



# Center for Public and Nonprofit Management

UNIVERSITY OF CENTRAL FLORIDA

SCHOOL OF PUBLIC ADMINISTRATION | COLLEGE OF COMMUNITY INNOVATION AND EDUCATION



## LETTER FROM THE DIRECTOR

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**I**t is with great pleasure that I write this letter of introduction for the annual report of the Center for Public and Nonprofit Management. If I had to use one word to describe the last year of accomplishments of the Center for Public and Nonprofit Management (CPNM), it would be: **COLLABORATION**. In the past year, faculty and students affiliated with CPNM engaged in a variety of important projects with local agencies to directly and considerably help improve the lives of citizens in our community. These partnerships include Orange County, the East Central Florida Regional Planning Council, the Florida Department of Health, the Florida Department of Economic Opportunity and Lake County, among others. These types of public service projects move beyond academic research to provide practical, applied solutions to both isolated and systemic problems in Central Florida and beyond. For example, Associate Professor Claire Knox studied community-based

resiliency and future planning needs in New Smyrna Beach and the city of Rockledge. Associate Professor Christopher Emrich and postdoctoral scholar Yao Zhou provided important updates and revisions to the Florida Public Health Risk Assessment Tool. Associate Professor Christopher Hawkins, Assistant Professor Chia-Yuan Yu and Roberta Fennessy created a new master plan for Lake County that resulted in part from the service-learning work of their students. And I led the CPNM's annual summer seminar to build capacity and the grant writing skills of executive directors and board members of nonprofit organizations providing social services in Orange County.

All this activity has measurable impact on our community and moves UCF further toward its goal of becoming America's Leading Partnership University. Established in 2008, CPNM serves as the research arm of the School of Public Administration (SPA). Faculty members and students affiliated with CPNM conduct applied research that is problem-oriented, theory-driven and interdisciplinary. Specifically, our researchers engage in studies relevant to SPA's programmatic areas of public administration, public policy, nonprofit management, urban and regional

planning, research administration and emergency management. We continually welcome creative and scholarly collaborations with community partners, including, but not limited to: contracts for consultation needs, grants for larger research and capacity building projects, and major research initiatives.

As we begin the 2019-20 academic year in our new home at UCF Downtown, CPNM is well-situated to continue our important work grounded in transformative education with particular focus on engaging with the social and economic structure of our city. I am delighted to report that there is a great deal of energy and enthusiasm for collaborative, applied and interdisciplinary work. Forging new relationships within the new UCF Downtown campus and our community partners will provide many great opportunities ahead for broadening the scope and expanding the work of CPNM. I look forward to cultivating and expanding our partnerships going forward under my leadership, the dedicated efforts of our faculty and students, the impeccable work of our staff, and the unwavering commitment our friends in the Central Florida community and beyond.

## CPNM Celebrates 10-year Anniversary

*In the fall of 2018, CPNM celebrated 10 years of research and community engagement. Research sponsorship included a \$1 million grant from the U.S. Department of Health and Human Services (one of 13 nonprofit capacity building grants awarded to CPNM), six National Science Foundation grants, and international funding from Turkey and the Republic of Korea. To learn more about the center's impact, please visit [bit.ly/CPNMAR](http://bit.ly/CPNMAR).*

CPNM former directors Naim Kapucu and Thomas Bryer with current director, Deborah A. Carroll.





# Building Capacity, Changing the Community

Over the past six years, 90 nonprofit organizations have participated in capacity building seminars hosted by CPNM. The seminars, funded through a grant from the Orange County Citizens’ Commission for Children, provide Orange County nonprofits with training and technical assistance in areas such as financial management, strategic planning, nonprofit governance and grant writing. While the program itself does not provide funding, previous participants have received grants and additional funding using the techniques and strategies taught in the seminars. Participants receive training through in-person and online sessions facilitated by UCF School of Public Administration faculty and receive additional support from graduate students.

The seminars provide not only technical training but also opportunities for local nonprofit organizations to connect with one another — a key component of CPNM’s goal to continuously foster community engagement. Participating organizations develop a profile for the Central Florida Foundation’s Nonprofit Search, a database that connects potential donors and

partners with Central Florida nonprofit organizations. In anticipation of the opening of the new UCF Downtown campus, CPNM held each of the face-to-face sessions of the 2019 capacity building seminar at the UCF Communication and Media Building in downtown Orlando. By establishing CPNM’s presence in and connection to the heart of the city, CPNM director, Deborah A. Carroll, explained, “We want our community partners to know that we are here as a resource throughout the year, not just



during the summer seminars.” For more information on the summer capacity building seminars or technical assistance for nonprofit organizations through CPNM, please contact [cpnm@ucf.edu](mailto:cpnm@ucf.edu).

## Researcher Spotlight: Staci Zavattaro

Staci Zavattaro joined SPA as an associate professor in 2015. After obtaining two undergraduate degrees from the University of Florida, she went on to pursue her doctorate in public administration from Florida Atlantic University. Zavattaro, who primarily works with qualitative research, has spent much of her academic career studying the branding and communication sector of public administration. In 2018, Zavattaro and other UCF researchers completed a study for the city of Orlando documenting the public service response to the Pulse nightclub massacre that occurred in 2016. She is the editor-in-chief of the international journal *Administrative Theory & Praxis*, social media editor for *Public Administration Review* and an editorial board member for *Government Information Quarterly*. Zavattaro is also chair for the LGBT Advocacy Alliance Section of the American Society for Public Administration. Recognized for her expertise in



branding, social media and doctoral student mentoring, Zavattaro was named a Fulbright specialist in 2017. Her research appears in journals such as *Urban Studies*, *Public Administration Review*, *International Journal of Public Sector Management*, *International Journal of Organization Theory & Behavior* and *Tourism Management*. Zavattaro’s most recent book, *Neighborhood Branding, Identity and Tourism*, examines the dynamics that make up neighborhood brands in distinct areas of Orlando, including Thornton Park, Baldwin Park and downtown. UCF Downtown, located in the heart of Orlando, places CPNM at the intersection of some of the neighborhoods Zavattaro highlights in her book. According to Zavattaro, “UCF Downtown is in a unique location that encourages partnership with the community groups and community leaders of the strong neighborhoods that surround it.” To learn more, please visit [bit.ly/SZavattaro](http://bit.ly/SZavattaro).

## Grants & Contracts

The following list of grants and contracts represent amounts awarded to SPA faculty only. Some projects are part of larger collaborations with faculty outside of SPA and therefore reflect only a portion of the full amount awarded.

**2019 Orange County Capacity Building for Nonprofits**  
Orange County Board of County Commissioners  
Principal investigator (PI): Deborah A. Carroll, Ph.D., \$50,000

**Enabling Large-Scale Adaptive Integration of Technology Hubs to Enhance Community Resilience Through Decentralized Urban Food-Water-Energy Nexus Decision Support**  
Belmont Forum  
Co-PI: Naim Kapucu, Ph.D., \$28,165

**Enhancing Community Resilience to Floods: A Theoretical Framework of Community Participation in Federal Voluntary Programs**  
National Science Foundation  
PI: Abdul-Akeem Sadiq, Ph.D., \$88,492

**Puerto Rico Impact and Unmet Needs Assessment**  
Horne, LLP  
PI: Christopher Emrich, Ph.D. \$27,720

**Updates and Revisions to the Florida Public Health Risk Assessment Tool**  
Florida Department of Health  
PI: Christopher Emrich, Ph.D., \$93,999  
Co-PI: Yao Zhou, Ph.D., \$5,000

**Disaster Solutions Postdoc**  
Horne, LLP  
PI: Christopher Emrich, Ph.D., \$43,966

**Resilient Planning for the Future of the City of Rockledge**  
East Central Florida Regional Planning Council  
PI: Claire C. Knox, Ph.D., \$11,000

**Hurricane Irma Needs Assessment Updates and Amendments, 2nd Allocation**  
Florida Department of Economic Opportunity  
PI: Christopher Emrich, Ph.D., \$9,900

**The Impact of a Revenue Neutral Carbon Tax on Substitution of Natural Gas for Coal in the Electricity Sector**  
Alliance for Market Solutions  
PI: Kelly Ann Stevens, Ph.D., \$25,000  
Co-PI: Deborah A. Carroll, Ph.D., \$25,000

**Socioeconomic Impacts of the Satellite Enhanced Snowmelt Flood Predictions in the Red River of the North Basin**  
University of New Hampshire  
PI: Yue Ge, Ph.D., \$13,231

**Collaborative Research: Predicting Real-time Population Behavior during Hurricanes Synthesizing Data from Transportation Systems and Social Media**  
National Science Foundation  
Co-PI: Claire C. Knox, Ph.D., \$10,500

**Hurricane Michael Impact Unmet Needs Assessments Allocation**  
Florida Department of Economic Opportunity  
PI: Christopher Emrich, Ph.D., \$18,462

**Management Performance Review**  
Celebration Residential Owners Association, Inc.  
PI: David M. Mitchell, Ph.D. \$3,000

**Hurricane Michael Impacts and Unmet Needs in Bay County, FL**  
Hagerty Consulting, Inc.  
PI: Christopher Emrich, Ph.D., \$5,817

**Community-Based Resiliency in New Smyrna Beach**  
East Central Florida Regional Planning Council  
PI: Claire C. Knox, Ph.D., \$5,000

**Lake County Master Plan Study**  
Lake County  
PI: Christopher V. Hawkins, Ph.D., \$10,200  
Co-PI: Roberta A. Fennessy, M.S., \$9,900  
Co-PI: Chia-Yuan Yu, Ph.D., 9,900

## Public Administration Research Conference (PARC) Addresses Evidence-Based Policymaking

The UCF School of Public Administration hosted an invigorating day of research presentations and debate at the 13th annual PARC. Scholars, students and practitioners, both local and international, applied the theme, “Evidence-Based Policymaking: Using Big Data to Evaluate Public Sector Innovation and Improve Organizational Performance,” to broad and specialized areas of public service through academic research and case studies. This wide range of public management and policy domains included human and social services, nonprofit management, budgeting and financial management, emergency management, and planning and economic development.

In addition to the keynote address, delivered by Gary VanLandingham, professor and the Reubin O’D. Askew Senior Practitioner in Residence at Florida State University, and nine panels, the conference benefited from the students from UCF, Florida State University and Valdosta State University who presented and participated. Through generous sponsorships, 33 students were able to attend on conference

scholarships. The conference inspired presenters and attendees alike to embrace the potential of evidence-based policymaking to assist government in delivering the services it provides.



Students sponsored by the Saudi Arabian Cultural Mission network with Naim Kapucu (second from left), director, UCF School of Public Administration, and presenter Idris Ahmed Jamo (third from left), of Ahmadu Bello University, Zaria.

**UCF Downtown**  
Visit [ccie.ucf.edu/cpm](http://ccie.ucf.edu/cpm) for more information.

### PARC 2020

“Challenges and Opportunities for the Next Generation of Public Leaders: Lessons for Inclusive and Socially Equitable Urban Governance, Resilience, and Sustainability”

#### VISION STATEMENT

CPNM improves policy and governance in partnership with communities from Central Florida and throughout the world to positively and collectively impact society through research and community engagement.

#### MISSION STATEMENT

CPNM facilitates and supports sponsored research on policy and management and leads public service projects that inclusively enhance lives and strengthen communities.

## Research Seminar Series

Successfully launched in spring 2018, the research seminar series continued to be organized by CPNM throughout the 2018-2019 school year. The series offers an opportunity for SPA faculty and students to present their early-stage research for peer feedback and for visiting scholars to share diverse research topics. Attendance is open to the public, and collegial critique is encouraged. The presentations will continue to be offered during the 2019-20 academic year.

### Using Personalized Learning to Meet Students' Individual Needs

Gregg Buckingham, Ed.D., and Daniel Seigler, Ph.D.  
UCF

### Crash Risk Associated with SunRail Transit

Chia-Yuan Yu, Ph.D.  
UCF

### Post-Hurricane Maria Civic Visions of Community Based Flood Risk Management: The Case of San Juan, Puerto Rico

Luis Santiago, Ph.D.  
UCF

### Accelerating Entrepreneurship: Evaluating the Differences Between Nonprofit and For-Profit Enterprises Participating in Accelerator Programs

Deborah A. Carroll, Ph.D.  
UCF

### LOSTs in Translation: Yardstick Competition among Florida Counties

Sarah Larson, Ph.D.  
UCF

### Development of Civil Society in Times of Division: The Baltic Case

Aurelija Olendraitė  
Ministry of Social Affairs and Labor, Lithuania

### It All Depends...But on What? Examining Context in Strategic Implementation (Greatest Hits)

David Mitchell, Ph.D.  
UCF

### Seoul, South Korea: Research and Culture Report

Abdul-Akeem Sadiq, Ph.D., and School of Public Administration graduate students  
UCF

### Variations in Employees' Perceptions of Organizational Disaster Preparedness

Jenna Tyler, Public Affairs Program Ph.D. student, and Abdul-Akeem Sadiq, Ph.D.  
UCF

### Implementing Collaborative Governance

Carmine Bianchi, Ph.D.  
University of Palermo

### Overview of Program Evaluation and Educational Research (PEER) and Snapshots from Recent Projects

Bonnie Swan, Ph.D.  
UCF

### Neighborhood Branding: Results of an Exploratory Study

Staci Zavattaro, Ph.D.  
UCF

### Migration in Public Administration Research: A Systematic Review and Future Direction

Jungwon Yeo, Ph.D., and Xi Huang, Ph.D.  
UCF

### Role of Non-Established Relief Groups (NERGs) in Response to Hurricane Irma in Florida

Naim Kapucu, Ph.D., and Parker Toro, MPA student  
UCF

### From Science to Global Hazard: Addressing Space Weather and Other Technological Hazards

Seth Jonas, Ph.D.  
Science and Technology Policy Institute, Institute for Defense Analyses

## Eminent Scholars Lecture Series

In support of UCF's guiding visionary goal to "achieve international prominence in key programs of graduate study and research," CPNM sponsors the Eminent Scholars Lecture Series. The series brings prominent scholars to the UCF campus to deliver lectures on topics related to the scholar's research to expand dialogue among faculty, students and members of the community.

The spring lecture was held at the end of February and was delivered by Dr. Gary VanLandingham, who is Distinguished Professor and the Reubin O'D. Askew Senior Practitioner in Residence in the Askew School of Public Administration at Florida State University. Dr. VanLandingham is a renowned expert in evidence-based policymaking, program evaluation, policy analysis, performance measurement and Florida government. During his lecture, entitled, Towards a Broader Theory of Performance Management: Fits, Starts, and Paths Forward, Dr. VanLandingham offered his account of various elements of the broader public management system. This includes how we might achieve better outcomes through an



integrated approach to performance management that holistically utilizes evidence throughout the program selection, implementation and oversight processes. His remarks led to a thought-provoking discussion among faculty, student and community member attendees that touched on the importance of using data to drive public sector decision-making.

**The Eminent Scholars Lecture Series will continue with lectures in the fall and spring semesters. Please visit CPNM's webpage for upcoming dates.**

## CONTACT US

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