit.ly/NonprofitApp](https://bit.ly/NonprofitApp) to apply for admission to the nonprofit management degree program.

To learn more about these programs or the new courses offered by the school, call 407-823-2604 or email our academic services coordinator, Nasrin Lakhani, at [nasrin@ucf.edu](mailto:nasrin@ucf.edu).



# LEARNING THROUGH EXPERIENCE

## INTERNSHIPS

Internships can be the best way to bring textbook lessons to life. Aside from the experience gained, they give students the chance to sharpen their skills and to widen their network of contacts in the field. Over the past year, the School of Public Administration has placed more than 40 students in internships across the country.

Three of those students — Austin Bott, Slade Downs and Kierra Jackson — were accepted into UCF's 2017 Legislative Scholars Internship Program, which allows students to work for a state legislator in Tallahassee.

Bott, an interdisciplinary studies student who minors in public administration, was one of three students who were assigned to lobbyists. He interned with Kelley Teague, the director of legislative affairs for Orange County Government, and Mark Jeffries, the legislative administrator for Orange County Government, assisting them with bill tracking and analysis, and creating a weekly bill report.

"It was such a unique experience compared to working for the

*Classroom experience is valuable, but experience in the field can be even more valuable. At the School of Public Administration, experiential learning is an important part of a student's journey through college. Several courses, such as Volunteerism in Nonprofit Management and Strategic Planning and Management, offer students a chance to gain hands-on experience with one of our many community partners. Additionally, students are required to complete an internship before graduation, ensuring their exposure to the field.*



Student Austin Bott relaxes in Governor Rick Scott's chair in Tallahassee with other Legislative Scholars from UCF.



elected members because I got to learn a lot about the inner workings of the county,” Bott said. “I learned about their housing programs, about fire safety and police, and about tax revenue that they generate, be it from tourism or property taxes.”

The School of Public Administration placed more than 40 students in internships across the country this past year.

While in the state capital, Bott got a behind-the-scenes tour of the state’s government. He toured the governor’s mansion and the Florida Museum, met Florida Secretary of State Ken Detzner and even had the chance to walk onto the House floor.

After the internship ended, Bott accepted a job as an assistant to Thad Seymour, the vice provost of the UCF Downtown campus, which is set to open in fall 2019.

“I just started as a part-time student coordinator, assisting the UCF Downtown team in the execution of the downtown project,” Bott said. “I am helping with their financial reporting, note taking during meetings, scheduling appointments and meetings, doing research and getting to be a fly on the wall in some very interesting discussions. I get the pleasure of assisting everyone on the team however they need help.”

While the Legislative Scholars gained great experience in Tallahassee, other students got a taste of public affairs in Washington, D.C. Undergraduate student Sandra Oliver interned with the Department of Transportation’s Program for Diverse Groups, and graduate student Ruben Goddard interned with Congressman Darren Soto.

## PARTNERSHIPS

Internships may be essential for students, but they are just as crucial for employers. Over the years, the school has placed interns at GAI Consultants, the city of Orlando and the Seminole County Emergency Operations Center, to name a few.

“The partnership between Seminole County and the University of Central Florida has increased and strengthened the capabilities of local government, while providing the students with practitioner knowledge which has strengthened the industry,” said Alan Harris, director of the Seminole County Emergency Operations Center.

In the future, the school hopes to build stronger partnerships with other organizations in the

community such as United Global Outreach, Florida Hospital and Goodwill Industries of Central Florida.



SPA students intern at the Seminole County Office of Emergency Management.

## SERVICE LEARNING

Service learning provides the perfect opportunity for both students and community partners to benefit from each other. Students can gain additional experience by working on projects such as case studies, strategic plans, grant writing and research proposals.

“I think there are three important benefits of service learning,” said Lecturer Gregg Buckingham, who teaches a service-learning course for the school. “It provides an authentic learning experience for students. It adds to their portfolio a real-world project they can discuss in interviews. And, it is a reflective process that forces them to ponder their actions and opportunities for improvement.”

This past year, students worked with 28 different organizations, including Heart of Florida United

Way, Central Florida Community Arts, the Muslim Women’s Organization and the Orlando Health Foundation.

The students’ service learning isn’t just bound to Central Florida. They also have worked with organizations such as The Good Samaritan Center in Mississippi, Earn to Learn in Arizona and Women with 20/20 Vision in Georgia.



Orlando is home to many organizations with service-learning opportunities.

Have questions about experiential learning?

Contact Experiential Learning  
Coordinator Mirtha Bailey  
at [mirtha.bailey@ucf.edu](mailto:mirtha.bailey@ucf.edu).

# ACADEMIC EDITORS



*Writing for academic journals is a must for faculty success, however, editing an academic journal is a more unique opportunity. **Three of our faculty members have taken the helm at prestigious journals in public administration.***

*Here they share their experiences as academic editors, and how that experience has helped them expand their reach in the field.*

## OTHER EDITOR



SPA Director **Naim Kapucu** is a member of the *Public Administration Review* editorial board and is the associate editor of *Complexity, Governance and Networks*.

CPNM Director **Deborah Carroll** recently completed her term as associate editor of *Public Administration Review*.



**PUBLIC ADMINISTRATION REVIEW**  
CO-EDITOR-IN-CHIEF:  
**Jeremy Hall**

### **What have you accomplished thus far or what do you hope to accomplish as a journal editor?**

My team is responsible for the first issue of 2018. We have implemented our transition and took over the review of newly submitted manuscripts at the beginning of July. Our goal is to bring *Public Administration Review* back to the mainstream of public administration — to cater to a broader base of stakeholders while enhancing the journal's quality and impact. Look for a major facelift with this issue. A new cover design will set the stage for a major overhaul of the internal content and organization of the journal.

### **What is your vision or focus for the journal you are editing?**

Our vision is to be more encompassing of the diversity of research topics in the field and the methodologies used to explore them. We seek to enhance the journal's impact and readership. *PAR* articles are highly read and cited. There are more than one million downloads of *PAR* articles every year. We receive more than 600 manuscripts annually and accept fewer than 10 percent of them for publication.

### **How has being a journal editor expanded your reach in the research community?**

Editing *PAR* has given me a reason to reach out to conferences I did not previously attend, to interact with scholars from parts of the world I didn't previously connect with and to discuss research with scholars from every corner of the discipline. More importantly, it has given me the impetus to be more creative and outward-thinking in my own work.



**ADMINISTRATIVE THEORY AND PRAXIS**  
EDITOR:  
**Staci Zavattaro**

### **What have you accomplished thus far or what do you hope to accomplish as a journal editor?**

For the past three years, I have served as both managing editor and interim editor of *Administrative Theory & Praxis*. The journal is an important voice for scholars doing theoretical, critical and interpretive work in public administration. My goal as editor, a position I will have for at least three years, is to elevate the journal's international profile to increase the number of submissions we have from scholars working abroad.

### **What is your vision or focus for the journal you are editing?**

My vision for *ATP* is to make it the premier theoretically driven journal in the field. As our field changes to



reliance on quantitative methods as the so-called gold standard of excellence, my aim is to show there is good, solid work out there that takes a different path. Work that critiques the administrative status quo, challenges social justice breakdowns or takes a gendered approach to political happenings is equally important and valuable. I want our journal to give a home to those scholars who might feel left behind by the field's shift toward empirics as numbers only.

#### **How has being a journal editor expanded your reach in the research community?**

It has allowed me to meet so many wonderful colleagues from the U.S. and beyond. For me personally, as someone who has published extensively in *ATP*, I have broadened the academic outlets where I place my own work. In my role as editor, I am personally reaching out to the top public administration scholars to have them write for us or attend our annual conference. My goal is to get people out of their academic silos and talking to each other — and to the public — in meaningful ways.



**JOURNAL OF HEALTH AND HUMAN SERVICES ADMINISTRATION**  
EDITOR-IN-CHIEF:  
**Mary Ann Feldheim**

#### **What have you accomplished thus far or what do you hope to accomplish as a journal editor?**

For the *Journal of Health and Human Services Administration*, I have solicited symposiums focusing on each of the five dimensions of health as they relate to the social determinants of health. As editor, my hope is that these *JHHSA* symposiums and research articles will build on each other to create a body of interdisciplinary knowledge that addresses meaningful ways to create healthy communities and healthy individuals. Ultimately the implementation of the strategies and ideas presented in the journal must be made by public servants in all areas who value health as our primary community resource.

#### **What is your vision or focus for the journal you are editing?**

My vision for *JHHSA* is an expanded interdisciplinary focus dedicated to the creation of healthy individuals and healthy communities. This moves beyond a narrow approach to health services administration to view health in the societal context. The journal's model of healthy communities is based on the social determinates of health as defined by the World Health Organization: "The social determinants of health are the circumstances in which people are born, grow up, live, work and age, and the systems put in place to deal with illness."

As editor of *JHHSA*, I have developed a healthy individual and healthy community model, which includes five dimensions of health — individual health, civic health, environmental health, community health and economic health. Individual health focuses on positive health outcomes for individuals of all ages and the creation

of a culture of health that supports health promotion behaviors. Civic health is determined by strong social capital in a community where citizens are engaged in governance of their community and volunteer to help each other. Environmental health addresses basic needs for clean air, water and soil along with safe housing and a safe neighborhood. Community health addresses the health care services and social services available to support the health of the residents and the socialization and engagement opportunities for all age groups. Lastly, economic health defines a robust, diverse, local economy that provides employment opportunities for all citizens.

#### **How has being a journal editor expanded your reach in the research community?**

My focus for *JHHSA* on creating healthy individuals and communities was designed to create a dialogue that is interdisciplinary in nature and brings new approaches to long-standing community issues. Our symposiums are written by individuals with backgrounds in nonprofit management, public administration, health administration, sociology, criminal justice and community health, addressing similar issues from different disciplinary backgrounds. This infusion of ideas will help revisit traditional conceptions and indicators of individual and community health and help to explore new and innovative ways to address individual and community health.

I believe the new focus of the journal and the targeted use of symposiums will create a body of work that when taken together brings new perspectives and understanding to the determinants of individual and community health. Societal issues are complex and multi-dimensional, and diverse perspectives and approaches are needed to address them successfully, which the *JHHSA* is seeking to provide in a thoughtful and provocative way.

I encourage researchers from a broad range of disciplines to submit proposals for symposiums that fall under the umbrella of advancing individual and community health. I encourage you to submit individual articles that are themed to address civic health, individual health, community health, economic health and environmental health for review or for inclusion in ongoing symposiums.

#### **INTERESTED IN SUBMITTING SYMPOSIUM PROPOSALS TO JHHSA?**

Please contact Mary Ann Feldheim at [Mary.Feldheim@ucf.edu](mailto:Mary.Feldheim@ucf.edu) or visit [cohpa.ucf.edu/publicadmin](http://cohpa.ucf.edu/publicadmin).

#### **HAVE QUESTIONS ABOUT PAR?**

Contact Jeremy Hall at [Jeremy.Hall@ucf.edu](mailto:Jeremy.Hall@ucf.edu) or [editor@publicadministrationreview.com](mailto:editor@publicadministrationreview.com).

#### **HAVE QUESTIONS ABOUT ATP?**

Email Staci Zavattaro at [Staci.Zavattarro@ucf.edu](mailto:Staci.Zavattarro@ucf.edu).



# COMMUNITY CONNECTIONS

**A**t the School of Public Administration, it isn't only the students who need advising. Sometimes the faculty could use a little guidance on curriculum development, student recruitment and retention, and alumni engagement. When they do, they turn to our advisory boards.

The school manages five advisory boards, one for each of its programmatic areas. Each board is composed of 20 to 30 members who have many years' worth of experience in public administration. Although the main purpose of the boards is to advise the program directors, the members also serve our students as a direct connection to the community.

"UCF is an outstanding university that has a huge presence in our community," said Eric Alberts, the emergency preparedness manager for Orlando Health and a member of the emergency management board. "If I can help a student at UCF think about how they can help one person who can help the community in the future, it is an investment into our community's future. That one person might also help numerous others in the future, so it really is a domino effect of help and commitment."

The board members have been a great resource for students in both their professional and educational careers. Recent graduate Marsha Noel was named the senior management fellow for the city of Fort Lauderdale by the Florida City and County Management Association. Noel learned about the opportunity by networking with Lynn Tipton, executive director emeritus of FCCMA and a member of the public administration board.

Networking also helped undergraduate student Timothy



Student Timothy Hill with Florida Secretary of State Ken Detzner and Orange County Supervisor of Elections Bill Cowles. Hill received a \$1,200 scholarship from the Florida State Association of Supervisors of Elections.

Hill, who recently received a \$1,200 scholarship from the Florida State Association of Supervisors of Elections. He found out about the opportunity through Orange County Supervisor of Elections Bill Cowles, also a member of the public administration board.

When Casselberry city planner Emily Hanna was a student, the urban and regional planning board was instrumental to the growth of her student organization, the Urban Knights.

**"The planning advisory board was a key partner in the creation of the student organization and supported the group as we expanded the organization," Hanna said. "I have since continued to sit on the advisory board as an alumni and as a planner in the greater Orlando community."**

Over the years, the boards have also instituted internships and scholarships, and they have sponsored student attendees of the school's annual Public

Administration Research Conference. But for some board members, serving in an advisory capacity is about the bigger picture: being an advocate for the school.

For alumnus Paul Skinner, a retired fire chief from Daytona Beach, it's about giving back to his alma mater. For Judy Pizzo, a project manager for the Florida Department of Transportation, it's about contributing to the success of the urban and regional planning program, from which she graduated. And for Byron Brooks, the chief administrator for the city of Orlando, it's about preparing a better workforce by bringing the practitioner's perspective to the curriculum.

"Institutions of higher learning can be a vital part of the economic viability of a city or region," Brooks said. "UCF has been a remarkable example of successful ways to integrate 'town and gown,' so it's important to me to reciprocate and be a part of a partnership that strengthens our community."





## 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  
[Deborah.Carroll@ucf.edu](mailto:Deborah.Carroll@ucf.edu)

## 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-Wehmiller 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.

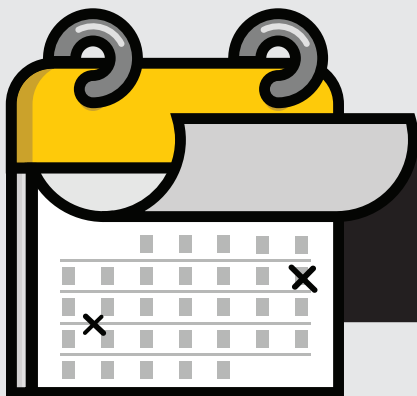
At the lunch panel, the city of Orlando response team, led by Chief Administrative Officer Byron Brooks, delivered a joint presentation on collaborative efforts in response to the Pulse Night Club tragedy, including the actions of those working in the emergency operations center, the city's communication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

**Center for Public and Nonprofit Management**  
407-823-3794  
cpnm@ucf.edu  
cohpa.ucf.edu/cpnm/

## 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



# HONORING PUBLIC SERVICE PROFESSIONALS

*Public Service Recognition Week is always a special event for the School of Public Administration, however, this year's celebration was especially momentous.*



The city of Orlando team received the Exemplary Public Service Organization Award for its response to the Pulse tragedy.

Seth Clayton, husband of alumna Lt. Debra Clayton, received the proclamation issued by President John Hitt that commemorates Debra Clayton as a UCF Eternal Knight. Orlando Police Chief John Mina, Debra Clayton's former boss, accepted the proclamation with Seth Clayton.

During this past year, the Central Florida community experienced great tragedy. On June 12, 2016, the second largest mass shooting in modern history took place at the Pulse nightclub in downtown Orlando. Then, on Jan. 9, 2017, two members of Orlando law enforcement were killed in the line of duty, one of whom was an alumna of the school.

That alumna, Lt. Debra Clayton, and the Pulse first responders, were recognized during the school's annual Public Service Recognition Week Celebration in May. Clayton's husband, Seth, was in attendance and received a special proclamation issued by UCF President John Hitt, which named Debra Clayton an Eternal Knight. Orlando Police Chief John Mina accepted the proclamation with Seth Clayton.

"People in public service dedicate their time, energy and talent for public service. Debra Clayton's was kind of an ultimate sacrifice — someone who is giving life for public service," said SPA Director Naim Kapucu. "That is why we're recognizing her contribution to public service through her work in law enforcement and public safety."

Mina and other key staff members from the City of Orlando were also recognized for their response to the Pulse shooting. The American Society for Public Administration's Central Florida Chapter, which sponsored the 2017 PSRW Celebration, presented the City of Orlando response team with the Exemplary Public Service Organization Award. Mina, along with Chief Administrative Officer Byron Brooks, Director of

Emergency Management Manuel Soto, Orlando Fire Chief Roderick Williams and Special Assistant to the Executive Director of Orlando Venues Craig Borkon, accepted the award.

Additional highlights from the event include the Alumni Achievement Awards, which were given to outstanding alumni from each of the school's programmatic areas, the induction of new members to Pi Alpha Alpha and the induction of new members to Nu Lambda Mu.

**Check out the full list of award winners for this year's celebration, and past celebrations, at [bit.ly/SPAAlumniAwards](http://bit.ly/SPAAlumniAwards) and [bit.ly/PublicServiceAwards](http://bit.ly/PublicServiceAwards).**

# GLOBE TROTTER



1

I arrived in Geneva the morning of May 3 to help with prep for the conference, which had the theme of "Implementing the Agenda 2030 for Sustainable Development: Education and National Transformation." It was co-hosted by UNITAR, the research and academic arm of the United Nations.

Graduate student Lauren Rease received the chance of a lifetime when she was chosen to serve as the on-site event coordinator for Global Hope Network International's annual conference, named the "Geneva Institute of Leadership and Public Policy." She traveled to Geneva, where she spent the month of May preparing for and then running the conference. This is her travel diary from her trip.



2

The conference itself was hosted on the UN grounds from May 16 to May 20 and more than 80 delegates were in attendance, representing more than 25 countries from around the world. We spent one day of the conference actually inside the UN main campus in the Palais des Nations.



## IN THE HEART OF AMERICA

Being named a Fulbright scholar was just the beginning for Elvin Alirzayev. The Azerbaijan native joined the Center for Public and Nonprofit Management as a post-doctoral researcher in January 2017, exploring the rules and fiscal policy for oil-exporting countries. Shortly after joining the CPNM, he traveled to Minneapolis for the Feeding the World conference, organized by the Fulbright Program. While there, he learned a lot about global hunger and food resources. He attended presentations on global food security and sustainability as well as a seminar on Homegrown Minneapolis, a program that has

enabled the city to create a local, sustainable food system.

During his time in Minneapolis, Alirzayev also had some hands-on experiences. He volunteered at Second Harvest Heartland West, where he packed food for those in need, and visited the Mill City Museum, where he learned about the city's history as a major global supplier of wheat. He also had the opportunity to visit the corporate headquarters of Cargill Inc., a global supplier of agricultural products. Alirzayev said that the conference was enriching and that he was delighted to spend four days in Minneapolis as a Fulbright scholar.



3

As the on-site event coordinator, I handled logistics, catering, UN relations, conference attendee information and registration. Another GHNI staff member helped to lay the logistics foundation prior to my arrival in Geneva. I had a team of eight interns, two of whom are from UCF: Justin Twiddy, '15, and Priya Patel, a current MPA student. The other interns were from the Netherlands, Turkey, Israel and the United States.



4

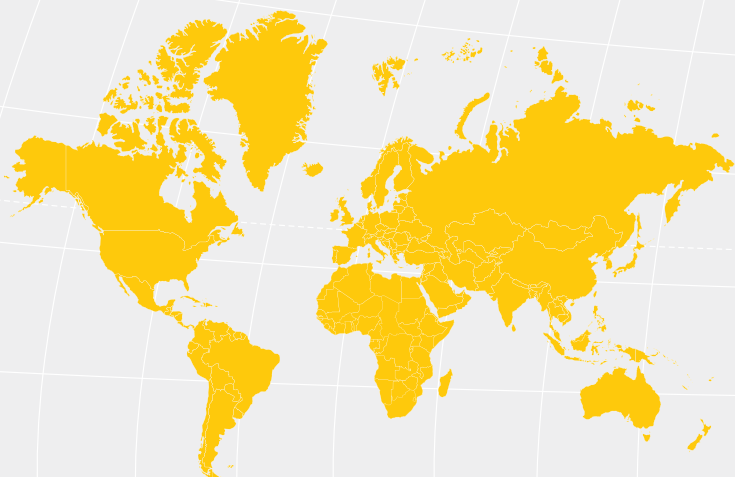
I honestly felt like I was dreaming the entire time I was working there. It was a once-in-a-lifetime opportunity to see the beautiful city of Geneva and to work at an event for the UN.



5

I was able to meet, dine with and share cabs with government officials from all over the world. I don't think I would have ever met these incredible individuals any other way. It was very surreal and I still feel incredibly lucky.

# GLOBAL CONNECTIONS



*As we continue to expand our reach in the local community and on the national stage, we also expand our efforts internationally. Currently, we have partnership agreements with 16 universities in six countries. Through these partnerships, we have hosted several visiting faculty, students and practitioners.*

In 2016, Jolanta Vaičiūnienė, the director of the Municipal Training Center at Kaunas University of Technology in Lithuania, became a visiting professor of practice for the Center for Public and Nonprofit Management. In this role, she has consulted with students, participated in research and training activities for the center, and has contributed as a guest lecturer through Skype.

Vaičiūnienė was instrumental in helping the school establish a partnership with KTU, where

Associate Professor and former CPNM Director Thomas Bryer is hosted as a Fulbright Scholar.

The center also hosted several international scholars in 2017, including Yingying Liu from Xian JiaoTong University, and Yingyan Jiang from Renmin University. Both Chinese universities have partnerships with the school.

These international agreements aren't limited to the school — several faculty members have developed their own ties to other universities.

Associate Professor Staci Zavattaro just completed her second summer as a social media visiting scholar with Ryerson University in Canada, and Bryer, aside from being a Fulbright Scholar with KTU, was named a visiting professor at Edge Hill University in the UK.

Director Naim Kapucu said that these partnerships are about reaching the researchers who can teach us about public policy in their countries as they learn about policy in the U.S.

"We have much to learn from





Public administration students with faculty member Claire Knox (top row, second from right) on the school's annual study abroad trip to Seoul, South Korea.

others. What they have done, where they have succeeded and failed, will not have direct applicability to our context, but should be suggestive, if we can work out the relationships between policy, structure, opportunities, reforms, and outcomes," he said. "Any steps we can take in this direction will benefit us both for scholarship and practice."

Recently, the school hosted Assistant Professor Serpil Gerdan of Kocaeli University in Turkey. Gerdan, a scholar of emergency and



disaster management, chose to visit UCF because of its reputation as a research university.

"I have known UCF to be a great university that is well known for its research, therefore, I chose UCF because of its resources and the opportunity to conduct my studies under the supervision of Naim Kapucu," Gerdan said. "It was a great opportunity to come to UCF as a visiting scholar and it has been one of the most important experiences of my career."

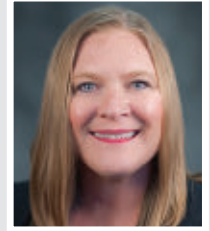
## FACULTY



**Thomas Bryer, Ph.D.**  
(University of  
Southern California)  
Associate Professor



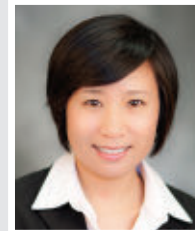
**Gregg  
Buckingham, Ed.D.**  
(University of  
Central Florida)  
Lecturer



**Deborah Carroll, Ph.D.**  
(University of  
Wisconsin-Milwaukee)  
Associate Professor  
and Center for Public  
and Nonprofit  
Management Director



**Christopher  
Hawkins, Ph.D.**  
(Florida State  
University)  
Associate Professor  
and Urban and  
Regional Planning  
Program Director



**Qian Hu, Ph.D.**  
(Arizona State  
University)  
Assistant Professor



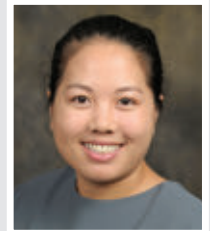
**Jay Jurie, Ph.D.**  
(Arizona State  
University)  
Associate Professor



**Sarah Larson, Ph.D.**  
(Indiana University)  
Assistant Professor



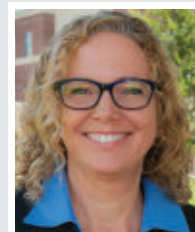
**Wendell  
Lawther, Ph.D.**  
(Indiana University)  
Associate Professor



**Hui Li, Ph.D.**  
(University of  
Southern California)  
Assistant Professor



**Daniel Seigler, Ph.D.**  
(University of  
Central Florida)  
Lecturer and  
Internship Director



**Jo Ann Smith, Ph.D.**  
(University of  
Central Florida)  
Lecturer and  
Research  
Administration  
Program Director



**Daniel Stephens, MPA**  
(University of  
Central Florida)  
Instructor

# Faculty and Staff

**2016-2017**

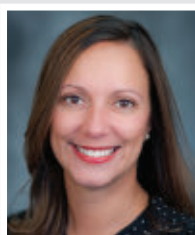




**Christopher Emrich, Ph.D.**  
(University of South Carolina)  
Boardman Endowed Associate Professor of Environmental Science and Public Administration



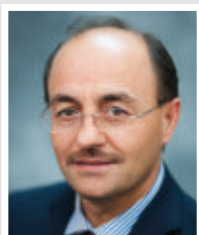
**Mary Ann Feldheim, Ph.D.**  
(Florida Atlantic University)  
Associate Professor and Nonprofit Management Program Director



**Roberta Fennessy, M.S.**  
(Columbia University)  
Instructor



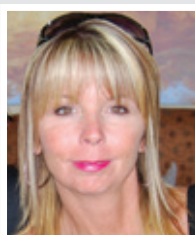
**Jeremy Hall, Ph.D.**  
(University of Kentucky)  
Professor and Master of Public Administration Program Director



**Naim Kapucu, Ph.D.**  
(University of Pittsburgh)  
Professor and SPA Director



**Claire Connolly Knox, Ph.D.**  
(Florida State University)  
Assistant Professor and Emergency Management and Homeland Security Program Director



**Ronnie Korosec, Ph.D.**  
(Binghamton University)  
Associate Professor and UCF Associate Provost and Director of Operations



**Stephanie Krick, Ph.D.**  
(University of Central Florida)  
Associate Lecturer and Undergraduate Program Director



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



**David Mitchell, Ph.D.**  
(Northern Illinois University)  
Assistant Professor



**Suzette Myser, Ph.D.**  
(University of Kansas)  
Assistant Professor



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



**Jungwon Yeo, Ph.D.**  
(University of Pittsburgh)  
Assistant Professor

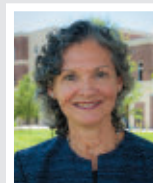


**Chia-Yuan Yu, Ph.D.**  
(Texas A&M University)  
Assistant Professor



**Staci Zavattaro, Ph.D.**  
(Florida Atlantic University)  
Associate Professor

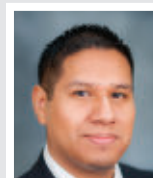
## STAFF



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**Mirtha Bailey, MSL**  
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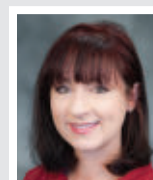
**Steven Carrillo, MPA**  
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**LaVera Henderson, MBA**  
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Administrative Assistant



**Nasrin Lakhani, MNM**  
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**Charmaine Vote, MBA**  
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Administrative Services Coordinator

# Publications

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