

# MPA Student & Alumni Newsletter

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Department of Political Science  
Sam Houston State University  
[www.shsu.edu/mpa](http://www.shsu.edu/mpa)

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## DIRECTOR'S WELCOME

By *Fatih Demiroz, PhD*

I am excited to write this welcome message as the new MPA Program Director. I would like to thank Dr. Thomas Haase for his service as the MPA Program Director over the last few years. Dr. Haase has made tremendous contributions to our program and we appreciate his efforts. I would also like to recognize the contributions our administrators Ms. Belinda Myers and Ms. Kristin Trojacek. Their efforts are unmatched.

I have exciting news to share. Last year, we offered a new course titled "Managing Complex Policy Problems" as a "Special Topics" course. We recently initiated the process to make this course a part of the MPA curriculum. If everything goes smoothly, the course should be added to the curriculum next year. In addition, we are working to add new courses to our program. So, keep an eye open on updates from us!

Over the last year, MPA faculty have published several peer-reviewed articles and presented in multiple conferences. Additionally, SHSU will soon release a new version of their learning management system called Blackboard Ultra. Blackboard Ultra will come with a new look and some exciting new features. The transition to Blackboard Ultra will take a couple of years across SHSU's various programs. Our faculty are committed to making this transition as quick and smooth as possible.

Finally, I would like to emphasize that the MPA program is here for our students and alumni. We are proud of the SHSU MPA community and we would like to see this community get bigger and stronger. Please reach out to us and share your thoughts, feelings, and experiences with the program. Also, tell us about recent developments in your life, such as a promotion or a new job. Our students' successes make us proud. We are happy to share such news in our newsletter.

I wish you all a happy holiday, a Merry Christmas, and a healthy and happy new year.

## ALUMNI INSIGHT: MY COVID-19 TAKEAWAYS

By *Cody Powell* (MPA '20)

*Cody Powell is the Emergency Management Coordinator for Wise County. He currently holds certificates as a Master Firefighter, Intermediate Peace Officer, and Paramedic in the State of Texas. Prior to entering public safety, he served six years in the United States Marine Corps.*



Almost four years ago, I became the first full-time Emergency Management Coordinator in Wise County, Texas. The population of Wise County is just below 70,000. One of the fastest growing counties in the state, our county's southern areas are seeing expansive population growth and neighborhood developments are changing the landscape. Our county's northern areas remain rural and are known as cattle country. Wise County includes 12 incorporated cities, 8 school districts, 6 law enforcement organizations, and 17 fire departments (all but one is volunteer). Like many Texas counties, the Emergency Management position had been assigned to the Fire Marshal. With the retirement of the Fire Marshal, and the growth and development of the county, the County Judge decided to create a separate Office of Emergency Management. I would have the opportunity to build the office from the ground up. Over the last two years, much of my time has been spent focusing on the COVID-19 pandemic. I would like to share some of my key takeaways from this historic event.

The greatest challenge we faced early in the pandemic is the same challenge most faced throughout the nation: sourcing Personal Protective Equipment (PPE). Adding to this pressure was the directive issued to me by the County Judge: "No first responder in this county will get Covid because they didn't have PPE. When you find it, make sure we get enough for all first responders in the county." This directive was given to me before the federal declaration or the passing of relief funding. This is relevant because as an EMC (especially in Texas), you are an extension and reflection of your senior elected official. By far, the single greatest factor in the successes of my office, and the county as a whole, as we navigated the pandemic, was the leadership, support, and trust of the County Judge. My first takeaway is to develop and maintain the trust and support of your senior elected officials.

***"Takeaway #1:  
Develop and maintain  
the trust and support  
of your senior elected  
officials."***

During the early stages of the pandemic, our County established a weekly information sharing conference call with all senior city officials. Shortly after the guidance for the Coronavirus Relief Fund (CRF) came out, we presented an idea to our city leaders: combine forces. Rather than all of us working on the same problems individually, it made more sense for us to work the problems together. This led to the creation of the *Wise Recovers Economic Relief Fund*, which provided businesses impacted by the pandemic the opportunity to apply for grant funding. All but one of the cities in our county re-allocated their initial 20% payment to the county to be used for the relief fund.

This collaboration broke down jurisdictional barriers and allowed business owners to apply to a single fund, rather than worrying about where their business was located and determining the eligibility and paperwork requirements for their jurisdiction. This also allowed the county to take on the administrative burden for the entire process, which helped the short-staffed cities. As part of the arrangement, the county agreed to source PPE for the cities involved in the collaboration. By combining the PPE needs of the county and the cities, we were able to increase our collective buying power. This increased buying power not only made PPE more obtainable but also centralized the procurement process. This allowed cities to obtain PPE without having to ensure they were complying with state and federal purchasing laws, track the PPE for reimbursement purposes, or file for the reimbursements themselves. My second takeaway is that collaboration is better in the long run and benefits everyone in different ways.

**“Takeaway #2:  
Collaboration is better in the long  
run and benefits everyone in  
different ways.”**

Being a rural jurisdiction, the first wave of the pandemic did not reach us right away. This gave us time to prepare. The EMS Chief and I spent time reading and talking to each other about what other jurisdictions were dealing with. We soon realized that our county would experience a rise in mental health problems. To prepare, we raised the matter with the County Judge. We agreed on two points: 1) we needed to address the matter before it became a problem; and 2) the solution should not be a government function.

Early on during the pandemic, mistrust of the government began to increase and we thought that things would get worse.

**“Takeaway #3:  
Just because  
government can do,  
doesn't mean  
government should do.”**

If this were the case, there would no way a governmental organization could effectively implement a mental health initiative. We decided to reach out to Mike Hayes, a mental health professional and school counselor who worked in our county. Within a few weeks, Mike brought together all of the mental health professionals in the county and formed a team called: *Wise County Project Hope*. They created a 24-hour hotline, a counseling support line, and a Facebook page that contained mental health information. *Project Hope* had a single goal, to meet the needs of any person who was suffering from, or dealing with a mental health issue, regardless of their ability to pay. As a result, we were able to provide our citizens with mental health assistance 24 hours a day without creating a new government program. My third takeaways is this: just because government can do, doesn't mean government should do.

During my last semester in the MPA program, I had to deal with a pandemic, complete Dr. Bittick's ethics class, and prepare for comps. Looking back, I joke I earned two Master's degrees that year:

an MPA from SHSU and a MA in Video Arts from the University of YouTube. This last statement requires explanation. The pandemic had an impact on laws and regulations related to government operations. This meant that we often needed to find ways to comply with the laws that were still in play, while at the same time, find ways to comply with new laws. For example, social distancing did not allow several people to be in the same place at the same time; however, when we conducted our annual bids, the law required the bids to be opened live. Additionally, business conducted by the Office of Asset Management and the Commissioners Court is traditionally open to the public. This presented a new set of problems: streaming the meetings so the public can see and hear properly and those in attendance at the meeting would be able to hear people who have called in. If you haven't figured this out by now, built-in computer webcams and microphones are not a good solution.

Figuring out how to solve sound and visual issues meant learning a field that I knew nothing about at the time. I admit I was one of those people who believed you could just plug your microphone in, start talking, and maybe adjust the volume. Now my office houses a mobile mixing console, a video switcher, multiple cameras, stands, wired and wireless microphones, and other items I will not remember purchasing until next year's asset audit. To learn how to use all this equipment, I turned to a surprising source: online gamers. Yes, you read that correctly. I have never understood why people want to watch others play video games online, but the online gamer community has mastered the art of streaming with high quality sound and video. They have also figured out how to do this with very little money. I am fortunate that video game streamers have posted hundreds of YouTube videos explaining their equipment and how they use it to stream their video and audio content. So, my fourth takeaway is: Never. Stop. Learning.

**"Takeaway #4:  
NEVER. STOP. LEARNING."**

I cannot state how much the lessons I learned in the MPA program helped me navigate the pandemic. As the pandemic unfolded, I saw theory play out before my eyes in real time. I heard Dr. Bittick in my head saying: "legislators pass laws but administrators are responsible for determining how those laws are put into practice." I saw this play out again and again. As soon as a new order came out of the Governor's Office, I started to review existing policy and write new policy as needed for the County Judge to review and implement or take to Commissioners Court. I also gained new relationships. For example, when trying to develop a spreadsheet that included pre-built formulas, my colleagues and I struggled for several days. I reached out to Dr. Wang for help, and she responded within an hour. This quick turnaround reminded of Dr. Haase's email during my final class: "You are no longer students of Public Administration, you are practitioners and researchers, and we are now colleagues."

During the pandemic, 16 to 18-hour days, 6 days a week, and 6 to 8-hour days on the 7th became normal. However, so did family dinners. I lost friends and family to this virus and was even infected myself. Even so, I was also able to implement our Continuity of Operations and Disaster Finance Plans and put into practice Emergency Management operations that some people do not implement during their entire career. Navigating this pandemic was a challenge, but one I am grateful for.

## ALUMNI INSIGHT: MY COVID-19 EXPERIENCE

By Clifton Karnes (MPA '17)

*Clifton Karnes serves as the Public Health Preparedness Coordinator and Lead Epidemiologist at the Brownwood/Brown County Health Department located in Brownwood, Texas. He has been in this position since February 2013. Previously, Karnes worked for the Jail Division of the Brown County Sheriff's Office, where he assisted with tuberculosis testing and inmate medication.*

As the Public Health Preparedness (PHP) Coordinator, I manage the Public Health Emergency Preparedness program for my jurisdiction. In addition to preparedness planning, my office conducts epidemiological investigation and notification activities related to Texas Notifiable Conditions, which include public health conditions such as salmonella, pertussis, typhus, and viral hemorrhagic fever. Prior to the COVID-19 Pandemic, our program staff consisted of the PHP Coordinator and two part-time positions: a PHP Assistant and a Strategic National Stockpile and Medical Reserve Corps Coordinator.

**“...the pandemic enabled us to get a thorough experience in public health emergency response.”**



As the PHP Coordinator, I served alongside the Health Department Administrator as the lead staff for the local government response to the pandemic. Our responsibilities expanded to include case count tracking and reporting, case investigation and contact tracing, public testing, public information, personal protective equipment (PPE) training and community supply, and other pandemic related tasks. Although my department has rarely encountered such a massive - and rapid - expansion of responsibilities, the pandemic enabled us to get a thorough experience in public health emergency response.

Our pandemic response began on March 1, 2020, when I facilitated the first COVID-19 test in our jurisdiction. At the time, testing was conducted at the CDC Campus in Atlanta, Georgia. This meant we needed to meet stringent testing criteria and specimen coordination and ensure a timely delivery of all the samples. Over the next few months, we had to deal with a wide range of challenges. For example, our staff had to drive two and a half hours - one way - to deliver specimens for testing, we lacked data management systems, and the vaccine rollout required us to manage hundreds of daily appointments without an electronic appointment management system.

Our staff tracked cases on an office white board until it became too much to manage. We then created a rudimentary spreadsheet to manage the process. As we ramped up our response activities, our department had to hire additional staff who could assist us with case investigation, case reporting, and other critical responsibilities. The surge in staff presented our department - located in a small rural jurisdiction - with several additional challenges. These challenges included finding office space and furniture, difficulties with employee recruitment and training, employee turnover, and managing the public's reaction to our pandemic mitigation efforts.

**“Remember, public service is more than a profession, it is also a calling!”**



As we tackled these challenges, the single factor that contributed to our successful response was - and is - the dedicated public service professionals who sacrificed their time and personal schedules - for minimal pay - to ensure the public health of the community was protected. Our staff went months, almost a full year, without having a single day uninterrupted by the demands of the pandemic.

The MPA program gave me the opportunity to foster professional skills that would help me react to a complex and uncertain event like the COVID-19 Pandemic. My advice for anyone considering a career in public service, or engaged in public service, is to be intentional and deliberate in your actions. You should also be willing to defend your moral obligation to the citizenry. Your service to the public doesn't end when you depart your workstation. Remember, public service is more than a profession, it is also a calling!

## Faculty Spotlight: Dr. Robin Bittick, PhD

*Robin Bittick joined the Department of Political Science in 2005. His research interests include institutional environments, complexity theory, administrative ethics, national security, and political philosophy. He has taught classes such as, Dynamics of Public Administration, Organizational Theory, Ethics in Government, National Security Policy, American Foreign Policy, and Texas Government. He has published in several journals, including Emergence: Complexity and Organization, Public Integrity, and Public Administration Quarterly. He has also authored articles for PATimes and received the inaugural 2002 “Best PATimes Article” award. Previously, Bittick worked for the United States Air Force in acquisition and procurement and has been a consultant to government and non-profit organizations.*



### **Q: Why did you decide to become an educator?**

I originally intended to become a United States Navy or Marine Corp aviator, following in the footsteps of my father. However, my eyesight declined while I was in college which made me ineligible. I went into higher education because I loved teaching and was attracted to the content of political science and public administration.

### **Q: Did you have any experience serving in the public sector?**

I worked for the US federal civil service in the Department of Defense, US Air Force, working in acquisition and procurement of weapon systems. I held positions both as a Contract Administrator/Negotiator and a Management Analyst from 1984 to 1995. Prior to that I worked in a private organization that serviced federally guaranteed student loans. I also grew up in a US Navy family, making me a “military brat,” and our family life revolved around public service.

### **Q: How does the experience serving in the public sector inform your academic activities?**

The academic programs I attended in both public administration and political science stressed linking theory to practice. As such, my background with the federal government helps me understand both the possibilities and limitations of theory. When I teach and conduct research, my question is, “How will these ideas work in practice?” So, political philosophy enables me to explore the foundations of politics and government, and public administration enables me to understand how these ideas are put into practice. My research focus is on both US National Security and also Religion and Politics. Both have strong organizational themes in the research.

### **Q: Who has inspired you in your life and why?**

There are several historical figures that have inspired me. I admire men and women who rose above their circumstances and had a vision to improve society. Frederick Douglass is such a man. Also, I have been inspired by the life and career of men like President Abraham Lincoln, Theodore Roosevelt, and Dwight David Eisenhower, and also Mayor Fiorello LaGuardia of New York City. Elliot Richardson is another man whose commitment to public service is inspiring.

**Q: What makes a good public sector leader?**

As Robert Katz argued in his 1974 Harvard Business Review article, “Skills of an Effective Administrator,” good leaders need technical skills unique to their organization, people skills to be able to work as a member of a team, and conceptual skills to see how their organization fits within the broader picture of society. Of these, technical skills are often easier to measure, but taking care of your people is critical to establishing a credible organization.

**Q: What are the key challenges of serving in the public sector nowadays? Do you have any advice for our student who is serving or wants to work in the public sector?**

We live in an era where it is faddish to be “anti-government.” This presents challenges for public administration leaders to demonstrate and communicate how their organizations positively affect the lives of citizens. In the US military, the US Marines Corp has traditionally been the smallest of the services, the recent US Space Force notwithstanding. However, they have been able to hold their own with the larger branches of the military by communicating their unique mission and skills to the US public. My advice to students is to find out how to adapt this model to civilian agencies at local and state levels as part of an overall strategic plan.

**Q: What are the KSAs that students should acquire through their study in the MPA program?**

Among other things, our MPA program gives students opportunities to gain knowledge of the foundational ideas of public administration, skills to communicate these through analysis and evaluation of public policies and management policies, thereby giving students the ability to effectively lead their organizations into the future.

**Q: What is the book that you are reading now?**

I usually read several books at the same time for both for pleasure, personal growth, and for my profession. For example, I am currently reading Hannah Arendt’s book, *On Revolution*, as part of my research on authoritarian and totalitarian regimes.

**Q: What are your favorite books?**

For my faith, I read the Christian Bible. Two books that have greatly influenced me in my profession are *Of the Conduct of the Understanding* by John Locke and *The Origins of Totalitarianism* by Hannah Arendt. My favorite fictional books are *Phantastes* by George MacDonald, and *Till We Have Faces* by C S Lewis. I also like *Fahrenheit 451* by Ray Bradbury and *Dune* by Frank Herbert. There are many others on my favorite book list.

**Q: For someone interested in foundational ideas of public administration, what are the books you would recommend?**

To understand the foundation and mission of public administration in the United States, I recommend reading *The Federalist Papers*. In this work, James Madison, Alexander Hamilton, and John Jay wrote about the need for good government administration to achieve both liberty and security.

Although not a book, I recommend watching the BBC classic sitcom series, *Yes, Minister* and its sequel, *Yes, Prime Minister*. The theme of these sitcoms is politics and administration. The authors of these episodes interviewed politicians and administrators, which makes them very relevant to students of public administration and also entertaining.



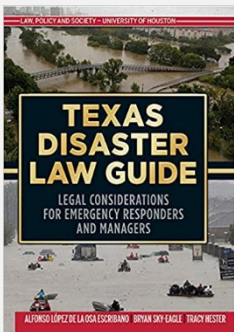
## KNOWLEDGE SPOTLIGHT

By *Thomas W. Haase, PhD*

We are pleased to announce that the Newsletter will now publish summaries of books that fall within the interests of our MPA students and alumni. This section will also include a list of recently published (or soon to be published) books. The inclusion of a book in this section does not constitute an endorsement of the author(s) or their argument(s). If you would like to write a summary (~300 words) or review (~1000 words) of a recently published book, contact Dr. Haase at [twh024@shsu.edu](mailto:twh024@shsu.edu).

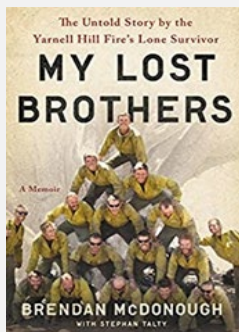
### Book Summaries

**López de la Osa Escribano, Alfonso, Bryan Sky-Eagle, and Tracy Hester. 2021. Texas Disaster Law Guide Legal Considerations for Emergency Responders and Managers. Houston, TX: Arte Publico Press, 64 pages. ISBN: 9781558859210.**



Emergency responders and managers with questions about their official responsibilities, duties, and obligations, or questions about whether to take a particular course of action should consult with their jurisdiction's legal counsel. With that, this guidebook provides Texas emergency management professionals a brief introduction to the variety of legal issues that may be encountered before, during, and after a natural disaster event. The guidebook is organized into three parts. The first explores disaster response law, focusing on issues such as mandatory evacuations, emergency curfews, evidence preservation, violence against first responders, and mutual aid agreements. The second part explores questions of authority, focusing extensively on the critical topics of unified command and legal considerations for commanders. The authors stress the importance of the attorney-first responder relationship for emergency management operations. The third part, which constitutes the substantive core, explores questions of responsibility, accountability, and liability. Of note, this section explores state and municipal emergency management laws, standards of conduct, governmental duty to act, and qualified immunity. The guidebook contains two appendices. The first flowcharts several legal issues for emergency management officials. The second summarizes the legal knowledge that should be maintained in an Emergency Operations Center in Texas. This book is co-authored by MPA alumnus Bryan Sky-Eagle (MPA 2021).

McDonough, Brendan and Stephan Talty. 2017. *Granite Mountain: The Firsthand Account of a Tragic Wildfire, Its Lone Survivor, and the Firefighters Who Made the Ultimate Sacrifice*. New York, NY: Hachette Books, 272 pages. ISBN: 9780316308182.



Brendan McDonough, a retired Granite Mountain Hotshot, provides readers captivating insights into the character and training of hotshot firefighters. McDonough also provides insights into the tactics and technologies employed by hotshots in the field (e.g., a psychrometer is used to evaluate humidity shifts). The central focus of the book is on McDonough's experiences fighting the Yarnell Hill wildfire, which produced a firestorm that killed 19 Granite Mountain Hotshots (Arizona, June 30, 2013). Serving as the weather and field observer during this wildfire event, McDonough was the sole survivor of his 20-man crew. The book takes readers through the various causes of this tragic event. For example, the Arizona Division of Occupational Safety and Health Report concluded that the first incident commander had been exhausted (having worked 28 days straight). Additionally, the Arizona State Forestry Division ignored their own safety guidelines and failed to recognize that their tactics (putting the protection of indefensible structures and pastureland over the safety of firefighters) would not be successful. McDonough provides several recommendations for improving firefighter safety. These include, 1) the use of a GPS tracking system for all firefighters (communications during a fire can be difficult); 2) the GPS tracking system should have an SOS button that instantly provides information on a firefighter's location; 3) increased resources (e.g., more helicopters, firefighters, and tankers); 4) a wildland firefighters union; and 5) innovation in how wildland fires are fought.

## Recent Publications

- Elliott, Rebecca. 2021. *Underwater: Loss, Flood Insurance, and the Moral Economy of Climate Change in the United States*. New York, NY: Columbia University Press. ISBN: 9780231190268.
- Hoffman, Susan M. and Roberto E. Barrios (eds.). 2020. *Disaster Upon Disaster: Exploring the Gap Between Knowledge, Policy and Practice*. New York, NY: Berghahn Books. ISBN: 978-1-78920-345-5.
- Kelman, Ilan. 2020. *Disaster by Choice: How our Actions Turn Natural Hazards into Catastrophes*. New York, NY: Oxford University Press. ISBN: 9780198841340.
- Kneeland, Timothy W. 2021. *Declaring Disaster: Buffalo's Blizzard of '77 and the Creation of FEMA*. Syracuse, NY: Syracuse University Press. ISBN: 9780815636991.
- Lizarralde, Gonzalo. 2021. *Unnatural Disasters: Why Most Responses to Risk and Climate Change Fail but Some Succeed*. New York, NY: Columbia University Press. ISBN: 9780231198103.
- Montano, Samantha. 2021. *Disasterology: Dispatches From The Frontlines of The Climate Crisis*. New York, NY: Park Row Books. ISBN: 9780778311034.
- Snowden, Frank M. 2020. *Epidemics and Society: From the Black Death to the Present*. The Open Yale Courses Series. New Haven: Yale University Press. ISBN: 9780300192216.

## RECENT MPA GRADUATES

### [Summer 2021]

Johnson, Jared P.  
Meza, Victoria  
Schauer, Jill L.  
Vieau, James P.  
Warren, Jeffrey M.

### [Fall 2021]

Chasse, Jason M.  
Cheney, Gregory N.  
Cordova, Danielle D.  
Greene, James F.  
Harvell, Khenley V.  
Jacobs, Todd L.

Love, Hillary C.  
Milligan, Daniel  
Murra, Samuel P.  
Sky-Eagle, Bryan A.  
Watson, Robert C.



## INTERNSHIP OPPORTUNITY

### City of Conroe

The City of Conroe initiated a Management Intern position during the Fall 2020 semester. The intern position is geared toward MPA students that are seeking internship credits and city management experience. We designed the program for students to get a flavor of various areas of Finance and Administration by spending a few weeks in each department. This provides a broad perspective of how city management operates, exposing them to diverse areas of business. For example, a student will assist department managers on projects from Accounting, Finance, Fleet Services, Information Technology, Purchasing/Warehouse, Municipal Court, and Utility Billing. The main objective for the internship is to provide students who are interested in city management with the opportunity to acquire a real-world experience. For more information, contact Sam Masiel at:

Office number: 936-522-3838

Office email: [smasiel@cityofconroe.org](mailto:smasiel@cityofconroe.org)



Left to right: Mayor Jody Czajkoski, Sam Masiel, Lane Arrrendell, and Steve Williams; provided by Sam Masiel.

## ALUMNI & STUDENT UPDATES

### Lane Arrrendell [MPA Student]

Completed the internship at the Finance and Administration Department of the City of Conroe in fall 2021.

### Herbert Sanchez [MPA '20]

Elected to office as a Trustee with Galena Park Independent School District .in 2020. Running for the position of Harris County Justice of the Peace Precinct 3, Place 2 in 2022.

## FACULTY UPDATES

### Fatih Demiroz, PhD

#### Recent News:

- *Appointed as Director of MPA Program*
- *Promoted to rank of Associate Professor*

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### Thomas W. Haase, JD, PhD

#### Recent News / Activities

- *Promoted to rank of Associate Professor*
- *Awarded Outstanding Reviewer for 2020, Natural Hazards Review*
- *Appointed Book Review Editor, Natural Hazards Review*

#### Recent Publication

- *Haase, Thomas W., Wen-Jiun Wang, and Ashley D. Ross. 2021. "The Six Capacities of Community Resilience: Evidence from Three Small Texas Communities Impacted by Hurricane Harvey." *Natural Hazards*, June. <https://doi.org/10.1007/s11069-021-04870-y>.*

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### Sungdae Lim, PhD

#### Recent Activities:

- *Joined the Editorial Board of [Teaching Public Administration](#)*
- *Chaired sessions and presented research papers at the 2021 Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) conference*

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### Wen-Jiun Wang, Ph.D.

#### Recent Publication:

- *Haase, Thomas W., Wen-Jiun Wang, and Ashley D. Ross. 2021. "The Six Capacities of Community Resilience: Evidence from Three Small Texas Communities Impacted by Hurricane Harvey." *Natural Hazards*, June. <https://doi.org/10.1007/s11069-021-04870-y>.*
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## CALL FOR SUBMISSIONS

Published twice a year, the MPA Student and Alumni Newsletter will provide updates on the MPA program, our faculty and staff, current students, and graduates. To ensure the Newsletter reflects your interests and celebrates your accomplishments, we welcome your contributions in the following areas:

**Personal & Professional Announcements** related to moves, births, marriages, deaths, promotions, career transitions, graduations, certifications, accomplishments, awards, etc.

**Activities and Events** information related to activities and events that you, your organization, or another organization plan to hold or sponsor over the next few months.

**Job Opportunities** announcements related to job opportunities that you, your organization, or another organization plan to open over the next few months.

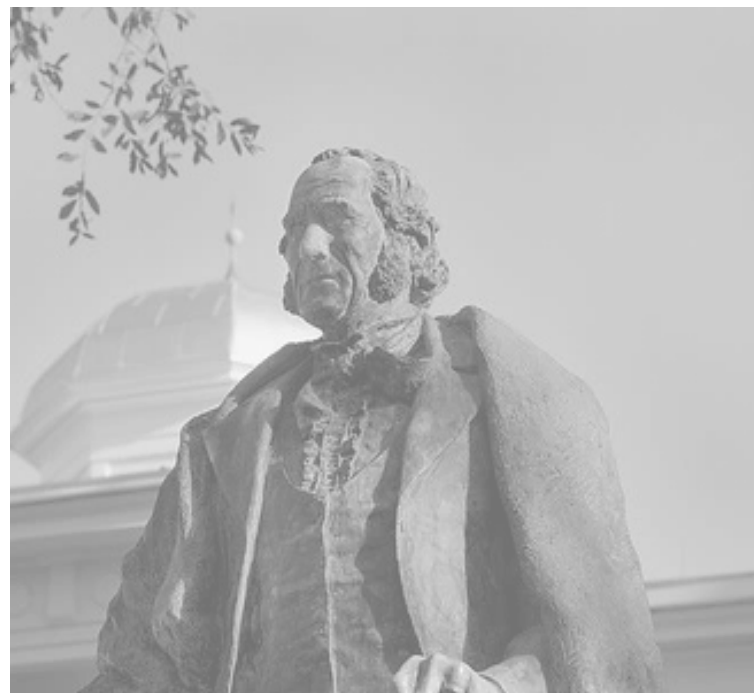
**Grant Opportunities** announcements related to grant opportunities that you, your organization, or another organization plan to open over the next few months.

**Information Briefs** We invite students and alumni to submit information briefs (400-500 words) that covers a topic that would be of interest to our student and alumni community.

**Book Summaries or Reviews** We invite students and alumni to submit short summaries (~300 words) or reviews (~1000 words) of a recently published book or report that would be of interest to our student and alumni community.

### Submission Deadline

The next issue of the newsletter will be published in June 2022. Submit content to Dr. Wang ([wjwang@shsu.edu](mailto:wjwang@shsu.edu)) by May 1, 2022.



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