Format Short Essay (Calibri; 11pt; 1,5-spaced; 1-inch margins)

***Title***

**Author:** 3-5 lines; Full name; research interests; earlier publications; academic field(s). The views contained in this article are the author’s alone and do not represent the views of [your employer].

**Abstract:** 5-7 lines; no citations

**Bottom-line-up-front:** 1-2 lines; your key take-away

**Problem statement:** 1-3 lines; Why did you write this article? Which problem(s) do you address?

**So what?:** 1-3 lines; What should be done and by whom?

Your Text (up to 1000 words; endnotes not included)

Endnotes