

Joseph A. Hafer, Ph.D., PMP

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EDUCATION

- 2014-2019 Ph.D., Public Administration, **The Pennsylvania State University Harrisburg**; Middletown, PA
Dissertation title: [*The Theory of Pragmatic Governance: A Classic Grounded Theory Study of Pennsylvania's State Forest Management Practices*](#)
- 2006-2009 M.S., Psychology, **Villanova University**; Villanova, PA
Thesis title: [*The Role of Self-Schema Status in Moderating Cognitive Dissonance*](#)
- 2000-2004 B.A., Psychology, **Millersville University of Pennsylvania**; Millersville, PA

ACADEMIC APPOINTMENTS

- 2020-present **The University of Memphis**, Memphis, TN
Assistant Professor, Public and Nonprofit Administration
Coordinator of Local Government Management Certificate
Master of Public Administration Core Faculty
- 2019-2020 **The Pennsylvania State University Harrisburg**, Middletown, PA
Adjunct Professor, Public Administration
- 2017-2019 **The Pennsylvania State University Harrisburg**, Middletown, PA
Lecturer, Political Science

COURSES TAUGHT

Graduate:

The University of Memphis

- PADM 7224/8224 Seminar in Urban Problems
- PADM 7600/8600 Seminar in Administrative Theory and Ethics
- PADM 7601 Research Methods
- PADM 7614 Interagency Collaboration and Administration
- PADM 7661 Contemporary Perspectives in Public Administration

The Pennsylvania State University Harrisburg

- PADM 507 Introduction to Policy Analysis
- PADM 511 Organization Change and Development
- Guest lecturer: PADM 510 Organization Behavior

Undergraduate:

The Pennsylvania State University Harrisburg

- PLSC 001 Introduction to National American Government

PROFESSIONAL CERTIFICATIONS

2024-present Project Management Professional (PMP)[®], [Project Management Institute](#)

PUBLICATIONS

Peer Reviewed Journal Articles:

Hafer, J. A., Harris, N., & Zander, G. (2024). Examining the process of a collaborative strategic planning initiative: The pediatric shift care initiative in Pennsylvania Medicaid. *Governance*.
<https://doi/10.1111/gove.12877>

Hafer, J. A. & Kitchens, J. (2022) Articulating Grounded Theory Methodology for Scholars and Practitioners. *Perspectives on Public Management & Governance*, 5(4), 288-302.
<https://doi.org/10.1093/ppmgov/gvac018>

Hafer, J. A. & Ran, B. (2022). Exploring the Influence of Attitudes and Experience on Valuation of State Forest Lands via Contingent Valuation. *Public Performance and Management Review*, 45(6), 1461-1486.
<https://doi.org/10.1080/15309576.2022.2108854>

Hafer, J. A., Ran, B., & Hossain, M. S. (2022). Rethinking Perspectives of Power in Collaborative Governance. *Journal of Public and Nonprofit Affairs*. 8(2), 260-280.
<https://doi.org/10.20899/jpna.8.2.260-280>

Hafer, J.A. (2021). Developing the Theory of Pragmatic Public Management through Classic Grounded Theory Methodology. *Journal of Public Administration Research and Theory*, 32(4), 627-640.
<https://doi.org/10.1093/jopart/muab050>

Hafer, J. A. (2018). Understanding the emergence and persistence of mandated collaboration: A policy feedback perspective of the United States' model to address homelessness. *American Review of Public Administration*. 48(7),777-788. doi: 10.1177/0275074017729877

Hafer, J. A. & Ran, B. (2016). Developing a citizen perspective of public participation: Identity construction as citizen motivation to participate. *Administrative Theory & Praxis*, 38(3), 206-222. doi: 10.1080/10841806.2016.1202080

Hafer, J. A. (2016). Public administration's identity crisis and the emerging approach that may alleviate it. *Hatfield Graduate Journal of Public Affairs*, 1(1), Article 6. doi: 10.15760/hgjpa.2016-1.6

Manuscripts:

Hafer, J. A. & Hossain, M. S. (2024). Expanding a Citizen Perspective of Public Value: Exploring Characteristics that Influence Public Value Perceptions of State and Local Government. Under R&R with *Public Management Review*.

Hafer, J. A. & Perry, I. J. (2024). Looking for Public Value in Unique Places: Knowledge Creation as Public Value Co-creation. Under R&R with *Administration & Society*.

Gillespie, E. & Hafer, J. A. (2024). Mapping Social Chance Organizations: Exploring Typologies through a Nonprofits Lens. Under review with *Administration & Society*.

Hafer, J.A. & Ran, B. (2025). Data-Driven Governance: Leveraging Push-Pull Dynamics for Rural Revitalization. Under preparation for *State and Local Government Review*.

Technical Reports:

Ran, B. & Hafer, J.A. (2023). [Reversing Population Decline in Rural Pennsylvania](#). *The Center for Rural Pennsylvania*.

Pennsylvania Office of Medical Assistance Programs. (2020). [Improving Pennsylvania's Pediatric Shift Care Nursing Through Collaboration](#). [Ghost-writer consultant]

Ran, B., Hafer, J.A., Angeles, F., Ott, M., & Trimble, J. (2018). [An Economic Evaluation of the Pennsylvania State Forest System](#). *The Center for Rural Pennsylvania*.

Bucklen, B., Bell, N., & Hafer, J. (2016). [Quehanna Motivational Boot Camp: 2016 Performance Report](#). *Pennsylvania Department of Corrections*.

Pennsylvania Department of Corrections (2016). [Pennsylvania Department of Corrections Calendar Year Releases and Admissions Interactive Story Map](#). *Pennsylvania Department of Corrections*.

Non-Peer-Reviewed Articles, Media Reports, and Interviews:

Hafer, J.A., Ran, B., & Duimering, P. R. (2023). Editorial: Social identity dynamics in a networked society. *Frontiers in Psychology*, 14. <https://doi.org/10.3389/fpsyg.2023.1264534>

Ran, B. & Hafer, J. A. (2023). [Bing Ran and Joseph Hafer: Rural Pa. needs more people](#). *Pittsburgh Post-Gazette*

Ran, B. & Hafer, J. A. (2023). [Prospects For Reversing Rural PA's Population Decline](#). *RealClear Pennsylvania*

Hennen, A. (2023). [Study: Market better, 'foster engagement' for rural growth](#). *The Center Square Pennsylvania*.

Center for Rural Pennsylvania (2023). [Public Hearing: Rural Workforce Availability and Population Change](#). *Center for Rural Pennsylvania*.

GRANTS AND SCHOLARSHIPS

- 2022 Research Grant (\$50,000): The Center for Rural Pennsylvania, "[Reversing Population Decline in Rural Pennsylvania](#)"; Research Associate
- 2020 Research Grant (\$6,495): The University of Memphis, College of Arts and Sciences Faculty Summer Research Grant; Principal Investigator
- 2018 Scholarship Award (\$1,465): [Irving and Mildred Hand State, Urban, and Regional Affairs Award](#)
- 2017 Research Grant (\$50,000): The Center for Rural Pennsylvania, "[An Economic Evaluation of the Pennsylvania State Forest System](#)"; Co-Investigator

NONACADEMIC PROFESSIONAL EXPERIENCE

- 2021-present Principal, Pragmatic Public Management Consulting, LLC
- 2017-2020 Senior Consultant Government and Public Services, Deloitte Consulting LLP, Mechanicsburg, PA

2015-2017	Research and Evaluation Analyst, Commonwealth of Pennsylvania, Department of Corrections Bureau of Planning, Research, and Statistics, Mechanicsburg, PA
2014-2015	Quality Assurance and Risk Management Coordinator, Commonwealth of Pennsylvania, Department of Human Services Office of Mental Health and Substance Abuse Services, Harrisburg, PA
2013-2014	Referral Specialist, Commonwealth of Pennsylvania, Department of Corrections Bureau of Community Corrections, Mechanicsburg, PA
2012-2013	Clinical Administrative Coordinator, Public Health Management Corporation, Joseph J. Peters Institute, Philadelphia, PA
2007-2012	Quality Assurance and Improvement Specialist, County of Delaware Office of Behavioral Health, Upper Darby, PA
2006-2007	Forensic Vocational Counselor, Commonwealth of Pennsylvania, Department of Human Services Office of Mental Health and Substance Abuse Services, Regional Forensic Psychiatric Center, Norristown, PA
2004-2006	Vocational Counselor, Commonwealth of Pennsylvania, Department of Human Services Office of Mental Health and Substance Abuse Services, Norristown State Psychiatric Hospital, Norristown, PA

RESEARCH PRESENTATIONS

Hafer, J.A. (2024). "Understanding Resident Voices: Insights from the City of Bartlett Community Survey." Northeast Conference on Public Administration, New York, NY, November 1.

Hafer, J.A. (2024). "Utilizing Experiential Learning in Assessing HR Policy at the Local Government Level: The Case of City of Bartlett Employee Survey Project." Southeast Conference for Public Administration, Memphis, TN, September 20.

Gillespie, B., Hafer, J.A., Fletcher, B.J. (2023). "A typology: Defining nonprofits as social change organizations." ARNOVA, Orlando, FL, November 16-18.

Hafer, J.A. (2023). "What do people think of when they hear "Rural Pennsylvania"? Exploring Strategies to address Rural Population Shrinkage via Affective Imagery Analysis." Southeast Conference for Public Administration, Atlanta, GA, September 27-30.

Hafer, J.A. (2023). "Looking for Public Value in Unique Places: Co-creation of Public Value via Knowledge Creation Fostered by a State Forestry Public Agency." American Society of Public Administration, Virtual Conference. March 20-24.

Topinka, J. & Hafer, J.A. (2022). "Does High Debt Burden Constrain Funding of Police Services in Tennessee Cities?" Southeast Conference for Public Administration, Virtual Conference, September 30.

Hafer, J.A. (2022). "Linking Demographics and Attitudes to Citizen Public Value Perceptions of State and Local Government." American Society of Public Administration, Jacksonville, FL, March 18-22.

Hafer, J.A. (2021). "Exploring Public Value Perceptions of State and Local Government." Northeast Conference on Public Administration, Virtual Conference, November 5-6.

Hafer, J.A. (2021). "Articulating Grounded Theory Methodology for Public and Nonprofit Administration Scholars and Practitioners." Southeast Conference for Public Administration, Virtual Conference, September 23-24.

Hafer, J. A. (2019). "Developing the Theory of Pragmatic Governance through the Classic Grounded Theory Methodology." American Society of Public Administration Conference, Washington D.C., March 8-12.

Hafer, J. A. & Ran, B. (2018). "The Influence of Citizen Characteristics on Willingness to Pay for State Forest Lands." American Society of Public Administration Conference, Denver, CO, March 9-13.

Hafer, J. A. & Ran, B. (2017). "How much would you be willing to pay? An exploratory study of valuing state forests utilizing contingent valuation." Northeast Conference on Public Administration, Burlington, VT, November 3-5

Hafer, J. A. & Ran, B. (2017). "Implications of Behavioral Public Administration for Collaborative Governance Networks." American Society of Public Administration (ASPA) Conference, Atlanta, GA, September 17-20

Hafer, J. A. (2017). "GIS in Pennsylvania State Corrections." Pennsylvania Data User Conference, Middletown, PA, May 9

Hafer, J. A. (2016). "Understanding the emergence and persistence of mandated collaboration: A policy feedback perspective of the U.S. model to address homelessness." Midwest Public Administration Conference, Columbus, OH, June 2-4

Hafer, J. A. & Ran, B. (2016). "Power imbalances in collaborative governance networks." American Society of Public Administration, Seattle, WA, March 18-22

Hafer, J. A. & Ran, B. (2015). "Synthesizing perspectives on motivation to collaborate in collaborative governance networks." Northeast Conference on Public Administration, Arlington, VA., November 5-7

Hafer, J. A. & Ran, B. (2015). "Identity construction as an intangible citizen benefit of public participation." Academy of Management, Vancouver, British Columbia, August 7-11

Hafer, J.A. (2015). "Building a positive cycle using a citizen perspective: Identity construction as motivation for public participation." Administrative Sciences Association of Canada 2015 Conference, Halifax, Nova Scotia, June 13-16

Hafer, J. A. & Kendzierski D. (2010). "Mindfulness of past transgressions: The dissonance-arousing component of induced hypocrisy." Eastern Psychological Association 2010 Annual Meeting, New York, NY, March 4-6 (poster presentation)

PROFESSIONAL SERVICE

2016-present	Grant Application Peer Reviewer, United States Office of Justice Programs (OJP)
2014-present	Grant Application Peer Reviewer, United States Substance Abuse and Mental Health Services Administration (SAMHSA)
2015-present	Peer Journal Manuscript Reviewer: Public Administration Review; Public Management Review; State and Local Government Review; American Review of Public Administration; SAGE Open Peer Reviewed Journal; Journal of Organizational Change Management; Journal of Strategy and Management

2020-2021	Faculty advisor for Housing and Community Development (HCD) Fellowship Program at the University of Memphis
2021-2023	Board Chair, Northeast Conference on Public Administration
2017-2021	Secretary/Treasurer, Northeast Conference on Public Administration
2017-2020	Board of Directors Member, Keystone State Chapter of ASPA
2014-2018	Penn State Harrisburg Public Administration Doctoral Students Organization (served as President, Vice President, Treasurer, and Secretary)
2016	Committee Chair, Communication and Marketing Committee, Northeast Conference on Public Administration 2016
2016	Member, Executive Planning Committee, Northeast Conference on Public Administration 2016

RESEARCH AND DATA ANALYSIS SOFTWARE PROFICIENCY

ArcGIS Desktop, ArcGIS Online, Atlas.Ti, IMPLAN Online, Microsoft Access, Microsoft Excel, R Studio, SPSS Statistics, Stata, Tableau

PROFESSIONAL MEMBERSHIPS

2024-present	Project Management Association
2022-present	Public Management Research Association
2020-present	Southeast Conference on Public Administration (SECoPA)
2014-present	Northeast Conference on Public Administration (NECoPA)
2014-present	American Society of Public Administration (ASPA)
2015-2021	Public Administration Theory Network
2014-2020	Keystone State Chapter of ASPA