

**BOARD OF HIGHER EDUCATION**  
**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Academic Affairs

**NO.:** AAC 12-40

**COMMITTEE DATE:** June 12, 2012

**BOARD DATE:** June 19, 2012

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**APPLICATION OF FISHER COLLEGE TO AWARD THE BACHELOR OF SCIENCE IN  
CRIMINAL JUSTICE**

**MOVED:** The Board of Higher Education hereby approves the Articles of Amendment of **Fisher College** to award the **Bachelor of Science in Criminal Justice**.

**Authority:** Massachusetts General Laws, Chapter 69, Section 30 et seq.

**Contact:** Dr. Shelley Tinkham, Assistant Commissioner for Academic, P-16 and Veterans Policy

## **BOARD OF HIGHER EDUCATION**

**June 2012**

### **Fisher College Bachelor of Science in Criminal Justice**

#### **INTENT**

Fisher College, a New England Association of Schools and Colleges (NEASC) accredited, private coeducational institution, located in Boston, MA, requests authorization to offer the Bachelor of Science in Criminal Justice. The mission and purpose of the proposed program is to prepare students for careers and advanced studies through a combination of courses in criminal justice, psychology and sociology providing an understanding of the the nature of crime as well as the processes that prevent and respond to crime. Through the analysis of crime, justice, and social control, students will develop a personal definition of justice, a fuller understanding of the world in which they live, and the ability to identify careers and strategies for action. The program emphasizes the development of critical thinking skills as students examine crime, criminal behavior, social control and theories of justice.

The proposed program's intent reflects the mission and objectives related to the College's transitioning to a comprehensive four year undergraduate institution, and to offering students the necessary "knowledge and skills that will guide them through a lifetime of intellectual and professional pursuits" (Fisher College mission statement, 2010). The proposed program emphasizes collaboration across multiple disciplines and the integration of the college's career-readiness model.

Despite increased enrollments, Fisher College reports that students enrolled in programs at the associate degree level often transfer after the first year of study. In a withdrawal survey issued by the College, respondents indicated that they would stay at Fisher College if their major was available at the baccalaureate level. The increased interest of students who wish to attend Fisher College and study crime and justice supports the College's decision to create a baccalaureate degree program in Criminal Justice.

Information from the Bureau of Labor Statistics (BLS) also informed the college's decision to move forward with the addition of the proposed program. The BLS reports that the number of jobs in criminal justice-related fields in 2006 was 38,470. The office projects that by 2016, 2,720 new jobs will be created. This will bring the total number of criminal justice-related jobs to 41,190, an increase of 7.1% over 2006 levels. The proposed program prepares students to enter a variety of careers that utilize the knowledge, skills, and experiences gained during their course of study. The list of possible careers includes but is not limited to arbitrator, community service worker, correction officer, criminal investigator, mediator, public administrator, police officer, probation/parole officer, youth service coordinator, and victim/witness coordinator.

The program was developed using faculty and administrative expertise, an external consultant, and the Fisher College Curriculum Committee. The proposal was forwarded to the Faculty Forum (the faculty governance structure charged with review and approval of all curricular matters) for a vote and was subsequently endorsed by the faculty, approved by college leadership, and authorized by the Fisher College Board of Trustees on July 26, 2010.

## **INSTITUTIONAL OVERVIEW**

Fisher College was founded in 1903 and functioned as a secretarial school for young women (and men beginning in 1946) until its approval as a junior college in 1952. In 1957, Fisher Junior College was approved to grant the Associate in Science degree by the Board of Higher Education. In 1968, authority was granted to award the degree Associate in Arts. In 1970, the college was accredited by the New England Association of Schools and Colleges. The college began offering programs and certificates through continuing education at sites throughout eastern Massachusetts in 1975.

In 1988, Fisher Junior College was renamed Fisher College, a private, two year college. In 1999, the Board of Higher Education approved Fisher College to offer the Bachelor of Science in Management and in 2000, the Board approved the certificates in Administrative Assistant, Computer Technology, Early Childhood Education, Paralegal Studies, Medical Assistant, Retail Merchandising and, Travel and Hospitality Management. In 2008, the Board also approved the Bachelor of Science in Human Services and the Bachelor of Arts in Communication and Media Studies. In 2011, the college was approved to award the Bachelor of Arts in Psychology. In its current petition, the College seeks authority to award the Bachelor of Science in Criminal Justice.

## **ACADEMIC AND RELATED MATTERS**

### Curriculum (Attachment A)

Students must complete a total of 122 credit hours, including career readiness components imbedded throughout the curriculum. The early career-readiness components expose students to speakers, field trips and careers in their first year of study. This is following by the opportunity to join a professional organization and engage with the profession. Additionally, after the second year of study, students are required to participate in an internship. Students must also complete an internship as part of their capstone experience during the last year of the program.

Students must complete the college's general education and major requirements with a minimum cumulative GPA of 2.0 and are expected to complete the program in 4 years of full time of study. At least 25% of the required credit hours must be done at Fisher College, including the final 30 credits.

### Admission Requirements

In order to be considered for admissions into the proposed program, a student must submit the following information:

- A completed application form and required fee;
- A combined SAT Quantitative and Verbal score of over 750
- High school transcripts with a minimum GPA of 2.1 for academic coursework only, or the official test scores for students who took the GED;
- International students must submit transcript translations and evaluation, TOEFL scores and meet the requirements for F-1 visa status.

### Tuition and Fees

The anticipated student cost, including tuition and fees, of the proposed program for a day student living on campus based on four full-time years of study is \$107,100. The tuition and fees for a continuing education student who completes the program in four years is \$36,640.

The tuition differential between the day and continuing education students is associated with the lower cost of providing services to continuing education students who do not live on campus nor use primary campus facilities, such as athletic programs, cafeteria, health/counseling services and student clubs/activities.

### Projected Enrollment

The initial cohort for the Bachelor of Science in Criminal Justice program is forecast to achieve a 50%, 6-year graduation rate as measured at the end of 2018. Enrollment projections for proposed program are based on a six-variable model:

- AS in Criminal Justice and AA in Liberal Studies (Justice Studies concentration) unduplicated headcount – matriculants with pre-matriculation academic indicators suitable for baccalaureate acceptance
- AS in Criminal Justice and AA in Liberal Studies (Justice Studies concentration) unduplicated headcount – admitted non-matriculants with pre-matriculation academic indicators suitable for baccalaureate acceptance
- Matriculations into related programs (i.e. BS in Human Services)
- Number of recent AS in Criminal Justice and AA in Liberal Studies (Justice Studies concentration) graduates
- Expected new inquiries (weighted by conversion rates)
- Internal major transfers

#### **Program Enrollment Projection (Years 1-4)**

<b># of students</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
Day Division Full Time	17	19	21	25
Div. of Cont. (DCE) Education Full Time	13	15	17	20
DCE Part Time	13	15	17	20
Totals	43	49	55	65

### **RESOURCES AND BUDGET (Attachment B)**

#### Administration and Faculty

The proposed Bachelor of Science in Criminal Justice will be housed administratively in the Division of Management and Public Service and be led by a full time member of the faculty designated as program director. The college has hired a second full time faculty member in the program and will make others as needed, subject to growth of the program.

### Library and Information Technology

Fisher College has numerous databases that can support this program at the baccalaureate Level, including Ebscohost's Academic Search Premier, and two databases that are part of the subset: Psychology and Behavioral Sciences Collection, and Sociological Collection. In addition the College has full access to SocIndex . Full-text articles are available in the databases to which the College currently has access. The *Criminal Justice Abstracts with Full Text* database has been trialed and the College is committed to this expenditure. Fisher College has earmarked up to \$10,000 for criminal justice related acquisitions, based on the needs and recommendations of the program director. To supplement holdings, the College has an articulation agreement with the Metro Boston Public Library System whereby the College' students have access to the public library's holdings through inter-library loan which includes a door-to-door delivery system. The Fisher College library web site now houses a separate section within the on-line database menu, dedicated to criminal justice resources.

### Financial Resources

The budget for the proposed program is provided in Attachment B.

## **PROGRAM EFFECTIVENESS**

Upon completion of the proposed Bachelor of Science in Criminal Justice program, students will be able to:

- Describe the historical and developmental aspects of crime and justice in the United States
- Analyze the operations, policies, and procedures of the criminal justice system
- Analyze the theories of crime and deviance and critique the effectiveness of their practical application to behavioral changes.
- Explain the role of the criminal justice system in the administration of justice in the United States and other countries
- Discuss the ethical theories and the values that guide criminal justice professions
- Apply professional standards of writing and research to criminal justice issues.

Departmental assessment efforts are part of the College's regular cycle of program review. All academic programs are reviewed every three years utilizing a three-part instrument that includes assessment of college-wide learning outcomes, specific program learning outcomes and a general evaluation of the program's mission, enrollment, and resources.

## **EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE**

### External Review

The proposed program was reviewed by the visiting committee of Dr. Anne Sullivan, Salem State University, Dr. Robert Hayes, Westfield State University, and Dr. David Schroeder, University of New Haven. The evaluation included the team's review of the written proposal submitted to the Massachusetts Department of Higher Education by Fisher College to offer the Bachelor of Science in Criminal Justice degree, and the site visit conducted from March 20-22, 2011. During the site visit additional documents were provided by the college, and information was also obtained from direct communications with the college's President, Provost, Dean of

Admissions, Vice President of Finance, division chairs, select faculty, students, and the college librarian. The committee toured the main campus, library, a sampling of instructional spaces and faculty offices.

The team found the program to be consistent with the college's endeavor to provide students with a sequence of courses that will prepare them for some careers in criminal justice upon graduation. The Committee also supported the interdisciplinary nature of the curriculum but believed that the curriculum needed further development and should include investigations, criminal law, and upper level coursework focused on theoretical criminology. In addition, the committee suggested the college increase its criminal justice electives and decrease the number of specialized psychology and sociology courses. The Committee noted the number of adjuncts and included a strong recommendation for the institution to immediately hire at least one full time faculty member possessing a doctorate in criminal justice.

### Institutional Response

The institution responded substantively to all the committee concerns and specific responses to the issues outlined above are as follows:

- The program director reviewed the certification standards of the Academy of Criminal Justice Sciences (ACJS) and the visiting committee comments to guide the redevelopment of the curriculum. The proposed program was redesigned to eliminate duplication and address required content areas; including administration of justice, corrections, criminological theory, law adjudication, law enforcement, and research and analytical methods. Guidelines for the undergraduate criminal justice major, and along with the criminal justice program director, made the recommended curriculum modifications.
- A full time, Ph.D. level faculty with the appropriate credentials has been hired for the proposed program.

### **PUBLIC HEARING**

The required public hearing was held on June 5, 2012 at the Department of Higher Education, located at One Ashburton Place in Boston, Massachusetts. No comments were offered in opposition to the proposed program.

### **STAFF ANALYSIS AND RECOMMENDATION**

After a thorough evaluation of all documentation submitted, staff is satisfied that the proposal of Fisher College to award the **Bachelor of Science in Criminal Justice** meets the requirements for NEASC- accredited institutions set forth in 610 CMR 2.08(3) in the Degree-Granting Regulations for Independent Institutions of Higher Education. Recommendation is for approval.

## Criminal Justice Program Curriculum Outline – April 2012 Update

<i>Required (Core) Courses in the Major – all 22 courses below required</i>				
<u>Course Number</u>	<u>Course title</u>	<u>Credit Hours</u>	<u>Program Requirement</u>	<u>Meets Gen Ed Requirement</u>
*CJ 101	Introduction to Criminal Justice	3	<u>X</u>	
*IS 105	The Common Experience	3	<u>X</u>	<u>X</u>
*SO 105	Introduction to Criminology	3	<u>X</u>	
*LA 107	Criminal Law	3	<u>X</u>	
*CM 105	Public Speaking	3	<u>X</u>	<u>X (HU #1)</u>
*CS101	Computer Applications	3	<u>X</u>	
CJ215	Principles of Investigations	3	<u>X</u>	
CJ 210	Law Enforcement in America	3	<u>X</u>	
CJ 240	Deviance and Social Control	3	<u>X</u>	
*PS 101	Introduction to Psychology	3	<u>X</u>	<u>X (SS #1)</u>
*SO 101	Introduction to Sociology	3	<u>X</u>	<u>X (SS #2)</u>
*CJ 201	Corrections in America	3	<u>X</u>	
*CJ 225	Criminal Court Process	3	<u>X</u>	
MA 121	Basic Statistics	3	<u>X</u>	<u>X (MA)</u>
CJ 316	Criminal Justice Research Methods	3	<u>X</u>	
*SO 121	Social Justice, Race & Gender Issues in American Society	3	<u>X</u>	<u>X (SS #3)</u>
CJ 410	Ethics and the Criminal Justice System	3	<u>X</u>	
*IS 210	Professional Development for Internship	1	<u>X</u>	
CJ 317	Criminal Justice Statistics	3	<u>X</u>	
CJ 420	Advanced Criminological Theory	3	<u>X</u>	
CJ 460	Internship	3	<u>X</u>	
CJ 450	Senior Seminar	3	<u>X</u>	
<b>*existing course offered at Fisher College</b>	<b>Sub Total Required Credits</b>	<b>64</b>		
 <i>CJ Program Elective Courses – 3 (300 or 400 levels) required from list below</i> 				
<u>Course Number</u>	<u>Course Title</u>	<u>Credit Hours</u>	<u>Interdisciplinary Elective</u>	
*CJ 310	Juvenile Justice System	3		
CJ 312	Society and Crime Victims	3		
*CJ 315	Criminal Evidence and Procedure	3		
*CJ 320	Probation, Parole, & Community Corrections	3		
CJ 333	Sex Crimes			
CJ334	White Collar	3		
CJ 331	Hate Crimes	3		
CJ 332	Homicide	3		

CJ 330	Cybercrime	3	
	Total Program Electives	9	
One interdisciplinary elective required from choices below			
PS 330	Forensic Psychology	3	<u>X</u>
PS 410	Psychology of the Criminal Mind	3	<u>X</u>
SO 310	Violence Against Children	3	<u>X</u>
*HS 303	Substance Abuse	3	<u>X</u>
<b>*existing course offered at Fisher College</b>	<b>Interdisciplinary elective</b>	<b>3</b>	
<b>Free Elective Courses – 7 courses (21 credits) required</b> <i>refer to Course Catalog for options</i>			
<b>Sub Total Free Elective Credits</b>   <u>21</u>			
<b>General Education Courses – 13 courses (40 credits) required</b> <i>refer to Course Catalog for options</i>			
<b>Indicate Distribution of General Education Requirements Below</b> Refer to Recommended Course Sequence document and Course Catalog for general education offerings.		<b># of Gen Ed Credits</b>	
Arts and Humanities, including Literature and Foreign Languages		<u>15 total</u> <u>12 incremental (not counted in program)</u>	
Mathematics and the Natural and Physical Sciences		<u>10 total</u> <u>7 incremental (not counted above)</u>	
Social Sciences		<u>15 total</u> <u>6 incremental (not counted above)</u>	
<b>Sub Total General Education Credits</b>		<u>40 total</u> <u>25 incremental</u>	
<b>Curriculum Summary</b>			
Total number of courses required for the degree	22 courses are required for the major, 8 additional courses for the general education requirement, plus program and free electives		
Total credit hours required for the degree	122		
<b>Prerequisite, Concentration or Other Requirements:</b> Students are required to take math and English placement exams upon admission. If students need developmental courses in these areas, they are placed in MA 003 Fundamentals of Algebra, or EN001 Preparatory English. In addition, the College offers extensive preparation for students needing ESL instruction. Credits in these courses do not count toward degree requirements.			



<b>Fisher College</b>				
<b>BS Criminal Justice</b>				
<b>Proposed Revenue and Expense Budget</b>				
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
<b>Revenue:</b>				
Day Revenue	321,900	374,161	430,088	532,490
DCE Revenue (Campus and On-Line)	141,636	169,963	200,329	245,109
<b>Total Revenue</b>	<b>463,535</b>	<b>544,124</b>	<b>630,418</b>	<b>777,599</b>
<b>Expenses:</b>				
<b>Staffing:</b>				
FT Day Faculty - Program Director	60,000	61,800	65,000	67,500
FT Day Faculty - New Hire	60,000	61,800	65,000	67,500
Allocation of FT Faculty	-	-	-	-
PT Day Faculty	2,300	6,900	11,500	18,400
PT DCE Faculty	32,760	37,800	42,840	50,400
<i>Total Faculty Expenses</i>	155,060	168,300	184,340	203,800
Taxes and Benefits	23,259	25,245	27,651	30,570
<i>Total Salaries and Fringe Expenses</i>	178,319	193,545	211,991	234,370
Academic administration/ACE	25,500	28,500	31,500	37,500
Student Services	25,500	28,500	31,500	37,500
Admissions	25,500	28,500	31,500	37,500
Academic Tech Expenses	17,000	19,000	21,000	25,000
Facilities	49,600	56,000	62,400	74,000
Academic Program Development	10,000	10,000	20,000	20,000
Academic Program Assessment	-			

		10,000	10,000	10,000	
Contingency	20,000	20,000	20,000	20,000	
General & Administrative Allocation	70,284	78,809	87,978	99,174	
Total Expenses	421,703	472,854	527,869	595,044	
Total Surplus/(Deficit)	41,832	71,270	102,548	182,555	