



The State Bar of California

OPEN SESSION

AGENDA ITEM O-401

DECEMBER 2020

COMMITTEE OF BAR EXAMINERS

DATE: December 4, 2020

TO: Members, Committee of Bar Examiners

FROM: Natalie Leonard, Principal Program Analyst

SUBJECT: Consideration of Response to Notice of Noncompliance with Rule 4.160(N) – Lincoln Law School San Jose

EXECUTIVE SUMMARY

At its August 2020 meeting, the Committee issued a Notice of Noncompliance to Lincoln Law School of San Jose (LLSSJ) for failure to maintain a compliant Minimum, Cumulative Bar Passage Rate (MPR) of 40 percent or more when the school reported an MPR of 30.9 percent. The Committee also required the school to provide a response within fifteen days. The school's attached response confirms the law school's noncompliance and projects a return to compliance in 2021. (Attachment A.)

It is recommended that the Committee proceed to the next step of the Noncompliance process, directing that an inspection be scheduled within sixty days to assist the Committee in determining the appropriate next step.

BACKGROUND

All California Accredited Law Schools (accredited law schools) must maintain an MPR of at least 40 percent (See Rule 4.160(N)), calculated using the formula enumerated in guideline 12.1. Accredited law schools report their MPR annually on July 1 each year.

This year, LLSSJ reported an MPR of 30.6 percent. As a result, the Committee of Bar Examiners (Committee) issued a Notice of Noncompliance to LLSSJ (Rule 4.170(A).)

When an accredited law school receives such a notice, “the law school must file a response demonstrating that it is . . . in compliance with these rules, if an accredited law school.” (Rule 4.170(B).) After reviewing the law school’s response, the Committee must take one of the following actions under Rule 4.170 (B):

(1) If the Committee deems the response satisfactory, it will notify the law school within thirty days of its consideration of the matter.

(2) If the Committee deems the response unsatisfactory, it must schedule an inspection by the Senior Executive within sixty days of its consideration of the matter.

The purpose of the inspection is to confirm whether: “the accredited law school is in compliance with these rules; or . . . the accredited law school . . . is not in compliance with the rules for specific reasons that warrant probation or termination of accreditation.” (Rule 4.171.) Here, however, the school has not disputed the finding of noncompliance. Therefore, the inspection, reviewed along with the school’s attached response, will assist the Committee in evaluating whether the law school’s plan is likely to lead to future compliance within an acceptable timeframe.

DISCUSSION

Because LLSSJ’s response cannot establish the law school’s compliance, the response must be deemed unsatisfactory, and the Committee must schedule an inspection under rule 4.170(B)(2) above. Though noncompliance is already established, the Committee can use the information gathered through the inspection to help determine the appropriate next steps to monitor the law school’s status.

The law school’s MPR values over the last three years have been 55.4 percent (2018), 44 percent (2019) and 30.9 percent (2020).

LLSSJ’s attached written response projects that the school will reverse this decline and return to compliance by the time of the next MPR reporting cycle on July 1, 2021 due to a combination of the newly reduced bar exam cut score and a return to an enhanced version of a practice used prior to 2017 in which LLSSJ bar preparation staff motivated students and tracked bar examination preparation. (Attachment A.)

Starting with the class of 2017, LLSSJ replaced retiring bar preparation staff with unlimited access to self-directed commercial bar preparation, but students did not participate actively under these circumstances. While at least 50 percent of 2015 and 2016 graduates completed at least 78 percent of bar preparation assignments, later classes generally completed less than half of the bar preparation assignments offered by the vendor through the law school, or the students made other arrangements to prepare. These strategies were not successful.

During the most recent school year, the school has hired internal bar preparation staff, the dean is actively participating in bar preparation, and a bar preparation course is now mandatory again. When the school filed its response to the State Bar in September, about two thirds of the

class was on track to complete at least 80 percent of the bar preparation material, which the law school's commercial bar preparation vendor had identified as a reasonable predictor of success.

LLSSJ also hopes that prior alumni will have success on the bar examination, noting that their graduates have often required several years to pass the examination and that they may have improved results due to the newly reduced examination cut score. The law school is also offering some financial assistance to alumni for bar preparation.

The school is also making changes to its operations to improve overall bar exam passage as well, coordinated and organized by a new Dean of Academics. Regarding admissions, the school is working to better identify the students that may need extra support by correlating admissions statistics with grade performance and eventual bar exam results. Grading rubrics are being standardized across professors and correlated against bar performance. Faculty recruiting has been modified to seek professors open to the calibration that these initiatives require. Curriculum is also being evaluated to insert additional milestones and feedback for students and to consider other changes as needed.

The law school believes that these changes will result in immediate and significant improvement that will be demonstrated through the results of the October 2020 bar exam.

Because the law school confirmed that its MPR is not compliant, the Committee must find that the law school's response has not satisfied its obligation to demonstrate that the law school is in compliance, and, therefore, the Committee must schedule an inspection within sixty days from the date of this meeting. Given the current pandemic circumstances, a remote telephone or videocall inspection is recommended.

A report of the inspection can be returned to the Committee, along with the law school's next set of bar exam results, which will be available in January 2021.

FISCAL/PERSONNEL IMPACT

None

AMENDMENTS TO RULES OF THE STATE BAR

None

AMENDMENTS TO BOARD OF TRUSTEES POLICY MANUAL

None

STRATEGIC PLAN GOALS & OBJECTIVES

Goal: None - core business operations

RECOMMENDATIONS

It is recommended that the Committee receive and file LLSSJ's timely response to the Notice of Noncompliance with Rule 4.160(N) issued to the school in August 2020 and make a finding that the law school's response is not satisfactory because it does not establish the law school's compliance. It is further recommended that the Committee direct staff to schedule an inspection within 60 days as required by the rules, during which the law school can further discuss its current MPR and its plan and timing to return to compliance, including the evidence upon which it bases its projections.

PROPOSED MOTION

Should the Committee of Bar Examiners agree with staff recommendations, the following motion should be made:

MOVE, that the Response of Lincoln Law School of San Jose to the Notice of Noncompliance with Rule 4.160(N) be received and filed; and that the Committee find that the response is unsatisfactory because it does not establish the law school's compliance with Rule 4.160(N); and

FURTHER MOVE that a remote inspection be scheduled within sixty days to determine whether or not the school is in compliance with Rule 4.160(N) and, if not, to allow the school an opportunity to further explain its plans and timing to return to compliance, including the evidence upon which the plans are based. If the school declines to timely participate in an inspection, the Committee will proceed with the information before it.

ATTACHMENT(S) LIST

- A.** Lincoln Law School of San Jose Response to Notice of Noncompliance



September 8, 2020

Committee of Bar Examiners
State Bar of California
180 Howard Street
San Francisco, CA 94105

Re: Response to Notice of Noncompliance (Minimum Bar Pass Rate)

Dear Members of the Committee of Bar Examiners:

Pursuant to Guideline 12.2 of the Guidelines for Accredited Law School Rules ("Guidelines") and Rule 4.170 of the Accredited Law School Rules ("Rules"), Lincoln Law School of San Jose ("Lincoln") hereby responds to the Committee of Bar Examiners' ("Committee") Notice of Noncompliance, dated August 21, 2020 and received by email on September 1, 2020.

Lincoln cannot show that it is in compliance with the Rules relating to the required Minimum Bar Pass Rate ("MBPR") as required by Rule 4.170(B), but requests that the Committee deem this response satisfactory pursuant to Rule 4.170 (B)(1) until at least January 2021. In support of this request, the following pages outline the circumstances leading to Lincoln's noncompliance, as well as the steps being taken to return to compliance, an estimated timeline for return to compliance, and the evidence upon which that estimated timeline is based.

I. LINCOLN HAS A LONG HISTORY OF STATE BAR COMPLIANCE

Lincoln Law School of San Jose was accredited by the Committee of Bar Examiners of the State Bar of California in 1993, and has maintained its accreditation, and full compliance with all Rules and Guidelines, for more than 27 years.

Lincoln's former Dean was an active participant in the discussions when the provisions relating to a Minimum Cumulative Bar Examination Pass Rate were added to the Guidelines some years ago. At that time, he expressed his concerns about the effect the MBPR might have on students of color, and for whom English is not their first language. His concerns then seem prescient now, in light of the results of recent studies commissioned by the State Bar.

Because of its location, Lincoln's demographics have shifted over the last couple of decades such that fully seventy-five percent of Lincoln's student body is composed of ethnic minorities. The School nevertheless has consistently reported a cumulative Bar Pass Rate in its Annual Reports above 50% through 2018, and reported a MBPR above 44% as late as last year. Indeed, the Bar Pass Rate for the 2015 class is at 64%, and the 2016 class is at 58% - both well above the minimum.

So, the issue begins and ends with the 2017, 2018, and 2019 graduating classes.

II. THE CIRCUMSTANCES LEADING TO NONCOMPLIANCE

Dean Moless retired unexpectedly in April of 2015, having served as Dean for more than 15 years. With him went an extensive accumulation of experience preparing Lincoln graduates in house for the Bar Exam. The School's Registrar, Assistant Registrar, and Admissions Specialist all retired shortly thereafter. Various long-time faculty members followed. In 2019, Lincoln's Dean of Academics and Faculty retired, and it took almost a year to find a suitable replacement. With an administrative upheaval of this magnitude, it should perhaps not be surprising that there has been some resulting fallout.

I replaced Dean Moless as Interim Dean for six months, and was thereafter appointed as his permanent replacement. Instead of following directly in Dean Moless's footsteps with respect to in-house Bar Review courses and protocols, I turned to Barbri, a well-known and well-reputed Bar Review company, thinking "the professionals" could probably do a better job than anyone new I might bring in to fill vacant in-house Bar Review professor positions.

More importantly, I wanted to fill the gap I saw in our students' ability to afford a high-quality bar preparation program after graduation, so I entered into a contract for the School to pay for Barbri's Bar Review program for our graduates. The Barbri contract included access to hundreds of hours of instructional videos and hundreds of practice questions in bar-tested areas, that students could access from their first day in law school. The contract also included an Extended Bar Preparation program, used by many ABA schools, which I posited would give our students that extra time needed to prepare for the Bar Exam, despite having full time jobs and family obligations.

My mistake was that, for three years, I gave students the ability to direct their own Bar Review studies (as I, and so many of our Lincoln alumni had done for decades). I assumed that students would be eager to take advantage of the resources provided. They were not. In 2017, several fourth year students petitioned to be excused from the mandatory Barbri Extended Bar Review course on the basis that they had hired tutors, or made other Bar Review arrangements. On this basis, I made the course optional for the 2018 class, and again, most students chose not to participate on the basis that they had made other arrangements. Their Bar results speak for themselves. Those other arrangements have been ineffective. In 2019 I returned the Bar Review course designation to mandatory, hired a Bar Review Director to supplement the materials in house, and again received push back from students (now complaining they hadn't received sufficient notice of the return to mandatory, and had made other arrangements). Poor Bar Exam performance again followed.

While I take full responsibility for making programmatic changes to Lincoln's Bar Review protocols, there is a level of personal responsibility on the part of the students that must be acknowledged.

Exhibit A shows a comparison of the 2015 and 2016 class year's Barbri completion rates as compared to 2017, 2018, and 2019.

- In 2015, 50% of the students completed at least 78% of the assignments, with three students completing 87, 89, and 97% respectively. The student who completed 97% passed on the first try. See **Exhibit A-1**. The other three high-performing students have also passed.

- In 2016, again 50% of the students completed at least 78% of the assignments. All but one of them has since passed the Bar Exam. See **Exhibit A-2**.
- In 2017, 1 out of 8 students completed 99% of the assignments. The others completed 0, 2, 5, 5, 11, 31 and 51% respectively, for an average of only 15%. See **Exhibit A-3**.
- In 2018, again, 1 student out of 6 completed 97% of the assignments. The others completed 0, 14, 23, 34, and 34% respectively, for an average of only 21%. See **Exhibit A-4**.
- In 2019, again, 1 student out of 9 completed 84% of the assignments. The others completed 0, 4, 4, 6, 24, 40, 49, and 69% respectively, for an average of only 24.5%. See **Exhibit A-5**.

Perhaps I should not have put “all our eggs in one basket,” and should instead have taken more time to understand and try to replicate the existing in-house Bar Review system. My “rookie errors” have certainly resulted in some unintended consequences.

However, given the long history of Lincoln students (including myself) finding success on the Bar Exam through hard work and determination, I hesitate to lay the entire blame for the performance of the 2017-2019 class years on the School when the majority of 2017-2019 graduates “opted out” of Lincoln Bar Review, and only 3 out of 23 students completed at least 70% of the Barbri Bar Review assignments, resulting in an average completion rate for the remaining 20 students of just 20%. Students cannot choose to do less than 20% of the work and expect to reach the same goal as students who have sacrificed to complete the work.

Sometimes it takes big mistakes to spur big changes. It appears some of our 2017-2019 graduates have decided to put in the effort this year. And I am excited about the many changes Lincoln has been making to address this issue over the last couple of years. We anticipate seeing the fruits of those changes during this reporting period (October 2020 and February 2021).

III. LINCOLN HAS TAKEN A NUMBER OF STEPS TO ENSURE FUTURE COMPLIANCE

The problem is not that Lincoln has not been allocating resources to preparing students for the Bar Exam. The problem has been that I did not understand the dynamics of motivating Lincoln students to do the things they need to do to succeed.

The changes Lincoln is making are systemic, and systemic changes take time. Lincoln is grateful for the insight given to us during our 2018 State Bar site visit, which sparked a shift in academic culture. Lincoln’s pursuit of accreditation by the Western Association of Schools and Colleges (“WASC”) continues to drive changes as follows:

A. Admissions

Lincoln has been studying the statistical demographics of its students along with correlations to Lincoln grade point averages (“GPAs”) and eventual Bar Exam pass rates. Efforts are being made to pre-screen applicants and to divert “at risk” students to additional assessments and services.

B. Assessments

Lincoln has added a number of additional assessments across its curriculum. These assessments are designed to provide students and faculty early snapshots of each student’s progress against Bar-related skill sets, including significant multiple-choice testing. Examination rubrics are being calibrated

for specific grade-level outcomes. And student services are being adjusted to include assessments that must be passed before students may advance to the next grade level.

C. Milestones

Lincoln professor Don Kilmer is using WASC's Assessment Leadership Academy as a springboard for exploring various milestone examinations which would act as both an indicator to students of their preparedness for the continued study of law, and a check on faculty grading calibration against eventual Bar Exam scores. As part of this project, Professor Kilmer is exploring several factors relating to Lincoln's historical Bar Exam performance that we anticipate will result in curriculum adjustments leading to future Bar Exam success.

D. Professor review and recruiting

Lincoln continues to work with its faculty senate to adjust faculty review rubrics to focus on actions designed to advance student success. As well, Lincoln's recruiting parameters have been expanded to require characteristics closely tied to student success. As a result, Lincoln has been fortunate to add new faculty members with a significant understanding of WASC teaching and learning principles.

E. Staffing

Lincoln recently added a full time Associate Dean of Academics and Faculty, who is working closely with faculty on creating and integrating additional predictive assessments, calibrating grading both at grade level and across the curriculum, and assembling a faculty committee to consider curriculum changes based on reported data.

IV. LINCOLN ANTICIPATES FULL COMPLIANCE MAY BE REACHED BY THE NEXT REPORTING PERIOD BASED ON A NUMBER OF PREDICTIVE INDICATORS

As set forth above, Lincoln has invested heavily in assessment tools and dashboards designed to add data into predictive analytics models. In short, we are striving to obtain enough information that we can reasonably predict a students' success, or failure, on the Bar Exam.

Specifically, this year Lincoln is tracking recent graduate performance against prior years, and against State averages, as well as against Bar Review provider metrics. As described below, these indicators suggest Lincoln may be back in compliance by January, or, if not, as soon as in-person testing resumes.

V. THE EVIDENCE FOR FUTURE COMPLIANCE IS SUBSTANTIAL AND COMPELLING

As disappointing as the performance of the past three years has been, Lincoln's 2020 graduates seem poised to reverse the downward trend in spectacular fashion. And whereas the 2017, 2018, and 2019 graduates had little interest in the Bar Review tools provided, the 2020 graduates are embracing the challenge of doing the hard work they know will give them the best chance of success.

In addition, because the 2017, 2018 and 2019 classes were so small, it is only necessary for three or four graduates from each class to pass in order for that class to be at or near the 40% threshold. Overall, Lincoln only needs 11 students to pass the October examination, and 14 students to pass before the end of the reporting period. Historically, it takes about 3 years for each graduating class to reach the

40% threshold, with a few graduates succeeding each year. Giving a little grace for historically low overall Bar Exam pass rates in California over the past couple of years, several of Lincoln's recent graduates are due to pass.

Finally, though Lincoln has no way of confirming, it is widely believed that a significant number of recent graduates who have taken a break from repeating may have been enticed to return to this examination by the lower cut score.

A. LINCOLN'S CURRENT GRADUATES COULD REACH A FORTY PERCENT PASS RATE ON THIS FIRST ADMINISTRATION.

Lincoln's 2020 graduates have, by and large, taken full advantage of the Bar Review tools provided them. Below is an assessment of their statistical progress to date. The School has been in close contact with each of these students, and continues to support and motivate them, despite extremely trying times for many.

Adaptibar.

To assess our graduate's chances on the MBEs, Lincoln has provided each of its 2020 graduates with a license to use Adaptibar (a \$395 gift to each student). Adaptibar is a commercial Bar Review company that comes highly recommended by our recent graduates. Adaptibar presents Bar Exam applicants with multiple choice questions licensed from the NCBE, as well as additional proprietary questions designed to strengthen topical weaknesses. Students can study by single subject, or mix any number of subjects to produce timed practice tests of any length. Adaptibar's premise, and our graduates' experience, is that a student's score on the actual MBEs generally corresponds to that student's Adaptibar scores just prior to the Exam.

Lincoln currently has 30 graduates using Adaptibar. See **Exhibit B**. With 30 days remaining to prepare for the Bar Exam, 9 applicants are already near or exceeding the 70% threshold, with 7 others continuing to use the system to meet that mark. Student progress to date is exceeding the State average, as shown on **Exhibit C**.

Barbri.

Lincoln has also provided its 2020 graduates with access to the Barbri Bar Review course (a \$2600 value per student).

Barbri incorporates predictive analytics, and uses artificial intelligence to customize study plans for graduates like ours who have jobs and families and cannot study 8-10 hours per day. According to Barbri, students who passed the Bar Exam in 2019 completed 82% of the Barbri assignments. See **Exhibit D, Column 8**. As of August 31, 2020, three Lincoln students had completed more than 60% of the assignments, and six of Lincoln's 2020 graduates had completed more work to date (at least 50%) than the average amount of work completed by 2019 Barbri students who passed the exam (46.5%). See **Exhibit D, Column 16**.

With 30 days remaining before the Bar Exam, one of these students has already attained a composite score of 144 on a simulated MBE, with two others getting close to a passing 139. See **Exhibit D, last column**.

This year, both the Dean and a Director have taken an active role in helping the 2020 graduates stay on track during what, by all accounts, has been a particularly exhausting summer. It is clear that one of the things that makes the Bar Review system work with students like ours is this personal touch. The 2020 class is performing similarly to the 2015 and 2016 class years, with 6 of the 9 expected takers now exceeding 50% of the assignments – ahead of the 46% average completion for all takers, and well on pace to complete the 80% or so Barbri suggests is a good indicator of exam success. See **Exhibit A-6**.

Lincoln anticipates that, at most, nine of its twelve 2020 graduates will take the Bar Exam in October. At least three students with high graduating grade point averages have indicated they do not wish to take the exam online. Of the remaining graduates, based on Lincoln grade point averages, combined with Barbri progress and Adaptibar scores to date, Lincoln anticipates four of its 2020 graduates have a good chance of passing the Bar. *Thus, the class of 2020 is expected to be at or near the minimum bar pass rate as first time takers.*

B. LINCOLN ANTICIPATES A SUFFICIENT NUMBER OF GRADUATES FROM EACH OF ITS RECENT CLASS YEARS WILL PASS TO BRING LINCOLN INTO OVERALL COMPLIANCE.

It is not unusual for Lincoln graduates not to pass the Bar Exam on the first few tries. In 2015, only 2 students passed on the first try, but within five years, the pass rate reached 64%. In 2016, no students passed on the first administration, but within four years, the pass rate reached 58%. There is one more 2016 graduate that is scoring very well on Adaptibar quizzes and has a good chance of passing this year. That would put the 2016 class at 67%.

For 2017 graduates, 3 of the remaining 10 students will need to pass for this class to reach 36%. Lincoln is only aware of four students from that class who intend to take the exam. Of those, there are only two for which we have any data relative to their preparedness. Those two are scoring above 75% consistently on hundreds of Adaptibar questions each week. The other two have Lincoln grade point averages that would suggest they will ultimately be successful on the Exam, and Lincoln is aware that one previously came within the parameters for a re-read, so is fully capable of exceeding the lowered cut score. Lincoln believes 2 will pass, and possibly all four.

For 2018 graduates, three more passing would bring this class to 33%.¹ Lincoln has almost no visibility into the preparedness of this class, as they have not chosen to use Barbri or Adaptibar. However, based on grade point averages and recent correspondence, it is expected at least three might exceed the lowered cut score. I am informed that at least one has exceeded the current cut score on a previous administration.

For 2019 graduates, three more passing would bring this class to 40%. Based on Lincoln grade point averages, recent Adaptibar quiz scores, and (for one) Barbri progress, Lincoln has been able to identify at least three who it expects will certainly pass, along with two others who have a reasonable chance.

Exhibit E lists (in green) those students expected to achieve passing scores on the October Bar exam. Yellow indicates students expected never to take the exam. Red squares are students known to

¹ It should be noted that one additional student, who was part of the Class of 2018 but did not graduate (for lack of a few elective credits) and chose instead to take the exam under the four year exception, passed the exam but is not counted in official figures.

be deferring. Lincoln has identified 15 students whose progress on Adaptibar or Barbri suggests preparation sufficient to indicate Bar exam success, and five more who have a reasonable chance just based on historical data. Lincoln only needs 11 students to pass for its bar pass rate to return to 40% in January, and expects to pick up three or four more in February of 2021, when more 2019 and 2020 graduates hope to take an in-person Bar Exam.

VI. DELAYING THE EXPENSE OF AN INSPECTION AT LEAST UNTIL THE OCTOBER BAR RESULTS ARE RELEASED PROVIDES A MORE EVEN PLAYING FIELD DURING THE COVID-19 PANDEMIC

The State Bar's efforts to respond to statewide restrictions on large gatherings by shifting to an online exam format have been extraordinary. But it is still unknown whether the circumstances of having to take an online examination from home (or another, quieter, but unfamiliar location) will affect applicant performance.

What we do know is that the Exam has been delayed from July to October, and that results will be delayed from November to at least January. This deferral has denied Lincoln the opportunity to potentially rectify this compliance issue prior to the date upon which the Committee would normally require a site visit pursuant to Rule 4.170 (B)(1). In addition, the California Assembly recently adopted HR103, which it will send to the California Supreme Court, requesting retroactive application of the new 1390 cut score. If the Supreme Court responds in the affirmative, that, too, could have a significant impact on Lincoln's cumulative pass rate.

Given the significant cost of a site visit, Lincoln respectfully requests that any such visit be delayed until some time after the results of the October Bar Examination have been released, or the California Supreme Court has responded to HR103, or both.

Lincoln has provided, within the confidential documents attached to this response, all information that could be provided in the context of a site inspection, such that delaying the imposition of Rule 4.170(B) will not impede the Committee in complying with its duty to protect the public.

There is precedent for the proposition that current unprecedented circumstances have so interfered with the School's ability to resolve the issue, or made resolution so difficult, as to require a suspension of the Rules. This was the case in 2016 and 2017 when regular reporting of Bar Exam results was suspended due to circumstances beyond the State Bar's control. Both the delay of the Exam, the lack of access to quiet study spaces, and the shift to an online modality have caused a number of promising graduates to defer taking (or retaking) the exam, thus interfering with the School's ability to use those predictively positive scores to improve its results.

Lincoln therefore requests that action on its noncompliance be held in abeyance until either: (1) the State Bar may resume in-person exams (or understand more about the effects of the online modality on student performance); or (2) a sufficient number of online examinations have been administered that students electing not to take the October examination because of the myriad uncertainties surrounding it will have had an opportunity to adjust to the new modality.

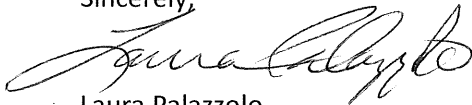
VII. CONCLUSION

Lincoln is monumentally disappointed to find itself on the short list of schools (both California and ABA accredited) that could not move quickly enough to lift its students above the State's prolonged

string of historically low bar pass rates. As recent State Bar commissioned studies have shown, the Bar Exam tends to disadvantage people of color, and Lincoln has one of the most diverse student bodies of any law school in California. Nevertheless, Lincoln students can do better, and the changes Lincoln is making will give them the opportunity to prove that they are not limited by the statistics.

The Board, administration, and faculty of Lincoln look forward to working with the Committee to rectify this issue by bringing Lincoln back into compliance with the Minimum Bar Pass Rate as soon as possible.

Sincerely,

A handwritten signature in black ink, appearing to read "Laura Palazzolo", written in a cursive style.

Laura Palazzolo
Dean