

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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SCHOOL OF PUBLIC ADMINISTRATION

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Letter from the Director



Dear Friends and Colleagues,

Since joining the UCF School of Public Administration in August 2020, I have been inspired by the dedication and commitment of our faculty, staff, advisory boards and community partners to educating public service leaders and promoting scholarship and engagement that advances the discipline and supports our communities. Amid the uncertainty of COVID-19, we have been able to continue offering educational experiences that emphasize collaboration, innovation and the leadership skills that are needed to continue to support our communities. These successes and so many more are a product of the dedication of our faculty, staff, students, alumni and advisory boards. This year the school celebrates earning six rankings by U.S. News and World Report, all within the top 50. Of note is the No. 2 ranking for emergency management and homeland security and No. 9 ranking for nonprofit management. We are honored to be recognized by our peers for the quality of our programs.

While we spent a significant portion of our year away from campus, the work of our students, faculty, alumni and community partners has continued to improve and support our communities. Our Center for Public and Nonprofit Management continues to emphasize scholarship through their support of research projects and conferences, such as the annual Public Administration Research Conference that virtually welcomed guests from across the globe. Students in our public administration capstone course were able to participate in a unique opportunity to engage with community members in a series of conversations surrounding the COVID-19 vaccine. Internships and service-learning have continued to be opportunities for students to gain in-depth experience while growing their network and applying their classroom skills to the work environment. As you flip through these pages, I hope you enjoy learning about 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.

It has been my immense pleasure to serve this past year as the School of Public Administration's director, and I look forward to the years to come. I invite you to follow our social media channels @spaucf to stay updated on the latest news and announcements from the School of Public Administration.

We hope you enjoy this issue.

Sincerely,

Doug Goodman, Ph.D.

Students Support Central Florida COVID-19 Responses

Immersive experiences have been instrumental in providing a strong foundational understanding of emergency management. Since the program's inception, experiential learning through internships has been a significant part of the development experience for students as future emergency management professionals.

Emergency operations centers across the nation have been activated since March 2020, providing students a front-row seat to the dynamic and varying roles of emergency managers in a global crisis.

If there are any silver linings...it would be the experience that up-and-coming emergency managers are getting — far beyond what they can learn in a classroom.

Students interning with Orange County Public Schools witnessed firsthand the challenges presented to the ninth-largest school district in the nation. From supporting school closures to assisting with the development of distribution sites for the school district's grab-and-go meal program, students were able to dive into different aspects of emergency management services.

Prior to the onset of COVID-19, the Seminole County Office of Emergency Management regularly hosted multiple interns each semester to support various projects and operations. The county's emergency operations center, which was



Anthony Mottarella supported various projects as an intern with Orange County Public Schools.

activated for more than 500 days, provided opportunities for students to support the county's efforts in planning, public information, logistics support, vaccine distribution and contact tracing. Many have had opportunities to use their skill sets in managerial roles in positions such as logistics or planning section chiefs, public information officers or contact tracing supervisors. "Students are learning a lot in a short amount of time," says Alan Harris, emergency manager for Seminole County. "If there are any silver linings to this horrific pandemic, it would be the experience that up-and-coming emergency managers are getting — far beyond what they can learn in a classroom."

In 2017, UCF became the editorial home of Public Administration Review (PAR) with Hall serving as

co-editor-in-chief. PAR is widely regarded as the flagship journal for its discipline and is the top-ranked public administration journal in the world by Google Scholar and Journal Citation Reports.

As we settle in our new home at UCF Downtown, we look forward to being able to better serve working professionals seeking advanced degrees and connecting our students with local and state government opportunities. Associate Professor Abdul-Akeem Sadiq assumes the role of public administration program director in fall 2019.

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

Community Conversations Give Students **Firsthand Experience** in Public Management

While the onset of the COVID-19 pandemic presented several challenges and obstacles, it also provided opportunities to reconsider how academic programs respond to crises and use current societal issues to structure the education experience. Graduating students in the public administration graduate program were able to frame modern issues into dynamic and insightful conversations that extended beyond the academic environment. Thomas Bryer, Ph.D., professor in the School of Public Administration and program director for the Office of Downtown Community-Engaged Scholarship, hosted a series of virtual conversations for students, faculty, staff and the greater community to dialogue on some of the nation's most pressing current issues.

"Conversations such as these are important for students to learn and grow in their ability to serve the vast differences that exist in society," says Bryer. "It is an opportunity to model how people from diverse backgrounds with different values, who get their information from sometimes opposing sources, can come together with shared interests and curiosity to understand each other and grow together."

The fall conversations centered on institutional racism, and spring conversations focused on hesitancy related to COVID-19 vaccines. Throughout the course, students used external texts, reflective journals, and the experience of the conversations to develop plans and strategies to address the issues presented. The conversations provided a unique opportunity for students to gain insight into public perceptions on current social challenges, with a focus on understanding and solution development.

Bryer says that he hopes the conversations create a new perspective for students, providing access for them to interact directly

It is an opportunity to model how people from diverse backgrounds...can come together with shared interests and curiosity to understand each other and grow together."

with community members, and develop a better understanding of perspectives that are not clouded through characterizations perpetuated by social or mass media.

"This dialogue provides important context on the challenging role of public servants to be open to the varying perspectives of the public and be comfortable in uncomfortable situations," Bryer says. "It's my hope that this experience prepares students for the complicated responsibilities in public service — including the ability to set aside personal biases and consider the perspectives of others."

The following are the inductees of Pi Alpha Alpha Honor Society for the 2020-2021 academic year.

Kayla Dipilato

MataraFrancis

Sara Iman

Jasmine Ingram

Malissa Joseph

Christopher Morrissey

Roshana Rollock

Angelica Singleton

Caroline Vives-Vietri

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

NAVIGATING COVID-19 TO ADDRESS CENTRAL FLORIDA HOMELESSNESS

Since the organization was founded in 2011, SALT Outreach’s services have grown from serving food a few weekends a month in downtown Orlando to providing several essential services for those experiencing homelessness five days a week, including a shower trailer, mail services, haircuts, hygiene products and a mobile laundry facility. The nonprofit, founded by Eric Camarillo ’16 ’19MNM, now serves nearly 1,000 people every month.



Nonprofits across the globe faced significant challenges as the needs of individuals increased with the onset of the COVID-19 pandemic, while their operations faced challenges in staffing and volunteer management. SALT was no exception; in March 2020, the organization partnered with the city of Orlando to continue providing services while many local shelters were unavailable. SALT expanded to provide services in downtown Orlando three times per week — a significant increase from the three times per month previously offered.

Camarillo says that his educational background was a great resource as the organization grew rapidly. “If I did not have a degree, I am sure that I could have researched and tried to figure things out slowly. With things growing so quickly though, having that background knowledge of nonprofit operations really helped us to navigate the growth much easier,” says Camarillo. SALT, which ran solely on volunteers at the beginning of 2020, now employs 22 staff members and is slated to raise almost \$1 million in grants and donations by the end of 2021.

In January 2021, the nonprofit rolled out a case management program, which connects individuals experiencing homelessness to additional resources, refers them for housing and employment, and

provides an often much-needed support system. The program and the organization’s new outreach pastor have been instrumental in developing relationships that are critical to the success of the service plans. “There are people who will sometimes leave housing because they would rather be on the streets with their friends than in a home by themselves. One of the big aspects of keeping people housed after they are placed is having those connections with others,” explains Camarillo.

SALT’s presence is rippling throughout Central Florida, including a student-operated extension of the organization at UCF. Camarillo says that the university chapter was instrumental in supporting the organization as it faced the challenge of dwindling volunteer numbers from COVID-19 concerns. In April 2021, the organization debuted their mobile laundry facility, which completes nearly 50 loads of laundry daily for unsheltered individuals.

So, what’s next for SALT? Camarillo says more growth is coming. Next on the nonprofit’s list is to tackle Florida’s affordable housing deficit. SALT has partnered with contractors to develop 40-foot shipping containers into permanent duplexes to assist those in housing transitions. The organization will also be expanding to Tampa in October 2021 through their outpost program, and will expand to provide their mobile services to Sanford once a week later this year.

Camarillo attributes much of the organization’s success to the nonprofit’s team, both past and

present. Since the faith-based organization’s inception, the community members served have continued to be a driving force. “Watching people overcome these barriers, these challenges, witnessing them move through trials continues to be a big motivator to all of us,” says Camarillo.

When asked what advice he would give to others with a passion to develop a nonprofit, Camarillo says, “Don’t look back. Stay consistent. There are going to be many things that try to hold you back, but if you have a dream to start something, then just keep going.”

Ranking: #9
in Nonprofit Management
U.S. News and
World Report, 2022

Nu Lambda Mu

The following are the inductees of Nu Lambda Mu honor society for the 2020-2021 academic year.

David Bridle
Kelvin Coachman
Kayla Dorsey
Matara Francis
Whitney Harris
Bradley Jones
Tammy Massingill
Rebecca McKellar
Tyler Odneal
Melissa Ogonoski
Laurimar Paniagua
David Ribera
Charnelle Smith
Alexa Stevens Zouaydi
Carrie Summerlin
Caroline Vives-Vietri

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

A [Virtual] DAY AT THE CAPITAL

Each year, students are invited to visit the Florida Capitol in Tallahassee to explore the rich history of the city and learn about the state’s legislative process. In previous years, students have visited the state’s emergency operations center, interacted with state legislators, and gained a more in-depth understanding of the Florida lawmaking process and the impact it has on local governments.

“Students who participate in this experiential learning opportunity come back not only more excited about the policymaking process but often go on to participate in unique programs such as legislative scholars,” says Daniel Seigler, Ph.D., lecturer and internship director in the School of Public Administration, who organizes the annual event. “Students have a much better understanding of the interaction between state and local government, the different actors involved in the process, and the many opportunities for them as future practitioners and leaders in the public sector.”

The COVID-19 pandemic halted this year’s trip, but students were still able to gain a close-up to the state’s policymaking process through a virtual event organized by Seigler and Fred Kittinger, senior associate vice president for university relations. Students spent the morning interacting directly with representatives from organizations such as the Florida League of Cities and Office of Program Policy Analysis and Government Accountability.

“It is our hope that the students who participate in programs like this leave with a better understanding of the public policy and governing process and the importance of that process in managing and delivering services to residents,” says Kittinger.

Although COVID-19 directly impacted the program’s capabilities, it also served as an example of how local, state and federal governments have had to change and adapt their processes and procedures — an example that is sure to be necessary in students’ careers.

Kittinger emphasizes, “Continuing this trip virtually during this legislative session allowed us to maintain our tradition, keep Tallahassee contacts and leaders engaged with UCF and signify that like the professional managers, our UCF students will be down the road in their careers, they will know how to pivot, improvise and adapt to changing conditions.”



DRIVING LOCAL CHANGE

Each spring, students in UCF’s urban and regional planning graduate program complete a capstone course aimed at culminating their skills gained in the program to work with local agencies and organizations in addressing current planning issues.

For the 2020–2021 academic year, students developed a vision plan for a section of the Kirkman Road corridor, a major roadway primarily situated within the city of Orlando. Over the decades, the Kirkman Road corridor has developed into a high-speed urban arterial road that could be located anywhere in suburban Florida, due to its disjointed and antiquated appearance.

Students partnered with the city to conduct surveys with residents. The purpose of the 20-year vision plan is to identify opportunities and challenges that the city will potentially face as it considers redeveloping the area while limiting interruptions to residents, business owners and visitors, and encouraging residents to engage in civic life.

Students partnered with the city to gather feedback from corridor residents, business owners and external stakeholders through surveys and interviews. Concerns raised during the research period

included mobility, housing and accessibility of amenities and services. Solutions proposed by the student group in the Kirkman Road Vision Plan included affordable housing projects, development of a shared-use path, a bus rapid transit superstop and a nature boardwalk, while considering financial, mobility and sustainability concerns.

Students presented their research and proposed solutions directly to city of Orlando leadership. Capstone projects provide a dynamic and immersive experience for graduating students to put their skills and knowledge into action in conjunction with support from local governments and agencies to address modern planning challenges. In this case, students were able to develop a strategic plan to pursue sustainable development in the Kirkman Road area, balancing economic development and environmental protection and social equity considerations to enhance livability for present and future residents and visitors.

INTRODUCING



Chia-Yuan Yu
Program Director
School of Public Administration's Urban and Regional planning graduate degree and certificate

Beginning in Fall 2021, Dr. Chia-Yuan Yu will be the new program director for the School of Public Administration's urban and regional planning graduate degree and certificate. Yu, who has been with UCF since 2015, was instrumental in the program's accreditation process.

Yu's research interests center around multilevel-built environments, and his work has highlighted their effect on public health, travel behaviors and travel safety. He has received grants from local, state and federal agencies, including the National Science Foundation and National Institutes of Health.

Yu's work has been published in journals such as the *Journal of the American Planning Association*, *Journal of Planning Education and Research*, *Environment and Behavior*, *Preventive Medicine* and *Journal of Physical Activity and Health*.

Recognized for both his dedication to scholarship and teaching, Yu was awarded Teaching Incentive Program and Research Incentive awards from UCF in 2020.

In 2019, Yu was invited to join Orange County Mayor Jerry Demings' Housing for All Task Force to develop guidelines and strategies that assist in finding vacant land with high accessibility for the potential use of housing development within the county.

Yu received his doctoral degree in urban and regional science from Texas A&M University. Prior to joining UCF, Yu was a research associate at Texas A&M's Transportation Institute.

YEAR IN RESEARCH ADMINISTRATION: A Focus on Diversity, Equity, and Inclusion

In recent years, research administration has grown from a field to a profession, and with this growth the program continues to shine a light on the profession as it relates to diversity, equity and inclusion (DE&I).

Ensuring that research administration is a profession that is open to a variety of perspectives and intersections of thought, both personal and professional, has been one of the goals of the master's in research administration (MRA) program this year. The MRA program introduced a comprehensive policy on DE&I and will invest in inclusion efforts as part of its strategic plan.

Already, the program has seen tremendous growth in its student cohort, and the diversity of each of the cohorts that joined us this year reflects efforts to broaden research administration as an academic field and make the profession itself accessible to everyone.

Diversity, equity and inclusion spaces are consistently evolving. As organizations learn more, they are better able to adapt their processes and procedures to align with promoting positive and inclusive spaces for people both inside and outside of their organization. But this year proved the importance of investing in establishing the MRA program at UCF as one of the premier research administration programs in the world, one that serves students from a place of respect and belonging.

Research administrators must embrace the differences that make our profession and our program grow in a time of connectivity.



BELOW ARE SOME OF THE DIVERSITY, EQUITY AND INCLUSION HIGHLIGHTS OF THE MRA PROGRAM THIS YEAR.

Growth in Inclusion Student-Centered Learning. This year, several curriculum changes were introduced surrounding diversity, equity and inclusion, including relevant and current articles that have been recently written about research administrators and DE&I, as well as a range of diverse and inclusive contributing authors. These contributions illustrate how wide-reaching the profession truly is and how research administrators touch several corners of the research world.

Growth in MRA student body. The MRA program reflects the profession with students representing communities of color, LGBTQIA+, various U.S. states and countries all over the world. Some students have worked as research administrators for over 20 years while others are new to the profession, entering the program immediately after completing their undergraduate study. Students work across disciplines as university departmental research administrators, nonprofit grant administrators and clinical research aides. This year saw students coming from a variety of spaces, making for enriching class discussion and a stronger program across the board.

Growth in faculty contributions. Faculty have always been a strength of the MRA program, and this year is no exception. This year, many faculty contributed to external research administration organizations by participating in research and presentations as well as authoring DE&I-related articles on topics including leveraging data, engaging in flexibility and the value of welcoming spaces in research administration. Faculty have also contributed to two special DE&I and innovation issues as part of the editorial board for two research administration journals. The proliferation of work in the area only stands to increase as faculty continue to blend academic contributions with professional practice.

Growth of the Research Administration Advisory Board. The MRA Advisory Board welcomed five new members this year and got to work quickly on approving the board's DE&I policy. The board has put in tremendous work to highlight leadership as one of the cornerstones of DE&I work in research administration. The board's makeup also reflects diversity in the profession and works hard to ensure that all perspectives are considered to make the best program possible.

For more information on UCF's graduate programs in research administration visit ccie.ucf.edu/research-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

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



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. 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 influential evaluation to help mobilize resources and to engage with stakeholders to implement changes at the policy level. With this first initiative, the center will start building a presence with international nongovernmental organizations and advocate for the use of evaluation as an instrument for organizational, policy and systematic changes.

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

“Our goal is to create a network of coalitions and collaborations among academic researchers, community partners, 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

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
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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.

CONTACT US

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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.

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”

DOCTORAL GRADUATES

Congratulations to the doctoral graduates from the 2020-21 academic year

Christina Bernhardt – Food Insecurity Screening and Patient-Centered Care: Perspectives of Patients and HealthCare Providers on Practices and Barriers to Effective Screening in Outpatient Medical Settings

Michael Carroll – Increasing Transtibial Amputee Community Involvement Through the Use of A Smart Adaptive Socket System: A Mixed Methods Research Study

Ashley Connors – An Exploratory Study of the Use of Social Infrastructure Public-Private Partnerships (P3s) for Public University Facilities

Nickolas Davis – Socioeconomic, Political, and Regulatory Determinants of State Sanctioning Patters for Clinical Social Workers

Meldin Graziani-Califano – Bridging the Gap: An Exploration of Women as the Driving Force of Political Participation within the Latino Population in Central Florida



Faisal Mohamidi – Strategic Planning at the Local Level of Government: Evidence from Florida

Kenan Sualp – The Influence of Neighborhood Structural Characteristics on Treatment Attendance and Mental Health: Comparing Immigrants and Non-Immigrants

Kelly Vannan – Examining Risk Factors of Juvenile Delinquency and the Predictive Validity of a Juvenile Risk Assessment Instrument Across Urban and Rural Communities

Donovan Williams – It's a Small World After All: Exploring Mobile Dating Application Use and Sexual Partner Networks Among Black Men Who Have Sex with Men (BMSM)

EXAMINING
LATINX POLITICAL
PARTICIPATION

With minorities expected to become the majority in the U.S. by 2050, the impact of diverse groups as political influencers and decision-makers is an important consideration. Meldin Graziani-Califano, Ph.D., graduate of the UCF public affairs doctoral program, examined the political influence of women of Latin American descent in Central Florida.

Despite a growing population, political participation in the form of voter turnout in the United States remains low among Latinos, according to research conducted by Graziani-Califano.

As a matter of public policy, political participation is essential to groups who are underrepresented in political structures.

Puerto Ricans within Central Florida represent one of the largest concentrations of Latinos in the state of Florida, a population which has demonstrated a greater interest in political participation in recent years. This brings into question the impact of political participation among Latinos in Central Florida.

Existing literature indicates that Latinas are influencers and drivers of change within their communities and may be the key to increasing political participation for the greater Latino community, and Graziani-Califano explored the dynamic role the Latino

population, particularly women, plays in the political and public policy sphere in Central Florida.

Through a series of 12 interviews and two focus groups with Latinas of Puerto Rican origin, Graziani-Califano explored the relevancy of political participation among the Latino community in Central Florida, the factors that influence their participation, and their perceptions on how to improve the quantity and quality of political participation.

This study found that Latinas represent civically minded, socially connected and actively engaged women who care about supporting the Puerto Rican community within Central Florida through political participation.

Furthermore, Latinas, by leveraging the power of their social capital in the form of social network associations, have the potential to influence the broader community to increase the quantity and quality of political participation.

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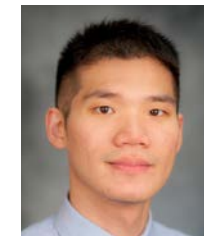
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