

CRIMINAL JUSTICE AND HOMELAND SECURITY

QUARTERLY

WELCOME FROM THE DEAN


Greetings to our alumni and students and welcome to the first edition of Colorado Tech's Security Studies Alumni Newsletter.

My role at CTU is University Dean for Security Studies and I oversee many of the curricular and content aspects of the university's Criminal Justice and Homeland Security programs as well as help develop new programs. I am also on the faculty of the Naval Postgraduate School's Center for Homeland Defense and Security and I serve as a Senior Fellow at The George Washington University's Homeland Security Policy Institute and as a member of the board of the *Journal of Homeland Security Education*. I previously served as a Senior Director at Israel's National Security Council where I was part of a small team that advised Israel's Prime Minister and Cabinet on national security policy. I recently published the first textbook that focuses on international homeland security policies entitled: *Comparative Homeland Security: Global Lessons* and I have published articles and book chapters on homeland security, national security and Middle East-related topics.



Nadav Morag, Dean for Security Studies
Colorado Technical University

The University has decided to amalgamate a number of different academic programs under what we call *program verticals* and hence Criminal Justice and Homeland Security programs have been brought together under the common umbrella of Security Studies. We believe that this approach will allow us to create greater synergies between the programs as well as help us engage other parts of the university (student services, admissions, faculty, registrar, etc.) to continuously improve services for students in the Criminal Justice and Homeland Security programs. As far as the curricular content is concerned, we are keeping abreast of changes and developments in the Criminal Justice and Homeland Security fields and update and revise courses to reflect these evolving fields – both from the standpoint of these fields as academic disciplines as well as practitioner enterprises. We are continually striving to ensure that the curriculum stays relevant and challenges students to further develop their research and critical thinking and analysis skills. Ultimately, factual knowledge is something that is continually acquired but the skills to find, process and create outputs from that knowledge are critical and must lie at the core of any educational endeavor.

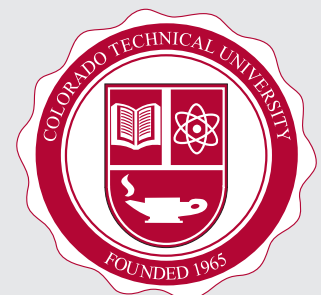
We hope you will find this quarterly newsletter interesting and useful and we would very much like to hear from our alumni and how you have all developed in the various Criminal Justice or Homeland Security career paths. 



Nadav Morag, Dean for Security Studies
Colorado Technical University

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FACULTY SPOTLIGHT – DAVID BROWNE

David Browne B.A. University of Michigan, Psychology, J.D. Case Western Reserve School of Law, is the Program Chair of the Security Studies Program at CTU Online. Browne, a former Special Agent with the FBI, currently teaches HLS110, Terrorism: Origins, Ideologies, and Goals, as well as HLS340, Emergent Topics in Homeland Security and Emergency Management.

“Our students are special in that they have decided to put forth an extra effort to achieve their goals. It is my job to help them reach those goals.”

Browne enjoys teaching HLS110, and HLS340, and loves the twice weekly chats that allow him to connect with students.

“As an FBI Agent I worked on many of the cases that we study. I enjoy bringing my experiences to the class, but I find the information that my students share with me is even more exciting. The experiences of our many active duty military students and first responders have brought an industry current, real-world aspect to our classes.”

Browne attended the University of Michigan, and while obtaining his degree in Psychology, worked in mental health facilities in the area.

“A three year Doctor of Law degree organized my way of thinking about things, and opened up career opportunities that I might not have otherwise been qualified for.”

It was while conducting a research project at a forensic hospital that Browne first became interested in the psychology of violent offenders.

“The patients of the forensic hospital were all people who, after having been arrested of violent felonies, are found unfit to stand trial. The opportunity to interact with someone who is capable of committing a violent crime was fascinating to me. The justifications and thoughts that they shared offered insight into their condition. I was hooked.”

Browne attended Law School at Case Western Reserve University in Cleveland Ohio.

“A three year Doctor of Law degree organized my way of thinking about things, and opened up career opportunities that I might not have otherwise been qualified for.”

While at Case a recruiter from the FBI visited the campus looking for qualified people.

“I was told that only third year students were allowed to interview. I signed up my first year anyway. My first interview lasted 5 minutes; he kicked me out because I wasn’t a third year. The next year it lasted 10 minutes, and by my third year we were old friends.”

Browne was sent to the FBI Academy in Quantico Virginia, to begin an 18 week

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ALUMNI SPOTLIGHT – MARY LOU CHERNIK, MSM-F-ABMDI

CTU Degree(s):

- Masters of Science in Management – Criminal Justice, CTU online, June 2010
- Bachelor of Science in Criminal Justice, CTU online, June 2009
- Both degrees were earned with a perfect 4.0 gpa

Current Career:

- Field Deputy Medical Investigator – Office of the Medical Investigator, UNM School of Medicine, Albuquerque, NM
- Adjunct professor – Everest College Online

Mary Lou has 23 years of investigative experience, including the investigations of over 350 deaths including 8 homicides, 23 suicides, 76 accidents, and 4 cases involving skeletal remains. She is a former Private Investigator, and while in the Air Force, she was an Air

Force Special Agent with the Office of Special Investigations, where she obtained military education in the areas of advanced special investigations, investigating child abuse, and fingerprinting techniques.

In addition to her many professional pursuits, Mary Lou has been a strong supporter of CTU and its students since completing her degrees at CTU. Mary Lou has been a student mentor at CTU from 2008 through 2010. Mary Lou is the alumni moderator for the Justice Community, CTU’s social networking club for students, alumni and faculty interested in Justice, and she is also a member of the CTU Criminal Justice National Advisory Board.

Rich Holloway, the Criminal Justice Program Director, sat down with Mary Lou to talk about her experiences as a CTU student,

her current work as a medical examiner and adjunct instructor, and her thoughts on what students in CTU’s Criminal Justice programs should be thinking about as they pursue their goals at CTU.

Clearly you believe that CTU was a great educational value for you based on your continued participation and constant giving back to the University. Why do you do give so much to CTU?

“CTU is a great organization. It changed my life.” She obtained her Bachelors of Science in CJ strictly for personal satisfaction. She always wanted to go to college. When she started getting involved in the CJ labs, Lisa Ratliff-Villarreal and other faculty encouraged her to consider the MSM-CJ program. She followed their suggestion, enrolled in the

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FACULTY SPOTLIGHTS *Continued from 2*

residential training program that included instruction in the law, the criminal justice system, undercover operations, behavioral analysis, terrorism, forensic science, physical fitness, firearms, and arrest scenarios. The instruction was real-world and top notch.

“The arrest scenarios were the best” said

Browne “The FBI Academy had built a small town complete with restaurants, a bar, and business offices. They hired actors to play the criminals. In some scenarios we were armed with paint ball weapons, but so were the actors! The scenarios included fugitive arrests, interviews in crowded bars, and culminated in a Bank Robbery Hostage barricade situation.”

Upon graduating from the FBI Browne was assigned to his first field office.

“I asked for New York, so of course I got Chicago. That’s where the fun really began!” 

ALUMNI SPOTLIGHT *Continued from 2*

MSM-CJ program, and it took her into a whole new direction which she never expected – teaching. “Career Services was exceptional.” She graduated in June, worked with Career services and had a teaching job by fall – with no prior teaching experience.

What was the single most important thing you learned while a CTU student?

“I learned to believe in myself!” Mary Lou said that she lacked self-confidence and had difficulty with public speaking when she first started at CTU. Prior to CTU, she couldn’t sleep the night before she had to testify in court. The classes helped with her self-confidence, and encouragement and feedback from instructors helped strengthen her belief in herself.

What is the favorite aspect of your job? Why do you love it? What makes you get up every morning and do such a great job?

Death investigator – helping grieving families understand why and how their family member died. They also provide an important function when dealing with non-natural deaths (homicides, etc.). They follow trends and see how they can have a positive impact on the community. A few years back there was a high number of suicides, so they worked with local mental health agencies to try to combat the high number of suicides in her area.

Adjunct Instructor – “watching the light bulb come on; feeding off the excitement and enthusiasm of the students.” She also does tutoring in addition to classroom instruction, which she loves. She also pushes students to become lifelong learners. “When college is over, you are not done learning.”

What advice would you give criminal justice students interested in your career? What


“You need to find out first hand if you are suited for the job. Medical terminology courses are necessary. Polish your writing skills because everything is done via reports.”

College instructor – writing skills are everything. Public speaking is important. Determine what your specialization is going to be. The best teachers are those with practical experience. That’s one of the reasons she loves CTU so much – “the instructors did those jobs, so they knew what they were talking about.”

What would you say to the struggling CJ student who is thinking about quitting?

“Never give up...always ask for help.” There is so much help available through the labs and tutoring. “If you give up, you’re never going to make it.” She was told a long time ago while in the military – the only stupid question is the question that is never asked.

What advice would you give the new student starting a CJ program, who may not be sure of their career direction?

“Explore their interests – talk to local professionals and try to tour facilities, etc., so that you can find out from the people doing the job, what is the job all about in reality. You need to be able to answer the question “is this something I really want to do?” Sit through criminal trials. Don’t rely on television.” 

Each person’s experience is unique, your story may be different.

should they do now as students to prepare?

Death investigator – find opportunities to see what the job really consists of on a daily basis. It is not for everyone. You need to find out first hand if you are suited for the job. Medical terminology courses are necessary. Polish your writing skills because everything is done via reports. Develop your observation and recall skills. If there are local opportunities to job shadow or do a ride along, you should take advantage of the opportunity.

CYBERCRIME: AN EMERGING CHALLENGE FOR CRIMINAL JUSTICE

By Nadav Morag

As our society becomes increasingly dependent on computer systems for everything ranging from basic retail sales to large-scale financial transactions, those with financial motivations and criminal proclivities will be increasingly attracted to cybercrime as a way to steal from others without the sorts of risks entailed in burglaries, robberies, grand theft auto and the like - and with a potentially far greater payout. Cybercrime also attracts criminals whose motivations are political, such as hacker activists and cyber-terrorists but the vast majority of illegal activity in the cyber world is carried out by criminals focused on the profit motive.

Many of today's cybercriminals do not fit the stereotype of the geeky 20ish hacker ensconced in his parent's basement and a significant amount of cybercriminal activity is carried out by organized teams of cybercriminals as well as by organized crime networks. Among other techniques, these criminals create Botnets, networks of computers infiltrated by cyber criminals and used for identity theft, the stealing of sensitive data or funds, and to create greater anonymity for the cyber-criminal that has hijacked these computers. In testimony before the Senate's Judiciary Committee's Subcommittee on Crime and Terrorism, in April 2011, FBI Assistant Director Gordon M. Snow, noted that:

Successful botnet development and operations use techniques similar to legitimate businesses, including the involvement of personnel with various specialties, feature-based pricing structures, modularization, and software copy protection. The development and sale of kit-based botnets has made it easier for criminals with limited technical expertise to build and maintain effective botnets. Botnet development and management is approached in a business-like fashion. Some criminals rent or sell their botnets or operate them as a specialized portion of an ad hoc criminal organization...¹

Cyber criminals can use botnets, or even a single computer, to try and penetrate internet-based encrypted systems in order to steal data from corporate and personal computers or to carry out so-called phishing attacks to obtain



"...Illegal activity in the cyber world is carried out by criminals focused on the profit motive"

passwords and other information through fraudulent means. Cyber criminals even target smart phones in order to obtain sensitive data, passwords and financial information. Identity theft is a major problem in this context as criminals can and do obtain personal data through cyber-attacks and then masquerade as their victims in order to obtain credit cards or bank loans. Of course, not all computer systems are vulnerable to the same degree and some systems, such as the internal systems of banks, the energy and transportation sectors, and many government systems are not even on the Internet. Nevertheless, these systems are vulnerable to employees with access who might decide to turn rogue and provide access to cyber criminals.

As this brief survey suggests, there is an entire range of threats that exist and an entire criminal enterprise built on computer crime. Cybercrimes are the second most commonly reported category of crime in the financial services sector. According to an August 2011 study that looked at a sample of fifty companies in various business sectors, corporations lost between \$1.5 million and \$36.5 million (the median loss being \$5.9 million) per year due to cybercrime.² According

to a study by the computer security company McAfee, cybercrime may cost firms as much as \$1 trillion globally.³ Of course, such studies must be taken with a grain of salt since they use different methodologies and different definitions of what constitutes cybercrime and many of them rely on voluntary reporting of security breaches – information that not all companies want to share (or share entirely). At any rate, there is little question that this is a growing problem with significant economic and social implications that presents a major challenge for law enforcement.

Students of Criminal Justice and Homeland Security will be well aware of the challenges in enforcing laws and providing security given differing laws, levels of government (federal, state and local), and agencies tasked with different (and sometimes clashing) missions. Students in these fields will also be familiar with the basic dilemmas involved in enforcing laws and enhancing security while at the same time trying to allow for a maximum of civil liberties (including the right to privacy) as befitting a democratic system of government. In the cyber realm, many of these problems and challenges

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are compounded both because computers, smart phones, and especially the Internet, are comparatively new and the “cyber universe” is a fairly new area of human activity and because the system is built largely on open access and allows for a high degree of anonymity. Due to ongoing technological developments, this area of criminal activity is also constantly changing (in terms of the capabilities of criminals and the vulnerabilities of their respective targets) so that while muggings have not changed much since the days of highwaymen operating along the roads of the Roman Empire, cybercrime is constantly evolving.

As a result our laws are in a state of perpetually trying to catch up to new forms of cyber-criminality. To make matters even more complicated, all levels of government are involved in dealing with cybercrime (some

types of cybercrime constitute federal offenses while others can be prosecuted under state law) and within each level of government there are different agencies that investigate such activities. At the federal level alone, cybercrimes can be investigated by the Federal Bureau of Investigation, the Secret Service, the US Postal Service, the Federal Trade Commission, the Bureau of Alcohol, Tobacco and Firearms, Immigration and Customs Enforcement, the Security and Exchange Commission, and a long list of other entities. Moreover, unlike many other types of crimes, law enforcement is dependent on the private sector to cooperate and often help investigate cyber-attacks and other forms of cyber-criminality.

The picture is a complex one but it is clear that the more our society becomes dependent on computer systems, communication systems

and the Internet, the more law enforcement will need to focus on cybercrime and the more we will require stronger public-private partnerships to defend against these growing threats. 

1 Cybersecurity: Responding to the Threat of Cyber Crime and Terrorism, Statement to the Senate Judiciary Committee, Subcommittee on Crime and Terrorism, 112th Congress, April 12, 2011 (statement of Gordon M. Snow, Assistant Director, Cyber Division, Federal Bureau of Investigation), available at: <http://www.fbi.gov/news/testimony/cybersecurity-responding-to-the-threat-of-cyber-crime-and-terrorism> (accessed March 29, 2012).

2 Ponemon Institute, Second Annual Cost of Cyber Crime Study: Benchmark Study of US Companies (Traverse City, Michigan: Ponemon Institute, 2011), p. 1, available at: http://www.arcsight.com/collateral/whitepapers/2011_Cost_of_Cyber_Crime_Study_August.pdf (accessed March 28, 2012).

3 Elinor Mills, “Study, Cybercrimes Cost Firms \$1 Trillion Globally,” C/NET News, January 28, 2009, available at: http://news.cnet.com/8301-1009_3-10152246-83.html (accessed March 29, 2012).

HOMELAND SECURITY PROGRAMS

Dear CTU alumni and students, it is a privilege and a pleasure to connect with you through the Security Studies Alumni Newsletter! As you have read already, CTU created the College of Security Studies to bring together two of the fastest growing – and fundamentally related – academic disciplines of Criminal Justice and Homeland Security. This section will focus on CTU’s newest program area: Homeland Security.

In addition to my role at CTU, I also concurrently serve as Deputy Director for the University and Agency Partnership Initiative at the Center for Homeland Security (CHDS), US Naval Postgraduate School. I serve on the Advisory Board for Marian University’s Institute of Homeland Security and Emergency Preparedness, and the Steering Committee for the Colorado Emergency Preparedness Partnership and am also a member of the Editorial Board for the Journal for Homeland Security Education, Homeland Security Affairs Journal, and the Journal of Risk, Hazards, and Crisis in Public Policy.

I previously directed the Center for Homeland Security at the University of Colorado at Colorado Springs (UCCS), where I managed graduate and undergraduate education programs, applied research, and an international

Homeland Security academic offerings at universities around the U.S. have grown rapidly since 9-11

civil security seminar program in partnership with the George C. Marshall European Center for Security Studies. Prior to joining UCCS, I held a variety of security policy assignments with the Central Intelligence Agency, State Department, Department of Defense, and in academia.

Homeland Security academic offerings at universities around the U.S. have grown rapidly since 9-11. Currently more than 250 institutions offer at least one class in the field; several offer concentration areas ranging from terrorism studies to critical infrastructure protection to law and security; many have associates and bachelor-level full

degree programs. However, very few offer full degree programs at the graduate level. Monitoring the development of the academic discipline, and the value of a Homeland Security education in public and private sector careers, CTU decided on a phased process to validate our capabilities – in terms of quality faculty and course material – and the industry demand for our graduates. The initial phase saw the simultaneous build-out of Homeland Security (and Emergency Management) concentration courses for three existing degree programs: Bachelor of Science in Criminal Justice; Master of Science in Management; and, the Doctorate of Management. Student demand for the Homeland Security course concentrations in each of these three degrees has been strong. As the first graduates complete the concentration sequence this year, I will provide additional feedback from faculty and student assessments in subsequent issues of the Alumni Newsletter.

The University is setting its sights high. We are aiming to develop a world-class academic program, built and taught by a select group of Distinguished Faculty – nationally-known subject matter experts in the sub-disciplines of homeland

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HOMELAND SECURITY PROGRAMS *Continued from 5*

security: strategy and policy, terrorism studies, constitutional and legal issues, risk analysis, emergency management, disaster medicine and public health, cyber security, technology applications, border security, and defense and international militaries in homeland security. In the next Newsletter issue, we will highlight some of these remarkable educators and thinkers.

I also would like to introduce two new additions to the CTU Homeland Security team. David Brown and Tina Markowski. In January, David was selected as the College of Security Studies Faculty Chair, responsible

for all online faculty in Criminal Justice and Homeland Security. In early March, Tina Markowski began as the Program Chair for Security Studies on the Colorado Springs campus. She fills a similar role as David for in-residence programs in both Colorado Springs and Pueblo. David and Tina serve as the critical link between our faculty and students, and are, in practical terms, the guarantors of our academic excellence. Welcome aboard!

Finally, I would like to appeal to you to consider teaching in one of our Homeland Security programs. As success stories – both as

CTU alumni and practitioners – your value in the classroom - in-residence and online, as a faculty member – cannot be overstated. If you are interested, or if you have any questions about the University's Homeland Security program, please contact me. I look forward to continuing the conversation on our academic programs and topical security issues in the next Alumni Newsletter. 📩

Steve Recca
Program Director
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DEAN SPOTLIGHT: BOB LALLY

For introductions, I currently serve as Colorado Technical University's Dean for developing strategic direction for all security programming as it relates to Homeland, Cyber, Critical Infrastructure, Public Safety and Health. My role is as the leader of the CTU programmatic direction into the security field which will entail building significant relationships that will embed CTU into the fabric of the security apparatus through our educational offerings. The programmatic focus includes guiding and collaboratively adapting appropriate bachelor, masters, and doctoral degrees, and other certifications and contracts for training programs.

Prior Bob arriving at CTU, I had an active duty Naval Aviation career spanned 28 years and he commanded in combat at multiple levels including a full spectrum of senior leadership and management from unit level organizations of some 200 people to 3500 Task Force level where readiness was essential to mission success. My military awards include the Defense Superior Service Medal, Legion of Merit (2), Bronze Star, Air Medal (2 Strike/Flight), and Navy Commendation Medals with two Combat Distinguishing devices.

I also currently sit on the board of the Journal for Homeland Security Education, is a member of the Homeland Security Educational Consortium, authored and published numerous articles, and has moderated and presented at homeland security forums

This section of the newsletter will give some initial insights into the College of Securities Studies' vertical approach or perspective. By definition the vertical approach entails admissions to curriculum build out to career services (basically coordinate and collaborate across all internal CTU functional pillars). The College of Securities Studies' vertical approach includes the concierge's approach to both student and distinguished faculty. This quarter's input will focus on partnerships, social media and upcoming goals.

Partnerships: As we move forward with the College of Securities Studies' Vertical approach outreach to potential strategic partners makes good business sense and will increase our brand recognition. Our current list of partners (to name a few) are: Delta Solutions, Northrup Grumman, Western Cyber Initiative, Naval Postgraduate School, Dalhousie Univ, Univ of Calgary, Marion Univ and Apogee. In addition, inside our outreach/partnership program, we attend conferences regularly. After we attend a conference we do a 1-2 page write up on the value of that conference for the future. In the future, we will post these 1-2 pagers for all to read either in this newsletter, on our blog or both.

Social Media: The College of Securities Studies', with Melissa Balsan's help, is now Tweeting daily and blogging on the current activities inside of the Homeland Security industry. We now have over 60 followers on Twitter. The reasons for these efforts are to

position CTU as a thought leader recognized on a national level. When we tweet or blog, our basic 3 questions we consider are:

1. What is CTU's position on this key topic area?
2. How can we best prepare to speak on underserved topics?
3. What policy or legislation would CTU be an advocate for? Opposed to or neutral on? Please join and follow us on: @CTUHOMELAND.

Please do not hesitate to e-mail or call me. I look forward to continuing this dialog, remaining transparent in our collective efforts and being responsive to our alumni's' needs as we build this world class Homeland Security program. 📩

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CRIMINAL JUSTICE PROGRAMS

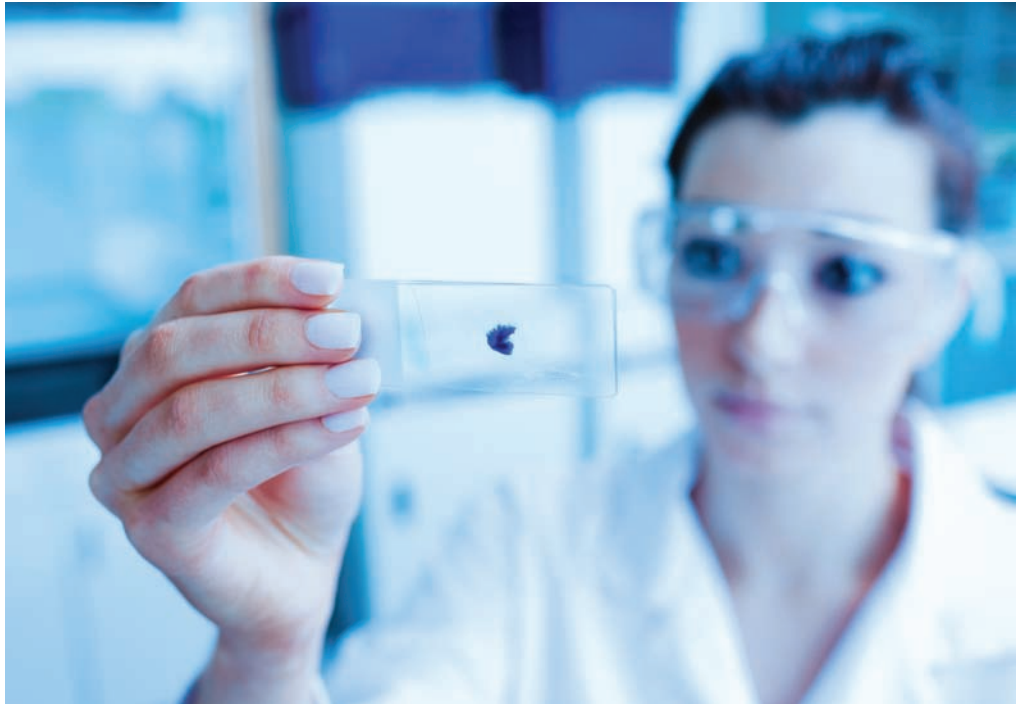
Dear CTU alumni and students, it is a privilege and a pleasure to connect with you through the Security Studies Alumni Newsletter! As you have read already, CTU created the College of Security Studies to bring together two dynamic – and fundamentally related – academic disciplines of Criminal Justice and Homeland Security. This section will focus on CTU’s criminal justice programs.

By way of background, I actively practiced law for over a decade in the Chicago, Cook County area in the fields of criminal defense and civil litigation (both trial and appellate), real estate transactions, corporate practice and entertainment work. My criminal law experience includes state and federal, as well as juvenile (delinquency as well as abuse and neglect).

I have also been in the higher education field for the last eight years and served as a Lead Faculty member, Program Director of multiple programs (CJ, PALS, Marketing, Construction Management, and Healthcare Management), as well as being an Assistant Director of Education.

CTU has offered criminal justice degree programs at its campuses and online for some time now. We have had bachelors and associate degree programs for quite some time, with certain concentrations coming into existence over the last several years. We feel that the program offerings in the criminal justice area are strong, but we are always looking to make them stronger. That’s one of the ways that you can help us – by making sure we are offering programs, and courses within those programs, that provide value to our future alumni.

At CTU we offer a bachelor’s degree in criminal justice, and we offer a couple of concentrations under that bachelor’s degree: We have a human services concentration with a primary focus on chemical addiction counseling. Our newest bachelor’s degree offering is a concentration that focuses on homeland security and emergency management. This program we view as being an “all-hazards” approach to homeland security and emergency management. The program is designed to teach the student a broad understanding of both homeland security and emergency management issues. The graduate of this



“CTU’s newest bachelor’s degree offering is a concentration that focuses on homeland security and emergency management”

program will be taught to understand how we fight terrorism, how we handle natural and man-made disasters, how we plan, strategize, communicate and work collaboratively to handle the challenges both from man and from mother nature.

A CJ concentration that exists only on our ground campuses is the Bachelor’s in Criminal Justice – Forensic Investigation concentration. This program provides the student with a foundational forensic investigative knowledge and skill base. Students are provided with both theory and practice in this concentration through lab and practicum experience in the investigation of crimes and criminal profiling. Because the profession requires that lab experience be real, hands-on, and not via simulation, this concentration only exists on our ground campuses, and is not offered online.

The most recent, and in my opinion, exciting development in CJ at CTU is last year’s launch of the Master of Science in Criminal Justice (MSCJ). From faculty and student experience in the MSM-CJ, the University decided to build a full Master’s degree program in criminal justice. Prior to the launch of the MSCJ in May 2011, CTU’s only CJ-related graduate offering

was the MSM-CJ, which was a management degree with concentration courses in criminal justice. The decision was made to pursue a true CJ degree at the Master’s level, with the focus of this program being on policy development and revision, based on the use of sound criminal justice research. It is our intent that this new MSCJ be the foundation for additional concentration offerings in criminal justice at the Master’s degree level.

The MSCJ will provide a pathway for that CJ professional seeking to upgrade his or her credentials, and to provide that policy background needed to continue up that decision-making ladder within an organization. We believe that this program is an excellent complement to the MS-HLS degree program that Steven Recca talked about in this issue. In the next Newsletter issue, we will highlight some of the remarkable faculty teaching in this program.

I would like to welcome of two of the newest members to the Security Studies family here at CTU: David Brown and Tina Markowski. Welcome aboard you two!

CRIMINAL JUSTICE PROGRAMS *Continued from 7*

If you are interested in contributing to an article on criminal justice, or if you have any questions about the University's Criminal Justice programs, please contact me. I look forward to continuing the conversation on our academic programs and topical issues in the next Alumni Newsletter. 📧

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