



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

This last year was one of challenge, experimentation and triumphs. This year's report is my last, and may be my proudest, as director of the Center for Public and Nonprofit Management (CPNM) at UCF. We accomplished our mandate while overcoming the challenges that accompanied a global pandemic, simmering social turmoil and unnerving uncertainties.

We sustained. This year, CPNM maintained a productive rhythm that engaged and supported our faculty, Central Florida community and students. Our research development efforts incorporated new tools and resources to collaborate in interdisciplinary and cross-functional ways. We supported multiple proposals for sponsored research through agencies, foundations and community partners while engaging with faculty, stewarding discussion and feedback, and facilitating discovery through new initiatives. Our Eminent Scholar Lecture Series continued with Mary Guy, Ph.D., professor at the University of Colorado Denver, presenting the fall lecture entitled, "Justice for All? Public Administration's Role in Advancing Social Equity." Donald Moynihan, Ph.D., professor at the McCourt School of Public Policy at Georgetown University, presented the spring lecture, "Behavioral Public Performance: How People Make Sense of Government Metrics," in conjunction with our annual research conference in 2021. We transitioned our nonprofit capacity building seminar curriculum to fully online to ensure that we could continue to deliver it to local nonprofits.

We adapted. For the second year, we supported the annual Nonprofit Community Partners Conference, hosted by the School of Public Administration's Nonprofit Management Advisory Board.

Supporting the event presented a new challenge: Keep the content and scope true to the event's 19-year history while integrating technology, keeping the cost low and ensuring accessibility. Our center rose to the challenge, hosting the conference in an innovative, user-friendly and cost-effective way using accessible technical resources, creativity and a few volunteers. The event included nine interactive discussions, an inspiring keynote and reached well beyond the Central Florida footprint.

We learned. As part of our joint research and engagement partnership that focuses on human trafficking, we partnered with anti-trafficking nonprofit United Abolitionists to facilitate a hybrid conference that appended the 14th annual Human Trafficking Awareness Day. This year's event offered a new research-oriented component, the first human trafficking research consortium. The awareness day moved to UCF's downtown campus with CPNM refining the research and engagement components by providing logistical and technical support. The two-day event delivered over 13 discussions to more than 500 registrants, an awards ceremony and a press conference while broadening access to government agencies, nonprofits and nongovernmental organizations around the world.

We overcame. One week before the 15th Annual Public Administration Research Conference (PARC) in 2020, we were forced to cancel the event due to COVID-19. With the sting of March 2020 pushing us through our planning for 2021, our intent was to adapt and deliver big for our 15th Annual PARC regardless of the challenges posed by COVID-19. I am proud to report that we not only overcame, but we excelled at delivery, exceeding our own performance expectations. Presenters joined from around the globe to meet the charge of this year's conference theme: "Public Service in Times of Uncertainty: Upholding Our Ideals of Justice, Inclusion and Purpose." Presentations were

delivered live from Florida, New York and Mississippi, as well as Lithuania, Israel, Nigeria and Italy. Research topics included corruption, financial stability and governance in homeowners' associations through policing; COVID-19 adaptations; and emergency planning through pandemics and within war zones.

Our mission gives us focus, and our students give us purpose. This year, both of our graduate assistants bolstered the center's efforts while preparing to launch their own professional dreams. Silvana Bastante joined the nonprofit Local Initiatives Support Corporation Boston as a program officer. Sierra Scott joined the Florida State Legislature as a legislative assistant.

This year has been a capstone for my tenure as the director for CPNM. This experience has afforded me the opportunity to not only dig deeper into traditional research topics but also investigate problems through an interdisciplinary lens. I have engaged with some of our community's most passionate nonprofit leaders through our summer seminars and watched our students overcome significant challenges and pursue their dreams right before my eyes. I have been able to contribute to the school's academic programs through advisory boards and advance professional diversity within the school by bringing new talent and insight into academia. The team we built and the innovative and committed environment we cultivated within CPNM is one I am proud and grateful to have contributed to. Dr. Maritza Concha, incoming director of the UCF Center for Public and Nonprofit Management, brings fresh insight and new energy, and I look forward to seeing the growth and engagement continue under her leadership.

Go Knights! Charge On!

Best,

Deborah A. Carroll, Ph.D.

Introducing Dr. Maritza Concha

Dear friends and colleagues,

I am thrilled to be the new director for the Center for Public and Nonprofit Management, starting in Fall 2021. My vision for the center is to expand our work with local, national and international nonprofit and public organizations and establish impactful relationships with partners in Latin America and the Caribbean.

I hope to grow the center's portfolio in participatory research and evaluation, development of innovative interventions, and the empowerment of



for graduate and undergraduate students to gain valuable experience in research and evaluation.

Beginning in August 2021, CPNM will participate in the Eval4Action — a campaign led by the United Nations. This campaign aims to promote and recognize evaluation as a key element to achieve global goals by advocating the use of

vulnerable populations. It is also my goal to continue to grow the center as a hub for graduate and undergraduate students to gain valuable experience in research and evaluation.

I look forward to this new challenge and the opportunity to further collaborate with our faculty members and students.

Maritza Concha, Ph.D.
Incoming CPNM director

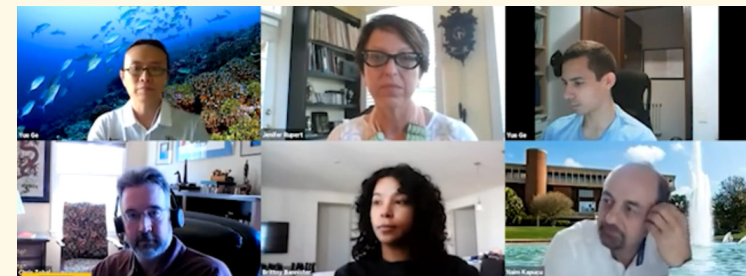
VISION STATEMENT

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.

Urban Resilience Initiative Gains Local, National and International Attention



If one had not previously anticipated the need for communities to plan resilience contingencies, 2020 served as a cue for leaders, professionals and citizens alike. In 2021, resilience persists as a significant research priority as practitioners and researchers work to address urban resilience challenges through interdisciplinary investigations and projects.

UCF's Urban Resilience Initiative (URI), co-led by Dr. Yue Ge and Dr. Naim Kapucu, faculty in the School of Public Administration, is an interdisciplinary collaborative effort springing from a resilience faculty cluster initiative started in 2017. The initiative was developed to "examine the stresses and strains placed upon urban environments to determine best practices and processes to strengthen community resilience," explains Ge.

practitioners and other stakeholders that strengthen community resilience in Central Florida."

Since January 2020 the initiative has hosted monthly meetings from UCF Downtown, providing opportunities for scholars, practitioners and community organizations to develop partnerships and pursue collaborative research opportunities. A team composed through the initiative was awarded a \$1.2 million grant to support the National Science Foundation's "Smart and Connected Communities" program, through which it will partner with Virginia Tech, Oregon State University and the East Central Florida Regional Planning Council.

The work being conducted through URI continues to gain traction both locally and internationally. Ge joined an international panel hosted by NewCities, a Canada-based nonprofit

that conducts research on urban issues, to discuss climate migration issues and moderated a resilience-focused panel for the 2021 Public Administration Research Conference. Kapucu will be conducting and sharing research on urban resilience through Flinders University and Carnegie Mellon University - Australia in 2022 as a Fulbright Distinguished Chair in Applied Public Policy (Democratic Resilience).

The Center for Public and Nonprofit Management is an integral part of the Urban Resilience Initiative and provides research development services and support through community education and capacity building efforts. The initiative serves not only as an advancement of UCF's mission, but also the advancement of CPNM's multiple purposes, which include bridging academia and communities of practice by introducing knowledge and creating meaningful and lasting partnerships. The insights, ideas and frameworks discovered or refined through the URI steward the advancement of knowledge and provide solutions that impact communities locally, nationally and globally.

Grants & Contracts

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

FCI: The New First Line of Defense: Building Community Resilience through Residential Risk Disclosure Resilience

National Academy of Sciences
Principal Investigator (PI): Christopher Emrich, Ph.D., \$269,848

CPS: Medium: A Secure, Trustworthy, and Reliable Air Quality Monitoring System for Smart and Connected Communities

National Science Foundation
Co-PI: Thomas Bryer, Ph.D., \$199,665.21
Co-PI: Kelly Stevens, Ph.D., \$199,665.20

Enhancing Community Resilience to Floods: A Theoretical Framework of Community Participation in Federal Voluntary Programs

National Science Foundation
PI: Abdul-Akeem Sadiq, Ph.D., \$131,036

Collaborative Research: Assessing the Impact of Lead Agency Cross-Functional Authority on City Sustainability Outcomes

National Science Foundation
PI: Christopher Hawkins, Ph.D., \$115,380

SCC-IRG Track 2: Leveraging Smart Technologies and Managing Community Resilience through Networked Communities and Cross-Sector Partnerships

National Science Foundation
Yue Ge, Ph.D., \$441,000
Co-PI: Naim Kapucu, Ph.D., \$281,750
Co-PI: Jeremy Hall, Ph.D., \$147,000

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., \$83,841.50

Supporting GLO CDBG-DR Mitigation and Recovery Planning

Texas General Land Office
PI: Christopher Emrich, Ph.D., \$78,677

UCF Downtown Partnership AmeriCorps Planning Program

Volunteer Florida
PI: Thomas Bryer, Ph.D., \$73,981

PA - Developing the Infrastructure for a Puerto Rico Wood Products Team - Year 2

University of Puerto Rico Río Piedras Campus
PI: Luis Santiago, Ph.D., \$50,965

RF: City of Cocoa Police Department Strategic Plan

City of Cocoa
PI: David Mitchell, Ph.D., \$50,000

2020 Orange County Capacity Building for Nonprofits

Orange County Board of County Commissioners
PI: Deborah Carroll, Ph.D., \$50,000

Bridging Information, Uncertainty and Decision-Making in Hurricanes Using an Interdisciplinary Perspective

Purdue University
PI: Yue Ge, Ph.D., \$42,493

Comprehensive Resilience Analysis of Shoreline Changes in South Puerto Rico - Year 1

University of Puerto Rico Río Piedras Campus
PI: Luis Santiago, Ph.D., \$36,371

NEFRC Statewide Regional Evacuation Study Program Update Phase 1: Florida Behavioral Study

Cambridge Systematics, Inc.
Co-PI: Claire Connolly Knox, Ph.D., \$18,893

Impact Analysis of Power Purchase Agreements in Florida

Solar United Neighbors
PI: Kelly Stevens, Ph.D., \$9,900

Holden Heights Policy Recommendation Component

Simeon Resource and Development Center for Men, Inc.
PI: Chia-Yuan Yu, Ph.D., \$6,000



UCF Student Examines Impact of COVID-19 on Central Florida Nonprofits

Tiffany Chinwuba, an undergraduate student in the biomedical sciences and nonprofit management programs, notes that while she has always been interested in research, it was a chance observation she made while home for the summer that prompted her to combine her passions in science and community to catalog the impact of COVID-19 over the last 18 months on Central Florida nonprofits.

Chinwuba's research idea stemmed from noticing a nonprofit organization in Bradenton, Florida, struggling to meet community needs as many of their volunteers, primarily comprised of older individuals, dwindled due to adherence to COVID-19 precautions. Nonprofits across the globe experienced similar challenges, while the coronavirus pandemic simultaneously created an increase in demand for nonprofit support and services. Chinwuba's desire to help by developing a better understanding

of the hurdles nonprofits were navigating led her to pursue this project through the UCF Honors in the Major program and subsequently being awarded funding by the Office of Undergraduate Research.

As a student in the School of Public Administration, Chinwuba was able to partner with the Center for Public and Nonprofit Management to support her research efforts. CPNM supported Chinwuba's data collection through relationships with local nonprofits to meet survey respondent goals. In addition, CPNM provided support by advising the study's scope and survey design, reviewing focus group interview questions, and providing feedback throughout the research development and data collection process. Chinwuba presented her initial findings at the 2021 Public Administration Research Conference and the student scholar symposium during UCF's annual Student Research

Week.

Chinwuba notes that, through the experience, she "learned to just say 'yes' to new opportunities and challenges" and shares the following advice for other students considering research opportunities.

- Don't be afraid to explore topics you find interesting. They can be great avenues to research projects.
- Make connections with faculty members. Many have published research themselves and may be able to guide you formally or informally.
- Take advantage of the research opportunities offered on campus. There are many research opportunities offered at UCF, such as Honors Undergraduate Thesis, research courses and summer research programs.

2020–21 Research Seminar Series

Launched in Spring 2018, the Research Seminar Series promotes opportunities for faculty and students to present early-stage research for peer feedback. In addition, visiting scholars are invited each semester to present on various topics within the field.

Grant Hunting: Academic Analytics, PIVOT, TRAs and Teams

Justin Miller, M.A.
UCF

The Cost of Utility Discretion on Residential Solar Requirements

Kelly A. Stevens, Ph.D.
Sara Iman, Ph.D. candidate
Kristopher Davis
UCF

CPNM and Research Development, Administration and Dissemination Discussion

Justin Miller, M.A.
UCF

Office of Research on SPA Faculty Interests, OR BI Applications/Innovations

Joshua Roney
Hanin Alhaddad
UCF

Justice for All? Public Administration's Role in Advancing Social Equity

Mary Guy, Ph.D.
University of Colorado Denver

Panel Data Analysis of IRS 990 Data: Revealing Hidden Bias in the NCCS Data Files

Sarah Larson, Ph.D.
UCF

Undertaking Research - Establishing Priorities and Engaging in Partnerships

Doug Goodman, Ph.D.
UCF

The Language of Democracy: Democratic Impacts of School Governance Reform for the English-language Community in Quebec

Thomas Bryer, Ph.D.
UCF

The COVID Cohort: Student Success in the New Normal

Daniel Seigler, Ph.D.
UCF

The Use of Evidence to Success Framework in Liberty City, Its Challenges and Solutions During the Pandemic

Maritza Concha, Ph.D.
UCF

Proposals and Budgets and Grants, Oh My!: A Discussion with CCIE RAST

Erin Blackwell, Ph.D.
UCF

Value in the International Space: Examining the Challenges and Barriers on Research Administration International Research Teams

Angela White-Jones, Ph.D.
UCF

Priority-Based Budgeting

David Mitchell, Ph.D.
UCF

PARC Returns - Leaves Global Footprint



CPNM was ready to host the first Public Administration Research Conference (PARC) from UCF's downtown campus in March 2020. The intended theme of the conference, "Challenges and Opportunities for the Next Generation of Public Leaders: Lessons for Community-Engaged and Socially Equitable Urban Governance, Resilience and Sustainability" would prove to be a relevant topic in the 18 months that followed. Eerily prescient, Dr. Deborah Carroll, conference chair and director of CPNM, noted in the program welcome letter, "Global crises require us to focus our attention on the development of evidence-based policies and to expect those policies to address public interests." Then it happened — just as the printed programs for the conference rolled off the presses, stay-at-home orders for public safety were issued across the country and world.

Things began stabilizing in the remote work environment and land of Zoom conferences as planning for PARC 2021 began in the fall. The conference theme, "Public Service in Times of Uncertainty: Upholding our Ideals of Justice, Inclusion and Public Purpose," engaged more than 100 registrants from as far as Asia, Europe, Africa and South America in preconference networking events, 15 panels, a student poster presentation, graduate student and postdoctoral workshops, and a keynote that addressed pressing public administration and leadership challenges.

While the global pandemic forced the cancellation of the 2020 conference, it afforded an opportunity to rethink what the conference could be in the future. PARC 2022 is shaping up to be a globally engaging hybrid conference that will allow for participation at UCF's downtown campus in Orlando or for people to join from the comfort of their homes.

SAVE *the* DATE

Friday, March 25, 2022

PARC 2022

Hybrid (UCF Downtown & Virtual)
"Pursuing Social Justice through Transformative Policies and Public Administration: Leveraging Diversity, Equity and Inclusion Programs to Achieve Racial, Gender and LGBTQ+ Equality"

CONTACT US

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