

ISMAIL SOUJAA  
CURRICULUM VITAE

Department of Public Administration  
College of Business, Education and Professional Studies  
Albany State University  
Phone: 940-600-7145, Email: [Ismail.soujaal@gmail.com](mailto:Ismail.soujaal@gmail.com)

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**EDUCATION**

Ph.D., Public Administration and Management, College of Health and Public Affairs and Community Service, University of North Texas **Graduated December 2019.**

**Dissertation Title:** Perceptions of Local Public Health Professionals and Emergency Managers during Public Health Emergency: Application of Institutional Collective Action Framework.

M.P.A. Public Administration, Arkansas State University, **Graduated May 2013-2015.**

M.A. Department of Political Science, Arkansas State University, **Graduated May 2010-2013.**

B.A. English Literature, Saiss University,

**Graduated December 2006-2010.**

**Thesis Title:** Cognitive Linguistics and Use of Euphemistic Language.

**RESEARCH INTERESTS**

Local government      Policy Design / Implementation      Climate Change

Emergency Management      Health/environmental issues      Performance Measurement

**ACADEMIC POSITION AND APPOINTMENT**

Assistant Professor (Tenure-track), Albany State University, 2022-present.

ASU' NEXT Generation Service Corps Program Coordinator - 2024-present.

Selected Participant, NASPAA NEXT 2025–2026 Cohort leader

NASPAA self-study member-**2025-2027**

Advisory Board Chair- MPA Program, Albany State University **2025–present**

Planner/Intern, City of Independence, Emergency Preparedness Division, Missouri, **2019-2022**

Research Assistant, University of North Texas, **2016-2019.**

Instructor, University of North Texas, **2017-2018.**

Lab Coordinator, EOC University of North Texas, **2015-2017.**

### **NASPA Accreditation self-study 2024-2025**

Played a key leadership role in the self-study process for NASPA Accreditation Standard 5: I led the implementation and evaluation of NASPA accreditation standard 5. I also participated in Advising and Supporting, guiding the assessment and documentation of institutional practices related to student advising, support services, and holistic development. I led efforts to align institutional operations with NAASPA's professional competencies by developing a detailed course map that integrated student support outcomes across the MPA program. Collaborated with cross-functional teams to gather evidence, analyze outcomes, and align operations with NAASPA's professional competency areas. Additionally, served as a portfolio reviewer for NAASPA accreditation, critically evaluating institutional submissions for compliance with accreditation standards and contributing to peer-review processes.

### **PROFESSIONAL EXPERIENCE: INSTRUCTOR**

#### **Graduate-Level Course Taught**

PADM 5302 Public Budgeting & Financial Management **Fall 2025 Online**

PADM 5781 Introduction to Public Policy, **Spring 2025, Summer 2025, Face to face., Online**

PADM 5810 Intergovernmental Relations **Spring 2025, online**

PADM 5126 Organizational Theory and Behavior **Fall 2022; 2023. Spring 2023, Summer 2023, Fall 2024, Spring 2025, Summer 2025(Face to Face & Online).**

PADM 5262 Public Human Resource Management **Fall 2022 (Face to Face & Online).**

PADM 5011 Public Administration Scope/Development/Ethics **Fall 2022; 2023. Spring 2023 Summer 2023, Fall 2024, Face to Face & Online).**

PADM 5502 Research Design and Data Analysis **Summer 2023, Fall 2023(Face to Face & Online).**

PADM 5823 Program Development, Management & Evaluation, Spring 2025, **Spring 2023, Fall 2023, Fall 2025(Face to Face & Online).**

PADM 5060 Principles of Public Administration: Executive Leadership **Fall 2024, Fall 2025.**

### **Undergraduate-Level Courses Taught.**

POLS 4372 Research Methods II, **Spring 2025**

EADP 3045 Disaster Response and Recovery, **Summer 2018.**

PADM 2100 Cultural Competency in Urban Governance, **Fall 2017- Fall 2018.**

PADM 3020 Public Management, **Spring 2017-2018.**

EADP 3080 Organizational Behavior and Leadership, **Spring 2017-2018.**

### **EMERGENCY OPERATION CENTER LAB COORDINATOR/INSTRUCTOR**

EOC Design and Operations: Applied Information Technology (Web EOC) Emergency Operation Center at University of North Texas, **2015-2017.**

Disaster Exercises Design, Emergency Operation Center, **2016-2017.**

Technology in Emergency Management, **2016-2017.**

### **GRADUATE COURSES: TEACHING ASSISTANT**

PADM 5100 Local Government Management, (Campus & Online) Spring 2019.

PADM 5030 Leading and Managing Public Organizations, Spring 2019

### **GUEST LECTURED**

PADM 5100 Local Government Management, Combined Section **Spring 2019.**

PADM 5030 Leading and Managing Public Organizations, **2018.**

PADM 4450 Public Policy Analysis, **2018.**

PADM 3000 Introduction to Public Administration, **2017-2018.**

PADM 5700 Public and Nonprofit Partnership. **2017-2018**

PADM 3020 Public Management, **2017-2018.**

PADM 3410 Bureaucracy and Public Policy, **2016-2017**

EADP 3080 Organization Behavior and Leadership, **2017-2018.**

EADP 4090 Terrorism and Emergency Management, **2016-2017.**

## RESEARCH AND OTHER PUBLICATIONS

### PEER-REVIEWED JOURNAL ARTICLES

1. **Ismail Soujaa**, Juluis Nukpezah, Ayoub Rabhi, and Abraham Benavides (2025), What are the Determinants of Public Sector Performance? A Meta-Regression Analysis. Public Administration Quarterly
2. **Ismail Soujaa**, Nukepezah Julius, (2025) 4Cs Approach to Interorganizational Disaster Teams and Task Forces, Public Organization Review **Forthcoming**
3. Julius Nukpezah & **Soujaa Ismail**, Tamara Dimitrijevska-Markoski, (2024), Examining Local Government's Web-based Climate Risk Transparency in Florida, Public Integrity <https://doi.org/10.1080/10999922.2024.2409820>.
4. Ayoub Rabhi, **Soujaa Ismail**, Brandon Parsons (2024) Do Environmental Taxes and Renewable Energy Consumption play a role in Climate Change Mitigation: International Evidence from Developing Economies, Research in Globalization.
5. Ayoub Rabhi., & **Ismail Soujaa** (2024). Macro Determinants of Cryptocurrency Ownership: A Case Study of Bitcoin. International Advances in Economic Research, 1-17.
6. **Soujaa Ismail**, Juluis A. Nukpezah, Tamara Dimitrijevska-Markoski, (2023) A Balanced Scorecard Approach to the Homeland Security Evaluation and Exercise Program: Risk, Hazards & Crisis in Public Policy Journal.
7. **Soujaa, Ismail**, Julius A. Nukpezah, and Abraham David Benavides (2021)"Coordination Effectiveness During Public Health Emergencies: An Institutional Collective Action Framework." Administration & Society: 0095399720985440.
8. Abraham Benavides, Julius, Nukpezah, Laura Keyes, & **Soujaa Ismail**. (2020). Adoption of Multilingual State Emergency Management Websites: Responsiveness to the Risk Communication Needs of a Multilingual Society. International Journal of Public Administration.
9. Julius Nukpezah and Tamara Dimitrijevska-Markoski, **Soujaa Ismail**, (2019) *Response to Local Financial Emergencies in Michigan: A New Public Management Perspective*" International Journal of Public Sector Performance Management.

10. Nukpezah, Julius A., and **Soujaa Ismail**. (2018) "Creating Emergency Prepared Households—*What Really Are the Determinants of Household Emergency Preparedness?*" *Risk, Hazards & Crisis in Public Policy*.

## BOOK CHAPTER

1. **Ismail Soujaa & Jie Tao** (2025) AI in Emergency Management: A book Edited by Stephen K. Aikins & Tamara Markoski, Artificial Intelligence and Government: Examining the Roles and Uses of AI in Enhancing Government Operations, Springer (Forthcoming)

## MANUSCRIPT UNDER REVIEW

11. **Ismail Soujaa**, Nukepezah Julius. (2025) The Burden of Growth: Understanding the Link Between Policy Expansion and Dismantling in Welfare Systems. Policy Sciences **Under Review**
12. **Ismail Soujaa**, Jie Tao, Tamara Dimitrijevska-Markoski (2025), Metrics That Matter: Results-Based Strategies for Improving DHS Border Security Performance Measurement. International Journal of Public Sector Management. **Under Review**.
13. **Ismail Soujaa**, Jie Tao, (2025) Law-Driven Performance Accountability: A Tale of Two Cities' Approaches to Metrics and Management Public Integrity **Under Review**.
14. Nukepezah, Julius, **Ismail Soujaa**. & Benavides Abraham (2025) Second Responders-The Unsung Heroes in Emergency Management; Journal of Homeland Security and Emergency Management **Revise and resubmit**

## MANUSCRIPTS IN PROGRESS

1. **Ismail Soujaa** (2025) AI Governance and Administrative Burdens: Micro, Meso, and Macro Perspectives in Public Management
2. **Ismail Soujaa & Juluis Nukpezah** (2025) Administrative Burdens and Medicaid Expansion: How Procedural Barriers Affect Enrollment Outcomes in U.S. States
3. **Tao Jie & Ismail Soujaa** (2025). The effect of performance information use on organizational performance: Police Services

4. Tao Jie & **Ismail Soujaa**, Brian Collins (2025) How Do State and Local Stay-at-Home Orders Impact Residents' Mobility during COVID-19: Difference in Difference approach
5. Ismail Soujaa (2025) Transparency at the County Level: Patterns and Predictors of Performance Measurement Disclosure
6. Ismail Soujaa (2025) Understanding Local Resilience: A County-Level Study of U.S. Communities
7. Ismail Soujaa (2025) The Effects of Institutions and Governance Mechanism on Climate change Adaptation planning: Florida Case.

## GRANT WORK AND EXTERNAL FUNDING

1. Program coordinator Ismail **Soujaa**, Principal Investigator Peter Ngwafu, Next Generation Corps Initiative, Office of Title III, Albany State University, **2026-2027** 100.000 Funded
2. Program coordinator Ismail **Soujaa**, Principal Investigator Peter Ngwafu, Next Generation Corps Initiative -Volcker Alliance. **2024-2026**. \$ 99.998 -Funded
3. Ismail Soujaa, Case Studies in Resilience: A Future Shocks Challenge Grant, IBM Center for the Business of government. **2024-2025**. \$ 1000 unfunded
4. Principal Investigator Sharon, White Lewis, Amanda Emerson and Carli Zegers, **Ismail Soujaa**: The response to Covid-19 in Long Term Facilities in the Midwest: Mid-American Regional Counsel (MARC) **2020-2021**. \$ 20.000- unfunded.

## GRANT REVIEWER

National Science Foundation Reviewer 2022-2023.

## JOURNAL REVIEWS

Journal of Public Works Management & Policy (PWMP)  
 Public Integrity (PI).  
 Economics of Governance (EG)  
 Journal of Humanities and Social Sciences Communications

## **TECHNICAL REPORTS**

**Ismail Soujaa & Dante Gliniecki (2022)** (CCTT) report; Submitted to the City Manager Office of Independence, Missouri.

**Ismail Soujaa & Dante Gliniecki (2022)**, After Action Report: The Missouri Hope Disaster Exercise; City of Independence. Emergency Management Division. Submitted to the State Emergency Management Agency as part of EMPG requirement.

**Ismail Soujaa (2020)** Drafting Memorandum of Understanding and jurisdictional agreements between City of Independence, MO and Independent School District and Community Services League and Habitat for Humanity.

## **CONFERENCE ATTENDANCE/ PRESENTATION**

The Burden of Growth: Understanding the Link Between Policy Expansion and Dismantling in Welfare Systems. Southeastern Conference for Public Administration, Annual Conference, September 9-September 13, Fort Lauderdale, Florida, **September 9-13, 2025**

Organizational Drivers of Public Performance: A Meta- Regression Analysis, American Society of Public Administration, Annual Conference, Washington DC, **March 28-April 1, 2025**

Technology and Emergency Management/Homeland Security: Pracademic Emergency Management and Homeland Security Summit, **May 8, 2025, Online**

NASPAA Annual Conference 2024; NASPA Accreditation Institute; HBCU Initiatives, Washington DC, **October 22-25, 2024.**

Examining Local Government Web-based Climate Risk Transparency in Florida, Southeastern Conference for Public Administration, Annual Conference, Memphis, Tennessee, September-**21-23, 2024.**

Organizational Triggers of Public Sector Performance in Levels of Government: A Meta-Analysis and Review, Southeastern Conference for Public Administration, Annual Conference, Atlanta, Georgia, **September- 27-30, 2023.**

Determinants of Local Government Climate Risk Disclosure using E-government Initiatives, Southern Political Science Association, Annual Conference, St. Pete Beach, Florida, **January 11-14, 2023.**

Forward Together: A Local Government Financial Recovery, International City/County Management Association, Virtual Conference, **May 12-14, 2020.**

Collaboration between Emergency Management and Public Health First Responders: Issues of Contact, Connection, Association and Networks, American Society for Public Administration's 80th Annual Conference, Washington. DC. **March 9-13, 2019.**

Collaboration between Emergency Management and Public Health First Responders: Issues of Contact, Connection, Association and Networks: Southern Political Science Association (SPSA), 90th Annual Conference, Austin, Texas, **January 17-19, 2019.**

Why Do States Create Multilingual Websites? Testing Responsiveness, Risk Communication, Financial, and Political Theories: Southern Political Science Association (SPSA), 90th Annual Conference, Austin, Texas, **January 17-19, 2019.**

Reinvestigating the Determinants of Emergency Preparedness using 2008 GSS Data: Southern Political Science Association (SPSA), 90th Annual Conference, Austin, Texas, **January 17-2019.**

The Adoption of Multilingual Websites by State Emergency Management Agencies: A Test of Responsiveness and Risk Communication Theories: Southeastern Conference for Public Administration (SECoPA), Birmingham, Alabama. **September 20 - 23, 2018.**

Creating Emergency Prepared Households—What Really Are the Determinants of Household Emergency Preparedness? Southern Conference for Public Administration (SECoPA), Birmingham, Alabama, **September 20-23, 2018.**

State Government' Emergency Management Websites: Evaluating Risk Communication Delivery to Non-English Speakers, American Society for Public Administration's 79th Annual Conference, Denver. CO., **March 9-13, 2018.**

## **PROFESSIONAL WORKSHOPS**

QCD-Quality Course Design-Course Development -**2024-2025**

ASU Lunch and Learn Research Workshop on Climate Change Adaptation and Planning **2022-2023**

## **DEPARTMENT SERVICE at ASU**

Curriculum and New Programs Committee Member 2023-present

Faculty Search and Hiring Committee Member, 2022-present

Marketing and Recruiting Committee Co-Chair 2022-present

NASPA Self-Study Committee Member 2022-present

ICMA Adviser 2022-present



## **College Service at ASU**

University Academic Curriculum Committee 2024-Present  
Instructional Designer Search Committee Member – 2024-Present  
Curriculum and New Programs Committee Chair, 2023-2024  
Of the Year Awards Committee. 2023-2024

## **PRACTICAL EXPERIENCE**

**Fire Department, Emergency Management Division, City of Independence, MO,  
December 2019-2022.**

### **Intern**

- Wrote a coordinated complex terrorism exercise in compliance of the Homeland Security and Evaluation Program (HSEEP).
- Entered the scope of work and cost estimate on FEMA Grant portal (Public Assistance Program)
- Sorted expenses that are cares act related and PA-related.
- Reviewed projects on FEMA grant portal.
- Participated in ESF#6 and assisted Independence school district as part of the City Independence effort to provide mass care for local schools.
- Reviewed and wrote City of Independence recovery plan and Public health and Human Services plan annex.
- Wrote Memorandum of Understanding between the city of Independence and local organizations such as Independent School District, Habitat for Humanity, Community Services League and others for COVID-19 response.
- Researched and Identified grant opportunities for the city of Independence reimbursements and found grants for non-profit organization in the region.
- Member of Medical Reserve Corps and Emergency Preparedness Division.
- Member of Incident Command Structure that responds to COVID-19 response and emergency operation.
- Attended regional meetings between city of Independence and regional medical actors.
- Worked on grants for the city of Independence through FEMA public assistance program and CDBG).
- Participated in implementing the Incident Command Structure for COVID-19 response.

## **EXERCISE WITH CERTIFICATES (MISSOURI EMERGENCY MANAGEMENT AGENCY)**

Region A: Planning for a Pandemic 2020

Region H 2020 TEPW/ Regional Training and Exercise Planning Workshops (TEPW/ IPPW)  
2020 Mass Fatality Tabletop Exercise

## **TRAINING WITH CERTIFICATES (MISSOURI EMERGENCY MANAGEMENT AGENCY)**

G393 - Mitigation for Emergency Managers

AWR347-V - Climate Adaptation Planning for Emergency Managers  
 Homeland Security Exercise and Evaluation (HSEEP) (Through IOWA Homeland Security & Emergency Management Agency)  
 AWR376-V - Understanding Targeted Cyber Attacks  
 MGT346-V - Emergency Operations Center (EOC) Operations and Planning for All-Hazards Events  
 MGT319 0398 Medical Countermeasures: Point of Dispensing (POD), Planning and Response  
 MGT341 0419 Disaster Preparedness for Healthcare Organizations within the Community Infrastructure  
 AWR144-V - Port and Vessel Security for Public Safety and Maritime Personnel  
 AWR213 - Critical Infrastructure Security and Resilience Awareness  
 MGT381-V - Business Continuity Planning  
 AWR132-V - Understanding and Planning for School Bomb Incidents  
 MGT346 - Emergency Operations Center (EOC) Operations and Planning for All-Hazards Events  
 AWR232-V - Mass Fatalities Planning and Response for Rural Communities  
 G271-V - Hazardous Weather & Flooding Preparedness (APS Elective Course)  
 IS320 - Wildfire Mitigation Basics for Mitigation Staff  
 IS1027 - Fire Management Assistance Grants (FMAG)

### **FEMA CERTIFICATES**

IS235.c - Emergency Planning  
 IS240.b - Leadership and Influence  
 IS200.c - Basic Incident Command System for Initial Response  
 IS800.d - National Response Framework, An Introduction  
 IS-00120 Introduction to Exercises  
 IS-1001 The Public Assistance Delivery Model Orientation  
 IS-1002 FEMA Grants Portal – Transparency at Every Step  
 IS-1005 Public Assistance Alternative Procedures  
 IS-1006 Documenting Disaster Damage and Developing Project Files  
 IS-1007 Detailed Damage Description and Dimensions  
 IS-1008 Scope of Work Development (Scoping and Costing)  
 IS-1009 Conditions of the Public Assistance Grant  
 Direct Administrative Costs  
 IS-1014 Integrating 406 Mitigation Considerations into your Public Assistance Grant  
 IS-1015 Insurance Considerations, Compliance, and Requirements  
 IS-2200 Basic Emergency Operations Center Functions  
 IS-700.b An Introduction to the National Incident Management System  
 IS520 - Introduction to Continuity of Operations Planning for Pandemic Influenzas

### **COMMUNITY SERVICE**

Dallas City Hall' Presentation on Organizational Leadership, **2018-2019**

City of Denton's Terrorism Disaster Drill and UNT Disaster Exercise, **2017-2018.**  
Interview with UNT Media on Tornado Sheltering Behavior of UNT Students **2017-2018**  
Report on City of Denton's City Council addressing issues of Local Government, **2017-2018**  
Land Use Planning and Zoning Code's Field work for City of Denton, **2015-2016.**  
Craighead County Jonesboro Public Library Volunteer, AR, **2014-2015.**  
Habitat for Humanity for the Greater of Jonesboro, Grant Writing Volunteer, AR, **2013-2014.**  
Medical Reserve Corps-Covid-19 Operation, Volunteer, Independence, Missouri, **2019-2022.**

### **AWARDS AND GRANTS**

NASPA' HBCU Initiative, Grant, **2024**  
Public Administration PHD Travel Grant \$ 300, **2019**  
Toulouse Graduate School Award \$150, **2019**  
Wachira Service Award, \$300, **2018.**  
Public Administration Workshop Award \$1,421, **2017.**  
College of Public Health and Public Service Award \$300, **2017.**  
Toulouse Graduate School Award \$500, **2017.**  
Public Administration PHD Travel Grant, \$500, **2016.**

### **FELLOWSHIP AND SCHOLARSHIP**

Charldean Newell Graduate, Public Administration Scholarship, UNT, \$1600 Spring **2019.**  
Charldean Newell Graduate Doctoral Fellowship, Department of Public Administration, UNT -, **2018-2019.**  
  
Graduate Assistantship Tuition Scholarship, Tuition Benefit Program, Toulouse Graduate School, University of North Texas, **2015-2019.**  
  
Educational Scholarship, Robert B. Toulouse School of Graduate Studies and Student Financial Aid and Scholarships (SFAS), University of North Texas, **2015.**

### **SERVICE TO DEPARTMENT, UNIVERSITY AND COMMUNITY at UNT**

Public Administration PHD Student Association Member, University of North Texas, Secretary Position, **2016-2017.**  
  
Observer and Volunteer at Disaster Drills Conducted with the city of Denton **2017-2018**

PHD Public Administration Colloquium, University of North Texas, **2015-2019.**

Representing UNT Public Administration Department at SECOPA Discussion, ASPA, Denver, Colorado, **2017-2018.**

UNT Campus- Mean Green Improvement Volunteer, **2015-2017.**

## **PROFESSIONAL DEVELOPMENT**

Small Teaching: Strategies to Engage Student: Spring- **2023-2024**

Autonomy Supportive Teaching: **Spring -2022-2023**

Reading in the Content Area: Spring- **2022-2023**

Data and The Deconstruction of the US Federal Government: Discussion Series on the future of Democratic Governance, **April 22, 2025**

How Local Government talk about what they do, Intergovernmental panel meeting -2025

Accountability and Reform Research Consortium Convening organized by Volcker Alliance- 2025.

## **PROFESSIONAL AFFILIATION**

American Society for Public Administration, (ASPA)

South Eastern Conference of Public Administration (SECOPA)

Southern American Political Science, (SPSA)

Networks of Schools of Public Policy, Affairs and Administration (NASPAA)

Association for Public Policy and Management (APPM)

UNT. Ph.D. Public Administration Student Association

Medical Reserve Corps, Independence, Missouri (2019-2022)

## **OTHER TRAINING AND CERTIFICATION**

Certificate in Information Technology and Basic Computer Science Tools at ISTA institution, Fes, **2006-2007.**

## **SOFTWARE PROFICIENCY**

STATA (Quantitative Data Analysis Software)

SPSS Quantitative Data Analysis Software)

R (Quantitative Data Analysis Software)

GIS (Mapping and Spatial Data Analysis Software)

NVivo (Qualitative Data Analysis Software)