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UCF SCHOOL OF PUBLIC ADMINISTRATION | ORLANDO

2022-23

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FOCUS is an annual publication that showcases the achievement and accomplishments of the faculty, staff, students and alumni of the School of Public Administration at the University of Central Florida.

COLLEGE OF COMMUNITY INNOVATION AND EDUCATION B. Grant Hayes, Ph.D. Dean

SCHOOL OF PUBLIC ADMINISTRATION Doug Goodman, Ph.D. Professor and School Director

PUBLICATION PRODUCTION Joshua Holder, M.A. Marketing Communications Specialist

MISSION

The University of Central Florida School of Public Administration engages with communities to advance knowledge and develop public service leaders equipped with ethical, managerial, and professional skills and values that promote social progress.

VISION

The University of Central Florida School of Public Administration is nationally renowned as a cultivator of communities through its development of public and nonprofit professionals and innovative scholarship that tackles society's ever-evolving challenges; an institution of academic and scholarly excellence that is inclusive of and accessible to all. 

ccie.ucf.edu/public-administration

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Letter from the Director



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#36 PUBLIC MANAGEMENT AND LEADERSHIP

#46 BEST PUBLIC AFFAIRS PROGRAMS

2023-24 U.S. News & World Report Best Graduate Programs As with every year we publish this magazine, I cannot help but reflect on how privileged I am to serve as director for the School of Public Administration here at UCF.

Our programs in emergency management, nonprofit management and public administration continue to be recognized nationwide as competitors among our peers, with our Master of Emergency and Crisis Management leading the way as UCF's top-ranked graduate program. Our faculty academic program coordinators have been incredible stewards and advocates for their programs time and again, and I thank them for their service to our school and our students.

Across our faculty cohort, our impact in research continues to set the standard. We continue to excel in faculty research publications compared to our peer institutions, and we are proud to host three principal journal editorships at UCF (Public Administration Review, Administrative Theory and Praxis, and Public Integrity). Our most valuable research, however, is that which reaches beyond the page and into our community. Projects by Drs. Emrich, Stevens and Zavattaro, highlighted in this year's publication, showcase only a fraction of the community-driven, impactful research our faculty are conducting across the field every single day.

While our research continues to make strides in community impact, the foundation of our reach around the world continues to be through the hard work and success of our alumni. From local nonprofits to the halls of Congress and in universities around the world, our alumni are the embodiment of our mission: to develop public service leaders equipped with the ethical, managerial and professional skills to promote social progress. Their work turns our knowledge into action, and I am so proud to know them.

In August, the School of Public Administration welcomed its first cohort of students from Kaunas University of Technology (KTU) in Lithuania as part of our dual degree undergraduate program. Students study at both KTU and UCF; when they complete their studies, they receive a degree from each institution. Additionally, the Seoul Case Study Program once again invited our graduate students to a weeklong seminar hosted by the University of Seoul and Seoul Metropolitan Government (SMG), where our students learned about Korean culture, received policy briefings from SMG officials and community stakeholders, toured SMG facilities, and networked with students and faculty from Seoul and other universities.

As much as this publication serves as a fond reflection of the progress we have made, I would be remiss if I did not take the opportunity to look at the journey ahead. In the coming year, we will see new faculty leaders take the helm in many of our programs, bringing fresh energy and ideas to benefit our students' experience. Our research impacts deepen, and our footprint in the community continues to grow with each passing day. As we continue unleashing potential as the University for the Future, I hope you remain invested partners in our journey.

Charge On,

Doug Goodman, Ph.D. Professor and Director UCF School of Public Administration

UNRAVELING THE BUREAUCRACY OF DEATH

Professor Staci Zavattaro's research into public deathcare — an essential yet often overlooked facet of public service — demonstrates how typical challenges and novel events have affected those who work in it.

Over the past year, Zavattaro has embarked on a research quest sparked by a lifelong curiosity with how we handle death as a society. With funding from the Richard P. Nathan Public Policy Fellowship at the SUNY Rockefeller Institute of Government, she spent dozens of hours interviewing public servants in all aspects of public deathcare. From coroners and medical examiners to municipal cemetery workers, she found that while the field may bring unique challenges, many of its challenges look strikingly similar to the rest of the public sector.

"Staffing challenges, resource constraints, emergency response — these are all things you hear about in every area of government," Zavattaro says. "It's no different when you're talking about public deathcare."

The most interesting thing, she notes, are the areas where those other areas of government intersect with deathcare.

"Take municipal cemeteries, for example," she says. "In many places, those are actually considered public parks. So, how do you manage that? It's technically a public park, but it's also a cemetery — both come with their own social expectations and traditions. There are a lot of areas where we really see government having to weigh the balance between taking care of the living and taking care of the dead."



Staci Zavattaro is a professor and academic program coordinator for the Public Affairs PhD program. She received UCF's Luminary Award for her leadership in research and impact worldwide.

Zavattaro is a leading author, educator and researcher on public administration who promotes best practices in public service at all levels of government. Various organizations have amplified her award-winning and groundbreaking scholarship through awards, recognition and media coverage.

In 2022, Zavattaro was the recipient of two research achievement awards at the American Society for Public Administration conference, including a best article award for her work in public integrity. Zavattaro's research has created several areas of study within public administration and carved paths for students and scholars alike. She was the first American scholar in public administration to study place branding and introduced the concept of death management from a public service perspective. Her string of recognitions from journals and professional associations boosts the university's reputation and rewards Zavattaro for her remarkable research.

Keeping Our Eye on the Ball

How do we teach this generation of students to be effective public servants? By Gregg Buckingham



Gregg Buckingham is an associate lecturer with the School of Public Administration. Gregg's public service experience is extensive, having served for nearly three decades with NASA's public affairs directorate in roles nationwide, including as director of public affairs and chief historian for the Kennedy Space Center.

Most undergraduate students currently enrolled in the School of Public Administration programs were born after 1995. Known as iGen or Gen Z, they have never lived without the Internet, and smartphones have existed nearly all their life. Past research has found that for this generation "interactivity trumps physical activity." But the bulk of this research was done before COVID forced us all to isolate, increasing the number of students stuck at home and vastly reducing their opportunity to participate in face-to-face events and activities.

As a teacher, I am curious about how we teach and learn from this generation. Since they have had fewer experiences in the community, it seems necessary for us to connect them and what they are studying with hands-on activities in their profession. Introducing juniors, for example, to the public administration profession might then mean developing assignments that encourage them to go out, observe public administration in daily life and integrate their observations with their learning.

One such assignment is Everyday PA in which students are asked to post pictures of activities they encounter and view as public administration and explain why. During the very first-class meeting, students begin to categorize what is - and is not - public administration and why. Following that, a Sensory Exercise requires them to visit a public space and spend time thinking about what it takes to develop the space, to maintain it, what it might cost and what skills might be necessary to do so. Most students might have walked through a park but never stopped to think about the why and how of the park. Speakers in the profession add their background, experiences, and challenges in the profession. And an Institutional Challenge requires students to examine a city's budget and strategic plan to determine the items the city spends funds on and how they measure progress toward their goals.

So, how do I try to engage with my students? Below are a few strategies I implement in my courses:

 Demonstrate a welcoming culture by transparently discussing characteristics that apply to our students such as being a transfer student or first-generation student. Openly discuss challenges I faced as an undergraduate student. Hold an office visit with each student so we can get to know each other as individuals.

- 2. Create assignments that allow students to demonstrate the competencies taught while ensuring students understand the relationship to their lives.
- Bring in public administration professionals to speak, not only so students can understand the application of concepts being learned, but also to have students reflect on their skills and decide if that position might be a career match for them. I ask speakers to talk about their challenges and their insights both as students and professionals.
- 4. Use the write-rewrite method for larger assignments. Suggested by UCF's Writing Center, students write all or a portion of a large assignment, receive feedback and improve their draft for the final submission. This allows students to reflect more on their work and to bite off smaller portions of the assignment at a time, thus reducing 'night-before' papers on complex topics.
- 5. Develop a personal plan for their remaining college time to prepare them for a career or graduate school. This includes reflecting on the courses they've taken, their values, stakeholders, strengths and weaknesses and making an action plan they can implement.
- 6. Always explain the "why." One constant for students in research methods is to ask, "Why am I learning this? I will never do research." I meet this head-on by having students think about decision-making. For example, public funds are not awarded or spent (usually) without considerable research into alternatives, outcomes and citizen input. In their life, buying a car, buying a house, choosing a university all involve variables, questions and determining the best alternative.

As university faculty, our students are the core of what we do. They fill our classrooms, contribute to our research and even teach us a thing or two. Our lessons can often be their first formative exposure to public administration, public service or even the workforce generally. What we say and do could very well affect the trajectory of their future. With that in mind, the best thing we can do is exactly what public administrators do in the community every day: meet them where they are, understand them and collaborate toward better outcomes.

GETTING DATA,



Professor Christopher Emrich's quest to turn research into wisdom that practitioners can use took him — and six graduate students into the aftermath of Hurricane Ian.

No matter the best-laid plans or

the time spent preparing for a natural disaster, there is almost certain to be some element of response or recovery that is overlooked, usually by virtue of resource constraints.

With that in mind, Professor Christopher Emrich and his team of graduate and postdoctoral researchers set out to the city of Cape Coral, Florida, after Hurricane Ian in September 2022 to collect critical impact data.

Their goal was to measure where exactly the storm surge reached throughout the city — one of the hardest-hit — during the hurricane's peak in order to better plan for recovery efforts and mitigate future storm impacts.

Emrich's team identified the resource gap almost immediately. The U.S. Geological Survey (USGS), which was already on-site conducting survey missions, was not tasked with collecting high watermark data from areas affected by flooding.

Seeing an opportunity to conduct field research that would be beneficial to both local officials and the community, Emrich worked directly with UCF Provost Michael Johnson and the city's administrators to measure flood marks before they were either washed away or cleaned up by disaster survivors. As part of the UCF Emergency Management Research Initiative, Emrich partnered with students and postdoctoral scholars from UCF Coastal, including Gene Longenecker, the former Federal Emergency Management Agency Modeling Task Force lead.

"We need to know empirically — scientifically — where the water was, because it's a critical step for planning," Emrich says. "To find this data, we had to get creative."

Over the course of six days, the team traveled across Cape Coral identifying debris lines, seed lines and other clues on mostly public and vacant land to flag and measure high watermarks throughout the city — flagging more than 150 high watermarks using direct measurements.

Their data will become part of the official USGS database for immediate access by anyone interested in undertaking flooding, hydrology or storm surge modeling.

"We want to see how our perishable situational data compares to scientifically measured, survey-grade data," he says. "If the data we collect are accurate enough for local professionals to use in future planning, it means the data we can collect quickly in future disasters become that much more useful."

Emrich says he aims to continue building on the success of the mission in Cape Coral to create a standing, deployable team that government at all levels can call upon to conduct rapid data-collection missions anywhere in Florida. "After every tornado, the National Weather Service sends out a team to conduct a survey," Emrich says. "We want to be the team that can do that for every flooding event in Florida. Somebody needs to measure the qualitative and quantitative impacts that would otherwise be lost after those events. We cannot create effective, efficient and accurate plans for disaster recovery without baseline information on hazard exposure."

He adds that the initiative is about more than simply collecting data.



GIVING BACK

"We want to take the information we collect and use it to answer tough scientific questions that we can turn into wisdom for emergency management professionals," Emrich says. "When people look at the impact of a disaster, they first look at the amount of federal aid distributed. For various reasons, federal datasets only tell part of the story, even from a financial perspective. We want to help paint the full picture so the professionals in the field can make the best decisions for their communities as they move from response to recovery."







ALUMNI SPOTLIGHT Lauren Gros '22MECM

In emergency management, every disaster is considered a local disaster. It's a perspective that underpins the foundation of the field — even at the nation's capital, where Lauren Gros '22MECM brings her experience in local emergency management to the national stage.

Gros spent her final semester at UCF with the university's Urban Resilience Initiative to learn about the latest in academic research related to projects she had worked on as an intern.

After graduation, she accepted a position on Capitol Hill, where she is now a member of the subcommittee on economic development, public buildings and emergency management within the U.S. House of Representatives' Transportation and Infrastructure Committee. Gros serves as a primary subject-matter expert for members on policy and legislation relating to emergency management. She says her local experience is a valuable perspective she brings to the table.

"Having local experience in the federal government is so valuable, because so many people don't have it," she says. "Emergency management is a bottom-up field, not top-down. It's one thing to understand the challenges that local and state agencies face, but actually experiencing it gives you the ability to really visualize how policy will impact them."



ALUMNI SPOTLIGHT Nina Yon '90 '16MNM

It's not often that a leader in the practitioner field is also trying to lead in the academic space, but Nina Yon '90 '16MNM is doing exactly that.

The president and CEO of The Sharing Center — a comprehensive social services hub located in Longwood, Florida — and a Master of Nonprofit Management program graduate, Yon will soon have another achievement to add to her résumé when she earns her doctorate in public affairs.

The calculus, Yon says, is about bringing everything together — for the benefit of both.

"I'm studying collaborative governance, which is of huge importance here in the nonprofit space," she says. "Every project I do, every paper I write traces back to my work here at The Sharing Center. This program is teaching me the newest and best practices for how to lead my organization, and in turn, our work here at The Sharing Center is contributing to new scholarly research."



INTERNATIONAL DUAL DEGREE COHORT ARRIVES IN ORLANDO

Students from Kaunas University of Technology (KTU) in Kaunas, Lithuania, arrived in Orlando this spring as part of a landmark international dual degree program organized between UCF and KTU. Students from both universities have the opportunity to earn two full bachelor's degrees within a standard four-year track while spending a semester abroad. Students in the program graduate with a bachelor's in nonprofit management from UCF and a public administration degree from KTU. Professor Tom Bryer received a national award from the government of Lithuania in 2022 for his work spearheading this and other international projects between UCF and Lithuania.



The UCF team spearheading the REACH hub project, which includes School of Public Administration faculty Kelly Stevens (front, second from left) and Yue "Gurt" Ge (front, second from right)

UCF FACULTY RECEIVE FUNDING FOR MOBILE RESILIENCE HUBS

A team of UCF faculty led by assistant professor Kelly Stevens has received nearly \$1 million from the National Science Foundation's CIVIC program to fund the construction of mobile Resilience, Education, and Advocacy Center for Hazard Preparedness (REACH) hubs for local communities. The mobile units — designed to meet the needs of at-risk communities whose access to internet, electricity and communication resources can be easily affected by severe weather — will also function as disaster preparedness education centers when they are not being used in an emergency capacity.

"Different types of hubs are being developed and used across the U.S., but ours is unique in that it has an equally important use during non-emergency times," Stevens says. "Making a solar-powered, portable hub is technically challenging, but the benefits it can provide to communities whose access to standard services may already be restricted without an external shock make it well worth it."



ALUMNI SPOTLIGHT Melissa "Missy" Longman '23MPA/MNM

While enrolled in a grant-writing course as part of her dual Master of Public Administration/Master of Nonprofit Management curriculum, Missy Longman — a social worker who also serves on the executive board of the David Posnack Jewish Community Center in Davie, Florida — turned a project she drafted for class into a \$1.5 million federal grant to help people with intellectual disabilities gain job training in the food service industry through the JCC.

Pathway to Public Affairs:

Where Our Doctoral Graduates Are Now

The career paths graduates of UCF's public affairs doctoral program have taken are as diverse as the communities they come from. Below are just a few examples of the exciting places our graduates' studies have taken them.



Ruechagorn Trairatananusorn

Dissertation title: Network Structure and Network Effectiveness in Thailand's Provincial COVID-19 Response Networks Lecturer, Graduate School of Public Administration National Institute of Development Administration, Thailand

Ratna Okhai

Dissertation title: Interorganizational Networks and Coordination in Emergency Management: Policy and Practice in Response to Disasters Assistant Professor, School of Public Affairs University of South Florida

Rebecca Entress

Dissertation title: Social Equity Through Vaccinations During COVID-19: A Study of Equitable Utilization of Resources During Emergencies and Crises Postdoctoral Scholar; Resilient, Intelligent and Sustainable Energy Systems (RISES) Cluster UCF

Terry Henley

Dissertation title: Financial Sustainability of Florida Cities: Comparative, Retrospective Modeling for Prospective Municipal Financial Health Visiting Lecturer, School of Public Administration UCF





Public Affairs PhD candidates Ruth Kessa and Ratna Okhai were awarded the American Society for Public Administration's 2023 Founders Fellowship for their exceptional dissertation work in the field and distinction as rising academics.

UCF Alum Named Assistant Director of U.S. Secret Service Office of Investigations

David Smith '98 '00MPA has held numerous roles with the U.S. Secret Service over his nearly 21-year career.

By Danielle Hendrix '15

As a teenager, David Smith '98 'OOMPA aspired to become either a federal law-enforcement professional or a stand-up comedian.

And although his ability to crack a good joke is evident, Smith recently marked 20 years of service with the United States Secret Service with the transition to a new role. In March, he was named the 28th assistant director of the U.S. Secret Service Office of Investigations, where he leads the agency's global investigative mission.

For Smith, his involvement with the organization began during his time at UCF, when Bernard McCarthy — former chair of the Department of Criminal Justice — introduced him to the idea of becoming a U.S. Secret Service agent. UCF's National Center for Forensic Science, is a preferred partner for the U.S. Secret Service, working with the organization for training classes.

"Dr. McCarthy had a friend in the U.S. Secret Service's Orlando field office, and he brought it up to me at one point when I was a graduate assistant," Smith says. "He gave me some additional context on the job opportunity and career with the Secret Service, and the rest is history."

Smith began his career with the U.S. Secret Service in 2001 as a special agent assigned to the San Francisco field office, and he went on to serve on the Presidential Protective Division and in the special projects section of the Office of Investigations.

In 2014, he was promoted to assistant to the special agent in charge of the Los Angeles field office, where he directed protective visits and criminal investigations. At the same time, he was selected as a shift leader for the candidate nominee operation section in the Dignitary Protective Division, a role in which he helped oversee and coordinate the protection of a presidential candidate during the 2016 presidential campaign.

Since then, Smith has served in various other roles and supervisory capacities at U.S. Secret Service headquarters. He credits his time in both UCF's criminal justice program and Master of Public Administration program with helping prepare him for a career as a public servant, especially at the federal level.



"Throughout the programs that I was a part of, there was an undeniable undertone and atmosphere of public servitude that resonated throughout the instruction, and with the instructors and professors," he says. "There was never any differentiation or separation from you being a public servant and being a student in those programs."

In his current role, Smith is responsible for overseeing all of the U.S. Secret Service's 161 offices, which work together to accomplish the organization's mission of protection the nation's financial critical infrastructure. That includes protecting the integrity of our currency and investigating crimes against the U.S. financial system.

It's a mission that requires evolving along with technology and society, Smith says. As dominant forms of currency transitioned over the years from bills and coins to plastic cards and the rise of digital currency, the U.S. Secret Service must be prepared to handle such shifts to protect Americans and their finances.

"We have to be nimble enough to adjust and evolve so that we can be in the know and protect people as they continue to work with the financial institutions and the digital currency exchanges," Smith says. "We're learning in real time, as well, but we have to know the craft in order to protect Americans."

Although Smith no longer directly works cases, he finds the most rewarding part of his role these days in being an advocate for those who do, as well as recognizing and amplifying cutting-edge investigative work being done by agents and analysts.

"In general, one of the most rewarding pieces of being in a position like this is influencing the future by positioning worthy candidates," he says. "You get to have some influence over who the next generation of leaders are. That part is rewarding because you do get to help shape the organization for both the present and future."

Center for Public and Nonprofit Management

UNIVERSITY OF CENTRAL FLORIDA

SCHOOL OF PUBLIC ADMINISTRATION | COLLEGE OF COMMUNITY INNOVATION AND EDUCATION



LETTER FROM THE DIRECTOR

Maritza Concha, Ph.D. CPNM Director

There are many exciting updates to share in this second year as director of CPNM. During this implementation phase, CPNM staff and affiliated faculty collaborated with funders to execute three capacity-building seminar series. These included our recurrent capacity-building seminar with Orange County, a new seminar series in Osceola County, and a new financial management series for nonprofits in Orange County. Our capacity-building efforts have been successful, with exceedingly high satisfaction from our participants and funders. There were several instances of local media coverage showcasing the hard work we have put into implementing these trainings and the lasting impact these programs will have on the organizational growth of nonprofits in Central Florida.

CPNM has also taken a central role in community participatory research, from facilitating a serious game intervention for a social media campaign to participatory research related to disaster recovery outcomes of renter households to developing a chatbot for the decision-making process targeting African American men regarding prostate cancer. Our students have been able to work on all these projects, getting practical experience while learning fundamentals in applied research.

Lastly, the Nonprofit Professional Program with Continuing Education has successfully launched, with our first graduate obtaining the CNP Credential from the Nonprofit Leadership Alliance. With more than \$1 million in multiple-year contracts since 2022, CPNM will continue working with our faculty and students to make lasting contributions to our community.

We are adapting, we are changing, we are learning.

Go Knights and Charge On!

Dr. Maritza Concha CPNM Director

VISION STATEMENT

The Center for Public and Nonprofit Management improves policy and governance in partnership with communities from central Florida and worldwide to positively and collectively impact society through research and community engagement.

MISSION STATEMENT

The Center for Public and Nonprofit Management facilitates and supports sponsored research on policy and management and leads public service projects that inclusively enhance lives and strengthens communities.

Meet The Team

Rasha Mannaa Mannah



Miss Mannaa was born in the Colombian Caribbean, in a household with Lebanese and Brazilian background. She is pursuing the dual Master track of Public Administration and Nonprofit Management. She has been

working as a Graduate Assistant in the Center for two years. Rasha believes that CPNM has profoundly influenced her role in empowering the community, supporting to equip individuals and organizations to make a lasting impact through capacity building trainings and other educational initiatives.

Jackson Brown



Jackson Brown is a first-year graduate student in the Masters of Nonprofit Management program and recently graduated with his bachelor's also in Nonprofit Management from UCF. He completed his A.A. Degree as an undecided

major, unsure of what career to pursue but found the nonprofit field and has loved every second of it since. In his 2 years working with CPNM, he has significantly increased his understanding and practical experience required to be a valuable asset at any nonprofit organization. He is incredibly grateful to be able to gain knowledge and experience in the field he is passionate about through both CPNM and the MNM program. He has been able to witness the significant positive impact on the nonprofit community and is proud to be part of a small, effective, and dedicated team.

Julia Fong



Julia Fong holds a B.A. In Translation (English-Spanish) at the Universidad Latina de Panamá in the Republic of Panama. Energetic and creative program coordinator for the Center for Public and Nonprofit Management with five

years of experience in Public Affairs service, she continues to work behind the scenes overseeing the logistics and administrative processes for the Center's initiatives. This includes capacity-building seminars, conferences, the certified nonprofit professional program, and social media engagement.

Capacity Building Efforts

Financial Management Seminar

This year, CPNM launched its inaugural financial management training program for nonprofit professionals funded by the Orange County Citizens' Commission for Children (OCCCC). This intensive training seminar is designed to enhance participating nonprofit organizations' essential financial management skills to deliver effective and efficient human and health services and advance the management of existing and prospective resources. All eleven (11) organizations that completed this eight-week hybrid format (in-person & online) training from June 15th to August 3rd have received an Orange County grant and operate with annual revenues of less than \$300.000. The twelve (12) areas and topics of financial management that were covered include: 1) performance accountability, 2) programs and program structures. 3) nonprofit financial statements. 4) budgeting, 5) costing programs and services, 6) forecasting, 7) differential cost analysis, 8) setting fees, 9) government, foundation, & private grants, 10) government contracts, 11) risk management, and 12) audits.

SPA lecturer Dr. Terry Henley delivered this training, and each organization was assigned a technical assistant: Graduate student Jocelyn Daniels and Ph.D. student Itunu Ilesanmi. Both students guided each assignment and assisted their assigned organizations as needed. A pre and post-test were administered to evaluate the program's impact. It was found that 100% of organizations increased their ability to meet the Orange County grant requirements long-term. Additionally, 100% of participants agreed or strongly agreed that they learned new information that can be applied to their organization. A participant shared what they liked about this program in the following quote: "Our team had the privilege to participate and set aside time to understand the complexities of the deliverables of grants and federal funds, and how that relates to our passion for serving and our mission. This program gave us structure and guidance that we needed to have better planning and fiscal responsibility and continue to make our dream come true."



Orange County and Osceola County Capacity Building Seminar Series

CPNM hosted the Capacity Building Seminar Series for the 9th consecutive year, a project funded by the Orange County Citizens' Commission for Children. The delivery of this seminar series program was also expanded to Osceola County nonprofit organizations for the first year after being contracted by the Osceola County Board of County Commissioners.

The seminar's primary goal is to provide essential training to participating nonprofit organizations, equipping them to compete for county funding and apply for grants from other sources, including local, state, and federal governments. The training was delivered in a hybrid format by SPA Faculty: Dr. Maritza Concha, Dr. Young-Joo Lee, and Dr. Angela White-Jones.

Both seminars also included one-on-one hours of technical assistance from Ph.D. Students: Shannon Sokolowski, Ruth Kessa, Itunu Ilesanmi, and graduate students Amy Krigsman and Michael Johnsen.

Highlights from Orange and Osceola Counties Capacity Building:

- Almost 70 participants representing 40 agencies participated in the capacity-building seminar series.
- Content and delivery received more than 90% attendance rate and overall satisfaction with the content and delivery.
- Over 90% of participants reported increased knowledge in board governance, grant writing, financial management, and program evaluation.
- All participants (100%) will recommend this program to other organizations.
- Our students provided more than 1,200 hours of technical assistance.

Regarding impact, we are excited to share that three agencies from Orange County obtained the county's grant funding after completing our seminar. Osceola County grantees will be announced later this year.

Nonprofit Professional Program

CPNM has implemented the Nonprofit Professional Program with Continuing Education. A total of 8 students have registered so far. Some benefits of the NPP program include preparing to successfully pass the Certified Nonprofit Professional credential exam (CNP), interacting with UCF faculty for tailored guidance, and mastering empowerment, skills, and strategies to excel in an organization. Research indicates that CNPs are 7 times more likely to rise to a leadership position. The NPP enhances professional development and increases organizational performance and sustainability. CPNM's new program coordinator, Julia Fong, oversees the NPP and the overall coordination of funded programs.

The International Visitor Leadership Program (IVLP)

CPNM hosted 14 representatives from the International Visitor Leadership Program (IVLP), the U.S. Department of State's premier professional exchange program. These participants from Indo-Pacific and Central Asia countries came to UCF Downtown for a workshop on Advocacy and fundraising for nonprofits. Dr. Maritza Concha and Graduate student Rasha Mannaa led the workshop. Countries represented in this group: Brunei, Hong Kong S.A.R, India, Japan, Malaysia, Nepal, Pakistan, Philippines, Republic of Korea, Sri Lanka, Taiwan, and Uzbekistan.

CPNM in the news

CPNM is in the spotlight in local news showcasing the graduation of the Orange County Capacity Building program.



VIDEO: Nonprofits undergo training to boost community.... Nonprofits undergo training to boost community resou availability

Orange County Capacity Building Seminar



Orange County Financial Management Program



Osceola County Capacity Building Seminar



Grants

Orange County

Capacity Building Seminar Series

PI: Maritza Concha, Ph.D. Amount funded: \$205,803 Orange Citizens' Commission for Children (Multiple year contract; Renewal of contracts shall be subject to appropriation of funds by the Orange County Board of County Commissioners)

Orange County

Financial Management Series

PI: Maritza Concha, Ph.D. Amount funded: \$526,230 Orange Citizens' Commission for Children (Multiple year contract; Renewal of contracts shall be subject to appropriation of funds by the Orange County Board of County Commissioners)

Osceola County

Capacity Building Seminar Series PI: Maritza Concha, Ph.D. Amount funded: \$66,522 Osceola County Board of County Commissioners (Pending 2023-2024 contract)

HUD Rental Outcomes

PI: Christopher Emrich, Ph.D. Co-PI: Maritza Concha, Ph.D. Amount funded: \$112,336 U.S. Department of Housing and Urban Development

Cultural Interventions for Domestic

Violence Prevention PI: Maritza Concha, Ph.D. Amount funded: \$40,000 City of Orlando

PARC 2023 Keynote Speaker

3.10.23 | 8:45 AM DPAC 106A

Dr. Dan Smith

Dan Smith is associate dean for the College of Arts & Sciences and a professor of public policy and administration in the Joseph R. Biden, Jr. School of Public Policy & Administration at the University of Delaware. Smith's scholarship focuses on state government budgeting and financial management, especially fiscal institutions, the implications of how states accumulate and use fund balances, and how states strategically plan for Long-term fiscal health.









Dr. Victoria Foster

Victoria's research involves working with marginalised groups to explore social justice issues, including environmental concerns, and to provide critiques of policy initiatives. Victoria is Senior External Engagement Fellow and Associate Director of the Institute for Social Responsibility at Edge Hilt University and a Visiting Professor of Community-Engaged Scholarship at UCF Downtown.

- Learning outcomes of this workshop include:
- method of engaging marginalised groups in research • To gain an understanding of some of the epistemologic
- underpinnings of creative methods
 To reflect critically on creative methods and some of the claim
 mode for them
 - Genter for Public and DCF Nonprofit Management

Community Participatory Research

Enterate You Have Choices Campaign

CPNM launched two culturally responsive interventions funded by the City of Orlando targeting Hispanics and youth for a domestic violence and sexual assault prevention social media campaign. One of these interventions is a serious board game named Cholces that puts the player in the shoes of a bystander in a scenario where sexual violence may be happening. Participants for this intervention must meet the following eligibility criteria: a current UCF student, at least 18 years old, proficient in English, residing in Orange County, and never had a personal experience with domestic violence or sexual assault.

Two graduate students led and facilitated the research: Jackson Brown and Jocelyn Daniels. Over 90% of the 46 students who participated in the Summer of 2023 increased their knowledge of sexual violence after the Cholces intervention. Furthermore, 100% of participants agree or strongly agree that they feel more prepared to intervene as a bystander after participating. The effectiveness of this program is reflected through these participant quotes: "I enjoyed participating. I don't think I knew much about sexual harassment/ violence before this, and now I am more knowledgeable." "I really enjoyed the program and think it's a great way to raise awareness on sexual violence." The evaluation tools and participant comments are being used to create a social media campaign to increase awareness of the issue and provide resources for our community.

The second intervention is community Charlas (Spanish for "talks"), a picture book stories with dialogue. The intervention addresses three main barriers that keep the Latinx community from seeking domestic violence services: fear of deportation, fear of increased violence, and fear of children being taken away. These Charlas are taking place in collaboration with nonprofit organizations serving the Hispanic community. Charlas is led by graduate student Nicole Perez Aponte and CPNM's program coordinator, Julia Fong.



Disaster Recovery Outcome of Renter Households

Throughout the last few months, CPNM has been working with our partners at HORNE, the University of Florida's Shimberg Center, and the Florida Housing Coalition to conduct research focused on the disaster recovery outcome of renter households. This project, funded by the U.S. Department of Housing and Urban Development, is dedicated to better understanding renters' challenges, needs, and experiences after disaster events in the State of Florida. In order to successfully conduct this study, we have worked closely with our partners at Redlands Christian Migrant Association (RCMA) to create and implement an advisory board. This board is dedicated to guiding the researchers on reviewing the material that will be presented to the focus group targeting farmer workers about the needs and challenges for renters.

Assisting in the contributions of the research and with the data-gathering process of this project is Aldair Hernandez, a recent graduate of the Master's in Emergency and Crisis Management program at the University of Central Florida.

Prostate Cancer AI Chatbot

Funded by Pfizer, the purpose of this project is to create an AI assistant that is meant to help African-American men understand prostate cancer and be able to answer any questions based on the cancer. During this project development, many different focus groups were conducted to understand what the community knows about Prostate Cancer and its aftermath. Two students, Catalina Esguerra and Jocelyn Daniels, were given the focus group transcripts to create questions for the AI database; over 300 questions were created for the database, along with answers to most of the questions from reputable cancer resources. On August 19th, 2023, a pilot testing meeting was done with a team of 8 participants to see how the chatbot would work when asked questions about Prostate Cancer.

Conferences and Academic Presentations



CPNM organized the 17th annual Public Administration Research Conference (PARC) at the UCF Downtown Campus. This one-day event was held on Thursday, March 10th, 2023, with 9 total panels and 89 participants. This year's theme was "To explore innovations aimed at expanding community, organizational, and learning outcomes through improved interdisciplinary and cross-sectoral approaches." The guest keynote speaker was Dr. Dan Smith, Associate Dean for the Social Sciences in the College of Arts & Sciences and a Public Policy and Administration Professor at the Joseph R. Biden, Jr. School of Public Policy & Administration, University of Delaware. The PARC committee included SPA Faculty and Students: Dr. Maritza Concha, Dr. Daniel Stephens, Dr. Sarah Larson, Jackson Brown, Rasha Mannaa, and Rebecca Entress.

Save the date! PARC 2024 will take place on February 28th; registration information will become available later in 2023.

SAVE the DATE

Wednesday, February 28, 2024

CONTACT US

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



Faculty and Staff 2022 - 2023



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Rickie Clark Academic Advisor



Maritza Concha, Ph.D. Lecturer and Director



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Julia Fong CPNM Program Coordinator



Xiangping Gao, Ph.D. Lecturer



Yue "Gurt" Ge, Ph.D. Associate Professor



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Christopher Hawkins, Ph.D. Professor



Terry Henley, Ph.D. Lecturer



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Daniel Stephens, Ph.D. Associate Lecturer



Kelly Stevens, Ph.D. Assistant Professor



Andrew Sullivan, Ph.D. Assistant Professor



Angela White-Jones, Ph.D. Associate Lecturer and Research Administration Program Coordinator

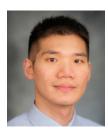


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Chia-Yuan Yu, Ph.D. Associate Professor and MSURP Program Coordinator



Staci Zavattaro, Ph.D. Professor



Ronnie Zimmerman, Ph.D. Associate Professor and Associate Dean, Academic Affairs



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Each year, the School of Public Administration recognizes exceptional alumni and community leaders in the field of public service with an awards reception to coincide with Public Service Recognition Week nationwide. Congratulations to our 2023 honorees!

ALUMNI ACHIEVEMENT AWARDS

Nonprofit Management: Jermaine Thomas '98 '20MNM Research Administration: Brent Bell '21MRA Urban and Regional Planning: Heather Croney '17 '20MSURP Emergency Management: Ron Hawks '12 Public Administration: Donald Fisher '98

CENTRAL FLORIDA ASPA HONORS

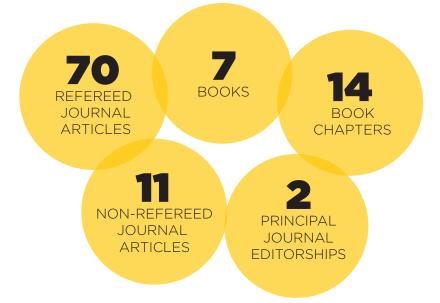
Emerging Public Service Professional: Felipe Sousa-Lazaballet Exemplary Public Service Organization: Lift Orlando

PUBLIC SERVICE LEADERSHIP AWARDS

Exemplary Leadership, Elected Official: Anna Eskamani Exemplary Leadership, Non-Elected Official: Marcia Hope Goodwin

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