

# FOCUS

UCF SCHOOL OF PUBLIC ADMINISTRATION | ORLANDO  
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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.



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.

**COLLEGE OF COMMUNITY INNOVATION AND EDUCATION**  
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## Letter from the Director

**DEAR FRIENDS AND COLLEAGUES,**  
I have had the honor of serving as director for one of the most dynamic public administration schools in the nation since 2015. In this time, our school has continued to grow by leaps and bounds — welcoming over 20 new staff and faculty members, moving to a brand-new campus, and implementing programs that are not only innovative but also reflective of the changing needs of our communities.



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

We have introduced our first interdisciplinary graduate dual degree with our Master of Public Administration + Master of Criminal Justice, and we developed the first undergraduate degree in nonprofit management in Florida. We have introduced several graduate certificates that are designed for working professionals to expand their understanding of areas such as policy analysis and public budgeting. Three of our graduate programs are accredited by their respective agencies, confirming our commitment to providing an exceptional educational experience. Our global partnerships have grown through collaborations in countries such as Azerbaijan, Taiwan and Brazil and an undergraduate dual degree program with Kaunas University of Technology in Lithuania. This year, the school earned six U.S. News & World Report rankings and holds two of the highest ranked graduate programs at UCF.


As the world grapples with the damaging effects of COVID-19, several of our students were challenged to celebrate their commencement ceremonies virtually — each facing the challenge with tenacity and resiliency. Among those are the first graduates of our online Master of Emergency and Crisis Management program. To the Class of 2020 — the pandemic does not erase your accomplishments. You have been faced with some of the most insurmountable challenges and have met each of them with passion and poise. Thank you for your perseverance and dedication to the betterment of our society. We are honored to have been a part of your journey.

While the history of the School of Public Administration has been

remarkable, I am most excited for the school's future. From new programs to fresh and engaging partnerships and initiatives, collaboration has been an integral part of our growth this year. This fall, we welcome the first students to the Master of Public Policy program, demonstrating our commitment to developing public service leaders with an in-depth understanding of complex policy issues that affect the future of our local, national and international communities. I am excited to witness this and more as I rejoin the faculty as a full-time professor and welcome Dr. Doug Goodman as the next director of the School of Public Administration.

I thank each of our nearly 1,000 students, faculty and staff, alumni, advisory board members and community partners for your support over the past five years. It has been an honor to work with, partner with and serve you as director. You have been instrumental in our success as a school, and we appreciate your commitment and value your contributions as we embark on this new chapter. As you flip through these pages, I invite you to celebrate with us as we acknowledge just a few of the amazing programs, partnerships, collaborations and research being led by our faculty, staff, students and alumni that are impacting communities across the globe.

Sincerely,



Naim Kapucu, Ph.D.  
Pegasus Professor and director,  
UCF School of Public Administration



# A NEW CHAPTER



**Dr. Doug Goodman joins the College of Community Innovation and Education as the new director of the School of Public Administration commencing with the 2020 - 2021 academic year.**

Prior to joining UCF, Goodman was professor of public and nonprofit management in the School of Economic, Political, and Policy Sciences at the University of Texas at Dallas. During his 10-year tenure with the university, he also served as the program head and director for the Master of Public Affairs.

Goodman previously taught in the Political Science and Public Administration Department at Mississippi State University, where he was also an inaugural fellow at the John C. Stennis Institute of Government and Community Development.

Along with research published in leading public administration journals and serving on journal editorial boards, he co-edited two books entitled *Texas: Yesterday and Today — Readings in Texas Politics and Public Policy* and *Contested Landscape: The Politics of Wilderness in Utah and the West*.

I am excited for this opportunity to take over the helm as the director of the School of Public Administration. As a first-generation college graduate from rural Arizona, I never dreamed I would be working at one of the nation's largest universities.

One thing I have never wavered on is my determination to make a difference in my community. Public service was a natural career path for me, and I am eager to begin this next chapter at UCF. I look forward to getting to know the students, staff, faculty, colleagues, alumni, advisory board members and community partners over the next few months.

Please join me in offering a sincere thank-you to Dr. Naim Kapucu for his leadership as the school's director over the past five years. Under his direction, SPA has become a top 40 school with top 25 rankings in emergency management and homeland security, nonprofit management and local government management, among others. These accolades would not be possible without dedicated and hardworking faculty and staff. I am honored to be joining such a fine institution and pledge my service to continue building on this fine legacy.

I do not have to tell you that we are living in interesting and unprecedented times that have impacted our work, homes, communities and the entire world around us. In a world of uncertainty, there are a few things that remain steadfast. Of those — our commitment. A commitment to maintain an environment of excellence, quality and inclusiveness in our programs as we continue moving forward in our downtown home. A commitment to serving the community, enhancing leadership and celebrating the scholarship of our faculty and students.

With new leadership comes opportunities to implement new ideas, courses and priorities, and I look forward to working with each of you on this journey.

Sincerely,

Doug Goodman, Ph.D.  
Professor and director (incoming)  
UCF School of Public Administration

## ENVIRONMENTAL ALLIANCES



COASTAL

**While coastal counties account for only 10 percent of the land mass in the continental United States, 39 percent of the nation's total population live in coastal areas.**

In 2012, coastal counties generated 45 percent (\$7.1 trillion) of the country's gross domestic product (GDP). Given the population, economic impact and high concentration of infrastructure, there is an increasing need for dedicated research and policy development to maintain the natural resources that make these areas sustainable.

The National Center for Integrated Coastal Research, or often referred to as UCF Coastal, is a broad-based research and development center dedicated to integrating science and social needs to address pressing coastal issues and training students in conservation and resource management.

Operating with an interdisciplinary team of faculty from areas such as emergency management, ecological systems, ecosystem health, public health and water supply, among others, the initiative is designed to investigate complex local, national and international problems related to human-impacted and natural changes in coastal systems.

While the cluster specifically studies Florida coastal communities, the solutions and methodologies developed are applicable to other statewide and national models.



**The National Academies of Sciences, Engineering, and Medicine Gulf Research Program awarded Associate Professor Chris Emrich and his team \$3.4 million to help people make smarter housing decisions based on hazard risks and mitigation of those risks. The project, which will last approximately three years, provides actionable information on disaster risk and mitigation to educate potential home buyers.**



**UCF researchers Thomas Bryer, Kelly Stevens and Haofei Yu are part of a team that will help downtown Orlando residents learn more about their air quality through a \$1.2 million grant from the National Science Foundation. The grant will fund the installation of more than 100 air sensors throughout the downtown region that will provide near-real-time data about air quality to residents via smart devices.**

RISES



**The Resilient, Intelligent and Sustainable Energy Systems (RISES) cluster is a universitywide, multidisciplinary team of faculty and students conducting research on resilient, intelligent and sustainable energy solutions.**

Through partnerships with university, utility and government stakeholders, the initiative is working to integrate renewable energy resources, as well as provide innovative solutions that make electricity grids efficient and resilient.

In the long term, the initiative strives to develop tools and technologies to lower the probability of individuals going without power for an extended period following major events.

With a commitment to developing technologies and practices to lower the cost of power, examine the efficacy of renewable energy sources, RISES is contributing to the development of a 21st-century global energy system.

# INTO THE HEART OF A CRISIS

(Originally published in UCF Today)

Few of us, if we're honest, paid full attention to the actions of task forces or crisis and emergency managers — until mid-March. Now, the world practically turns on their every move.

At a most coincidental time, UCF has graduated its first three students from the Masters of Emergency and Crisis Management (MECM) program. They happen to be at the leading edge of an oncoming wave.

"Because the program is so young, we can adjust the lessons to reflect whatever is going on in real time." — **Claire Connolly Knox**, director of the program. Both the bachelor's and master's programs in emergency management launched in Fall 2018.

"Students are attracted to the program because they've been directly impacted by recent disasters — hurricanes, the BP oil spill, the Pulse Nightclub massacre, and now the pandemic," says Claire Connolly Knox, director of the program. "Interest has taken off almost exponentially."

The first three graduates, and Knox, provide a wide-lens picture of who is at the heart of emergency and crisis management.

## The Director

It takes only a few seconds before Knox's passion for the environment can be heard clearly. A minute later, the Louisiana Cajun accent also sneaks in.

"Growing up in the coastal wetlands, I understood how fragile our relationship is with nature, and the impact it can have when it breaks down. The wetlands are the first line of defense against hurricanes."

Still, she had no idea how bad it could be. While studying for her master's in public administration at Florida State University in 2005, Hurricane Katrina devastated her beloved Bayou State. The scrambled response became a series of tragic lessons learned — communication, collaboration, basic preparedness. The aftermath also kick-started Knox on a path that drew her to UCF, in a region with more than its share of crises and at a school willing to adopt new ideas.

"Because the program is so young, we can adjust the lessons to reflect whatever is going on in real time. That's essential in this dynamic and complex profession," she says.

At the moment, she and other program faculty are literally creating new teaching modules derived from the ongoing COVID-19 experience. The team in the MECM curriculum includes some of the most published and cited scholars in this discipline, as well as an advisory board of practitioners from every sector. Knox also points to a group just as valuable: the students.

"Something other than fancy titles and hats is driving them," she says. "It's their hearts. They make the program real because of their own experiences."

## The Security Specialist

**Jaime Garcia** first recognized a whole new world opening in his field of expertise, ironically the same day he had to close himself off.

On March 16, Garcia was thinking about graduation, job prospects,

and finishing up his internship with the Osceola County Office of Emergency Management. At the door of the county building, he was asked if he'd been in any crowds the previous weekend. As a then part-time security guard at the Magic Kingdom, Garcia had. He spent the next 14 days in quarantine watching the news. What he saw and heard from Ecuador, where he was born and raised, only emboldened his reasons for pursuing his MECM.

"People were dying, the morgues were full, and they didn't know what to do because there had been no planning," says Garcia. "Here, even though I didn't like being quarantined, I knew there was a good reason. The contrast proves why we need good people making decisions before and during a crisis."

Garcia's first lessons came from his father, a doctor. While many people in authority, including doctors, used their positions in Ecuador to hoard essentials and profit from them, Garcia's father would drive into rural areas and distribute vaccines and treatments for free.

"He said helping people was always the right thing to do."

As a teenager, Garcia coordinated a group of classmates to collect food and clothes for families following a mudslide. After moving to Charlotte, North Carolina, he took a group of security colleagues to deliver water to evacuees in the Superdome following Hurricane Katrina.

"We have so many blessings in the U.S., but that made me realize we can never take them for granted."

All of these experiences led Garcia to enter the MECM program when it launched in 2018. "It's a continuation of what I love doing," he says. "We discuss how things are always changing and how to prepare for anything."

At work he's been in discussions about crises like water

contamination or a second outbreak of COVID-19.

"We're also preparing for the possibility of severe weather later this week."

## The Meteorologist

It's 8:30 a.m. and **Maureen McCann** is in full stride. A meteorologist for Spectrum News 13, she's already been on the air 20 times this morning to give weather updates. In the midst of Central Florida's singular focus on COVID-19, McCann needs to find a way to alert us that, yes, a severe storm is a distinct possibility in the next 72 hours. Weather events pay no attention to lockdown orders.

"Our motto is, 'Don't be scared, be prepared,'" she says. "That's true in any emergency situation — the virus, the weather, a severe storm. The more I know about crisis management, the better I can communicate preparedness to viewers."

"Watching the meteorologists on TV made me less scared," she says. "I decided that's what I wanted to do — warn people and calm them at the same time."

After earning a bachelor's degree from Cornell University, McCann's television career led her around the country. Whether she was in Austin or Denver, something about Central Florida intrigued her. Specifically, the storms. When she moved here in 2013, she also had an unfinished master's degree. The launch of UCF's MECM in 2018 seemed fortuitous.

"I liked that it's a fresh program and the instructors are willing to adjust so we can collaborate on real-time events."

She and her cohorts have gleaned lessons from hurricanes Irma, Maria, Michael and Dorian. Even the meteorologist has had her light-bulb moments.

"I'm a scientist with an opportunity to communicate directly with people who will be impacted by an event. That's a form of

emergency management in itself. "Another big takeaway is the need to network before a disaster, not during. My network has expanded through the program to include security, conservation, a first responder. The boots on the ground ... that's an interesting perspective."

## The Paramedic

**Chris Goodson** is catching his breath. He's just finished a workout near his neighborhood on the south side of Chicago, and now he's foraging for what we've all come to know in recent weeks as a PPE kit. A risk and safety specialist for Superior Ambulance, he's waiting to find out where he's needed next.

"I like to be on the move," Goodson says.

He'll transfer COVID-19 patients to rehab facilities or to McCormick Place, which FEMA has set up as a field hospital downtown. "The situation we're facing isn't one that I enjoy, but the chaos is putting my education into practice."

His winding route involved uprooting from his home to enter a brand-new graduate program 1,200 miles away at UCF. "I'm glad I took the chance," he says. "Leaders in Central Florida have been at the forefront of disasters in terms of coordination, action, protocols, leadership. I'd like to use those lessons here at home."

Goodson grew up in "The Hole," the most oppressive section of Chicago's notorious Robert Taylor Homes public housing project. Gunshots became everyday noise. "Police might come, or they might not. At some point I thought, 'Chris, you could provide the help.'"

After high school, he completed two years at Eastern Illinois University before enlisting in the Army, spent time in Afghanistan, delivered aid to Haiti, helped the recovery following Hurricane Sandy, and eventually moved to Roseland in the south-side of Chicago as a paramedic. At UCF he learned about cultural competency as a central concept in crisis management. Back home, it's more than a concept.

"Hospitals near my neighborhood are underfunded and understaffed. More black people are dying because of underlying health conditions, a lack of resources, and slow response. You have to know how things work at the local level to effectively help."

Goodson plans to take a grant writing class to round out his credentials. In five years, he sees himself in a role with FEMA or a local governing body. But for now, he's checking his gloves and mask. He doesn't know where he'll be 20 minutes from now. And that's just fine with Goodson. He's ready for anything.

THE EMERGENCY MANAGEMENT PROGRAM IS

# #2 – RANKED

BY U.S. NEWS & WORLD REPORT, 2021

For more information on our emergency management programs, please visit [ccie.ucf.edu/emergency-management](https://ccie.ucf.edu/emergency-management).



# PAVING PATHWAYS

As the first full-time executive director of Bike/Walk Central Florida, Emily Hanna '13 '15 MSURP is no stranger to creating her own lane.

Through her work with Bike/Walk Central Florida, Hanna hopes to draw more attention to the needs of those traveling by foot or bike, both recreationally and professionally. The greater Orlando metro area welcomes over 1,000 new residents each week with the population expected to surge as areas such as Lake Nona Medical City and downtown Orlando continue to expand. Government officials and community planners are actively working to keep up with the transportation needs of the rapidly expanding Central Florida area. As services such as SunRail, Brightline and Lynx buses expand, a significant part of the transportation community has been largely ignored — pedestrians and cyclists. In 2019, Central Florida was ranked as one of the most dangerous places in the nation for pedestrians and bicyclists by Smart Growth America.

From partnering with law enforcement to identify areas more prone to crashes involving cyclists and pedestrians to hosting a five-city, 28-mile bike tour to educate residents on existing trails and paths, Bike/Walk Central Florida is working to provide spaces for people to safely and sustainably explore their community.

Hanna credits her upbringing as a catalyst for her life's mission to "create sustainable communities and connect people to places" — a mission she's been committed to since she and her family relocated to Oviedo, Florida, during her middle school years. Prior to this, Hanna lived on her family's farm — generating an appreciation for nature and a commitment to preserving it. A competitive equestrian since her early years, she struggled with the stark



Emily Hanna '13 '15MSURP advocates for pedestrians and cyclists across Central Florida as executive director for Bike/Walk Central Florida.

contrast to the life she knew with the limited access to nature trails or paths that she could get to by foot, bicycle or horse in Oviedo.

When Hanna arrived at UCF as an undergraduate student, she was determined to embark on a profession that allowed her to provide others the easy access to natural spaces that she longed for as a kid. "I realized that in order for me to make a difference, I need to change how we build the human environment by deliberately giving people access to parks and other natural resources," she says.

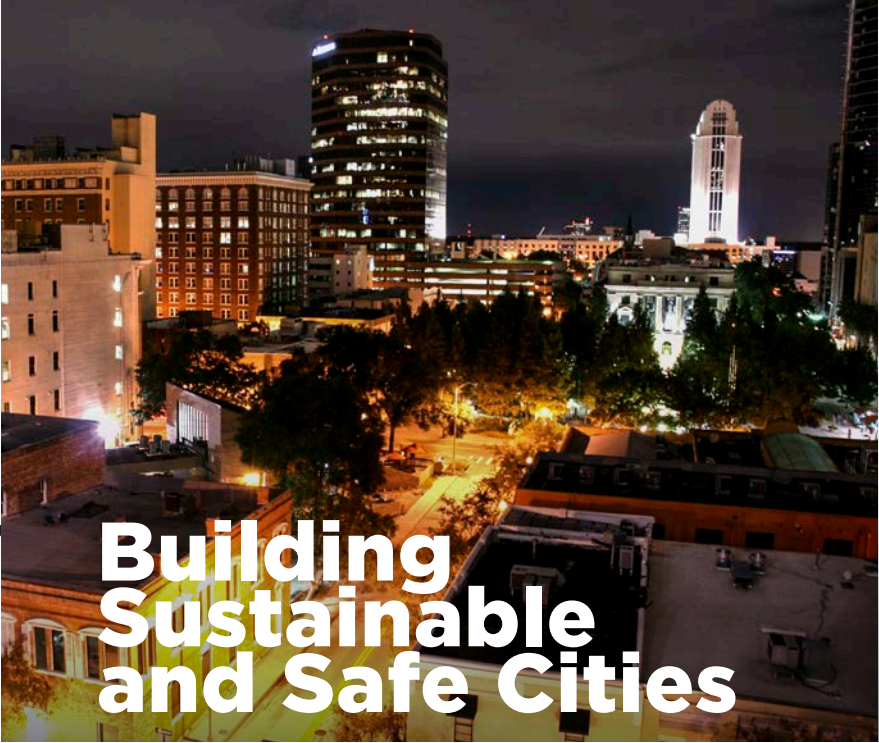
After she completed a bachelor's degree in environmental science, she went on to apply to the urban and regional planning graduate program. But she says that she wasn't in the best place academically. "I didn't have the best GPA, but I was quite outspoken in my courses — particularly those for

my minor in urban and regional planning," she says. Hanna used this to her advantage to establish strong relationships with her instructors, who in turn agreed to provide recommendation letters for her graduate application.

While in the program, she co-founded the Urban Knights student organization. The organization, which received the National Planning Student Organization Award from the American Planning Association in 2015, strives to connect students with practitioners within the various facets of urban and community planning. It was through these connections that Hanna really began to see her career take off. She worked for Orange County Government on initiatives geared toward promoting sustainability and neighborhood planning before joining the city of Casselberry

as a planner. Within five years, she had been promoted four times — ultimately managing the planning and building services division and community redevelopment district.

Now an executive director, Hanna spends much of her time working as an intermediary — connecting private firms and local and federal government agencies to the programming and resources offered by the organization to support communities where it's needed. Much of what she does today extends to one of the most critical aspects she learned while at UCF — the power of networking. "Look at each person you meet as an opportunity to potentially work with them or support them in some manner, so don't waste those first impressions. I wouldn't have the position I do today, especially at such a young age, if I didn't make those connections," Hanna says.




## Building Sustainable and Safe Cities

The Urban Resilience Initiative (URI), led by Naim Kapucu, Ph.D., and Gurt Ge, Ph.D., is an interdisciplinary initiative to develop a network of coalitions and collaborations among academic researchers and community partners to strengthen community resilience in Central Florida, particularly in urban areas. URI serves as a catalyst for community- and partnership-driven urban resilience by helping to strengthen the capacity of cities to anticipate and manage risks induced by natural hazards and human-made disasters.

Monthly collaborative research meetings facilitate interdisciplinary discussion to offer sustainable solutions to the most pressing issues faced by Central Florida. Over 40 researchers from various colleges across UCF, such as the College of Community Innovation and Education, College of Sciences, College of Engineering and Computer Science, and the Rosen College of Hospitality Management, are involved in the initiative. In addition to academic researchers, the city of Orlando Office of Sustainability & Resilience, the Orange County Sustainability Initiative, the East Central Florida Regional Planning Council and local nongovernmental organizations are engaged in the network. Early formal collaborations include a funding proposal to study the effects of COVID-19 on the tourism sector and a study on environmental migration as a response to recent events such as Hurricane Maria.

Training and teaching are integral components of building and maintaining resilient communities. Therefore, a new graduate course on urban resilience was offered to students, starting in Spring 2020. URI hosted a Leading Scholar Lecture with Michael K. Lindell, Ph.D., whose research focuses on the individual and organizational responses to natural and technological hazards.



For more information on the urban resilience initiative, follow @ucfresilience on twitter.

### RESEARCH INITIATIVE SPOTLIGHT

## Toward a Sustainable Recovery of Puerto Rico

Luis Santiago, Ph.D., associate professor and program director for the Master of Urban and Regional Planning program, is collaborating with the University of Puerto Rico on two projects that aim to increase resilience in Puerto Rico. The projects are motivated by the devastation on the archipelago due to Hurricane Maria and ongoing recovery efforts, hampered and aggravated by recent earthquakes and the spread of COVID-19.

A coastal assessment, conducted in two of the highest risk municipalities, will inform a community dialogue centered around planning and intervention practices to reduce erosion and increase coastal resilience. Before engaging community organizers, government officials and emergency management personnel, an assessment of municipal regulatory and planning capabilities and coastal infrastructure will be conducted considering current erosion trends. Community, municipal and emergency management participation will assist in prioritizing adaptation needs and identifying suitable adaptation strategies given project results. A group of best practices for local coastal adaptation — including Puerto Rico, the U.S. mainland and international communities — will inform discussions leading to adaptation strategies.



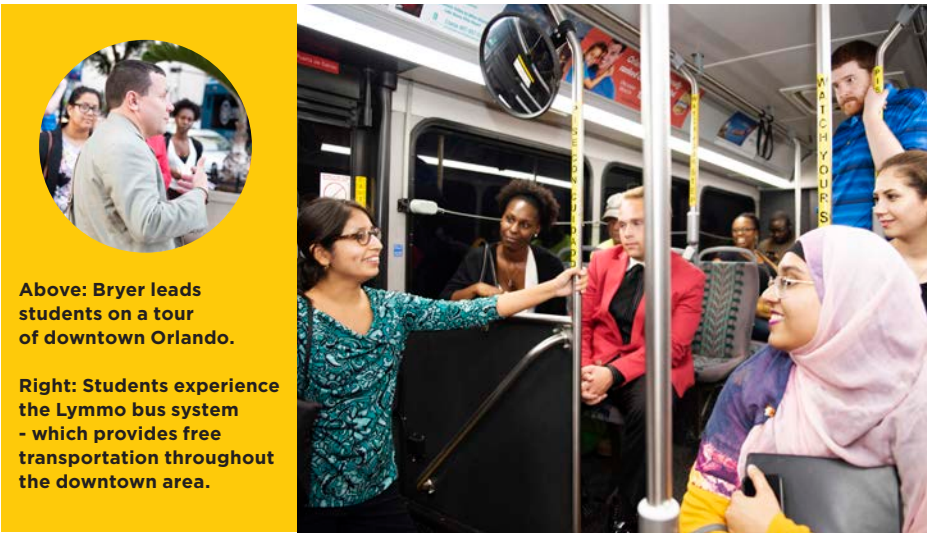
After the passage of Hurricane Maria, many uprooted trees were discarded despite their potential for the development of wood products. Santiago and his team will explore the social acceptability of a wood products industry in Puerto Rico. The research team plans to collaborate with federal and local government agencies, nongovernmental organizations, industry partners and private forest owners to evaluate the current use of forest products and the capacity to sustainably harvest forest products from the National Forest System and other forest lands. The research team serves as a catalyst for determining strategic actions for the management of forests with high wildfire risk, the use of traditional and innovative wood products to replace imported products to Puerto Rico, sustainable forest management practices and the promotion of sustainable development initiatives in local communities.

For more information on the urban and regional planning program, please visit [ccie.ucf.edu/urban-regional-planning](https://ccie.ucf.edu/urban-regional-planning).



# EXPLORING OUR NEW NEIGHBORHOOD

A new neighborhood means new opportunities to create long-lasting relationships. Thomas Bryer, Ph.D., professor in the School of Public Administration, is the program director for the Office of Downtown Community-Engaged Scholarship. “The Office of Downtown Community-Engaged Scholarship was created to identify and leverage UCF Downtown intellectual, human and physical capital to achieve impact in the downtown Orlando area through the research, teaching and service of faculty, staff and students,” explains Bryer. This includes documenting what community-engaged research, teaching and service activities are occurring near UCF’s new campus, the impacts being achieved, and the relationships needed to be successful long term. In the opening months, the office has identified over 80 unique projects that have recently been or are currently being implemented in the downtown Orlando area.



Above: Bryer leads students on a tour of downtown Orlando.

Right: Students experience the Lymmo bus system - which provides free transportation throughout the downtown area.

In addition to chairing the committee, Bryer is developing a training curriculum for faculty, staff and students on community-engaged scholarship, and oversee the collection of information to create and maintain a public-facing website of downtown Orlando-based or

-engaged research projects. Bryer adds, “My aim is to ensure that the scholarship that occurs in downtown Orlando makes the university not just a good neighbor but a trusted ally in working to address community challenges and enhance quality of life.”

## SUPPORTING OUR STUDENTS

The School of Public Administration welcomes three new scholarship opportunities for students, starting Fall 2020. The scholarships are designed to help the next generation of public service leaders.

### Colonel Mike Murdock, USMC Endowed Scholarship

Colonel Harry Michael “Mike” Murdock ’74 dedicated his life to public service. He is described as immensely committed to impacting society and encouraging others to do the same — a commitment he demonstrated continuously during his 21-year career as a U.S. Marine. But his dedication started long before he enlisted. While at UCF (then Florida Technological University), Murdock was heavily involved in the campus as one of the founding members of the Xi-Iota chapter of Tau Kappa Epsilon, coordinator of men’s intramural sports and an officer trainee in the Marine’s Platoon Leader Corps.

His career included time as an aide to the commandant of the Marine Corps, a planning officer during the Gulf War and a commander of a training battalion at the U.S. Marine Corps School of Infantry at Camp Pendleton in California. Murdock tragically drowned while looking for a safe crossing for a stranded platoon of trainees during a flash flood at Camp Pendleton in 1995.

The Colonel Mike Murdock, USMC Endowed Scholarship supports undergraduate students who demonstrate an interest in and commitment to public service — a calling that Murdock dedicated his life to.

### Augustin Scholarships

With a career in the U.S. Marine Corps spanning over 25 years, Maria Elena Augustin’s ’08MPA commitment to public service dates back long before she joined the Center for Public and Nonprofit Management (CPNM). She was instrumental in the development of the CPNM when it was founded in 2008. Augustin started two scholarships to support the next public service leaders in their educational journey. “The people who tend to serve have good hearts, but it’s important to have a combination of education and passion,” she explains.

The Colonel Walter Augustin Endowed First Generation Scholarship, named after her husband, supports first-generation undergraduate students pursuing a degree in public administration, nonprofit management or emergency management. The Augustin Military to Public Service Transition Scholarship supports veteran graduate students completing a program within the School of Public Administration.



# Center for Public and Nonprofit Management

UNIVERSITY OF CENTRAL FLORIDA

SCHOOL OF PUBLIC ADMINISTRATION | COLLEGE OF COMMUNITY INNOVATION AND EDUCATION



### LETTER FROM THE DIRECTOR

Deborah A. Carroll, Ph.D.  
CPNM Director  
Deborah.Carroll@ucf.edu

It is with great pleasure that I deliver this update on our efforts over the past year!

If we can say anything about this last year, it was a year of challenge and growth — for our Center for Public and Nonprofit Management (CPNM), individual team members and the community in which we serve.

Closing our 2019–2020 year, I can say a few things with certitude and pride: I believe in CPNM’s mission; I am hopeful about the future; and, the character displayed by our team and community over this last year is both endearing and inspiring. Together, we can endure, adapt, grow and overcome when posed with daunting challenges.

We owe thanks. At the conclusion of last year, our former CPNM assistant director, Maria-Elena Augustin retired after many years of dedicated service to CPNM, the School of Public Administration (SPA), and as a leader both on campus and in the community. We are very grateful for Maria-Elena’s service and dedication to CPNM, SPA and to each of the directors she served alongside.

We continue moving forward. Justin Miller joined CPNM as our new assistant director and very quickly became an invaluable member of the SPA family. Justin is a retired Navy sailor and joins us after serving as vice president of

programs for a local nonprofit with a national mission and CEO and research director for a local policy research firm.

We adapt, and we endure. This year started with the long-awaited move to UCF Downtown — a new campus in a budding area with lots of opportunity to engage community leaders and the nonprofit community, while still supporting the growth of our students through service-learning. Hurricane Dorian in August 2019 interrupted our initial startup in the fall semester, and the COVID-19 pandemic interrupted our spring semester. Unfortunately, this resulted in not only the cancellation of our annual Public Administration Research Conference, but also our transition to remote working environments necessary to keep our students, faculty and staff healthy.

However, like many others during this time, we feel isolated and far away from our beautiful UCF Downtown home. So we will be ready when the time comes for all of us to get back together!

This last year, while adapting to a fluid environment, we found new opportunities to make a larger impact by delivering 18 Research Seminar Series events, planning our annual Public Administration Research Conference, providing faculty insight on more than 40 traditional and interdisciplinary sponsored research opportunities, and engaging with our school program directors and program advisory boards.

Prior to COVID-19, we also hosted our annual nonprofit capacity building program in partnership with the Orange County Citizens’ Commission for

Children at the downtown campus for the first time and used our new presence in downtown Orlando to engage the community. For the first time, CPNM played an essential role in the Annual Nonprofit Partners Conference, where more than 100 nonprofit and community leaders attended and shared in thought-provoking discussions.

In addition, we collaborated with the World Affairs Council of Central Florida to host international guests in support of a state department outreach effort to discuss nonprofit operations, learning in the profession and professional development. Finally, we confirmed and signed a formal partnership with the Nonprofit Leadership Alliance to deliver core curriculum and tailored training that will qualify nonprofit leaders across the globe to take the Certified Nonprofit Professional credentialing exam.

Despite the challenges of the past year, we are optimistic. And we are just getting started! In the upcoming year, we look forward to solidifying our presence downtown by leveraging existing relationships and building new ones. Please reach out to us with new ideas and ways to partner. We value collaborating with our community partners by listening, learning and working in ways that empower and lift our local leaders, nonprofits, faculty and students so they can improve lives and shape the future.

We understand that we still face challenges, but we look forward to seizing the opportunities born of them. We hope to see you soon in our community!



### CPNM Supports the Nonprofit Partners Conference in Downtown Orlando

The 2019 Nonprofit Community Partners Conference, themed *Dream Big: Nonprofits and UCF Building Community Partnerships*, drew more than 100 nonprofit representatives and community leaders together for a day of invigorating conversations, collaborative problem-solving and relationship-building. While CPNM has always been a partner to the conference host — the Nonprofit Management Program Advisory Board — with Hurricane Dorian and the move downtown compressing the schedule, CPNM supported the annual conference in a more robust role. For the first time, CPNM served in a key planning and coordination role — an opportunity to learn more about and engage with the community and local organizations that surround our new campus.

# Contributing to Climate and Energy Policy in the Electricity Sector

**Kelly A. Stevens, Ph.D., and Deborah A. Carroll, Ph.D., spent the past year studying climate change and how carbon dioxide emissions might be reduced with the imposition of a revenue-neutral carbon tax.**

By incentivizing the use of natural gas combined cycle over coal for electricity generation, CO2 emissions decline because natural gas emits about half as much carbon as coal. This research, made possible by a grant from the Alliance for Market Solutions, produced the white paper entitled, *The Impact of a Revenue Neutral Carbon Tax on Substitution of Natural Gas for Coal in the Electricity Sector*.  
“I felt this was a unique opportunity to conduct applied research focusing on a realistic and practical policy solution for a challenging and complex problem. The negative externalities and long-term implications of climate change require a comprehensive approach if we’re going to fully address the social, economic, political,

technological and environmental components that are wrapped into energy issues that affect the daily lives of everyone,” explains Carroll. Both researchers were invited to several forums to disseminate their research, explain its implications, and educate energy stakeholders along with community leaders from around the world.  
In addition to two op-eds with energy industry leaders, the carbon tax research took Stevens and Carroll to Tampa, Florida; Denver; Washington, D.C.; and Brussels (virtually, after the COVID-19 outbreak). The white paper is available for download from SSRN, and a spinoff article from the larger study is now published in *Energy and Climate Change*, a peer-reviewed open source journal.  
“This challenge has both macro and micro implications, and the more aggressively we engage it through meaningful, objective and probing research, the sooner we can offer frameworks to practitioners in industry and leaders in public policy,” added Stevens.



The research efforts by faculty and students within the School of Public Administration are essential to addressing public policy and public management challenges, among others. The insights, ideas and frameworks discovered or refined by our academic team inform, advise and guide government, public leaders, nonprofits and nongovernmental organizations, and steward the advancement of knowledge and solutions that impact locally, nationally and globally. Stevens’ and Carroll’s efforts serve not only as an advancement of UCF’s mission, but also the advancement of CPNM’s mission of bridging academia and the community of practice by introducing knowledge and creating meaningful and lasting partnerships.

## Grants & Contracts

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

**A Secure, Trustworthy, and Reliable Air Quality Monitoring System for Smart and Connected Communities**  
*National Science Foundation*  
Co-Principal investigator (PI): Thomas Bryer, Ph.D., \$399,330  
Co-PI: Kelly Stevens, Ph.D., \$395,377

**Shelter from the Storm: Leveraging Post-Disaster housing policy and design for long term resilience**  
*National Academy of Sciences*  
PI: Christopher Emrich, Ph.D., \$299,671

**Phase VII: 2019-2020 Enhancement and Update of the Florida Public Health and Risk Assessment Tool (FPHRAT)**  
*Florida Department of Health*  
PI: Christopher Emrich, Ph.D., \$98,999

**Assessing Equity in Disaster Recovery Funding**  
*University of Iowa*  
PI: Christopher Emrich, Ph.D., \$96,171

**Supporting GLO CDBG-DR Mitigation and Recovery Planning**  
*Texas General Land Office*  
PI: Christopher Emrich, Ph.D., \$77,890

**Enabling Large-Scale Adaptive Integration of Technology Hubs to Enhance Community Resilience Through Decentralized Urban Food-Water-Energy Nexus Decision Support**  
*National Science Foundation*  
Co-PI: Naim Kapucu, Ph.D., \$55,676

**2020 Orange County Capacity Building for Nonprofits**  
*Orange County Citizens’ Commission for Children*  
PI: Deborah A. Carroll, Ph.D., \$50,000

**City of Cocoa Police Department Strategic Plan**  
*City of Cocoa*  
PI: David Mitchell, Ph.D., \$50,000

**Enhancing Community Resilience to Floods: A Theoretical Framework of Community Participation in Federal Voluntary Programs**  
*National Science Foundation*  
PI: Abdul-Akeem Sadiq, Ph.D., \$42,544

**Bridging Information, Uncertainty and Decision-Making in Hurricanes Using an Interdisciplinary Perspective**  
*Purdue University*  
PI: Yue Ge, Ph.D., \$42,493

**Hurricane Michael Impacts and Unmet Needs in Bay County, Florida**  
*Hagerty Consulting, Inc.*  
PI: Christopher Emrich, Ph.D., \$37,297

**Comprehensive Resilience Analysis of Shoreline Changes in South Puerto Rico – Year 1**  
*University of Puerto Rico Río Piedras Campus*  
PI: Luis Santiago, Ph.D., \$34,862

**Developing the Infrastructure for a Puerto Rico Wood Products Team – Year 1**  
*University of Puerto Rico Río Piedras Campus*  
PI: Luis Santiago, Ph.D., \$25,256

**Developing the Infrastructure for a Puerto Rico Wood Products Team – Year 2**  
*University of Puerto Rico Río Piedras Campus*  
PI: Luis Santiago, Ph.D., \$22,744



## Silvana Bastante Makes an Impact While Gaining Experience and Building a Professional Network

**S**ilvana Bastante joins the Center for Public and Nonprofit Management not only as a graduate research assistant, but also as a driven professional with a passion for community engagement, personal growth and building resilience within the community. Bastante, who is pursuing a master’s degree in public administration and a certificate in public policy analysis, is determined to serve missions where she can encourage those around her and work for a more equitable and just society.  
In addition to her work with CPNM, Bastante is a member of the Pi Alpha Alpha national honor society, a 2020 Equity and Inclusion Fellow for the Association for Public Policy Analysis and Management, and an inductee in the Section for Women in Public Administration – where she was also a recipient

of the 2020 Suffragette Scholarship. As the vice president for nonprofit outreach for the Central Florida chapter of the American Society for Public Administration, she creates opportunities to forge relationships with and serve local nonprofits.  
“Coming to work for the center was a bit of a sacrifice going from full-time work to part time, but I prioritized the knowledge I would gain in addition to the meaningful community involvement. What I got was so much more,” explains Bastante. “Working at CPNM has been my first experience in feeling like a true part of a team. Though my physical time with CPNM was cut short due to COVID-19, the sense of community continued through every phone call, Zoom meeting and email, and I genuinely feel like they are invested in my learning and my success beyond my time here. It has been an absolute pleasure and honor to work with so many bright minds on different impactful

projects for our community (from local to global).”  
“She is an absolutely integral team member, and CPNM has been very fortunate to have her on our team over this last year. Her energy, tenacity and intelligence have made her invaluable to CPNM’s mission and to maintaining our positive team morale during a very difficult time for everyone working remotely,” says Deborah Carroll, Ph.D., director of CPNM.  
After graduating in Fall 2020, she looks forward to utilizing her graduate degree in corporate social responsibility and public affairs to continue building partnerships and advocating for social good. She lives in the heart of downtown Orlando with her husband, Max, and their two dogs. Her dream is to buy a home, give back to the community and travel the world.

### 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.

SAVE *the* DATE

Friday, March 19, 2021

## PARC 2021

***Public Service in Times of Uncertainty:  
Upholding our Ideals of Justice, Inclusion  
and Public Purpose***



Research Seminar Series

Launched in Spring 2018, the Research Seminar Series continues to be organized by CPNM as a weekly event that occurs throughout the fall and spring semesters. The Research Seminar Series serves as an opportunity for School of Public Administration faculty and students to present early-stage research for peer feedback and for visiting scholars to share diverse research topics. It also offers an opportunity for university research program staff to engage and facilitate information sharing on research opportunities and campus support available to assist faculty pursuing research or collaborative projects.

Tales of the Crypt (Keepers): Local Government Cemetery Management

Staci Zavattaro, Ph.D.  
UCF

PIVOT, Targeted Research Alerts and Profiles

Erin Blackwell, MRA, and  
Justin Miller, MA  
UCF

Developing a Research Plan and Strategy

Thomas Bryer, Ph.D.  
UCF

ORCID, Pivot and Pursuing Research Strategy

Justin Miller, MA  
UCF

Kaunas University of Technology as a Partner

Egle Butkeviciene, Ph.D.  
Kaunas University of Technology,  
Lithuania

Does Social Cultural Context Matter? Perceptions and Experiences in Corruption

Vaidelyte Egle, Ph.D.  
Kaunas University of Technology,  
Lithuania

The Role of NGO in Lobbying for Refugee Crisis Management: A Case of Florida Immigrant Coalition from USA and Bukim Pasistami

Vishnu Muraleedharan, Ph.D.  
candidate  
Kaunas University of Technology,  
Lithuania

From Wenchuan Earthquake to Jiuzhaigou Earthquake: Emergency Management Reforms in China

Xiangnan Hu, Ph.D. candidate  
Xi'an Jiaotong University, China

Introduction to Russian State Structure and Public Administration

Nina Symaniuk, J.D.  
Ural Federal University,  
Commonwealth of Independent  
States-Russia

Financial Performance, Political Continuity/Civic Engagement and Institutional Advantages: A Comparative Analysis of Local of Government in Florida

Terry Henley, Ph.D. candidate  
UCF

Social Entrepreneurs' Motives, Job Stress, Work Competence and Passion

Young-Joo Lee, Ph.D.  
UCF

Journal Editors' Panel: Getting Published — Experiences, Processes, Perspectives from Journal Editors

Staci Zavattaro, Ph.D., editor-in-chief,  
*Administrative Theory & Praxis*  
Jeremy Hall, Ph.D., co-editor-in-chief,  
*Public Administration Review*  
UCF

Interorganizational Coordination Under Stress: Evidence from Emergency Management Network Research

Qian Hu, Ph.D.  
UCF

How Community Mapping Can Support Community Engagement and Empowerment

Seongho An, Ph.D.  
Wansoo Im, Ph.D.  
UCF and Meharry Medical College

Can Government Accountants Save the World? A Quantitative Analysis of the Impact of Improved PFM Systems on a Country's Corruption

Fred Mear, Ph.D.  
De Montfort University, England

Population Shrinkage and Municipal Responses: The Case of Lithuania

Thomas Bryer, Ph.D.  
UCF

Choices: A Participatory and Empowering Social Change Sexual Violence Prevention Board Game

Maritza Concha, Ph.D.  
UCF

Bought In? Does the Support of Some Internal Stakeholder Groups Matter More than Others to Strategic Implementation Success?

David Mitchell, Ph.D.  
UCF



Strengthening International Relationships

CPNM collaborated with the World Affairs Council of Central Florida, a network dedicated to educating and engaging Americans in international affairs and providing further education on global issues, to meet with a group of international nonprofit leaders.

The interaction was coordinated as part of the International Visitor Leadership Program, a premier exchange program operated by the U.S. Department of State. The program engages current and upcoming foreign leaders in a variety of experiences to promote a better understanding of the United States and establish international relationships. The international delegation included nonprofit leaders from Guatemala, Colombia, Slovenia, Sri Lanka, Turkey and Zambia, whose areas of expertise ranged from public health, nutrition and medicine to LGBTQ+ interests, AIDS research and youth development.

The visit included a presentation from Justin Miller, CPNM assistant director, on the nonprofit sector in Florida, specifically the east central Florida region, as well as a discussion on research opportunities and areas for potential collaboration with their organizations. School of Public Administration staff and faculty participated in a thought-provoking discussion on topics ranging from research expertise to opportunities for education advancement through UCF's online programs. One of the participants noted that the discussion and opportunities for future collaboration made the event one of the highlights of their visit to the United States.

CONTACT US

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

A FOUNDATION for Social Change

As society continues to evolve, it is imperative that academic institutions and educational opportunities evolve to support society's ever-changing needs.

RANKED AS ONE OF THE

TOP 50

Public Administration  
graduate schools by  
U.S. News & World Report

The School of Public  
Administration also offers  
graduate certificates ranging  
from public policy analysis to  
nonprofit management.

For more information on  
this program, please visit  
ccie.ucf.edu/public-administration

The social justice in public service graduate certificate, which debuted Fall 2020, explores some of these changing needs of society. Courses centered around food insecurity and human rights, among others, challenge students to incorporate awareness of social justice issues into their professions.

The idea for implementing a social justice lens emerged from an in-class discussion in a graduate-level public administration course led by Staci Zavattaro, an associate professor in the School of Public Administration. "For me, it was important to give students a space to talk about issues facing them each day, and that includes the sometimes-difficult conversations that surround social justice and equity," says Zavattaro. As a result, she engaged students in a focus group on their desires for a course to be added to the curriculum.

However, the group found that one course would not be enough to provide a well-rounded overview of the concept of social justice. Christopher Furino, a graduate student in the public administration program, participated in the initial focus group. "Social justice as a framework is a great step in the right direction, but it is something that's much larger than just one course," says Furino, who currently works as an organizer at a nonprofit organization focusing on employment rights and equity.

The social justice in public service certificate explores the theoretical background of social justice and encourages students to examine diverse topics, such as environmental security and political and economic inequality. Furino says, "I think this is a lens that not only educates us on how to be better public servants but [also] at the very least encourages us to simply be better to each other."





RESEARCH  
ADMINISTRATION

# STABILITY

## IN A TIME OF UNCERTAINTY

From proposals to contracts to project closeouts, administrators across the globe work tirelessly to help researchers keep their projects moving forward. Mary Davis '11 '15MS, manager for sponsored programs, is no different. Davis oversees a team of 10 that support the various phases of

*“If I can help make [principal investigators’] jobs easier, then they can continue to do their amazing research.”*

**Mary Davis '11 '15MS**

award management for the UCF Office of Research. Daily, her team is tasked with reviewing award requirements, ensuring compliance with laws and regulations, and supporting the principal investigators through all phases of their research. She

also oversees the processing for all federal grants received by the institution.

The rapid change in the work environment due to COVID-19 has produced its own set of challenges, but Davis explains that the mission is still the same — great customer service. And that’s exactly what they have been doing by being available on virtual platforms such as Zoom to breaking down project requirements to implementing new procedures to ensure that everyone stays on the same page while apart. “If I can help make [principal investigators’] jobs easier, then they can continue to do their amazing research,” says Davis.

Research administrators across the globe have seen and been a part of many changes in our COVID-19 world. They are helping research groups, managing protocols for clinical trials surrounding vaccinations or illness testing. “The work doesn’t stop,” Davis explains. They are continuing to supervise grant awards or monitor projects for other non-COVID-19 related research that continues to need funding and guidance, despite the pandemic taking priority for a lot of funders. They continue to monitor changing policy that is fluid and

ever evolving. But ultimately, research administrators have been the backbone of projects that will affect every single person in some way, shape or form, and they have done this important work behind the scenes.

As she prepares for graduation in Spring '21, Davis remarks on the value of the vast topics covered in the research administration graduate program and how the basic knowledge doesn’t only help her team but also improves the workflow of others. “Even though I don’t work in contracts, understanding them makes it easier for me to see how I can make the contract team’s job easier,” Davis says. Training through programs such as the Master of Research Administration or graduate certificate provide a deeper understanding of all elements in research administration. Whether in a global crisis or not, administrators leave an indelible mark in the world of research.

**For more information on UCF’s research administration graduate programs, visit [ccie.ucf.edu/research-administration](https://ccie.ucf.edu/research-administration).**

# Making an Impact in Local Government

The Local Government Management Fellowship (LGMF), hosted by the International City Management Association, is a national program that places recent graduates in full-time positions with local governments across the nation. Over the last four years, more than 85 percent of applicants from the UCF School of Public Administration have been selected as finalists for the program — demonstrating the School’s commitment to producing graduates with the management and analytical skills needed for successful careers in government.

“The LGMF program is a unique professional development opportunity as it allows you to learn directly from senior management, explains Diana Gallego '17MPA, who participated in the 2017-2018 cycle. “During my time as a fellow with the city of Fort Lauderdale, I had the opportunity to work with department directors, work at the Emergency Operations Center during Hurricane Irma, rewrite multiple city policies and prepare my department’s budget,” she continues. Gallego now serves the city of Tallahassee as a strategic innovation consultant, where she supports the city in strategic development, organizational performance and operational innovations.

Auria Malachowski '19MPA '19MSCJ completed her fellowship with Sarasota County and received the inaugural Judy L. Kelsey Scholarship. “As a recent graduate still uncertain of my career calling, the LGMF program provided the perfect opportunity for me to be immersed in a local government setting and gain hands-on experience in the many facets of county government, such as county administration, planning and development, financial management and emergency services,” Malachowski explains.



**Diana Gallego '17MPA**



**Auria Malachowski '19MPA '19MSCJ**

After completing her fellowship as a management analyst, Malachowski was promoted to fire accreditation leader for Sarasota County, where she is responsible for overseeing the self-assessment and accreditation activities within the fire department and is integral in the development of the fire/EMS strategic planning.

Finalists are selected based on their commitment to public service, academic performance and leadership skills.

For many recent graduates, the program provides an opportunity to experience elements of local government that are not often accessible during short-term internships. Malachowski explains that the program was important to learn not only about local government but also herself. She continues, “I remember feeling like I had to have everything figured out before graduation as if whatever I chose to do after college would be what I would do for the rest of my life. Have an open mind. You might discover that your passion lies within something completely different than you imagined.”

**For more information on UCF’s public administration programs, visit [ccie.ucf.edu/public-administration](https://ccie.ucf.edu/public-administration).**

**U.S. News and World Report**

ranked the School of Public Administration **#17** in local government management.

## PI ALPHA ALPHA HONOR SOCIETY

The following individuals were inducted into Pi Alpha Alpha honor society in spring 2020.

Abdullah Almaneea  
Karen Austin  
Silvana Bastante  
Anthony Bennett  
Gabrielle Brown  
Ashley Campbell  
Michael Cassanello  
Gelsey Clerjeune  
Sonia Cox  
Jalisa Harris  
Louann Huynh  
Nicholas Liboy  
Daniel Lopez  
Richardson Louis  
Emily Mellowe  
Patrick Messmer  
Luz Oquendo  
Elisa Ramirez  
Michaela Royse  
Ruechagorn Trairatananusorn  
Matthew Trowers  
David Vidal  
Myra White

## STUDENT AWARDS

The following students received awards and recognition from the American Society of Public Administration during the 2019-20 academic year.

**Silvana Bastante**  
Suffragette Scholarship, ASPA's Section for Women in Public Administration

**Kourtney Dinkins**  
Thomas Lundy Scholarship, National Association of County Administrators

**Jeannetta Maxena**  
Walter W. Mode Scholarship, ASPA National



# COLLABORATION IN THE NONPROFIT COMMUNITY

**W**hen the Nonprofit Community Partners Conference convened at UCF Downtown in October 2019, the theme of the day centered around “dreaming big.” However, no one anticipated a reality where coronavirus would impact the globe and change those dreams so dramatically.

Industries such as tourism, food service and retail are just a few of the industries that have felt the effects. Many nonprofits have been forced to completely change their operations with limited financial resources, while still finding a way to serve their clients. In an effort to support nonprofits through this abrupt shift, Thomas Bryer, Ph.D., hosted the Virtual Brainstorm Dialogue in partnership with the Center for Public and Nonprofit Management. The series, which launched in March, provided an opportunity for nonprofit professionals to share experiences and concerns and to collaboratively brainstorm solutions to the problems each organization faced. Each session varied from five to nearly 60 organizations.

Topics included remote working for employees, maintaining relationships with volunteers, fundraising gaps and online possibilities, keeping workers and clients safe during mandatory interactions in service delivery, and more. Nonprofit faculty within the School of Public Administration joined the conversations to share their insight and expertise. The challenges facing nonprofit organizations remain, but with such challenges come opportunities to form new relationships, support creativity and advance values that exist at the heart of the compassionate leaders who tirelessly work to make the lives of others better.

## NU LAMBDA MU HONOR SOCIETY

The following are the inductees of Nu Lambda Mu honor society for the 2019-2020 academic year.

Alycia Corpiel  
Christopher Furino  
Kathleen Herring  
Claire Hoon

Jenna Jacobs  
Shelly Rose  
Kathryn Sunderman  
Jermaine Thomas

**NO. 5**  
**RANKED**  
**BY U.S. NEWS & WORLD REPORT, 2021**

UCF’s Master of Nonprofit Management was ranked the #5 nonprofit management program in the nation.

For more information on UCF’s nonprofit management programs, please visit [ccie.ucf.edu/nonprofit-management](http://ccie.ucf.edu/nonprofit-management).



## EXPLORING NEW TRENDS

**P**odcasts are a growing trend both domestically and internationally. Many people have turned to podcasts as a source of entertainment and information as well as an outlet for sharing personal opinions and experiences. According to a 2019 report by Edison Research, for the first time in history, over 50 percent of the U.S. has listened to at least one podcast — signaling the transition of the podcast platform to mainstream media.

Maritza Concha, Ph.D., an instructor in the School of Public Administration, is creating a space for students to dive into this trend with the ElevateEvaluate podcast. The podcast is designed to allow students to share their insight and understanding of program evaluation with a wider audience. Tanner Pogan, an undergraduate student in the public administration program, explains that “the podcast shows how we can move our knowledge from education to practical application. It gives us a platform to share our knowledge with others in a way that makes sense to us.”

Current podcasts are geared toward mid- to senior-level program evaluators, but ElevateEvaluate hopes to help close this gap. “There was not a space out there specifically designed for students to share their knowledge and early practical expertise. This podcast is an opportunity to let students and early evaluators know that their voice and experiences are important,” says Concha. The ElevateEvaluate podcast is available on most major podcast platforms, such as Spotify, Apple and Google Podcasts.

# CHANGEMAKERS

I am excited to take on the role as program director of the doctoral program in public affairs, as the program officially transitions to the School of Public Administration. I am enthusiastic about the value the program and its students will bring to SPA and the stronger connections our students will be able to forge with our world-class faculty.

**A**s the year begins, we are embracing this new addition by examining how the program fits SPA’s strategic goals, and how we can build on its strong foundation with innovations that will continue to propel it toward international recognition. Students will be able to tackle emerging questions in public management and policy through specializations that connect them to faculty expertise in other disciplines. This combination will give program graduates solid footing as they enter the job market and embark on professional research careers. As a research-oriented program, students have the opportunity to work with renowned faculty, including the editors of three major journals — *Public Administration Review* (Jeremy Hall, Ph.D., co-editor-in-chief), *Administrative Theory and Praxis* (Staci Zavattaro, Ph.D., editor-in-chief), and *Journal of Public and Nonprofit Affairs* (Deborah Carroll, incoming editor-in-chief).

The program is characterized by its longstanding tradition to study problems that are salient to Central Florida and beyond. Our society is increasingly characterized by widespread discontent, the ills of social inequality, hyperpartisanship that alienates the middle of the spectrum, and uncertainty surrounding pandemic and economic recovery. These doctoral students will carry out original research that tackles the hard and pressing questions facing society. In doing so, they will generate evidence to inform solutions that will brighten the horizon for organizations, governments and the greater community.

Sincerely,

Jeremy Hall, Ph.D.  
Professor and program director,  
public affairs PhD

**Congratulations to the public affairs doctoral graduates from the 2019–20 academic year.**

**Melanie Bergeron, Ph.D.**  
Transplant Center Criteria and Inequalities within Transplant Wait Listing Process

**Meghan Budvarson, Ph.D.**  
Online Communities for Information Sharing and Mutual Support for Health Professionals

**Kimberly Kampe, Ph.D.**  
An Exploratory Examination of the Digital Marijuana Policy Messaging of Liberal, Governmental, and Conservative Organizations Utilizing Websites

**Rachael Mack, Ph.D.**  
Exploring the Cultural Identity and School Efficacy of Students Through the Lens of Digital Storytelling

**Safiya Prysmakova, Ph.D.**  
Reconceptualizing Responsiveness for Network Governance: Insights from Cross-Sector Efforts to Assist the Displaced Population from Puerto Rico in Central Florida

**Jennifer Sanguiliano, Ph.D.**  
Social Justice, Inclusive Education, and Teacher Agency

**Estaban Santis, Ph.D.**  
Postcolonial Public Administration: A Critical Discourse Analysis

**Each year, the School of Public Administration recognizes alumni and community leaders that are committed to improving the lives of others.**

## OUTSTANDING ALUMNI



**Public Administration**  
Charles T. Brown '10MPA



**Nonprofit Management**  
Nina Yon '90 '16MNM



**Urban and Regional Planning**  
Jacques Coulon '07 '13MS



**Research Administration**  
Monique Gregory '16MRA



**Emergency Management**  
Margaret Hart '12




**Exemplary Public Service Leadership Award**  
Stephanie Murphy,  
Florida’s 7th District,  
U.S. House of Representatives




**Exemplary Public Service Leadership Award**  
Mark Brewer,  
President/CEO,  
Central Florida Foundation




# FACULTY & STAFF 2019-2020




**Kakoli Ahmed**  
Administrative Assistant




**Seongho An, Ph.D.**  
Assistant Professor




**Mirtha Bailey, M.S.**  
Experiential Learning Coordinator




**Thomas Bryer, Ph.D.**  
Professor




**Gregg Buckingham, Ed.D.**  
Lecturer




**Steven Carrillo, MPA**  
Academic Advisor, Undergraduate Programs




**Sarah Larson, Ph.D.**  
Assistant Professor




**Wendell Lawther, Ph.D.**  
Associate Professor Emeritus




**Jesica Lovelace, MPA**  
Academic Program Coordinator




**Young-Joo Lee, Ph.D.**  
Associate Professor and Nonprofit Management Director




**Kuotsai Tom Liou, Ph.D.**  
Professor




**Lawrence Martin, Ph.D.**  
Professor




**Deborah Carroll, Ph.D.**  
Associate Professor and Center for Public and Nonprofit Management Director




**Maritza Concha, Ph.D.**  
Lecturer




**Yasmyn Chambers, M.A.**  
Communications Coordinator




**Edlira Dursun, MNM, MPA**  
Academic Advisor, Graduate Programs




**Christopher Emrich, Ph.D.**  
Boardman Endowed Associate Professor of Environmental Science and Public Administration




**Mary Ann Feldheim, Ph.D.**  
Associate Professor Emerita




**Justin Miller, MA**  
Assistant Director, Center for Public and Nonprofit Management




**David Mitchell, Ph.D.**  
Assistant Professor




**Suzette Myser, Ph.D.**  
Assistant Professor



**Melvin Rogers, M.S.**  
Associate Instructor



**Sheila Piñeres, Ph.D.**  
Professor and Dean of the Burnett Honors College



**Abdul-Akeem Sadiq, Ph.D.**  
Associate Professor and Public Administration/ Public Policy Program Director



**Roberta Fennessy, M.S.**  
Instructor



**Yue Ge, Ph.D.**  
Assistant Professor




**Jeremy Hall, Ph.D.**  
Professor and Public Affairs Program Director



**Christopher Hawkins, Ph.D.**  
Professor



**LaVera Henderson, MBA**  
Administrative Services Coordinator



**Qian Hu, Ph.D.**  
Associate Professor



**Luis Santiago, Ph.D.**  
Associate Professor and Urban and Regional Planning Program Director




**Daniel Seigler, Ph.D.**  
Lecturer and Internship Program Director




**Daniel Stephens, Ph.D.**  
Associate Lecturer




**Kelly Stevens, Ph.D.**  
Assistant Professor




**Xi Huang, Ph.D.**  
Assistant Professor




**Naim Kapucu, Ph.D.**  
Pegasus Professor and School of Public Administration Director




**Claire Connolly Knox, Ph.D.**  
Associate Professor and Emergency Management and Homeland Security Program Director




**Ronnie Korosec, Ph.D.**  
Associate Professor




**Stephanie Krick, Ph.D.**  
Associate Lecturer and Undergraduate Programs Director




**Nasrin Lakhani, MNM**  
Director of Academic Support Services



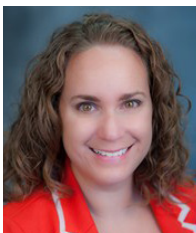
**Angela White-Jones, Ph.D.**  
Lecturer and Research Administration Program Director



**Jungwon Yeo, Ph.D.**  
Assistant Professor



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