



BACCALAUREATE PROPOSAL APPLICATION
Form No. BAAC 02

Section 1007.33(5)(d), Florida Statutes (F.S.), and Rule 6A-14.095, Florida Administrative Code (F.A.C.), outline the requirements for Florida College System baccalaureate program proposals. The completed proposal form, incorporated in Rule 6A-14.095, F.A.C., Site Determined Baccalaureate Access, shall be submitted by the college president to the chancellor of the Florida College System at ChancellorFCS@fldoe.org.

CHECKLIST

The proposal requires completion of the following components:

- Institution Information
- Program summary
- Program description
- Workforce demand, supply, and unmet need
- Student costs: tuition and fees
- Enrollment projections and funding requirements
- Planning process
- Program implementation timeline
- Facilities and equipment specific to program area
- Library and media specific to program area
- Academic content
- Program termination
- Supplemental materials

FLORIDA COLLEGE SYSTEM INSTITUTION INFORMATION

Institution Name.	St. Johns River State College
Institution President.	Joe Pickens, J.D

PROGRAM SUMMARY

1.1	Program name.	Criminal Justice - Applied Intelligence Studies
1.2	Degree type.	<input checked="" type="checkbox"/> Bachelor of Science <input type="checkbox"/> Bachelor of Applied Science
1.3	How will the proposed degree program be delivered? (check all that apply).	<input type="checkbox"/> Face-to-face (F2F) (Entire degree program delivered via F2F courses only) <input checked="" type="checkbox"/> Completely online (Entire degree program delivered via online courses only) <input checked="" type="checkbox"/> Combination of face-to-face/online (Entire degree program delivered via a combination of F2F and online courses)
1.4	Degree Classification of Instructional Program (CIP) code (6-Digit).	43.9999
1.5	Anticipated program implementation date.	August 2024
1.6	What are the primary pathways for admission to the program? Check all that apply.	<input checked="" type="checkbox"/> Associate in Arts (AA) <input checked="" type="checkbox"/> Associate in Science (AS) <input type="checkbox"/> Associate in Applied Science (AAS) If you selected AS/AAS, please specify the program: AS – Criminal Justice Technology
1.7	Is the degree program a STEM focus area?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
1.8	List program concentration(s) or track(s) (if applicable).	N/A

PROGRAM DESCRIPTION

2.1 This section will serve as an **executive summary of this proposal**. We recommend providing an abbreviated program description including but not limited to: the program demand, current supply, and unmet need in the college's service district; primary pathways to program admission; overview of program curriculum; career path and potential employment opportunities; and average starting salary. Throughout the proposal, please include in-text references to the supplemental materials for reviewers to reference. We encourage approximately 500 words for a sufficient description.

The Bachelor of Science degree in Criminal Justice - Applied Intelligence Studies will prepare students for employment throughout the criminal justice system at all levels of government (local, state, and federal) and related private-sector fields. The program will focus on intelligence studies while encouraging critical thinking and criminal analysis for law enforcement, criminal investigations, evidence gathering, and crime prevention purposes. Building on an analytical foundation, students will assess present-day concerns related to the criminal justice field through theoretical perspectives and advanced technologies. Although several Florida colleges and universities offer bachelor's degrees in criminal justice, none in northeast Florida offers a degree focused on Intelligence Studies.

The BS degree will require 120 semester credits and provide articulation pathways from the Associate in Science (AS) in Criminal Justice Technology and the Associate in Arts (AA) degrees. To earn the BS degree, students will complete a total of 36 credits of general education courses; 18 credits of foundational lower-division coursework in criminology, criminal justice, software applications, policing, and criminal and constitutional law; 24 credits of lower-division electives; and 42 upper-division credits in Criminal Justice focusing on ethics, criminal investigations, criminal intelligence, evidence and legal procedures, research and analytical products, use of technology, computer crime investigations and criminal activity conducted through technology systems.

Applicants who have completed the AA degree must complete the lower-division foundational coursework if they have not already done so and may use any other AA coursework as lower-division electives. Applicants who have completed the AS degree, including those who have completed basic law enforcement or corrections academies, will have completed all lower-division foundational credits, lower-division elective credits, and 18 of the 36 general education credits and must complete the remaining general education requirements during their baccalaureate studies. In addition, the 42 upper-division credits in Criminal Justice will be required of all students.

The curriculum will provide instruction in public safety policies and procedures, security and event planning, real-time intelligence, intelligence-led policing, information sources, analysis of information and intelligence products, public administration, community relations, ethics, criminal investigations, legal procedures and processes, crime scene management, police administrative leadership, criminal law and procedures, corrections and recidivism, and crime

prevention. Although there is some overlap with the Criminal Justice Standards and Training Commission content related to basic recruit and certain advanced and specialized topics, the content for this curriculum is from independent sources. (Note: Graduates of the Law Enforcement Academy can qualify for college credit if certain requirements are met.)

All courses and course content will comply with Florida Statutes.

In addition to preparing graduates for work as intelligence analysts, this program will provide current law enforcement and corrections officers with preparation for leadership roles within their agencies. As the primary target audience is sworn officers who have completed a program approved by the Criminal Justice Standards and Training Commission, this program introduces content beyond that presented during a law enforcement or corrections academy program. Obtaining a college degree, and specifically one focusing on intelligence, broadens perspectives and understanding, and improves decision-making and communication skills {APDX01 The Benefits of Higher Education for Police Officers; APDX02 What Skills Are Needed to Work in Intelligence}. The development of these skills is vital to prepare officers to be leaders in the law enforcement profession. Researchers also determined that the benefits of college-educated officers include being more prepared to guide reforms. {APDX03 Five Reasons Police Officers Should Have College Degrees}.

This criminal justice program, with a focus on applied intelligence, provides a unique and valuable perspective to students as it combines traditional criminal justice studies with an emphasis on intelligence gathering, analysis, and application. Integrating these two separate but similar fields of study offers a well-rounded understanding of how intelligence operates within the criminal justice system.

Students completing this unique program will be prepared to enter any government or civilian organization position that is either included within the criminal justice system or supports the criminal justice system with the knowledge of how the system works and how they can collaborate with other professionals and agencies to analyze and interpret information effectively to enhance decision making, allocate resources, proactively respond to trends identifying potential risks and threats, prevent and mitigate risks and vulnerabilities of a community, and aid in identifying criminal patterns.

Additionally, this unique program has practical application as it incorporates intelligence gathering and analysis with criminal justice studies so that students will be able to garner the knowledge of using technologies such as data mining, geospatial analysis, real time intelligence, and mapping as it relates to their knowledge gained from traditional criminal justice learning. This interdisciplinary approach will permit graduates to significantly and effectively contribute to public safety services with modern digital information skills that are relevant in today's criminal justice environment.

The public safety sector is part of a necessary infrastructure that expands based on an area's population growth. The population growth in SJR State's tri-county service district is significant

with St. Johns County experiencing an estimated 12.2% population growth since the 2020 census, followed by Clay County at 3.8% and Putnam County at 1.9%. Data from the U.S Census Bureau indicates a total estimated population increase of more than 33% in the district since the 2010 census with St. Johns County again leading the way at 61.5% growth {APDX04-USCensusBureau_QuickFacts_Clay-Putnam-StJohns.pdf}.

According to the Florida Department of Economic Opportunity, employment opportunities (both public and private) within the criminal justice profession include information security analysts, forensic science technicians, first line supervisors, correctional officers, detectives and criminal investigators, police and sheriff's patrol officers, and private detectives and investigators. Sector job growth of occupations with related SOC codes within the College's tri-county service district of Clay, Putnam, and St. Johns Counties will average over 7% through 2029 with an average annualized salary of \$64,262 {APDX05-FL_DEO_Occupation_Data_Clay-Putnam-StJohns_07-27-2022.pdf}.

Other related professional opportunities not listed in the Florida Department of Economic Opportunity statistics include probation officers, emergency response professionals, intelligence analysts, business intelligence analysts, and other cyber and physical security specialists. Because the program will be offered online, statewide data was collected showing projections for job openings through 2029 at over 70,000 with an average annualized salary across the described professions of approximately \$60,000 {APDX06-FL_EMSI_Occupation_Data_Statewide_07-27-2022.pdf}. Of note, these salaries do not incorporate state and local government benefits such as pensions, medical plans, and other possible allowances such as overtime and use of assigned occupational vehicles.

A higher level of postsecondary education allows law enforcement and corrections personnel to be eligible for salary incentives and makes them more competitive for upward mobility within their agencies. As indicated in the support letters from the local sheriff's offices, there is a need for this program in SJR State's service area. This program will fill a specific need; provide an opportunity for law enforcement personnel to further their education and develop needed skills to address emerging challenges; prepare personnel for leadership roles; and strengthen agency operations by bringing together criminal justice studies and intelligence skills.

WORKFORCE DEMAND, SUPPLY, AND UNMET NEED

3.1 Describe the workforce demand, supply, and unmet need for graduates of the program that incorporates, at a minimum, the shaded information from Sections 3.1.1 to 3.1.4. For proposed programs without a listed Standard Occupational Classification (SOC) linkage, provide a rationale for the identified SOC code(s). If using a SOC that is not on the CIP to SOC crosswalk, please justify why the SOC aligns with the baccalaureate program.

Baccalaureate-level Criminal Justice degrees with a focus in Intelligence Studies are not offered within the College's service district. This unique program will meet a specific need for the increasing numbers of law enforcement and public safety personnel in SJR State's service area.

Public safety employment opportunities grow in proportion to local population growth. Northeast Florida is experiencing rapid population growth, with SJR State's service district reflecting those trends. Since the 2020 census, estimates place St. Johns County at an estimated 12.2% population growth, followed by Clay County at 3.8% and Putnam County at 1.9%. Data from the U.S Census Bureau indicates a total estimated population increase of more than 33% in the district since the 2010 census with St. Johns County again leading the way at 61.5% growth {APDX04-USCensusBureau_QuickFacts_Clay-Putnam-StJohns.pdf}. Sections 3.1.1 to 3.1.4 below show an average of 144 job openings per year anticipated in SJR State's tri-county service district {APDX05-FL_DEO_Occupation_Data_Clay-Putnam-StJohns_07-27-2022.pdf} and 11,077 openings per year statewide {APDX06-FL_EMSI_Occupation_Data_Statewide_07-27-2022.pdf}. While of themselves they indicate robust demand, we note that these numbers do not capture career advancement within agencies as law enforcement and corrections officers obtain additional education, which is a major purpose of the baccalaureate program.

The benefits of additional education are numerous, including developing a broader perspective which leads to being more effective in serving the community {APDX07 What Are the Benefits of Higher Education for Police Officers?}. Researchers determined that the benefits of college-educated officers include generating fewer citizen complaints and being less likely to use force; being more problem-oriented to proactively identify crime problems in their communities; the ability to relate better to the community; and identifying best practices {APDX03 Five Reasons Police Officers Should Have College Degrees}. A workforce with higher levels of education also adds to the professionalism of the organization. As described in more detail in Section 3.3, studies have shown that disciplinary incidents are significantly less for officers with higher levels of education.

The program is primarily intended for residents of the College's service district; however, it will be available throughout the state, as all upper-division Criminal Justice courses will be offered online. Although Flagler College offers a BS in Criminology in their Behavioral Sciences Department, law enforcement representatives within the College's service district did not report significant participation in this program. Criminology is considered a social science and is oriented more toward research and theory, while Criminal Justice focuses more on the operations of law enforcement and the criminal justice system. SJR State's proposed program

in Criminal Justice studies with a focus on Applied Intelligence has more practical applications in the law enforcement profession, and the proposed program is, therefore, not a duplication of an existing program already offered within the College's service district or region. Industry representatives within the College's service district did, however, advise that some of their workforce is enrolled in the Public Administration Bachelor of Science program at Flagler College. When allowing for the annual average number of graduates of Flagler's program, the total unmet need in SJR State's service area is 105 job openings per year {APXD08-IPEDS_Completions_Survey_FlaglerCollege.pdf.}

DEMAND: FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY (DEO) EMPLOYMENT PROJECTIONS

3.1.1 The Excel spreadsheet below is set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

CLICK [HERE](#) FOR INSTRUCTIONS FOR COMPLETING THE DEMAND SECTION

Occupation			Number of Jobs				Salary		Education Level	
Name/Title	SOC Code	County/ Region	*2021	*2029	**Level Change	***Total Job Openings	Average Hourly Wage	Annualized Salary	FL	BLS
Information Security Analyst	15-1212	Clay, Putnam & St. Johns	98	125	27.55	85	44.50	\$ 92,560	PS	B
Computer Occupations, all other	15-1299	Clay, Putnam & St. Johns	173	204	17.92	132	38.11	\$ 79,269	PS	B
Forensic Science Technicians	19-4092	Clay, Putnam & St. Johns	34	33	-2.94	29	24.74	\$ 51,459	PS	B
First-Line Supervisors of Correctional Officers	33-1011	Clay, Putnam & St. Johns	60	62	3.33	35	25.49	\$ 53,019	PS	HS
First-Line Supervisors of Police and Detectives	33-1012	Clay, Putnam & St. Johns	76	77	1.32	38	39.17	\$ 81,474	A	HS
First-Line Supervisors of Fire Fighting and Prevention Workers	33-1021	Clay, Putnam & St. Johns	119	124	4.20	60	31.12	\$ 64,730	PS	PS
Correctional Officers and Jailers	33-3012	Clay, Putnam & St. Johns	333	339	1.80	235	21.01	\$ 43,701	PS	HS
Detectives and Criminal Investigators	33-3021	Clay, Putnam & St. Johns	103	105	1.94	54	31.19	\$ 64,875	PS	HS
Police and Sheriff's Patrol Officers	33-3051	Clay, Putnam & St. Johns	792	822	3.79	460	27.96	\$ 58,157	PS	HS
Private Detectives and Investigators	33-9021	Clay, Putnam & St. Johns	27	34	25.93	26	25.66	\$ 53,373	A	HS
					Total	144	\$ 35.78	\$ 64,262		

*Please replace the "Base Year" and "Projected Year" headers with the years reflected in the projections portal (e.g., Base Year is 2019, Projected Year is 2027).

**Please note that the “Level Change” column in Table 3.1.1 corresponds to the “Percent Growth” employment projections data produced by the DEO.

***Please note that the “Total Job Openings” columns is preset to be divided by 8.

DEMAND: OTHER ENTITY INDEPENDENT OF THE COLLEGE EMSI (Economic Modeling Specialists International)

3.1.2 The Excel spreadsheet below is set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

Occupation			Number of Jobs				Salary		Education Level	
Name/Title	SOC Code	County/ Region	*2021	*2029	Level Change	Total Job Openings	Average Hourly Wage	Annualized Salary	FL	BLS
Information Security Analysts	15-1212	Statewide	8524	10981	28.82	7999	45.77	\$ 95,202	B	B
Computer Occupations, Other	15-1299	Statewide	14002	16779	19.83	11692	37.54	\$ 78,083	B	B
Forensic Science Technicians	19-4092	Statewide	1889	2062	9.16	2089	26.62	\$ 55,370	B	B
First-Line Supervisors of Correctional Officers	33-1011	Statewide	5297	4916	-7.19	3254	23.03	\$ 47,902	HS	HS
First-Line Supervisors of Police and Detectives	33-1012	Statewide	9234	9854	6.71	5460	42.72	\$ 88,858	HS	HS
First-Line Supervisors of Firefighting and Prevention Workers	33-1021	Statewide	5651	6081	7.61	3444	\$ 39.14	\$ 81,411	PS	PS
Correctional Officers and Jailers	33-3012	Statewide	24633	22772	-7.55	17514	\$ 21.89	\$ 45,531	HS	HS
Detectives and Criminal Investigators	33-3021	Statewide	7176	7478	4.21	4569	\$ 38.64	\$ 80,371	HS	HS
Police and Sheriffs Patrol Officers	33-3051	Statewide	41012	44069	7.45	29012	\$ 30.13	\$ 62,670	HS	HS
Private Detectives and Investigators	33-9021	Statewide	4469	4798	7.36	3582	\$ 25.25	\$ 52,520	HS	HS
					Total	11077	\$ 33.07	\$ 68,792		

*Please replace the "Base Year" and "Projected Year" headers with the corresponding years reported.

ESTIMATES OF UNMET NEED

3.1.4 The Excel spreadsheet below is set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to "Worksheet Object", and then "Open". To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

CLICK [HERE](#) FOR INSTRUCTIONS FOR COMPLETING THE ESTIMATES OF UNMET NEED SECTION: If institutions do not have data available for completers in the service district, please report statewide data. You may note these are statewide figures.

	Demand	Supply		Range of Estimated Unmet Need					
	(A)	(B)	(C)	(A-B)	(A-C)				
	Total Job Openings	Most Recent Year	5-year average or average of years available if less than 5 years	Difference	Difference				
DEO Total	144	0	0	144	144				
Other Totals	11077	2890	2877	8187	8200				

3.2 Describe any other evidence of workforce demand and unmet need for graduates as selected by the institution, which may include qualitative or quantitative data and information not reflected in the data presented in Sections 3.1.1 to 3.1.4, such as local economic development initiatives, emerging industries in the area, or evidence of rapid growth.

According to the 2021 JAXUSA Biennial Report {APDX09-JAXUSA_2020-2021_Biennial_Report.pdf}, the Florida Jacksonville area is presently ranked as one of the top five job markets in the nation, generating 5,300 new jobs with almost 4.1 billion in private investment capital. The public safety sector represents an imperative social service that supports the area's population and job market growth.

Specific to this proposed degree, law enforcement agencies in SJR State's service district, including the St. Johns County Sheriff's Office (SJSO) and Clay County Sheriff's Office (CCSO), employ intelligence analysts to work with criminal investigators and other sworn personnel. In 2021, SJSO opened their Real-Time Intelligence Center and began hiring Intelligence Analysts to analyze, evaluate, and correlate police reports and intelligence information from multiple sources while coordinating that information with officers and criminal investigators. In 2020, the Clay County Sheriff's Office initiated operations of their Real-Time Crime Center which is staffed by Intelligence Analysts to assist law enforcement. While this is an emerging trend in law enforcement, real-time intelligence has already proven its merit according to local law enforcement experts, who anticipate ongoing hiring of intelligence analysts.

The Sheriffs of Clay, Putnam, and St. Johns Counties, the Chief of the Orange Park Police Department, and the president of CareerSource of Northeast Florida have all provided letters of support indicating their need for graduates of the proposed program as well as the broad benefits of such a program to employees and the agencies {APDX10-LetterOfSupport_CareerSource.pdf; APDX11-LetterOfSupport_CCSO.pdf; APDX12-LetterOfSupport_OPPD.pdf; APDX13-LetterOfSupport_PCSO.pdf; APDX14-LetterOfSupport_SJSO.pdf.}

In addition to these attestations by leaders of St. Johns River State College's local law enforcement community, the critical need for law enforcement personnel, including managers, to develop intelligence-related skills has been detailed by the FBI: "Law enforcement faces an ever-evolving threat landscape that requires executives and personnel to identify, prioritize, and mitigate many cross-jurisdictional threats." The article goes on to state that "...education on the concept of intelligence-led policing at the local, state, federal, and international levels is essential for dealing with current dangers" {APDX15 Intelligence-Led Policing for Law Enforcement Managers}.

Continued population growth, rapid demographic shifts requiring knowledge of diverse communities, and the need for a corresponding increase in law enforcement personnel is resulting in our local agencies needing to develop a more professional workforce. This specialized degree program will address that need.

As SJR State continues to closely collaborate with service area law enforcement agencies, the College is in a unique position to help these agencies build a workforce that has the expertise to collaborate, analyze criminal trends and patterns to anticipate potential threats, and formulate proactive strategies to provide police services in today's data-driven culture.

In short, this unique degree program, encompassing the traditional criminal justice academics along with the skills to address and combat evolving forms of crime rooted throughout today's technological advances, will be essential to law enforcement agencies striving to develop a more strategic approach to law enforcement.

3.3 If the education level for the occupation identified by the Florida Department of Economic Opportunity (DEO) or the Bureau of Labor Statistics (BLS) presented in Sections 3.1.1 to 3.1.2 is below or above the level of a baccalaureate degree, provide justification for the inclusion of that occupation in the analysis.

Most standard occupations cited in the demand section of this proposal require either some postsecondary education or an associate degree. Though the law enforcement and corrections academies at St. Johns River State College (which result in Career Certificates) provide a conduit of applicants for patrol and correctional officers who meet the basic requirements to be hired, associate and baccalaureate degrees are generally required for promotion within the profession because they provide a broader knowledge base for independent decision-making and problem solving, exceptional communication and analytical skills, and efficient technology skills.

With growth in technology and changes in society requiring more of an intelligence-led police force, agencies within the College's service area have an increased need for employees with more technical and social skills. As a testament to these needs, current law enforcement professionals are encouraged to obtain a higher level of education with salary incentives for officers with two- and four-year degrees provided through the state of Florida.

As described above, pursuing advanced education, especially education involving intelligence studies, improves both oral and written communications skills and provides law enforcement professionals with tools to better understand their community and further enhance social skills {APDX01 The Benefits of Higher Education for Police Officers}.

Higher education is also needed by current workforce professionals to be competitive for other agency positions such as intelligence analysts. In addition to current agency needs, studies have shown that higher education among law-enforcement professionals reduces the use of physical force, promotes more problem-oriented policing employing strategies to strengthen police and community relations, increases critical thinking enabling officers to better relate to their communities, promotes more rigorous evaluations of policies thus identifying best practices, and builds better leaders {APDX16-Bouffard_Armstrong_2020.pdf; APDX17-Rydberg_Terrill_2010.pdf}.

Furthermore, consistent with Florida Statute and State Board of Education Rule, this degree will provide students with an increased awareness of diversity. Individuals working within the criminal justice system serving jurisdictional communities will encounter individuals from diverse backgrounds. With a greater knowledge base and understanding regarding these diverse populations, more accurate and appropriate assessments, interventions, and interactions will be possible. Intelligence analysis with an unbiased review of information and understanding of diverse cultures, beliefs, and practices can reduce the risk of cultural misunderstanding or misconceptions that might skew an analysis. Being well informed and sensitive to engaging with

all individuals promotes equality, fosters empathy and understanding, and improves both communication and interpersonal skills.

Many studies have evidenced the positive impact of higher education on the initial preparedness and long-term career opportunities of law enforcement officers. An analysis of disciplinary incidents against Florida officers from 1997 to 2002 by the International Association of Chiefs of Police indicated that officers with high school diplomas were the subjects of 75% of all disciplinary actions while officers with four-year degrees accounted for 11% {APDX18 [Police Agencies Find it Hard to Require Degrees](#)}. Furthermore, the 2020 article “Five Reasons Police Officers Should Have College Degrees” indicated that a higher education led to better communication, more intercultural awareness, and improved interpersonal and social skills needed for successful police work {APDX03 Five Reasons Police Officers Should Have College Degrees}.

3.4 Describe the career path and potential employment opportunities for graduates of the program.

The career paths and potential employment opportunities for graduates of St. Johns River State College's Criminal Justice – Applied Intelligence Studies baccalaureate degree will encompass a myriad of professions within the criminal justice system and related fields.

Students could begin their academic career as early as high school by pursuing one of the College Credit Certificates, the AA degree, or an AS degree in Criminal Justice Technology. Students could pursue entry-level positions in the field while simultaneously pursuing their baccalaureate degree through this online program.

Baccalaureate graduates will be prepared and more competitive for numerous career paths within the criminal justice system, private-sector security, and potentially the corporate workforce in positions such as business intelligence analysts or information security analysts. Finally, individuals who earn the BS in Criminal Justice – Applied Intelligence Studies will be prepared to pursue graduate degrees in Criminal Justice and related fields.

Discussions with the University of North Florida regarding the creation of a seamless pathway into graduate studies have begun.

STUDENT COSTS: TUITION AND FEES

4.1 The Excel spreadsheets in Sections 4.1 - 4.3 are set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

Complete the following table by entering the anticipated cost for a baccalaureate degree (tuition and fees for lower-division and upper-division credit hours) at the proposing FCS institution.

	Cost per credit hour	Number of credit hours	Total cost
Tuition & Fees for lower division:	\$ 108.00	78	\$ 8,424
Tuition & Fees for upper division:	\$ 124.75	42	\$ 5,240
Tuition & Fees (Total):		120	\$ 13,664

Select if the program will be designated such that an eligible student will be able to complete the program for a total cost of no more than \$10,000 in tuition and fees. If selected, please indicate below how the institution will make up any difference above \$10,000 (e.g., institutional scholarships).

Students who meet SJR State’s eligibility requirements for the \$10k degrees (<https://sjrstate.edu/bachelors10k>) will receive a tuition waiver or scholarship for their last 20 credits during their final two semesters, reducing the total cost to less than \$10,000. This does not include special fees, lab fees, textbooks, credit hours outside of a student’s program of study, prep or repeat courses, or other associated program costs which are the responsibility of the student.

4.2 Complete the following table with the estimated cost for a baccalaureate degree (tuition and fees) at each state university in the college's service district or at each state university operating on a site in the college's service district. If the institution does not provide the tuition cost per credit hour, please provide the cost information provided on the institution's website. Please complete this section even if institutions in the service district do not offer the same or a comparable baccalaureate program.

Institution Name	Cost per credit hour (Tuition & Fees)	Number of credit hours	Total cost
N/A			\$ -
			\$ -
			\$ -
			\$ -
			\$ -

4.3 Complete the following table with the estimated cost for a baccalaureate degree (tuition and fees) at each nonpublic institution in the college's service district or at each nonpublic institution operating on a site in the college's service district. If the institution does not provide the tuition cost per credit hour, please provide the cost information provided on the institution's website. Please complete this section even if institutions in the service district do not offer the same or a comparable baccalaureate program.

Institution Name	Cost per credit hour (Tuition & Fees)	Number of credit hours	Total cost
Flagler College (based on posted 2023-24 semester tuition divided by 15 credits)	\$857	120	\$ 102,840
			\$ -
			\$ -
			\$ -
			\$ -

PROJECTED BACCALAUREATE PROGRAM ENROLLMENT

5.1 To activate the Excel spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

Complete the following table by entering the projected enrollment information for the first four years of program implementation. Unduplicated headcount enrollment refers to the actual number of students enrolled. Full-time equivalent (FTE) refers to the full-time equivalent of student enrollment.

		Year 1	Year 2	Year 3	Year 4
5.2	Unduplicated headcount enrollment:	15	27	39	51
5.3	Program Student Credit Hours (Resident)	270	486	702	918
5.4	Program Student Credit Hours (Non-resident)				
5.5	Program FTE - Resident (Hours divided by 30)	9	16.2	23.4	30.6
5.6	Program FTE - Non-resident (Hours divided by 30)	0	0	0	0
5.7	Total Program FTE	9	16.2	23.4	30.6

PROJECTED DEGREES AND WORKFORCE OUTCOMES

6.1 The Excel spreadsheet below is set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

Complete the following table by entering the projected number of degrees awarded, the projected number of graduates employed, and the projected average starting salary for program graduates for the first four years of program implementation. Please note the “Year 1” column in the “Count of Degrees Awarded” row (6.2) is not likely to have any graduates taking into account length of time to degree completion.

NOTE: *The numbers of degrees awarded is an estimate based upon 15 students entering the program each year and an 80% year-to-year retention rate with 60% of entering students graduating within four years. Most students will be part-time (9 credits per semester), as they will be working professionals; therefore, it is anticipated that the number of degrees awarded each year will begin to increase in years 5 and 6.*

		Year 1	Year 2	Year 3	Year 4
6.2	Count of Degrees Awarded	0	5	10	15
6.3	Number of Graduates Employed	0	4	8	12
6.4	Average Starting Salary	N/A	\$ 52,000.00	\$52,000	\$52,000

REVENUES AND EXPENDITURES

7.1 The Excel spreadsheet below is set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

Complete the following table by entering the projected program expenditures and revenue sources for the first four years of program implementation.

	2024-25	2025-26	2026-27	2027-28
Program Expenditures:	\$ 10,000.00	\$ 12,000.00	\$ 77,000.00	\$ 81,000.00
Instructional Expenses	\$10,000	\$12,000	\$77,000	\$81,000
Operating Expenses	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Revenue:	\$32,082	\$57,749	\$83,415	\$109,082
Upper Level - Resident Student Tuition Only	\$23,734	\$42,722	\$61,709	\$80,697
Upper Level - Nonresident Student Fees Only				
Upper Level - Other Student Fees	\$8,348	\$15,027	\$21,706	\$28,385
Florida College System Program Funds				
Other Sources				
Carry Forward:				
Total Funds Available	\$ 32,082	\$ 57,749	\$ 83,415	\$ 109,082
Total Unexpended Funds (carry forward)	\$ 22,082	\$ 45,749	\$ 6,415	\$ 28,082

*Please replace the “Year 1” through “Year 4” headers with the corresponding years reported.

ENROLLMENT PROJECTIONS AND FUNDING REQUIREMENTS

8.1 Provide a narrative justifying the estimated program enrollments and outcomes as they appear in Sections 5.1 – 6.1.

Enrollment estimates are based upon 15 students entering the program each year and an 80% year-to-year retention rate with 60% of entering students graduating within four years. Most students will be part-time (9 credits per semester), as they will be working professionals.

These enrollment estimates are based on discussions with SJR State's Coordinator for the AS degree in Criminal Justice Technology program and include results of a survey provided to her students {APDX20-CJ_Student_Survey.pdf}. Specifically, current students enrolled in SJR State's Criminal Justice Technology AS degree program and students taking criminal justice courses as electives during the Fall 2022 term were surveyed to determine their interest in this degree program.

The survey was completed by 58 students, and 34 of the 58 students who responded indicated that they were planning to pursue a bachelor's degree in criminal justice or a related field; 14 indicated they did not plan to pursue a bachelors degree at all; and 10 indicated they planned to pursue a bachelors degree in a field other than criminal justice.

Of the 34 planning to pursue a bachelors degree in criminal justice, more than 50% (18/34) of the students indicated an interest in a four-year criminal justice degree at SJR State. Also of note, 14 of the 58 students indicated that they had no plans to pursue a bachelor's degree; however, 4 of that 14 expressed an interest in continuing their education in pursuit of a bachelor's degree in criminal justice if one were offered at SJR State.

Though a small representation of SJR State students, this data suggests that if SJR State offered a bachelor's degree related to the field of criminal justice, there would be interest within its current student body. More importantly, some students who are not presently considering obtaining a bachelor's degree would be more likely to pursue one if available through SJR State.

In fact, this survey prompted some students to e-mail SJR State faculty and the admissions department showing an eagerness for this program to be offered. Additionally, law enforcement agencies in the College's service area expressed a need for graduates with the skills and knowledge provided by this degree program as evidenced by letters of support for the program cited above in Section 3.2.

The Director of SJR State's Organizational Management baccalaureate program was also consulted about estimated enrollment and outcomes due to her experience implementing a new bachelor's degree program at SJR State, as well as her years managing the program. With demand in the Organizational Management program far outpacing original projections, the College feels that the enrollment projections herein are likely conservative.

8.2 Provide a brief explanation of the sources and amounts of revenue that will be used to start the program as well as expenditures as they appear in Section 7.1.

The new courses within the proposed program will be offered primarily in the online format, and all necessary equipment, hardware, software, facilities, library resources, etc. are already in place to support the College's feeder associate programs. Consequently, it is not anticipated that there will be capital outlay or significant operating expenses for supplies and materials.

Instructional expenses in years 1 and 2 include the overload amounts for a current faculty member who will be the coordinator for this program and the cost of adjunct instructors for 14 new classes. In year 3, the addition of a full-time terminal degree faculty member is anticipated due to enrollment projections.

Revenue projections are based on a 30%-70% split between lower-division credits and upper-division credits, as baccalaureate students will be required to take 18 credits of lower-division coursework and 42 credits of upper-division coursework to complete the last two years of the baccalaureate program.

Because the program is intended to serve the residents of our service district and state, significant enrollment of non-resident students is not anticipated.

PLANNING PROCESS

9.1 Summarize the internal planning process. In timeline format, please describe the steps your institution took in completing the internal review and approval of the baccalaureate program. For example, summarize actions taken by the academic department proposing the degree, any non-academic departments, the college-wide curriculum committee, the college president, the Board of Trustees and any other areas.

Date	Activity
Spring 2022 Summer 2022	In response to the needs assessment findings, SJR State Criminal Justice faculty began program and curriculum exploration of criminal justice programs and their alignment to our local workforce need.
Fall 2022	Criminal Justice faculty narrowed the scope of baccalaureate program/courses to applied intelligence studies.
8/15/2022	The review of the A.S. Degree in Criminal Justice Technology curriculum and the potential development of a related baccalaureate degree were discussed during the Criminal Justice Annual Faculty (Full-Time and Adjunct) meeting.
Fall 2022	Faculty conducted program review of AS in Criminal Justice Technology.
Fall 2022	Faculty developed course outlines for proposed baccalaureate courses.
October 2022	Faculty continued development of the proposed baccalaureate after assessing all variables and decided to plan for implementation in Fall 2024.
11/8/2022	SJR State Institutional Planning Council voted to approve submission of the Notice Of Intent (NOI) and continued development of the BS in Criminal Justice, Applied Intelligence Studies, with a targeted implementation of Fall 2024.
11/18/2022	Criminal Justice faculty voted to approve the submission of the NOI.
11/18/2022	SJR State Workforce Curriculum Committee voted to approve the submission of the NOI.
11/28/2022	Board of Trustees approved continued development of and submission of the NOI for the BS in Criminal Justice Applied Intelligence Studies with a targeted implementation of Fall 2024 {APDX21-SJRState_BoardOfTrustees_112822-minutes.pdf}.
12/05/2022	The completed Notice of Intent form was submitted by SJR State President Joe Pickens to the Chancellor of the Florida College System at ChancellorFCS@fldoe.org.
2/10/2023	SJR State Workforce Curriculum Committee approved the revisions to the curriculum for the A.S. in Criminal Justice Technology. The revised curriculum provides a clearer path to completion and aligns with the proposed baccalaureate degree program.

6/5/2023	SJR State Workforce Curriculum Committee voted to approve the curriculum for the proposed Bachelors of Science in Criminal Justice, Applied Intelligence Studies.
6/6/2023	SJR State Institutional Planning Council voted to approve the curriculum for the proposed Bachelors of Science in Criminal Justice, Applied Intelligence Studies.
6/19/2023	SJR State District Board of Trustees voted to approve the curriculum for the proposed Bachelors of Science in Criminal Justice, Applied Intelligence Studies.
Click or tap here to enter text.	

9.2 Summarize the external planning process with the business and industry community. In timeline format, please describe your institution’s interactions and engagements with external stakeholders, including but not limited to industry advisory boards meetings, discussions with advisory committees, briefings from local businesses, consultations with employers, and conducting paper and online surveys.

Date	Activity
4/12/2022	College faculty discussed requirement changes related to the AS in Criminal Justice Technology with the SJR State Criminal Justice Advisory Committee, composed of representatives from the law enforcement agencies within the College’s service area {APDX22-CJ_AdvisoryCmte_Minutes_04-12-2022.pdf}.
9/15/2022	College faculty met with representatives of the St. Augustine High School’s Homeland Security and Law Enforcement Academy, with an enrollment of over 200 students, to assess student interest in and devise a pathway for dual enrollment students into SJR State’s Criminal Justice Program.
10/11/2022	College faculty discussed with the SJR State Criminal Justice Advisory Committee the benefits that an online BS degree program in Criminal Justice – Applied Intelligence Studies could provide for their workforce. Criminal Justice Advisory Committee endorsed the development of the program {APDX23-CJ_AdvisoryCmte_Minutes_10-11-2022.pdf}.
November 2022	College faculty began meeting individually with agency representatives while developing curriculum to ensure the program would meet area workforce needs.
11/17/2022	College faculty continued discussions with St. Augustine High School Homeland Security and Law Enforcement Academy about student interest in and a pathway for dual enrollment students into SJR State’s Criminal Justice Program.
12/5/2022	A survey of SJR State’s students currently enrolled in criminal justice credit courses was conducted to assess student needs and interest {APDX20-CJ_Student_Survey.pdf}.
Fall 2022	SJR State received letters of support for the proposed baccalaureate degree from local community partners {APDX10-LetterOfSupport_CareerSource.pdf; APDX11-LetterOfSupport_CCSO.pdf; APDX12-LetterOfSupport_OPPD.pdf; APDX13-LetterOfSupport_PCSO.pdf; APDX14-LetterOfSupport_SJSO.pdf}.

Click or tap here to enter text.

9.3 List external engagement activities with public and nonpublic postsecondary institutions. This list shall include meetings and other forms of communication among external postsecondary institutions regarding evidence of need, demand, and economic impact.

Date	Activity
11/2/2022	President Pickens talked via phone with the president of FSCJ, the Florida College System institution with campuses geographically closest to SJR State, to discuss the proposed baccalaureate degree in Criminal Justice – Applied Intelligence Studies. President Avendano agreed with the need for additional graduates in the field and indicated his support of the proposal. Senior Vice President (VP) Brown followed up the phone call with conversation with FSCJ’s Provost, and subsequently FSCJ submitted a letter of support. {Source: APDX24 FSCJ Letter of Support}
11/14/2022	President Pickens and Dr. Brown met with Flagler College’s president to discuss the proposed baccalaureate degree in Criminal Justice – Applied Intelligence Studies. President Delaney agreed with the need for additional graduates in the field and indicated his support of the proposal. Note: Flagler College is the only regionally accredited college or university within SJR State’s service district. . {Source: APDX25 Flagler College Letter of Support}
11/17/2022	SJR State submitted a posting in Florida’s Academic Program Pre-Proposal Recognition System (APPRiSe) to notify all post-secondary institutions statewide that the College is considering developing a baccalaureate degree in Criminal Justice Applied Intelligence Studies and provide advance opportunity for discussion and collaboration.
12/2/2022	As a courtesy, President Pickens and Dr. Brown met with the President of the University of North Florida (UNF), the public university that is outside of but geographically closest to SJR State’s service district, to discuss the proposed baccalaureate degree in Criminal Justice – Applied Intelligence Studies. President Limayem graciously took time to share potential challenges and offered to encourage further collaboration between UNF and SJR State. Furthermore, in spite of voicing his opinion of concerns SJR State would have in enrolling potential students, President Limayem indicated in conversation that he would not block SJR State in making its proposal.
12/20/2022	UNF Associate Provost of Faculty and Research, John Kantner, posted comments in the APPRiSe system raising concerns about the nature of the statistics and research requirements in the program and its potential impact on enrollment in UNF’s Criminal Justice undergraduate degree program. The remarks submitted by UNF in the APPRiSe system are included in Appendix 26.
02/17/2023	Assistant VP Dr. Southerland and Criminal Justice Dean Adams met with Dr. Kantner and Dr. Vose, the Criminology and Criminal Justice Chair, at the University of North Florida (UNF) to discuss the B.S. designation, the curriculum, and faculty credentialing for the proposed Baccalaureate degree

	<p>in Criminal Justice – Applied Intelligence Studies, as well as the potential impact the implementation of this program could have on UNF’s enrollment. During the meeting, Dr. Southerland and Dean Adams shared the reasons for the B.S. degree designation, the course descriptions, and faculty credentialing requirements for the proposed program. Dr. Kantner and Dr. Vose provided valuable input related to these and other areas which will be of great assistance in the development of the program. As a next step, Dr. Kantner will obtain internal data related to students from SJR State’s service area who are enrolled in UNF’s criminal justice programs to better understand any potential impact on enrollment. Dr. Kantner, Dr. Vose, Dr. Southerland, and Dean Adams also agreed to seek further collaboration throughout this process and in relation to the respective criminal justice programs at SJR State and UNF.</p>
04/30/2023	<p>Dr. Kantner shared data via email with Dr. Southerland and Dean Adams regarding the origin of students in UNF’s BA – Criminal Justice. The data revealed that of the approximately 500 UNF students per year who indicate interest in UNF’s BA in Criminal Justice, around 30 are Florida College System (likely a combination of FSCJ and SJR State) transfer students from St. Johns County. In his email, Dr. Kantner stated: “Of course, UNF would prefer not to have the competition, but perhaps there might be opportunities to collaborate, e.g., with our MS Criminal Justice program.” This response and a lack of any future correspondence, to include non-response to invitations to participate in SJR State’s Criminal Justice Advisory Board meetings, suggested to SJR State that UNF’s concerns about potential enrollment impact had been relieved. Dr. Kantner’s suggestion of future collaboration to create a BS to MS pathway for SJR state graduates to articulate to graduate studies at UNF remains an action item that SJR State plans to pursue upon approval of the proposed baccalaureate. The April 30, 2023, email from UNF’s Dr. Kantner to SJR State’s Dr. Nate Southerland is included in Appendix 27.</p>
08/27/2023	<p>In response to a request for a letter of support for SJR State’s BS in Criminal Justice Applied Intelligence Studies, UNF’s Dr. Kantner replied that UNF “cannot provide a letter of support because we feel that the proposed program will create unwarranted competition for UNF.” The August 27, 2023, email from UNF’s Dr. Kantner to SJR State’s Dr. Nate Southerland is included in Appendix 28.</p>
09/04/2023	<p>In response to a request for clarification, UNF’s Dr. Kantner stated that UNF would not “outright oppose” SJR State’s baccalaureate proposal but instead “can’t endorse” it. The September 4, 2023, email from UNF’s Dr. Kantner to SJR State’s Dr. Melanie Brown is included in Appendix 29.</p>

9.3.1 Public Universities in College’s Service District

Date(s): [Click or tap here to enter text.](#)

Institution(s): No public universities have facilities in the College’s service district.

Activity Descriptions and Outcomes:

[Click or tap here to enter text.](#)

9.3.2 Regionally Accredited Institutions in College’s Service District

Date(s): 11/14/2022

Institution(s): Flagler College

Activity Descriptions and Outcomes:

Joint meeting with leadership from SJR State and Flagler College as described above.

9.3.3 Institutions outside of College’s Service District (If applicable)

Date(s): 11/2/2022; 12/2/2022; 2/17/2023; 4/30/2023

Institution(s): 11/2/2022: FSCJ. 12/2/2022, 2/17/2023, & 4/30/2023: University of North Florida

Activity Descriptions and Outcomes:

Joint meetings with leadership from SJR State and FSCJ and SJR State and UNF as described above.

PROGRAM IMPLEMENTATION TIMELINE

10.1	Indicate the date the notice was initially posted in APPRiSe.	November 17, 2022
10.2	Indicate the date of District Board of Trustees approval.	November 28, 2022 and June 19, 2023
10.3	Indicate the date the Notice of Intent (NOI) was submitted to DFC.	December 5, 2022
10.4	Indicate the date the completed proposal was submitted to DFC.	September 1, 2023
10.5	<p>Indicate the date the proposal is targeted for State Board of Education (SBOE) consideration.</p> <p>Please note that from the date the DFC receives the finalized proposal, the Commissioner has 45 days to recommend to the SBOE approval or disapproval of the proposal. Please take into account the date you plan to submit the proposal in accordance with the next SBOE meeting.</p>	October 2023
10.6	Indicate the date the program is targeting for SACSCOC approval (if applicable).	January 2024
10.7	Indicate the date the program is targeting initial teacher preparation program approval (if applicable).	Not applicable
10.8	Indicate the targeted date that upper-division courses are to begin.	August 2024

FACILITIES AND EQUIPMENT SPECIFIC TO PROGRAM AREA

11.1 Describe the existing facilities and equipment that the students in the program will utilize.

The program will be offered **only** in an online format.

11.2 Describe the new facilities and equipment that will be needed for the program (if applicable).

No new facilities or equipment will be needed for this program.

LIBRARY AND MEDIA SPECIFIC TO PROGRAM

12.1 Describe the existing library and media resources that will be utilized for the program.

LIBRARY AND LEARNING/INFORMATION RESOURCES:

St. Johns River State College has three campus libraries each of which features a robust collection of print and digital materials supporting the curriculum. Each campus library has two librarians on staff who hold master's degrees in library science from ALA accredited institutions and employs several professional and support staff members with varying, appropriate credentials. Each campus library is open 65 hours per week in the fall and spring semesters and 56 hours per week in the summer. The library is open from 8:00 a.m. to 9:00 p.m. Monday – Thursday, Friday from 8:00 a.m. to 5:00 p.m., and Sunday from 1:00 p.m. to 5:00 p.m. In the summer, the College is closed on Fridays. Saturday hours are provided at each location before finals week. The library provides a space and atmosphere conducive to study and research. In addition to a variety of seating areas for studying, each campus library provides computers for student use. These computers are maintained by the College's IT department and are outfitted with programs for which the College has site licenses.

SJR State's Learning Resources include:

- Library resources:
 - > 63,000+ books
 - > 150,000+ eBooks
 - > 11,000+ DVDs
 - > Streaming videos
 - > Online database subscriptions
 - > Online periodical / eJournal subscriptions
 - > Educational technology, high-speed internet, and WiFi for current students, faculty, and staff
- Tutoring services in-person and online
- Research assistance in-person and online
- Class instruction and outreach by faculty request
- Academic support workshops

Discipline-specific resources currently in the SJR State Library collection that support the bachelor's degree in Criminal Justice include:

- 1102 print book titles,
- 1037 eBook titles,
- 17 online databases,
- 1,628 eJournal titles, and
- A discipline specific research guide (the [Criminal Justice LibGuide](#)).

Additional books, journals and databases will be added as needed and upon request from faculty to support curricular needs.

Students access library and learning resources online via the Learning Resources web site (<https://learningresources.sjstate.edu>); a link to this web site is provided on the College home page and in multiple places on MySJState (the College's student and faculty portal). Single sign-on protocols allow students to access the library's resources using the same username and password used to login to MySJState. Students are automatically granted access to the library's resources upon registering for classes.

The library's physical collections, streaming videos, and eBooks are discoverable through Ex Libris' discovery platform, Primo (https://sjrc-flvc.primo.exlibrisgroup.com/discovery/search?vid=01FALSC_SJRC:SJRC). The "Library Catalog" link in the header of the Learning Resources web site gives students easy access to Primo. Primo is the statewide union catalog of Florida's public colleges and university system libraries and SJR State maintains a reciprocal borrowing agreement with all Florida College System (FCS) and State University System (SUS) libraries.

Using Primo's request feature, Uborrow (<https://learningresources.sjstate.edu/LibraryHelp/UBorrow>), students can check out items from any SJR State campus and have them delivered to their nearest campus library for pickup and return. Additionally, students can use Uborrow to request books, media, and articles from any state college or university library; items are shipped directly to their selected campus library for student pick-up and students may return the material to any campus library. To provide access to resources available nationally, the library provides inter-library loan services through Worldcat Discovery (<https://learningresources.sjstate.edu/WorldcatDiscovery>) at no cost to students or faculty.

Students are made aware of the library and learning/information resources available to them through classroom outreach visits and instructional sessions provided by Learning Resources staff and faculty on-campus, off-site, and online. Library faculty provide instructional services in all modalities to help students develop the critical set of skills needed to find, retrieve, analyze, and use information. Instructional services are provided in required courses and gateway courses such as English composition, but is provided to all courses, upon request, and will be available to Information Systems Technology faculty and students.

Instructional services provided by library faculty include:

- Face-to-face course related instruction, which includes lecture sessions, orientation sessions and tours.
- In-person, one-on-one reference, and online database research consultations, in the library and online via chat or video conference.
- Creation of course-related research guides ([Criminal Justice LibGuide](#)).
- Creation of online instructional guides for specific resources.
- Brochures and handouts that outline services and resources.

Students can get on-demand help using library resources during all hours of library operation in-person or online via the library's chat service (<https://learningresources.sjstate.edu/LibraryHelp>). The chat service is embedded as a widget on every Learning Resources web site page and is a text box on the Library Help web page. Extended chat support is provided on weekends through the statewide Ask-A-Librarian service which students access from any link to the library's chat service.

STUDENT SUPPORT SERVICES:

Math and writing tutoring are available at each campus for a minimum of 40 hours per week Monday – Friday in each campus library. Tutoring in additional subjects is provided on campus by SJR State faculty as provided for in the Collective Bargaining Agreement. The hours of availability for those tutoring services varies slightly by subject and location. Tutoring hours and contact information is provided on the Tutoring page from the Learning Resources web site (Tutoring page from the Learning Resources web site <https://learningresources.sjstate.edu/Tutoring>). In addition to on-campus tutoring services, students are provided 300 minutes of free tutoring each semester through tutor.com, a Princeton Review company that provides 24/7 live online tutoring in all subjects including Computer Information and Technology (Screen Capture of tutor.com Landing Page for Computer Science). Students access tutor.com through Canvas; student instructions are provided on the Learning Resources Online Tutoring web page (<https://learningresources.sjstate.edu/onlinetutoring>).

Click or tap here to enter text.

12.2 Describe the new library and media resources that will be needed for the program (if applicable).

New library and media resources will not be needed for this program. The SJR State Library regularly updates its collection in alignment with student and faculty needs.

ACADEMIC CONTENT

13.1 List the admission requirements for the proposed baccalaureate program and describe the process for each admission pathway as reported in section 1.6, including targeted 2+2 agreements, academic GPA, test scores, fingerprints, health screenings, background checks, signed releases, and any other program requirements (as applicable).

Students seeking admission to the BS in Criminal Justice – Applied Intelligence Studies must submit an application for admission to the College, complete an online orientation course, and comply with the College’s general admissions procedures.

Admission to the program will be open to applicants during the Fall, Spring, and Summer terms who have completed an Associate in Science, Criminal Justice Technology or an Associate in Arts or higher degree from an accredited institution and have a cumulative GPA of 2.0 or higher. All general education coursework must be completed with a grade of “C” or higher. Submission of official transcript(s) is required prior to program acceptance.

SJR State will be adding this program to current 2+2 agreements and pursuing additional transfer agreements with other institutions as deemed appropriate to allow students with AS degrees in Criminal Justice from other colleges to matriculate seamlessly into the BS in Criminal Justice – Applied Intelligence Studies. Matriculation of students with an earned AA or higher degree will follow standard transfer practices.

13.2 What is the estimated percentage of upper-division courses in the program that will be taught by faculty with a terminal degree?

While the current full-time faculty member in Criminal Justice has a master’s degree in the field, in years 1 and 2, two current adjuncts with terminal degrees will teach approximately 4 of the 14 upper-level courses, or 29% of the upper-division courses. In year 3, with the addition of a full-time instructor with a terminal degree, the percent of upper-division courses taught by faculty with a terminal degree is expected to increase.

13.3 What is the anticipated average student/teacher ratio for each of the first three years based on enrollment projections?

Year 1	Year 2	Year 3
15:1	20:1	25:1

13.4 What specialized program accreditation will be sought, if applicable? What is the anticipated specialized program accreditation date, if applicable?

No specialized program accreditation will be sought.

13.5 If there are similar programs listed in the Common Prerequisites Manual (CPM), list the established common prerequisites courses by CIP code (and track, if any).

Indian River State College and Polk State College offer Bachelor of Science degrees in Criminal Justice Studies. These programs do not have a focus on intelligence studies. Neither program has specified common prerequisites for the major.

13.6 Describe any proposed revisions to the established common prerequisites for this CIP (and track, if any).

My institution does not anticipate proposing revisions to the common prerequisite manual.

My institution does anticipate proposing revisions to the common prerequisite manual, as summarized below.

[Click or tap here to enter text.](#)

13.7 The Excel spreadsheets below are set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

For each primary pathway identified in Section 1.6, list all courses required once admitted to the baccalaureate program by term, in sequence. Include credit hours per term and total credits for the program. Please note what courses fulfill general education (ge), program core (pc), elective requirements (elec), and what courses apply to concentrations (conc), if applicable, by including the provided abbreviations in parentheses following each course title.

13.7.1	Program of Study for Students with A.A. Degree	
Term 1 Fall	Course Title	Credit Hours
CJC 1020	Introduction to Criminal Justice (pc)	3
CJL 1100	Criminal Law (pc)	3
CGS 1100	Microcomputer Applications Software (pc)	3
CCJ 3484	Ethics in Policing and Intelligence (pc)	3
CJE 3732	Criminal Intelligence (pc)	3
	Total Term Credit Hours	15
Term 2	Course Title	Credit Hours
CJL 1062	Constitutional Law (pc)	3
CJE 1006	Police and Society (pc)	3
CCJ 1010	Introduction to Criminology (pc)	3
CCJ 3545	Social Problems of Youth (pc)	3
CCJ 3621	Patterns in Criminal Behavior (pc)	3
	Total Term Credit Hours	15
Term 3	Course Title	Credit Hours
CCJ 4644	White Collar Crime (pc)	3
CCJ 3081	Combating Cybercrime (pc)	3
CCJ 4032	Crime and Media (pc)	3
CJL 4513	Forensic Analysis of Juries (pc)	3
CJE 4663	Crime Analysis I (pc)	3
	Total Term Credit Hours	15
Term 4	Course Title	Credit Hours
CCJ 3691	Sex Offenses and the Offender (pc)	3
CCJ 4072	Crime Mapping and Analysis (pc)	3
CJE 4692	Technology and Crime (pc)	3
CJE 4734	Intelligence Collection Strategies (pc)	3
CCJ 4014	Crime in America (pc)	3
	Total Term Credit Hours	15
Term 5	Course Title	Credit Hours
	Total Term Credit Hours	0
Term 6	Course Title	Credit Hours
	Total Term Credit Hours	0
	Program Total Credit Hours:	60

13.7.2	Program of Study for Students with A.S./A.A.S. Degree	
Term 1	Course Title	Credit Hours
COMM	General Education Communication (ge)	3
NAT.SCI	General Education Natural Science (ge)	3
ACADEMIC P.	Academic Pathway or other General Ed (ge)	3
CCJ 3484	Ethics in Policing and Intelligence (pc)	3
CJE 3732	Criminal Intelligence (pc)	3
	Total Term Credit Hours	15
Term 2	Course Title	Credit Hours
SOC. SCI	General Eduaction Social Science (ge)	3
HUM	General Education Humanities (ge)	3
MATH	General Education Mathematics (Elem. Statistics suggested) (ge)	3
CCJ 3545	Social Problems of Youth (pc)	3
CCJ 3621	Patterns in Criminal Behavior (pc)	3
	Total Term Credit Hours	15
Term 3	Course Title	Credit Hours
CCJ 4644	White Collar Crime (pc)	3
CCJ 3081	Combating Cybercrime (pc)	3
CCJ 4032	Crime and Media (pc)	3
CJL 4513	Patterns in Criminal Behavior (pc)	3
CJE 4663	Crime Analysis I (pc)	3
	Total Term Credit Hours	15
Term 4	Course Title	Credit Hours
CCJ 3691	Sex Offenses and the Offender (pc)	3
CCJ 4072	Crime Mapping and Analysis (pc)	3
CJE 4692	Technology and Crime (pc)	3
CJE 4734	Intelligence Collection Strategies (pc)	3
CCJ 4014	Crime in America (pc)	3
	Total Term Credit Hours	15
Term 5	Course Title	Credit Hours
	Total Term Credit Hours	0
Term 6	Course Title	Credit Hours
	Total Term Credit Hours	0
	Program Total Credit Hours:	60

13.8 Indicate whether the program is being proposed as a limited or restricted access program.

- Limited Access
- Restricted Access
- N/A

Provide additional information (e.g., enrollment capacity, admissions requirements, etc.) if the program is being proposed as a limited or restricted access program.

[Click or tap here to enter text.](#)

PROGRAM TERMINATION

14.1 Provide a plan of action if the program is terminated in the future, including teach-out alternatives for students.

If the program is terminated in the future, the College will work with the students to find alternative paths for program completion which will include facilitating transfers into programs at other institutions and a minimum teach-out period of two years.

SUPPLEMENTAL MATERIALS

15.1 Summarize any supporting documents included with the proposal, such as meeting minutes, survey results, letters of support, and other supporting artifacts. Throughout the proposal, please include in-text references to the supplemental materials for reviewer reference.

- APDX01 [The Benefits of Higher Education for Police Officers](#)
- APDX02 [What Skills Are Needed to Work in Intelligence](#)
- APDX03 [Five Reasons Police Officers Should Have College Degrees](#)
- APDX04 Employment Demand Data: US Census Bureau Quick Facts – Clay, Putnam, & St. Johns Counties
- APDX05 Florida Department of Economic Opportunity Occupation Data – Clay, Putnam, & St. Johns Counties
- APDX06 Florida EMSI (Economic Modeling Specialists International) Occupation Data – Statewide
- APDX07 [What Are the Benefits of Higher Education for Police Officers?](#)
- APDX08 Supply Data: IPEDS Completion Survey – Flagler College
- APDX09 JAX USA 2020-2021 Biennial Report
- APDX10 Letter of Support President Bruce Ferguson, Jr., CareerSource Northeast Florida
- APDX11 Letter of Support Sheriff Michelle Cook, CCSO
- APDX12 Letter of Support Chief Gary A. Goble, Orange Park PD
- APDX13 Letter of Support Sheriff H.D. “Gator” DeLoach, PCSO
- APDX14 Letter of Support Sheriff Robert A. Hardwick, SJCSO
- APDX15 [Intelligence-Led Policing for Law Enforcement Managers](#)
- APDX16 Bouffard & Armstrong, 2020
- APDX17 Rydberg & Terrill, 2010
- APDX18 Police Agencies Find It Hard to Require Degrees
- APDX19 [The President’s Task Force on 21st Century Policing](#)
- APDX20 SJR State Criminal Justice Student Survey
- APDX21 SJR State Board of Trustees Minutes – November 28, 2022
- APDX22 SJR State Criminal Justice Advisory Council Meeting Minutes - April 12, 2022
- APDX23 SJR State Criminal Justice Advisory Council Minutes – October 11, 2022
- APDX24 FSCJ Letter of Support
- APDX25 Flagler College Letter of Support
- APDX26 UNF APPRISE Comment
- APDX27 April 30, 2023, Email from UNF’s Dr. Kantner to SJR State
- APDX28 August 27, 2023, Email from UNF’s Dr. Kantner to SJR State
- APDX29 September 4, 2023, Email from UNF’s Dr. Kantner to SJR State

15.2 List any objections or alternative proposals for this program received from other postsecondary institutions. If objections or alternative proposals were received, institutions are welcome to submit a rebuttal and include any necessary supporting documentation.

As described in Section 9.3, on December 20, 2022, UNF Associate Provost of Faculty and Research, Dr. John Kantner, posted comments in the APPRiSe system, raising concerns about the nature of the math/statistics, science, and research requirements in SJR State's proposed baccalaureate program, in addition to the potential impact on UNF's Criminal Justice undergraduate degree program enrollment. The remarks submitted by UNF in the APPRiSE system are included in Appendix 26.

On February 17, 2023, SJR State Assistant Vice President Dr. Southerland and Criminal Justice Dean Adams traveled to UNF to meet with UNF Associate Provost of Faculty and Research Dr. Kanter and Criminology and Criminal Justice Chair Dr. Vore to discuss these concerns. During this meeting, Dr. Southerland and Dean Adams shared SJR State's proposed curriculum, to include the math, science, and other General Education requirements, and discussed the mechanics of the Florida College System's 2+2 baccalaureate degrees. Course descriptions and the faculty credentialing requirements for the proposed program were also discussed. The leaders of each institution weighed the value of the academic qualifications of UNF's faculty versus SJR State's and debated whether faculty with a Masters or JD and vast law enforcement work experience were as adequately prepared to teach baccalaureate-level criminal justice courses as faculty with a PhD and little to no law enforcement experience.

Conversation then moved to UNF's second question, whether need exists in northeast Florida for an additional criminal justice-related, undergraduate degree program. FSCJ's Bachelor of Applied Science in Public Safety Management and UNF's Bachelor of Arts and Master of Science degrees in Criminal Justice were cited by UNF as being sufficient to meet student demand. In addition, UNF expressed concern that SJR State's proposed degree would negatively impact UNF's undergraduate criminal justice enrollment. Dr. Southerland and Dean Adams reminded UNF's leadership that SJR State's proposed degree is intended to provide SJR State's AS in Criminal Justice students who are typically working law enforcement officers with an opportunity to articulate seamlessly into baccalaureate-level studies. The differences between UNF's and SJR State's curriculum were again discussed as well. The meeting ended amicably, with UNF vowing to analyze their criminal justice baccalaureate enrollment data to determine potential enrollment impact and for future conversation to continue.

On April 30, 2023, Dr. Kantner shared in an email with Dr. Southerland and Dean Adams the data he had obtained since their meeting in February related to the number of students from SJR State's service area who are enrolled in UNF's criminal justice programs. The data revealed that of the approximately 500 UNF students per year who indicate interest in UNF's BA in Criminal Justice, around 30 are Florida College System (likely a combination of FSCJ and SJR State) transfer students, from SJR State's area. In his email, after sharing these relatively low numbers, Dr. Kantner stated: "Of course, UNF would prefer not to have the competition, but perhaps there might be opportunities to collaborate, e.g., with our MS Criminal Justice program." The April 30, 2023, email from UNF's Dr. Kantner to SJR State's Dr. Nate Southerland is included in Appendix 27.

In addition to this response and given the difference in focus between SJR State's proposed program (targeted toward working law enforcement and corrections professionals) and UNF's program (targeted toward a more traditional student population); a lack of any additional correspondence from UNF, to include no response to the invitation to participate in SJR State's Criminal Justice Advisory Board meeting; and a shared commitment by both UNF's and SJR State's leadership to pursue collaborative opportunities for SJR State's future criminal justice baccalaureate graduates to articulate into UNF's graduate degree in criminal justice, SJR State's leadership believed that UNF's concerns had been addressed to the satisfaction of their leadership and was pleased to have a collaborative plan that would be beneficial to both UNF's Criminal Justice Department and SJR State's future baccalaureate graduates. SJR State, therefore, continued forward in the baccalaureate planning, development, and proposal process.

On August 27, 2023, in response to a request for a letter of support for SJR State's BS in Criminal Justice Applied Intelligence Studies, UNF's Dr. Kantner replied via email that UNF "cannot provide a letter of support because we feel that the proposed program will create unwarranted competition for UNF." This email came as a surprise to SJR State as, again, the College had been unaware of UNF's ongoing concerns. The August 27, 2023, email from UNF's Dr. Kantner to SJR State's Dr. Nate Southerland is included in Appendix 28.

SJR State's Dr. Melanie Brown reached out to UNF's Dr. Kantner, requesting clarification as to whether UNF "opposes" SJR State's proposed degree or "does not support" the proposal. On September 4, 2023, UNF's Dr. Kanter replied that "in the spirit of collaboration to which you refer, we don't outright oppose the BS CJ degree; we just can't endorse it for the reasons I described previously." The September 4, 2023, email from UNF's Dr. Kanter to SJR State's Dr. Melanie Brown is included in Appendix 29.

The administration of St. Johns River State College respects the University of North Florida's decision to not endorse the College's proposal to offer a BS in Criminal Justice Applied Intelligence Studies. However, as discussed throughout this baccalaureate proposal, the curriculum of SJR State's proposed degree is not a duplication of any existing degree in northeast Florida; the program will both cater and appeal to nontraditional students currently working in law enforcement (a student population not being served by the University of North Florida's Bachelor of Arts in Criminal Justice); and although SJR State and UNF have a partnership designed to facilitate AA graduates' transfer from SJR State to UNF, the University of North Florida does not have a campus or a site in any of the counties that make up SJR State's service district. In addition, law enforcement agencies throughout SJR State's service district of Clay, Putnam, and St. Johns Counties have expressed support of and need for the proposed degree, and the proposed coursework and degree plan were developed through collaboration with these employers. Letters of support for the program are included in Appendices 10, 11, 12, 13, and 14.

Since 1958, SJR State has built a solid reputation as a full-service college dedicated to meeting the educational and workforce training needs of Clay, Putnam, and St. Johns Counties. With campuses in Orange Park, Palatka, and St. Augustine, SJR State is truly the community's college, enriching a diverse population of students ranging in age from 16 to 60 and beyond.

SJR State has remained dedicated to its comprehensive educational role by responsively expanding its services and programs while continuing its focus on the Associate in Arts

transfer degree and more than 30 Associate in Science degrees and certificates. In 2011, the College expanded its mission to include baccalaureate degrees, and since then, SJR State has been deliberate and conservative in the addition of baccalaureate programs, only considering the addition of new programs in response to local workforce demand. After 12 years as a baccalaureate level institution, St. Johns River State College currently offers only three baccalaureate degrees.

Much research, planning, and collaboration has gone into the development of the baccalaureate degree being proposed in this application. St. Johns River State College has worked with the University of North Florida since December of 2022 to understand and respond to the University's concerns. SJR State's proposed Bachelors of Science in Criminal Justice—Applied Intelligence does not have the same curriculum, it will not target the same student population, nor will its graduates pursue the same employment opportunities as the University of North Florida's Bachelor of Arts in Criminal Justice. For these reasons, in spite of UNF's decision to not endorse the proposal, St. Johns River State College respectfully submits this baccalaureate proposal for the consideration of the Florida Department of Education, the Florida College System, and the State Board of Education.