

Public Administration Doctoral Student Organization Newsletter

JUNE 2019

777 West Harrisburg Pike, Middletown, PA 17057

ISSUE 4

School of
Public Affairs



PennState
Harrisburg

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A Message from the President

The Public Administration Doctoral Student Organization (PADSO) complements the Ph.D. program's mission and provides a recognized mechanism for interaction of the doctoral students with each other, the student body at Penn State Harrisburg, faculty members, the public administration practitioners and scholars, and the local community. Established in 2014, PADSO has evolved into a vibrant organization promoting our program and students locally, nationally, and internationally.

This newsletter presents an overview of the accomplishments of PADSO members over the past year. First, many students have accomplished different milestones during this period. Two of them successfully defended their doctoral dissertations, one passed the dissertation proposal, while two more are scheduled to defend their proposals this June and July. Second, our members extensively engaged in research work on their own as well as in collaboration with the faculty. Their research articles were published in different scholarly journals while some of their research is work-in-progress. The members presented their research at many highly-reputed academic conferences, as well as symposia and exhibitions that they attended courtesy generous financial and logistic support from the School of Public Affairs and the Student Government Association. Our members also worked as academic reviewers for different scholarly journals. The experience of teaching as undergraduate instructors remains another salient feature of the members' accomplishments. Lastly, participation in different social gatherings and voluntary activities added some more color to the PADSO activities.

As you will see throughout this newsletter, our PADSO members are making worthwhile contributions to the field of public administration. Their accomplishments demonstrate that they actively engaged in research and academic pursuits as well as networking with others in the field. We all intend to continue and further raise this level of involvement throughout our PhD studies and our future in the field.

Shahinshah Faisal Azim, 2018-19 PADSO President



CURRENT PHD STUDENT ACCOMPLISHMENTS (MAY 2019-APRIL 2019)

PUBLICATIONS

Choi, S. W., Ramos, C., Kim, K. & **Azim, S. F.** (2019). The association of racial and ethnic social networks with mental health service utilization across minority groups in the USA. *Journal of Racial and Ethnic Health Disparities*, 1-15. doi: 10.1007/s40615-019-00583-y.

Qi, H. (2019). Strengthening the rule of law in collaborative governance. *Journal of Chinese Governance*, 4(1), 52-70.

Ran, B., & **Qi, H.** (2019). The entangled twins: Power and trust in collaborative governance. *Administration & Society*, 51(4), 607-636.

Thai, H., Im, H., & Kim, Y. (in press). Pathways to electronic citizen participation: Policy and technological arrangements in Korea. In A. Farazmand (Ed.) *Global Encyclopedia of Public Administration, Public Policy, and Governance*, New York: Springer.

MANUSCRIPTS IN REVIEW OR IN PREPARATION

Adeoye, O. & Ran, B. (2019). *Paradoxes of transparency: Why maximum or optimal transparency is difficult to achieve*. Manuscript in preparation.

Morcol, G., **Azim, S. F., & Yoo, E.** (2019). The collaborative governance networks literature: A thematic analysis. In J. Meek (Ed.), *Handbook of Collaborative Public Management*, Cheltenham Glos, UK: Edward Elgar. Manuscript in preparation.

Qi, H. & Ran, B. (2019). *Paradoxes in collaborative governance*. Manuscript in preparation.

Ran, B. & **Weller, S.** (2018). *Social entrepreneurship: The complexity of paradoxes*. *Nonprofit and Voluntary Sector Quarterly*. Manuscript submitted for publication.

Shafi, S. & Ran, B. (2019) *The antecedents and consequences of social movement participation*. Manuscript in preparation.

Yoo, E. (2019). Lesson learned and best practices. J. C. Gibbs (Ed.). *The U.S. Foreign Policing Advising: The case of Vietnam*. Manuscript in preparation.

Yoo, E., & Vasavada, T. (2019). *A study of important elements in collaborative governance: Systematic literature review*. Manuscript in preparation.

Yoo, E., & Vasavada, T. (2019). *Building trust in collaborative governance*. Manuscript in preparation.

Yoo, E., & Vasavada, T. (2019). *The change of the NGO networks in governmental intervention: Based on the Council for Unification Education in South Korea*. Manuscript in preparation.

PRESENTATIONS

Adeoye, O. (2019, March). *Understanding the mechanisms for policy diffusion: Imitation, coercion, learning, and economic competition.* Presented at Association for Public Policy Analysis & Management (APPAM) DC Regional Conference, Washington, D.C.

Adeoye, O. (2018, November). *An organizational analysis of the United Nations.* Presented at Northeastern Political Science Association (NPSA), Montreal, Canada.

Adeoye, O. (2018, November). *Contemporary changes in public administration and policies: An exploratory examination of the United Nations.* Presented at Northeast Conference on Public Administration (NECoPA), Baltimore, MD.

An, J., **Im, H.**, & Kang, S. (2019, March). *Is the U.S. for or against liberal cyber order?: Text comparison between the U.S. and global cyberspace discussion.* Presented at International Studies Association (ISA) Conference, Toronto, Canada.

Azim, S. F. (2019, March). *Effects of built environment on dietary intake, physical activity, and obesity prevalence in the USA: A county level national study.* Presented at Eastgate Center Series - Discoveries of Student Research and Ph.D Program Information Session, Penn State Harrisburg, Harrisburg, PA.

Azim, S. F., & Shafi, S. (2018, November). *Determinants of obesity epidemic: How can the systems science approach in public administration and policy address health equity challenges.* Presented at Northeast Conference on Public Administration (NECoPA), Baltimore, MD.

Azim, S. F. (2018, November). *Social-ecological and policy determinants of individual and population-level disparities in adult obesity prevalence.* Presented at School of Public Affairs Research Day at Penn State Harrisburg, Middletown, PA.

Lu, T. (2019, March). *The title IV program oversight: A networked perspective.* Presented at Conference of Minority Public Administrators (COMPA), Baltimore, MD.

Morcol, G., **Yoo, E., & Azim, S. F.** (2019, March). *The collaborative governance: A thematic literature review.* Presented at American Society of Public Administration (ASPA) Conference, Washington, D.C.

Qi, H. (2018, May). *The rule of law in collaborative governance: Principles, arenas and challenges.* Presented at International Workshop on "Public Administration and Rule of Law," Zhejiang University, Hangzhou, China.

Shafi, S. & Ran, B. (2019, March). *A complex adaptive system: Collective action, online participation, social identity and political efficacy.* Presented at American Society for Public Administration (ASPA) Conference, Washington, D.C.

Shafi, S. (2019, February). *Collective action: Social media, social identity and perceptions of political efficacy.* Presented at Eastgate Center Series – Discoveries of Student Research and Ph.D. Program Information Session, Penn State Harrisburg, Harrisburg, PA.

Shafi, S. & Ran, B. (2018, November). *The antecedents and consequences of social movements.* Presented at Northeast Conference on Public Administration (NECoPA), Baltimore, MD.

Shafi, S. (2018, October). *Social media, Social movements, and perceptions of political efficacy.* School of Public Affairs Research Day, Penn State Harrisburg, Middletown, PA.

Thai, H., Im, H., & Kim, Y. (2019, March). *Technological revolution and citizen e-participation: Tracking the evolution of channels, applications, and policies.* Presented at American Society of Public Administration (ASPA) Conference, Washington, D.C.

Thai, H. (2019, March). *Guarding against quiet corruption: The reverse effect of electronic participation policies in a developing state.* Presented at American Society of Public Administration (ASPA) Conference, Washington, D.C.

Thai, H. (2019, March). *Does participation matters in transitional state? An empirical analysis of the governmental effects on local authorities.* Presented at Conference of Minority Public Administration (COMPA), Baltimore, MD.

Thai, H. (2018, November). *South-south migration: A comparative study.* Presented at Northeast Conference on Public Administration (NECOPA), Baltimore, MD.

Yoo, E., & Vasavada, T. (2019, April). *The change of the NGO networks in governmental intervention: Based on the Council for Unification Education in South Korea* Presented at Penn State Harrisburg Annual Student Symposium, Middletown, PA.

Yoo, E., & Vasavada, T. (2019, March). *Structure and processes of collaborative governance: Based on the Nurse-Family Partnership program in Pennsylvania* Presented at American Society of Public Administration (ASPA) Conference, Washington D.C.

Yoo, E., & Vasavada, T. (2018, November). *The change of the NPO networks in governmental political pressure: Based on the Council for Unification Education in South Korea,* Presented at Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference, Austin, TX.

Yoo, E. (2018, November). *A study of collaborative networks and NPO performance: Based on the Nurse-Family Partnership program in Pennsylvania* Presented at Doctoral Fellowship Workshop at Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference, Austin, TX.

TEACHING

Azim, S. F. (2019, Spring). Instructor, HPA 332: Health Systems Management. School of Public Affairs. Penn State University at Harrisburg.

Azim, S. F. (2018, Fall). Instructor, PLSC 003: Comparative Political Systems. School of Public Affairs, Penn State University at Harrisburg.

Weller, S. (2019, Spring). Instructor, PUBPL 304: Public Policy Analysis. School of Public Affairs, Penn State University at Harrisburg.

Weller, S. (2019, Spring). Instructor, PLSC 001: American Politics: Principles, Processes, and Powers. School of Public Affairs, Penn State University at Harrisburg.

Weller, S. (2018, Fall). Instructor, PLSC 425: Government and Politics of the American States. School of Public Affairs, Penn State University at Harrisburg.

Lu, T. (2018, Fall). Guest lecturer, PLSC 14: International Relations. School of Public Affairs, Penn State University at Harrisburg.

Lu, T. (2019, Spring). Guest lecturer, PLSC 14: International Relations. School of Public Affairs, Penn State University at Harrisburg.

Lu, T. (2018, Fall). Guest lecturer, PLSC 140: Contemporary Controversies in International Relations. School of Public Affairs, Penn State University at Harrisburg.

Im, H. (2018, Fall - 2019, Spring). Teaching Assistant, PADM 507: Public Policy Analysis. World Campus, Penn State University.

Im. H. (2019, Spring). Teaching Assistant, PADM 500: Public Organization and Management, World Campus, Penn State University.

Im. H. (2019, Spring). Teaching Assistant, PADM 516: Strategic Planning. World Campus, Penn State University.

OTHER ACADEMIC ACTIVITIES

Adeoye, O. Discussant, School of Public Affairs Research Day at Penn State Harrisburg (October 2018).

Adeoye, O. Observer, Model United Nations, Penn State Harrisburg (February 2019).

Adeoye, O. Reviewer, Academy of Management Conference - Organization & Management Theory Division, 2019.

Azim, S. F. Volunteer, American Society of Public Administration (ASPA) Conference (March 2019).

Lu, T. Reviewer, Academy of Management Conference - Management Education & Development Division, 2019.

Menon, A. Reviewer, Academy of Management Conference - Management Consulting and Strategic Management Division, 2019.

Shafi, S. Poster Evaluator/Judge, Pennsylvania State Graduate Exhibition (March 2019).

Shafi, S. Reviewer, Academy of Management Conference - Organization & Management Theory Division, 2019.

Shafi, S. Reviewer, SAGE Open, 2018.

Shafi, S. Speaker, School of Public Affairs Community Hour, Penn State Harrisburg, 2018.

Shafi, S. Student Representative, Health Administration Faculty Search Committee, Penn State Harrisburg, 2019.

Shafi, S. Volunteer, School of Public Affairs D.C. Day, Penn State Harrisburg (April 2019).

Shafi, S. Volunteer, American Society of Public Administration (ASPA) Conference (March 2019).

Shafi, S. Volunteer, Knowledge Visualization in Public Management - Poster Session, School of Public Affairs, Penn State Harrisburg (March 2019).

Thai, H. Poster Evaluator/Judge, Pennsylvania State Graduate Exhibition (March 2019).

Weller, S. Reviewer, Academy of Management Conference - Public & Nonprofit Division and Organization & Management Theory Division, 2019.

Weller, S. Reviewer, Academy of Management Conference - Public & Nonprofit Division and Organization & Management Theory Division, 2018.

Weller, S. Reviewer, Administrative Sciences Association of Canada Conference - Organization Theory Division, 2018.

Yoo, E. Reviewer, Academy of Management Conference - Public & Nonprofit Division, 2019.

Yoo, E. Volunteer, American Society of Public Administration (ASPA) Conference (March 2019).

AWARDS

Adeoye, O. University Graduate Fellowship for the outstanding graduate students by Penn State University (Fall 2018 & Spring 2019).

Im, H. Robert W. Graham Fellowship for the first-year outstanding graduate students who are given assistantships or fellowships, Penn State Harrisburg (Fall 2018 & Spring 2019).

Shafi, S. Doctoral Student Paper Award for the paper: *Sources of Bureaucratic Authority: Why Multiple Masters are Better than One*. American Society for Public Administration (ASPA) Keystone State Chapter (2019).

Shafi, S. Robert W. Graham Fellowship for the first-year outstanding graduate students who are given assistantships or fellowships, Penn State Harrisburg (Fall 2018 & Spring 2019).

Yoo, E. Special International Grant-In-Aid for the outstanding international students based on financial need by International Programs, Penn State University (Spring 2019).

Yoo, E. The ARNOVA Doctoral Fellowship, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) (November 2018).

Yoo, E. Sung and Fumi Lee Scholarship for the outstanding international students by International Programs, Penn State University (Fall 2018).

Yoo, E. Scholarship for the outstanding students, The First Korean Church in PCA, Dillsburg, Pennsylvania (Fall 2018).

Yoo, E. Scholarship for the outstanding students based on financial need, School of Public Affairs, Penn State Harrisburg (Summer 2018).

CURRENT STUDENT NEWS

FIRST-YEAR STUDENT PROFILES

In the 2018-19 academic year, nine students joined the doctoral program in public administration. PADSO welcomes new members from different academic or professional backgrounds. The following are their profiles.

ARAVIND MENON

Degree: BS in Microbiology and Neuroscience at Ohio State, MHA from Penn State Harrisburg, and Budgeting and Financial Management specialization at Johns Hopkins University – Bloomberg School

Professional Experience: Most recently served as the Associate Director of Research at the University of Pennsylvania, Institute for Health Economics

Academic Interests: Addressing international affairs issues from a comprehensive management perspective including focusing on, finance, health, and economics

Next steps in career: Take on the next challenging, emerging issue through entrepreneurial and innovative methods

BRENTON LIPSCOMB

Degree: BS in Criminal Justice, MS in Public Administration, and Certificate in City-County Management/ Certificate in Finance

Academic Interests: Criminal Justice

Next steps in career: Politics

HOA THAI

Degree: BA in Business Administration at Hue University in Vietnam, and MPA from Yonsei University, S. Korea

Professional Experience: Brain Korea 21 (BK21) Research Program, Researcher and Lecturer at Center for Humanity and Social Sciences – Hue College of Science, and Educator at Topica Edtech Group, Hue-Enter non-profit organization and Vietnam Book Drive non-profit organization

Academic Interests: Criminal Justice, Public Participation, E-governance, Correction, Statistical analysis, and Crime mapping/repeat analysis

Next steps in career: Academia

HYESU IM

Degree: BA in Political Science and Economics, and MA in Political Science

Academic Interests: Public Policy Analysis: Urban Policy, Health Policy, and Social Equity

Next steps in career: Establish a career path as a professor at a research university and to identify and propose effective urban health policies

MAJDA NASSIF

Degree: BS in Public Administration from King Abdulaziz University with a specialization in Organizational Development, and MPA at George Mason University with a specialization in State and Local Government

Professional Experience: Government Relations Managers at Festival Catering Service Establishment (2012-15) and TA at King Abdulaziz University (2015- Present)

Academic Interests: E-government, Budgeting and Finance, and Sharing Economy

Next steps in career: Becoming an assistant professor at King Abdulaziz University and also hoping to become a practitioner

MELISSA PARKS

Degree: BS in Psychology from the University of Pittsburgh, MS in Criminal Justice from the University of New Haven, and Certificate in Applied Demography at Penn State

Professional Experience: Research Data Analyst at PA Commission on Sentencing/PSU-UP (2016-Present)

Academic Interests: Criminal Justice, Policy, and Statistical Analysis

Next steps in career: Currently a Research Data Analyst for the PA Commission of Sentencing at Penn State University Park. Would like to advance within the career and take on more challenging roles

OLUMIDE ADEOYE

Degree: BS in Finance at University of Ilorin, Nigeria and MPA at Texas A&M University at Corpus Christ
Professional Experience: National Youth Service Corp, Patigi, Kwara State, Nigeria (2014-15) and GA at Texas A&M University (2016-18)

Academic Interests: Comparative PADM, Collaborative Governance, International Development, and Policy Analysis

Next steps in career: Publish as many articles as I can in leading public administration journals, start preliminary research on my dissertation topic in the fall and secure a teaching career before completion of my current Ph.D. program

SAAHIR SHAFI

Degree: MS in Human Resources and Employment Relations from Penn State University at University Park and B.A. Economics, UCP

Professional Experience: RA at Penn State University (2014-16) and Manager-Talent Acquisition Operations at Hudson's Bay Company (2016-18)

Academic Interests: Accountability, Statistical Analysis, Institutions & Organizational Theory, Health Administration, and Public Management

Next steps in career: Focusing on publishing research and teaching. In the future, becoming an assistant professor of organizational theory/public management

TIANGENG LU

Degree: BA in Journalism and MPS in Homeland Security

Professional Experience: Worked in higher education policies/management field (2010-2018); Private Post-secondary School Director certified by the State of New York, Licensed Teacher in Post-secondary Education of the State of New York, and Designated School Official and Financial Aid Director.

Also, served in the United Nations Office of Counter-Terrorism at the New York headquarter and worked as an Affiliated Researcher for multiple UN agencies and other international organizations in global youth development

Academic Interests: Higher education policies, oversight, and governance

Next steps in career: Becoming a higher education policy specialist and college professor

OTHER CURRENT PADSO MEMBER NEWS

HUITING QI moved to Connecticut after she finished her Graduate Assistantship in May 2018 and delivered her son, Terrence Li, on October 10, 2018.

MICHAEL SMITH is working at the University of Pennsylvania as a Director of Commonwealth Relations since November 2018. He served the PA Department of Agriculture as Executive Deputy Secretary for almost four years from February 2015 to November 2018.

RAVIJ SETH moved to India after he finished the course work of the Ph.D. program in May 2017. He has his job with the Railways' Electric Locomotive Production unit near Kolkata in Eastern India. He passed his comprehensive examination in April 2018. Presently, he is engaged in dissertation research under Dr. Triparna Vasavada. His research involves analyzing the adoption of collaborative governance practices in Public-Private Partnerships (PPPs) of Indian Railways' connectivity projects for their improved implementation.

PRELIMINARY EXAMINATIONS OR DISSERTATION PROPOSAL DEFENSES

First-year Students, Preliminary Examination, May 4 to May 13, 2019

Joseph Hafer, Commencement, May 4, 2019

Shahinshah Faisal Azim, Dissertation Proposal Defense, March 27, 2019 (passed)

Eunsil Yoo, Dissertation Proposal Defense, July 8, 2019 (upcoming)

Ravij Seth, Dissertation Proposal Defense, June 14, 2019 (upcoming)

PHD PROGRAM ALUMNI NEWS

ARARON WACHHAUS (Class of 2008) tenured and promoted to Associate Professor at University of Baltimore. He also has served as the Director of Doctor of Public Administration program in the School of Public and International Affairs.

DIANE ELAINE SHOOP (Class of 2009) has a new position: Executive and Policy Support Manager, PA Commission on Sentencing. The Pennsylvania Commission on Sentencing is an agency of the General Assembly affiliated with The Pennsylvania State University.

GLENN STEELE MCGUIREGAN (Class of 2018) graduated from the Ph.D. program in December 2018. He began his career at Penn State Harrisburg as a business librarian; he continues to serve as the director of the Penn State Harrisburg Library. Glenn recently delivered a presentation at the Penn State Libraries Faculty Organization (LFO) 2019 LFO Research Colloquium entitled "An Introduction to Social Network Analysis Concepts for Bibliographic Research" on April 3, 2019, at University Park, PA. Glenn was accepted to attend the Leading Change Institute, a week-long professional development and leadership workshop sponsored by The Council on Library and Information Resources (CLIR) and EDUCAUSE in Washington DC from June 2 to 7, 2019.

KRIS ERICSON (Class of 2006) has been working at Ericson Consulting as a Principal for the the 22 years. She has been awarded multiple grants through the companies she has worked for.

TURGAY KARAGOZ (Class of 2018) is an assistant professor in the Department of Criminal Justice at the Lock Haven University of Pennsylvania. After he graduated the Ph.D. program in August 2018, he started this position in August 2018.

RICHARD D. WHITE (Class of 1997) is in his seventh year as the Dean of the E. J. Ourso College of Business at Louisiana State University. He is also an Ourso Distinguished Professor at this university.

DISSERTATION DEFENSES



Glenn McGuigan, Ph.D., (October 1, 2018) successfully defended his dissertation entitled "*Knowledge Dissemination in Public Administration - Measuring Academic Scholarship with Social Network Analyses of Scholarly Journal Citations in Public Administration and Related Fields.*" Dr. McGuigan was hooded at the Penn State Commencement Ceremony on December 15, 2018.

Dissertation committee members:

Goktug Morcol, chair, School of Public Affairs

Steven Peterson, School of Public Affairs

Bing Ran, School of Public Affairs, Penn State Harrisburg

Rhoda Joseph, School of Business Administration

Travis Grosser, School of Business, University of Connecticut

Joseph A. Hafer, Ph.D., (December 4, 2018) successfully defended his dissertation entitled "*The Theory of Pragmatic Governance: A Classic Grounded Theory Study of Pennsylvania's Bureau of Forestry Governance Practices.*"

Dr. Hafer was hooded at the Penn State Commencement Ceremony on May 4, 2019.

Dissertation committee members:

Dr. Bing Ran, Chair, Associate Professor of Public Administration

Dr. Odd Stalebrink, Associate Professor of Public Administration

Dr. Triparna Vasavada, Associate Professor of Public Administration

Dr. Janet Duck, Assistant Teaching Professor of Management



CONFERENCE PARTICIPATION

PADSΟ members actively participated in several conferences last year. They were able to obtain competitive travel grants from the Penn State Harrisburg Student Government Association (SGA) and travel assistance from the School of Public Affairs for these conferences.

THE 80TH ANNUAL CONFERENCE OF AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION (ASPA)

The 2019 annual ASPA conference was held in Washington DC., from March 8 to 12. The ASPA conference is one of the biggest conferences in the field of public administration. Its mission is to advance excellence in public service. This year's conference theme was *A Call for Action: Advancing Public Service*.

Six PADSΟ members – **Eunsil, Faisal, Hyesu, Hoa, Saahir, and Joseph** – presented their research at the conference. The presentation experiences provided valuable opportunities for our doctoral students to develop their research by sharing their ideas with scholars and practitioners and receiving feedback. Moreover, Eunsil, Faisal, and Saahir volunteered for the operation of the ASPA registration desk for several days. It was a great experience not only to support the conference but also expand their networking by interacting with diverse participants actively. Lastly, Dr. Ran, PhD Program Director, organized social dinner for colleagues in Le DeSales on March 9. It was a great gathering with the program faculty and alumni. (reported by **Eunsil Yoo**)



THE 9TH ANNUAL NORTHEAST CONFERENCE ON PUBLIC ADMINISTRATION (NECoPA)

The NECoPA Conference was founded in 2010 at the School of Public Affairs and Administration (SPAA) at Rutgers University – Newark. The 2018 NECoPA conference was hosted by the University of Baltimore, featuring more than 200 presentations of academic papers, workshops, and discussions. Many participants of the 2018 NECoPA Conference are from the Northeast regions in the US and foreign countries. The primary NECoPA region encompasses ASPA Districts 1 and 2, which spreads across 16 states and the District of Columbia and includes 19 local ASPA Chapters and 57 higher education institutions with NASPAA accredited programs.

Four PADSΟ members – **Hoa, Saahir, Olumide, and Faisal** - joined the conference with selected papers discussing various topics from South-South migration to health equity. As four representatives of the School of Public Affairs, the presenters and their research are very well received with constructive and fruitful comments from the audiences. The 2018 NECoPA conference, thus, has provided an excellent opportunity for these four emerging scholars to present their scholarly projects and network with other students and practitioners in the field of public administration. (reported by **Hoa Thai**)



THE KNOWLEDGE VISUALIZATION POSTERS

On April 11, 2019, the first-year PhD students from the PADM 574: Research and Theory in Public and Nonprofit Management held their special session in W107, Olmsted. This knowledge visualization session was organized by the course professor Dr. Younhee Kim, a well-known scholar in public management. Saahir also supported the session as a coordinator. In Dr. Kim's PADM 574 class, students were asked to prepare concept maps to summarize the readings. Every week, students would first read the assigned articles and then use different softwares (e.g., Word, Visme, etc.) to create their concept maps.

This visualization session, through over 100 student concept maps, illustrated the key issues in public management. Themes of the concept maps include the domain and history of public management, classical theories, reforms, new public management, organizational structure and environments, public service motivation, and so on. This event attracted many Penn State Harrisburg faculty members, particularly the professors from the School of Public Affairs whose research interests are related to public management. (reported by **Tiangeng Lu**)



INVOLVEMENT IN CAMPUS ACTIVITIES AT PENN STATE HARRISBURG

The 35th Penn State Graduate Exhibition was held in State College during March 22-24, 2019. This event was established in 1986 to celebrate research and creative scholarship at Penn State. **Saahir** and **Hoa** participated in the event as Judges.

The 14th Penn State Harrisburg Student Symposium was held on April 18-19, 2019 at Penn State Harrisburg. **Eunsil** presented her research: *The Change of the NGO Networks in Government Intervention: Based on the Unification Education Council in South Korea*.

School of Public Affairs offered various **academic events** in the 2018-2019 academic year, and doctoral students participated in the activities such as SPA Student Research Day, Eastgate Center Series, and D.C. Day.

- SPA Student Research Day hosted by graduate assistants on October 31st, 2018. **Brenton, Faisal, Hoa, Hyesu, Olumide, Saahir, and Tiangeng** served the event as a presenter, moderator, discussant or staff.
- The SPA has offered the Eastgate Center Series every month in the Eastgate Center located in downtown Harrisburg. **Faisal, Saahir, and Tiangeng** presented their research and **Hoa, Brenton and Olumide** participated in the event as a moderator or discussants on February 13, 2019. The title of the Eastgate Center Series was *Discoveries of Student Research and PhD Program Information Session*.
- The SPA was held the D.C. Day on April 2nd, 2019. The event was composed of Library of Congress Tour, Luncheon Keynote and Q&A – Brian Harrell, Assistant Secretary for Infrastructure Protection at the Department of Homeland Security (DHS), and Congressional Research Services (CRS) Visit. **Saahir** served the tour group as a trip coordinator, and **Aravind, Brenton, Eunsil, and Olumide** attended the event.

COMMUNITY SERVICE ACTIVITIES

PADSO participates in Community Welfare activities every semester. PADSO members volunteer for activities such as soup kitchens and helping new students settle down in their residences at Penn State housing. In this academic year, PADSO members volunteered at Central PA Food Bank and the Greater Harrisburg Litter Cleanup.

Food Bank of Central Pennsylvania

For the fall of 2018, PADSO members volunteered community service at Central PA Food Bank's warehouse on September 22. The volunteering activity was organized by the Central Pennsylvania Chapter of ASPA, and PADSO joined it with other chapter members. Volunteers repacked bulk food items such as corn, onion, and tomato. It was a great opportunity to understand the food insecurity of PA and volunteering in nonprofit organizations. PADSO members could interact with ASPA chapter members through the activity.

The mission of Central PA Food Bank is *fighting hunger, improving lives, strengthening communities*, and they serve 27 counties across PA.



The 7th Annual Great Harrisburg Litter Cleanup

On April 13, 2019, PADSO members participated in Great Harrisburg Litter Cleanup. This citywide community effort aims to pick up litter from the city's streets, alleyways, and public spaces. Several government agencies or nonprofit organizations such as Dauphin County, PA, and Capital Regional Water sponsored the activity, and more than 400 volunteers volunteered to clean up the Capital City.

PADSO members and their families cleaned up a vacant lot near South 17st and Hanover Streets in Harrisburg by removing the trash, tires, and e-waste from the place. Moreover, PADSO won the photo contest on the Facebook of Clean and Green Harrisburg.



SOCIAL GATHERING



Scott Weller invited all of PADSΟ members with families for a Welcome Party at his home on September 2nd, 2018. Each year, he has provided a chance to gather together for the doctoral community with this social event. It is a great opportunity to get to know each other for the first-year students at the beginning of the program and promote good fellowship.

STUDENT COLUMN

My Biggest Takeaway from Being a Doctoral Student (Saahir Shafi)

My introduction to PhD study came before joining the doctoral program at Penn State Harrisburg and it gave me a perspective that I've been building on since joining the program. When I took my first PhD class, I was a 2nd year master's student at Penn State. My professors had urged me to take a PhD class so that I could demonstrate my ability to take on higher level coursework as I applied for future PhD programs. On my first day of class, I sat in stunned silence as my professor discussed constructs and theoretical frameworks while referencing the 120 pages of reading we were assigned to read *before* class. I was so used to being the class know-it-all with my hand constantly in the air. That day, I went home and bawled—big crocodile tears.

I convinced myself that it had to get better as time went on. But, it got worse before it got better. I went to class every Friday and came home and cried. For the first time ever, I didn't have the answers and it was very uncomfortable. Class after class, I did not understand what my professor and peers were talking about. I was lost and confused and bordering on an identity crisis. But I stuck to it. I did the class readings and tried and tried—until finally, somewhere around week 11 or 12, I realized that I understood what was being discussed in class. I had reached the point where I was able to contribute my own thoughts and ideas to class discussions and my contributions weren't met with bewildered silence and sympathetic smiles.

I still didn't have all of the answers but as time went on, I learned that no one did. Our job as students of a PhD class was not to have all the answers, but to absorb and integrate knowledge while contributing our thoughts and ideas. There was no right answer—that's the biggest takeaway from my introduction to PhD study. There are no right answers. There is an unlimited amount of untapped knowledge and no one has all of the answers. So, for my first PhD class, I got the A—it was the hardest I've ever worked, and I questioned my intelligence on a regular basis—but the grade wasn't important. It's what I learned in the process that was truly important.

This experience prepared me for doctoral study, so that when I *did* join the doctoral program at Penn State Harrisburg, I understood that our job as PhD students is not to recite knowledge—but to create knowledge. And you can never have the right answer when there is so much unexplored knowledge in the field.

ANNOUNCEMENT: ADVISOR TRANSITION

The PADSО advisor was officially changed from Dr. Ran to Dr. Morcol in the spring semester of 2019. Since the PADSО was initiated in January 2014, Dr. Ran had served this club as the advisor for five years. However, as Dr. Ran had a sabbatical semester in the fall of 2018, he had to resign the role based on a university regulation. At that time, Dr. Morcol served the club as an interim advisor, and he finally decided to serve the club as an official advisor from April 2019. We appreciate Dr. Ran's support and efforts for the initiation and development of PADSО and Dr. Morcol's acceptance for the advisor of PADSО. Dr. Morcol has already been involved in PADSО activities actively as the doctoral program director for the last five years. We look forward to working with the new advisor in the next academic year.

PADSО EXECUTIVE LEADERSHIP

2018-2019

Shahinshah Faisal Azim, President
Eunsil Yoo, Vice President
Tiangeng Lu, Secretary
Saahir Shafi, Treasurer
Dr. Göktuğ Morçöl, Advisor

2019-2020

Saahir Shafi, President
Brenton Lipscomb, Vice President
Tiangeng Lu, Secretary
Hoa Thai, Treasurer
Dr. Göktuğ Morçöl, Advisor

2019 PADSО Newsletter Editor: Eunsil Yoo (2018-19 Vice President)