

# **The DeVoe L. Moore Center: An Overview of Organization, Structure, and Human Resources Management**

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**Table of Contents**

<b>1. About the DeVoe L. Moore Center</b>	<b>3</b>
<b>2. A Brief History</b>	<b>3</b>
<b>3. Primary Products &amp; Activities</b>	<b>4</b>
<b>4. Organization &amp; Human Resources</b>	<b>5</b>
<b>5. Impact &amp; Effectiveness</b>	<b>10</b>
<b>6. Strategic Role at Florida State University</b>	<b>13</b>
<b>7. Resources &amp; Spending</b>	<b>16</b>

## 1. About the DeVoe L. Moore Center

The DeVoe L. Moore Center (DMC) is an interdisciplinary, applied public policy research and teaching center examining the role of the private sector in addressing pressing concerns relevant to Florida. The center uses a market-oriented lens to examine, develop, and propose evidence-based policy recommendations and guidance for policymakers at the state and local level.

The DMC is funded from an endowment established at Florida State University by DeVoe L. Moore, a Tallahassee-based entrepreneur. The center supplements its operational funds through grants and individual contributions that enable the center to achieve its mission and strategic objectives. An independent Advisory Board established in the founding gift agreement regularly monitors the center's work and progress.



The center's primary focus areas include

- The impact of government regulation of private businesses and individuals;
- The role of entrepreneurship in job creation and economic growth;
- How land-use regulation and growth management affects land development and urban growth; and
- Improving government efficiency through transparency, accountability, and outcome-based management.

## 2. A Brief History



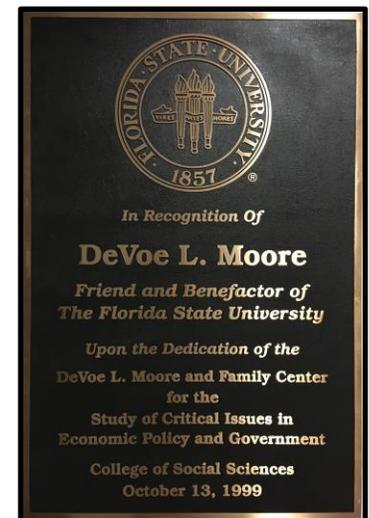
Local entrepreneur and land developer DeVoe L. Moore endowed the center in 1998 with a \$5 million grant. This grant was then matched by the State of Florida, a common practice at the time for major gifts to encourage the creation of endowments at universities, bringing the total investment to \$10 million.

The concept of the center and its policy focus was prompted by Mr. Moore's experience during his attempt to develop the former site of the Elberta Crate & Box Company on Lake Bradford Road south of the Florida State University campus. At its peak, Elberta Crate & Box operated a 40-acre facility employing 500 people, but the land had remained unused as a brownfield site for several years.

DeVoe L. Moore Center  
Overview of Management & Organization

Anticipating the growth of Florida State University and the shifting student housing market, Mr. Moore prepared the site for development into a high-quality, gated student housing community. The city, unbeknown to Mr. Moore, had revoked his land's zoning, preventing the property from being developed. The city had targeted the land as a detention basin for the new city hall and the planned FSU football stadium. Eventually, despite having secured a \$60 million loan commitment to develop the property, Mr. Moore had to petition the county to reduce its assessed value to \$250,000 for tax purposes. The land is now an urban park while also serving as a water detention facility.

The ability for the city to revoke zoning, a legal entitlement to develop and use land for particular purposes, without the property owner's permission or knowledge, imposed unexpected burdens on Mr. Moore as a land owner and businessman and deprived him the legally entitled use of his property. The lack of transparency in local policymaking and the arbitrariness of regulatory decisions greatly increase the uncertainty and costs associated with property and business development in Tallahassee and elsewhere. Mr. Moore's desire to bring these practices to light and craft constructive solutions to them led to establishing the endowment to fund the DeVoe L. Moore and Family Center for the Study of Critical Issues in Economic Policy and Government, now known as the DeVoe L. Moore Center. Since the center's official opening on October 13, 1999, its activities have expanded to include more than 30 faculty, staff, and students engaged in research, writing, and public affairs.



### 3. Primary Products & Activities



The DMC accomplishes its mission through the use of policy analysis and research to educate citizens, elected officials, policymakers, and students on the ways public policy influences private market decisions, outcomes, and impacts. These products include policy studies, shorter policy briefs, commentary, and analysis accessible to the general public through print and digital articles written by staff, affiliated faculty, and interns under the supervision of the center.

The center's mission is achieved through

- actively and proactively engaging the business community, citizens, policymakers, elected officials, and researchers;



DeVoe L. Moore Center  
Overview of Management & Organization

- publishing evidence-based research and policy analysis targeted toward the general public and policymakers as policy reports, policy briefs, blog articles, and commentary;
- hosting events, conferences, and seminars that raise awareness about policies and the center's core issues;



- cultivating awareness of the DMC's work and mission through its newsletter, partnerships with organizations with similar goals, and global outreach;
- supporting mission-appropriate academic research in its primary focus areas; and
- providing opportunities for professional development and networking for students through their active participation in research and policy analysis supportive of the center's mission.

#### 4. Organization & Human Resources

The DMC has grown with the active support and in partnership with the College of Social Sciences and Public Policy. The center has grown from six paid staff and 3.5 full-time equivalents (FTEs) in 2011 to more than 30 full- and part-time staff and 14.0 FTEs (including three faculty) in 2018. In addition, the DMC has active interdisciplinary initiatives working in partnerships with FSU's Department of Economics, Department of English, Department of Scientific Computing, Askew School of Public Administration and Policy, and the *Tallahassee Democrat*. DMC staff and faculty serve as advisors to six recognized student organizations (RSOs).



The center's director is on the full-time faculty of the College of Social Sciences and Public Policy, oversees the day-to-day operations of the DMC, and leads policy research on active projects in two primary research areas: a policy analysis group (PAG) and a data analytics group (DAG). The policy analysis group is led by the policy manager for the center, a paid staff position, and focused on generating evidence-based policy analysis in the center's core issue areas. This research and analysis is distributed via policy reports, blog articles, commentary, and issue briefs. The data analytics group focuses principally on maintaining, analyzing, visualizing, and distributing research from the center's primary databases, including its government transparency website FloridaOpenGov.org. DAG is managed by the data analytics manager who is also on the center's paid staff. An editorial staff consisting of a blog content manager, senior editor, and writing coaches designs and implements research and writing guidelines for all staff

DeVoe L. Moore Center  
Overview of Management & Organization

publications. Faculty supervise and actively engage in expert and external peer review for publications, including blog articles.



In addition, the DMC has an active academic research component led at the graduate level by the DeVoe Moore Eminent Scholar. This faculty member conducts independent research primarily for publication in peer-reviewed, academic journals in addition to organizing symposia on pressing issues in public policy, housing, and land-use regulation. The eminent scholar manages the doctoral dissertation fellowship program, an initiative which funds one (or more) doctoral students in the final stages of their dissertation research in an area within the center's mission. A second faculty member is

the DeVoe Moore Professor of Economics, who works directly with graduate and undergraduate students on policy-oriented research. In addition to his academic research, the professor writes commentary, contributes to the DMC's publication program (as a writer, editor, and reviewer), and actively advises students and student organizations.

A third component of the DMC organization is public affairs and outreach. This division supervises the social media, public awareness, and student engagement aspects of the center's activities. Among the activities are coordinating a student organization leadership summit in the fall and spring semesters, organizing and promoting speakers and panels sponsored by the center, and disseminating center reports and analysis to the general public and key constituencies. The public affairs department also is responsible for designing and overseeing the publication process for all print and digital products for the center, including the newsletter, policy reports and insights, brochures, flyers, and other community engagement tools.



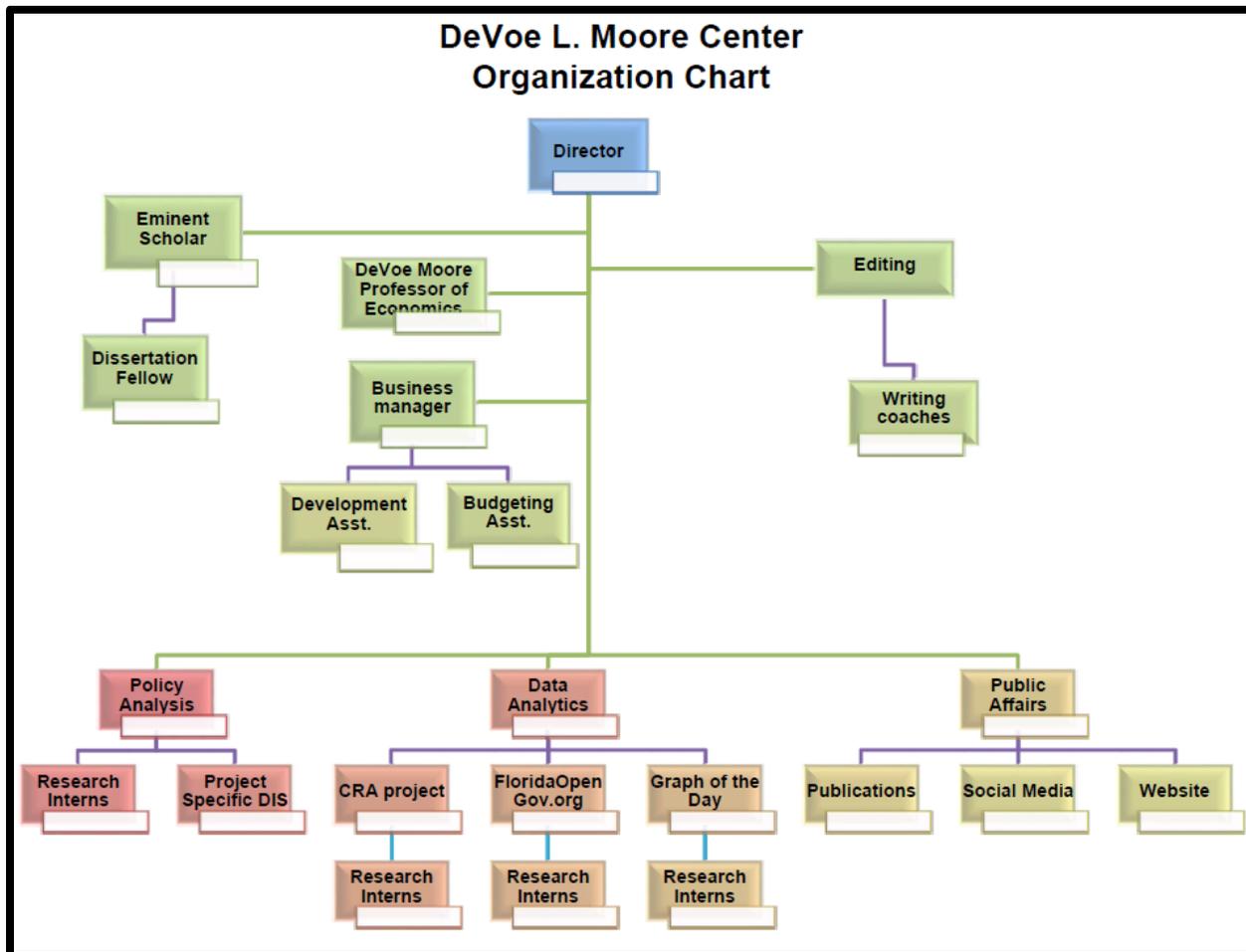
Administratively, the center's finances are managed and supervised by the center's full-time budget manager.

### **Interns and Undergraduate Students**

An integral part of the DMC's business model is thoroughly and comprehensively integrating undergraduate and graduate students into its daily business operations. A full-time professional staff retains policymaking, financial and business management, and core supervisory responsibilities. This staff includes the director, an experienced full-time business manager, and on-staff program directors. Students are incorporated into key elements of the organization on a part-time basis and meet regularly with full- and part-time staff for input, guidance, and support.

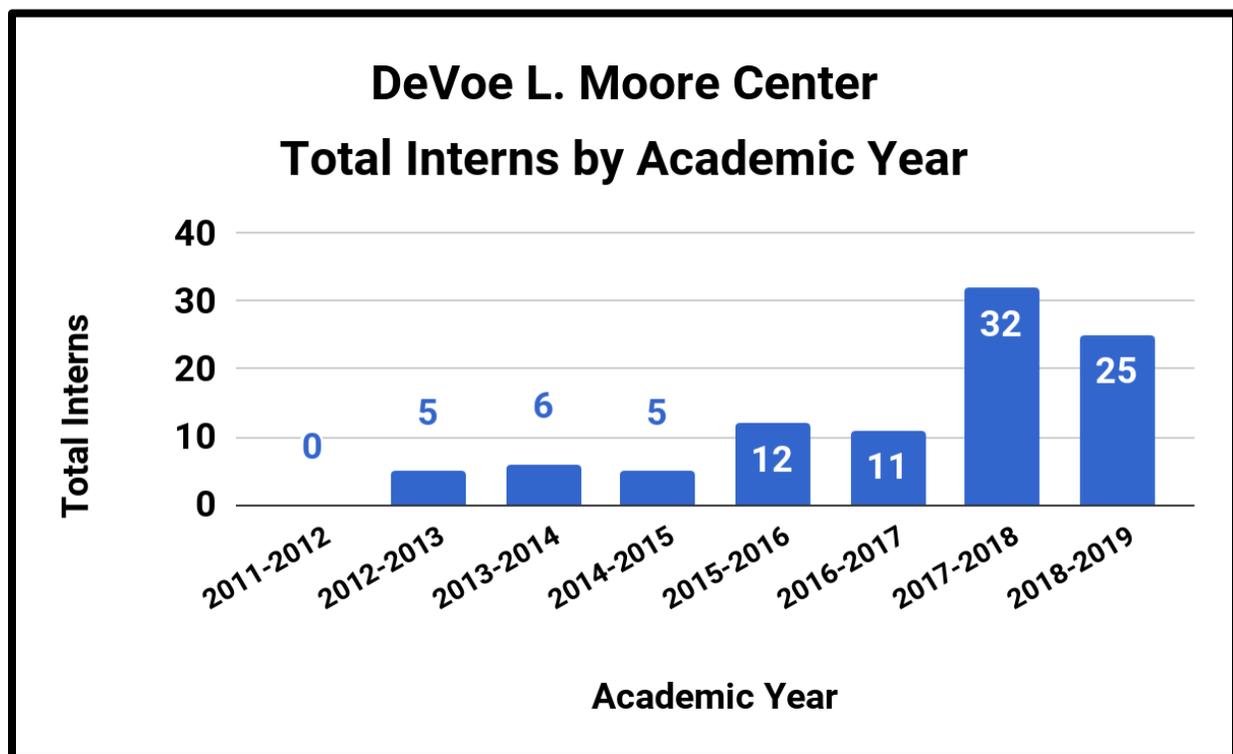
DeVoe L. Moore Center  
Overview of Management & Organization

During the 2017–18 academic year, the center’s social entrepreneurship program was managed on a full-time basis by a recent graduate of FSU, and the policy analysis division was managed by a student finishing her master’s in public administration (MPA). Once her program was completed, the policy manager transitioned to full time in January 2018.



The full-time and part-time staff work is supplemented by an extensive internship program consisting of undergraduate and graduate students working on substantive projects for academic credit. The center’s shift to the current business model began in 2012 and has evolved significantly. During the 2012–13 academic year, five undergraduate students were employed to conduct research and analysis. A significant increase in interns occurred during the 2015–16 academic year when high-performing students with proven track records were promoted into managerial roles. Two events precipitated this growth: the acquisition of the transparency website FloridaOpenGov.org which required regular updates and maintenance and the implementation of a multi-year grant to design, implement, and monitor an international social entrepreneurship competition funded by the Diehl Family Foundation. During the 2017–18 academic year, interns were added to significantly increase output and productivity across the center’s three divisions, transition FloridaOpenGov.org to a new platform (from Qlikview to

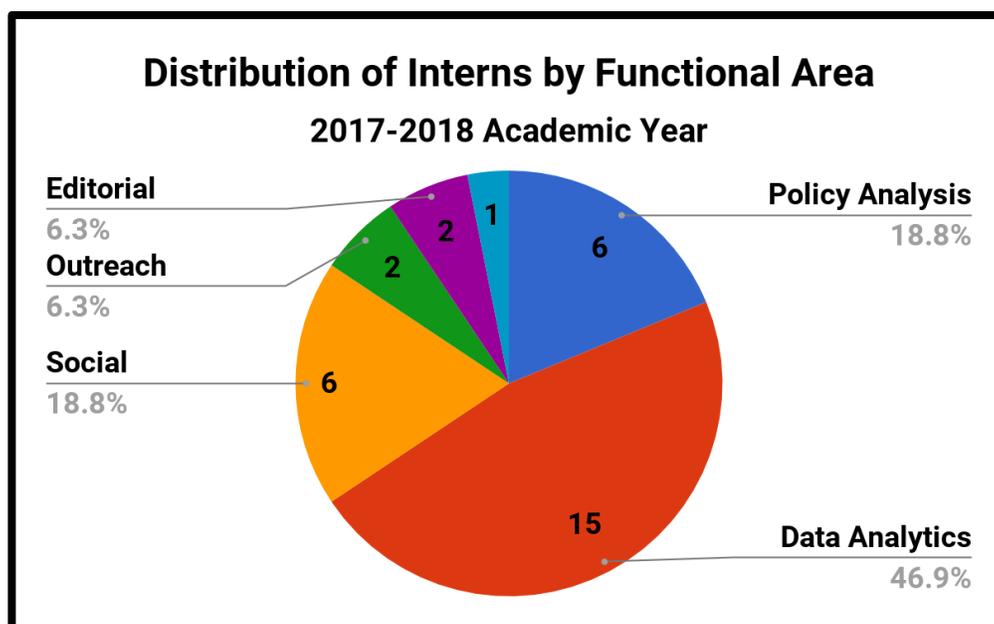
Tableau), and dramatically increase policy analysis activity. Writing coaches were also added to improve written communication skills. (A strategic phase-out of the social entrepreneurship division during the 2018–19 academic year accounts for the anticipated decline in interns during the 2018-19 academic year.)



Students are assigned specific tasks within their division or policy area. Research assistants and other interns are required to enroll for academic credit through their respective departments and commit to 10 to 12 hours of work for every three credits of internship or independent study. Tasks are scaled to the commitment implied in the academic credit load and tied to specific outputs and outcomes, such as policy studies, evidence-based commentary and blog articles, database upgrading and management, etc. During the 2017–18 academic year, 20 percent of the center’s intern effort was dedicated to the policy analysis division, researching and writing on topics as wide-ranging as urban redevelopment in minority communities to the economic effects of the sharing economy. Nearly half of the center’s interns were dedicated to government transparency, accountability, and performance projects. These projects include a long-term investment in research related to urban redevelopment decisions in partnership with FSU’s Askew School of Public Administration and Policy and Department of Scientific Computing.

As the DMC has expanded its commitment to longer-term research projects requiring more diverse and deeper analytical skills, the internship program has incorporated a larger number of students in the data analytics division. The need for interns in this division is likely to

decline as projects are completed or evolve into less labor intensive stages. Notably, the policy analysis division has experienced relatively stable staffing levels.



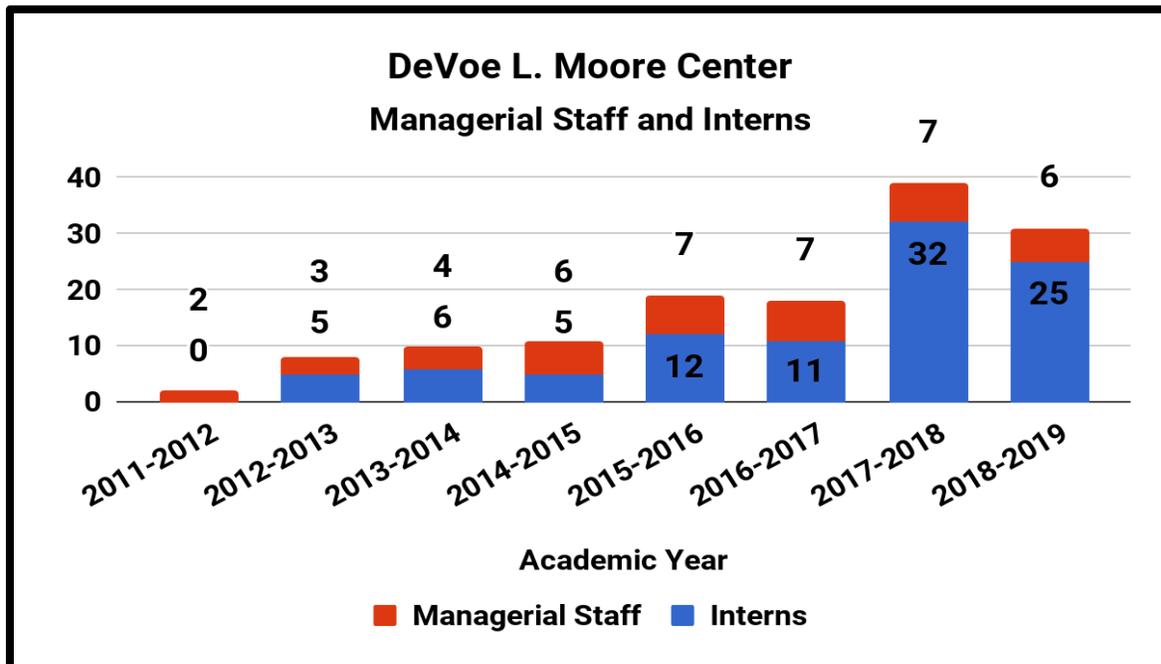
The DMC's managerial staff has remained relatively stable. The phase-out of the social entrepreneurship division will reduce staffing, however, and the ability for the center to support interns will decline as well. Each year the DMC assesses its strategic and tactical human research needs to fulfill its mission. Thus, the relative share of interns dedicated to the activities of different divisions changes from year to year. The center attempts to ensure a 5:1 intern to managerial staff ratio to ensure research assistants and interns have access to more experienced staff and are adequately supervised in their tasks.

Most managers, research assistants, and interns work virtually although critical meetings and office hours for staff are conducted in the DMC offices and conference room. The DMC has developed and adopted several policies to ensure adequate management and quality control processes for its research and products. Among them are:

- Annual benchmarks and goals set on an academic calendar year
- Semester-by-semester goal setting
- Office hours for managers
- A 5:1 intern to manager ratio
- External and internal expert review for publications involving original content and analysis
- A formal internship agreement outlining expectations and outputs for the semester
- Onboarding workshops at the beginning of each semester
- Rigorous three-tiered editorial review process that includes content reviews by division managers, an editorial staff, and the center director
- Performance-based step increases in responsibilities based on semester timelines

DeVoe L. Moore Center  
Overview of Management & Organization

- Mid-semester reviews of interns
- End of semester performance reviews and updates from managers
- Weekly staff and manager meetings
- Weekly meetings between supervisors, research assistants, and interns
- Staff debriefings at the end of each semester.



## 5. Impact & Effectiveness

### Policy Analysis and Research

Since its founding, the DeVoe L. Moore Center has:

- Underwritten research and events that have led to nine books published by presses such as Palgrave Macmillan, Cambridge University Press, Michigan State University Press, Ashgate, Edward Elgar, Greenwood Press, and Georgetown University Press.
- Educated 1,390 students on land use, urban planning, and entrepreneurship (2012–18)
- Sponsored 71 internships (2011 to 2018)
- Funded more than 33 doctoral dissertation fellowships with former fellows now working for the Florida Legislature, University of Florida, the University of Oklahoma, James Madison University, Ohio University, the University of Illinois, the University of Iowa, the U.S. Department of Treasury, and others.
- Sponsored or supported dissertations on topics related to the center's mission (2012–18)
- Sponsored 27 Critical Issues Symposia that have

DeVoe L. Moore Center  
Overview of Management & Organization

- convened more than 200 of the nation's top scholars and policymakers to research and discuss topics as diverse as growth management, affordable housing, land-use regulation, water management, and public transit reform.
- generated leading edge analysis, including a book publishing research sponsored by the center's first symposium that *Planning* magazine called the "most thorough challenge yet to regional land use plans."
- helped lay an intellectual foundation for sweeping reforms to the state's growth management laws in 2010 through research and analysis contained in academic research and books such as *Growth Management in Florida*.
- Pioneered new research on the housing and real-estate market effects of the Great Recession.
- Supported entrepreneurship programming and social enterprises at FSU, in Florida, and on three continents and
  - managed funding to launch social enterprises in West Virginia, Uganda, Haiti, and Nepal through the Diehl Family Social Enterprise Competition after the competition generated more than 120 proposals worldwide.
  - nurtured more than 120 undergraduate business plans through its innovative and best-practices approach to teaching in its advanced seminar in Social Entrepreneurship and Economic Development.
  - established an initiative in 2015 to find sustainable private sector solutions to affordable migrant worker housing in Florida and nationwide.
  - Assisted in the development and implementation of the social entrepreneurship curriculum for the Jim Moran School of Entrepreneurship.
- Sponsored research leading to
  - nine special issues of academic journals including *Urban Studies*, *Cityscape*, *Journal of Regional Science*, *Review of Policy Research*, *Public Choice*, *State Politics and Policy Quarterly*, and the *Journal of Regional Science*.
  - a national research program on the effectiveness and consequences of impact fees on economic development on the local level. Drawing on an extensive and unique database of 276 Florida municipalities and counties, the center's research examined the potential benefits and limitations of impact fees in financing local infrastructure in a variety of different applications, including commercial development, residential development, and school finance. Its scholarly analysis and research appears regularly in leading journals such as the *Journal of Urban Economics*, *Regional Science and Urban Economics*, the *Journal of Regional Science*, and *Urban Affairs Review*.
  - analysis on the effectiveness of Florida's growth management laws and insight into ways to improve public investments in land use, regulatory efficiency, and local governance.

DeVoe L. Moore Center  
Overview of Management & Organization

- Published 35 policy briefs on issues such as growth management, affordable housing, impact fees, land conservation, and regional planning councils.

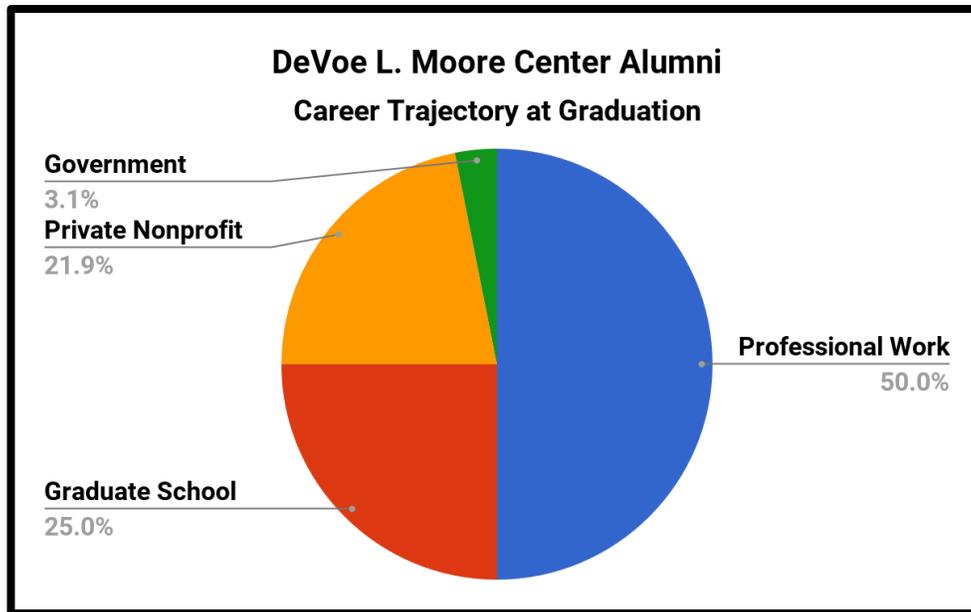
### **Professional Development**

Professional development is a critical part of the DeVoe Moore Center's work. Nearly all the center's research assistants and interns continue on to professional private-sector work, and almost all of this work is full-time. In fact, a survey of DMC alumni found that three-quarters went into full-time professional work immediately after graduation. Half of the center's alumni found jobs in the for-profit private sector. One-fifth were hired in professional positions in nonprofit organizations in line with the center's market-oriented mission.

Indeed, professional skills and experience rank among the most valuable benefits of working in the center. During a center-wide staff debriefing in spring 2018, students identified 21 tangible benefits to their work in the DMC. The most important benefits, listed by priority and weighted by their preferences, were

1. The ability to work and learn from a team
2. The development of technical skills not taught in the classroom
3. Creative freedom
4. Learning how to adapt to situations to produce additional output
5. Networking
6. The development of critical thinking skills
7. Crafting real-world applications for economic theories and principles
8. Learning how to accept professional criticism
9. Learning tools for developing expertise quickly.

In addition, students also rated learning about leadership, cooperating with peers, and acquiring professional writing skills as important in their experience.



## 6. Strategic Role at Florida State University

The DeVoe Moore Center serves several strategic roles within the university as a working think tank. As an experiential learning center within the university, the center provides valuable professional skills and work experience to students at all levels that facilitate their transition into the professional workplace.

The DMC's initiatives map directly into more than half of FSU's 25 strategic goals and priorities as outlined in its Five-Year Strategic Plan, most directly contributing to:

### 1. Deepening the university's commitment to continuous innovation

- a. *Expand and incentivize FSU's internal capacity for innovation (Goal 1.1)*
  - Developing and encouraging a "growth mindset" as a foundation of the DMC's organizational culture
- b. *Translate FSU research, scholarship, and creative production into applications that enhance economic development and quality of life (Goal 1.3)*
  - Initiatives focused on government transparency and accountability, regulatory reform, and encouraging entrepreneurship

### 2. Amplifying excellence across the university's academic and research programs

- a. *Encourage and incentivize high-impact, interdisciplinary and inter-college initiatives that address pressing societal issues (Goal 2.4)*
  - Strategic, interdisciplinary partnerships play a strategic role in our integrated strategy of policy change. The center is actively engaged in long-term projects in partnership with the FSU Department of Scientific

DeVoe L. Moore Center  
Overview of Management & Organization

Computing, the Askew School of Public Administration and Policy, the Jim Moran School of Entrepreneurship, and the Department of English.

- b. *Expand innovative teaching strategies (Goal 2.5)*
  - DMC faculty have “inverted” classroom strategies grounded in active learning through writing and oral presentations.
  - Students working for the DMC are immersed in the practical requirements of working in a professional work environment, including generating research and analysis for public use.
- c. *Enhance FSU’s strategy for expanding its global footprint and fostering a culturally rich learning environment on campus (Goal 2.6)*
  - Seeded social enterprises in Nepal, Haiti, and Uganda
  - Foster social entrepreneurship, economic development, and empowerment in marginalized communities in the United States and abroad
  - Actively cultivating a diverse work environment representative of different worldviews and perspectives

### **3. Realizing the full potential of diversity and inclusion**

- a. *Develop globally and culturally competent students who are prepared to succeed in an increasingly multicultural and international society (Goal 3.3)*
  - Economic development and social entrepreneurship coursework emphasizes multicultural context for public policy and policy change
  - Blog content emphasizes research on the global and international effects of economic policy

### **4. Ensuring student success on campus and beyond**

- a. *Expand FSU’s high-impact programs of advising, leadership development, community-building, and academic support (Goal 4.1)*
  - DMC organizes student leadership summits with recognized student organizations (RSOs)
  - DMC teaching staff incorporate “best practices” active learning strategies in the classroom
  - DMC work environment focuses on experiential learning and professional development
- b. *Ensure that FSU remains a welcoming and safe campus community that develops the “whole person” and promotes well-being for all students (Goal 4.3)*
  - Work environment embeds culture of civility and respect for all involved in the DMC’s activities
  - Interdisciplinary focus and work environment promotes empathy and understanding of others with different cultural, educational, family, and geographic backgrounds and experiences

## **5. Preparing graduates for 21st century careers**

- a. *Expand experiential, cross-cultural, and collaborative learning (Goal 5.1)*
  - 25 internships provide experiential learning and professional development
  - Applied policy research emphasizes real-world applications and knowledge
  - Writing and communications skills focused on professional and workplace applications
  - Team-oriented, collaborative work groups hardwired into programming and initiatives
- b. *Provide students strong career advising and mentoring (Goal 5.2)*
  - Professional work expectations and standards expected of students and staff without regard to hierarchy or tenure
- c. *Engage graduate students in programs and services that prepare them for employment opportunities within and outside of the academy (Goal 5.3)*
  - Interns and staff regularly engage in writing for general audiences, draft work-related memoranda and performance reports, engage in discussions about program implementation and goals, and make presentations to their team and/or the center.

## **6. Investing strategically in FSU and its reputation**

- a. *Build and promote a public identity for FSU that reflects our impressive academic strengths and achievements (Goal 6.1)*
  - Outputs focus on positive and constructive policy change
  - Outputs are evidence-based
  - Outputs are nonpartisan and demonstrate respect for all parties engaged in public discourse regardless of political, personal, or professional background or orientation
- b. *Strengthen the university's financial foundation (Goal 6.2)*
  - The DMC has raised nearly \$760,000 in external grant funding since 2011 and continues to seek grants to fund current and prospective programming
- c. *Foster a culture of service, problem solving, and teamwork among all FSU employees (Goal 6.4)*
  - Establish cooperative team environment within the DMC's work culture
  - Students are encouraged to actively engage their student organizations in DMC activities
  - DMC staff serve as faculty advisors to six RSOs
  - DMC staff serve in voluntary leadership roles within the Tallahassee community's network of nonprofit organizations and churches.

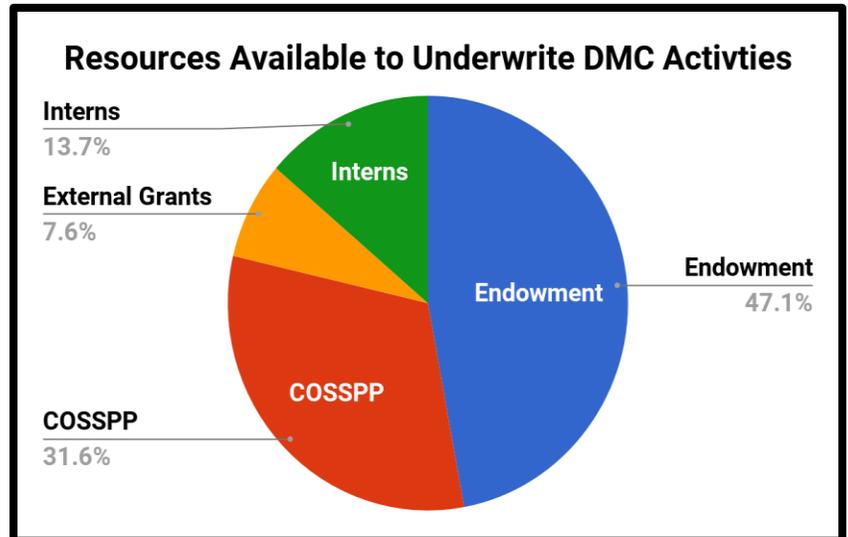
## 7. Resources & Spending

The DeVoe L. Moore Center manages resources with an effective budget of \$721,000 per year. The endowment generates about \$340,000, covering about half of the center's costs of operation. In recent years, external grants have added between \$50,000 and \$75,000 to the budget each year although the amounts can vary significantly from year to year. The center, for example, has received several grants in excess of \$100,000. Cumulatively, the DMC has raised nearly \$760,000 in external grant funding since 2011.

The College of Social Sciences and Public Policy supplements the center's operations by sharing staffing costs for key personnel; providing office space and IT support; underwriting academic research activities; and funding a yearly critical issues symposium. These benefits account for about one-third of the center's operations.

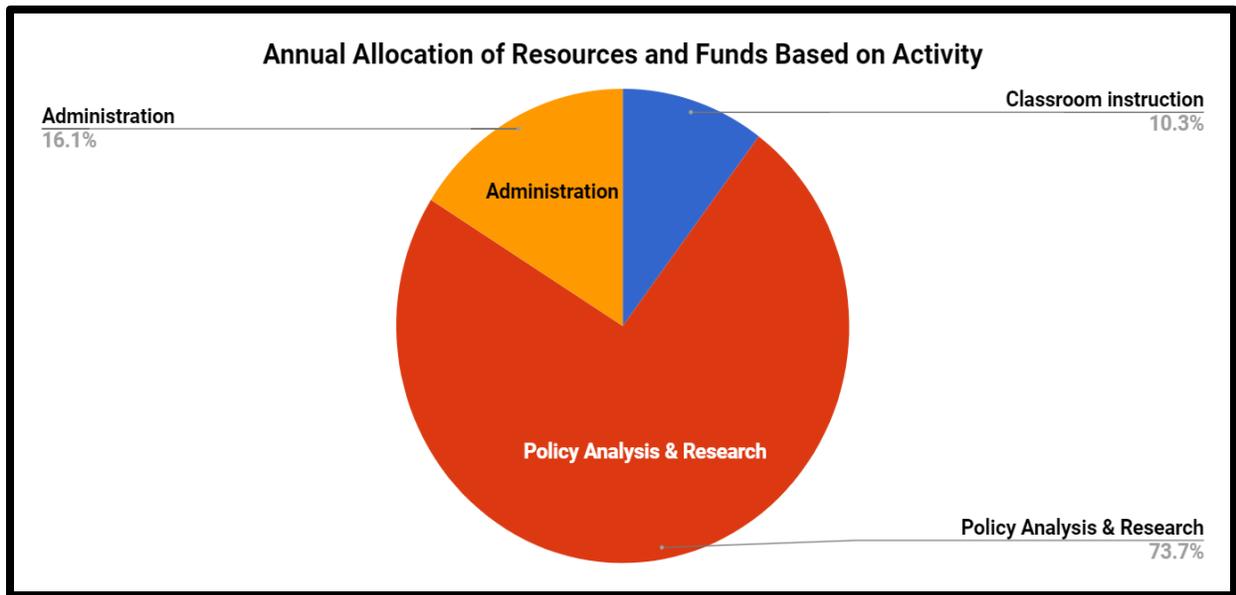
The student contributions to the center's activities via credit-earning internships amount to an estimated \$99,000 in labor dedicated to the center's various divisions.<sup>1</sup>

Nearly three-quarters of the center's funds are directed into policy analysis and research. Ten percent of the center's budget is dedicated to teaching four courses on land-use regulation, housing policy, and economics; research methods in housing, cities, and mortgage markets; social entrepreneurship; and urban planning.



<sup>1</sup> Students provide about 6,000 work hours for assigned tasks during the fall and spring semesters. The imputed labor benefits to the DMC are estimated at \$15 per hour, the lower end of market wages for Market Research Analysts, the classification best descriptive of their roles. The U.S. Bureau of Labor Statistics estimates that wages for the lower 10 percent of workers in this job classification (occupation ID: 13-1161) is \$16.59, excluding additional overhead costs such as Social Security. See <https://www.bls.gov/oes/current/oes131161.htm>. For the Tallahassee metropolitan area, the median wage is \$26.73 and the mean is \$29.70. See [https://www.bls.gov/oes/current/oes\\_45220.htm](https://www.bls.gov/oes/current/oes_45220.htm).

DeVoe L. Moore Center  
Overview of Management & Organization



Notably, these courses are an important source of student internships and research projects, serving as a feeder for research assistants and furthering policy research. For example, policy analysis on the competitive benefits of the sharing economy, entrepreneurship, and economic growth have come from students interested in continuing their research with the DMC.

**DeVoe Moore Center Staff & Faculty  
(May 2018)**

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