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**FEASIBILITY OF ESTABLISHING A BASIC LAW ENFORCEMENT  
TRAINING PROGRAM AT WINSTON-SALEM STATE UNIVERSITY**

by

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## Executive Summary

In response to N.C. Sess. Law 2017-57 §10.14(c), this report examines the feasibility of establishing a pilot program for Basic Law Enforcement Training (BLET) at Winston-Salem State University (WSSU). The principal investigator for this study, Dr. Michael R. Smith from the University of Texas at San Antonio, reviewed the requirements for BLET found in Title 12, §09B.0205 of the North Carolina Administrative Code as well as the BLET Course Management Guide published by the North Carolina Criminal Justice Academy. Dr. Smith also reviewed the Criminal Justice Education & Training Standards Commission System Plan (8<sup>th</sup> ed.) and spoke or communicated by email with stakeholders from the Criminal Justice Education & Training Standards Commission, the North Carolina Community College System, the University of North Carolina System, Winston-Salem State University, and community college representatives who administer BLET programs in the region.

The consensus among all stakeholders interviewed was that establishing a pilot BLET program on the WSSU campus is unnecessary and duplicative of well-established BLET programs administered by the regional community colleges. The costs of creating and administering a new BLET program at WSSU would be substantial while the statewide and regional impact of such a program would be minimal.

In lieu of establishing a BLET program at WSSU, the following recommendations are offered for consideration by the North Carolina General Assembly and The University of North Carolina System. The first recommendation is an extension of the transfer articulation programs already well-established between the NC Community College System and The University of North Carolina System. The second recommendation is the result of extensive research and qualitative information gathering during and outside of the feasibility study, highlighting the work currently under development at Appalachian State University.

- WSSU and Forsyth Technical Community College should explore the development of “2 plus 2” degree program option and articulation agreement similar to what is currently in place with the RN to BSN program at WSSU and other North Carolina universities.
  - This would allow Forsyth Tech Criminal Justice Technology Students to earn an associate in applied science degree and BLET certification while transferring all credits earned at Forsyth Tech (including those earned in the BLET program itself) toward WSSU’s bachelor of arts degree in Justice Studies.
  - Likewise, a well-designed agreement could allow WSSU Justice Studies students to complete BLET certification at Forsyth Tech (perhaps in summer) while earning their bachelor’s degrees at WSSU.
  - If successful, this model could be duplicated at other UNC System universities and area community colleges.
- The University of North Carolina System is encouraged to explore the development of a pilot Cadet Officer Program similar to the one currently under development at Appalachian State University in partnership with Caldwell Community College and Technical Institute (CCC&TI).

- As planned, ASU cadet officers would complete the BLET program administered by CCC&TI during the summer months and serve as part-time campus police officers while completing the academic requirements for a bachelor's degree.
- Following graduation with a bachelor's degree in Criminal Justice or other discipline, Cadet officers could seek employment with any law enforcement agency in the state.

## **FEASIBILITY OF ESTABLISHING A BASIC LAW ENFORCEMENT TRAINING PROGRAM AT WINSTON-SALEM STATE UNIVERSITY**

This report is in partial fulfillment of requirements found in N.C. Sess. Law 2017-57 §10.14(c), which calls on the Board of Governors of The University of North Carolina to study the feasibility of establishing a pilot program for Basic Law Enforcement Training (BLET) at Winston-Salem State University (WSSU). As detailed below, this report considers the costs and benefits of establishing such a program at WSSU, and it provides recommendations to the North Carolina General Assembly on a potential pathway for integrating law enforcement training with the state's four-year universities.

As background, SB 257 was filed on March 14<sup>th</sup> in the 2017 session of the North Carolina General Assembly by Senators Brown, Harrington, and Jackson to fund the operations of various state departments, institutions, and agencies. The bill was amended numerous times and eventually reconciled with the House of Representatives before being ratified on June 22<sup>nd</sup> and sent to the governor.<sup>1</sup> During the reconciliation process, HB 875, originally filed by Representative Hanes, was considered. HB 875 directed the UNC Board of Governors to establish a four-year pilot program in conjunction with Forsyth Technical Community College that would have combined the BLET program at Forsyth Tech with the Justice Studies major at WSSU. This directive was amended during the reconciliation and ratification process and instead became a mandate to the UNC Board of Governors to study the feasibility of establishing several new academic programs at WSSU, including a pilot BLET program.

As pertaining to the BLET program, the UNC System Office contracted with the University of Texas at San Antonio (UTSA) to conduct the feasibility study required by Sess. Law 2017-57 §10.14(c), with Dr. Michael R. Smith serving as the principal investigator for the study. Dr. Smith is chair of the Department of Criminal Justice at UTSA and has more than 20 years of experience as a social scientist, police researcher, and policy analyst. Although he is professionally acquainted with Dr. Junius Gonzales, Senior Vice President for Academic Affairs at the UNC System, he is not otherwise affiliated with the UNC System or its components, WSSU, Forsyth Tech, or the North Carolina Criminal Justice Education & Training Standards Commission.

Consistent with the requirements of the session law, the purpose of the study reported herein was to examine the feasibility of establishing a BLET program at WSSU, including the costs and benefits of such a program. This report also includes recommendations for improving linkages between WSSU and Forsyth Tech in the law enforcement training arena and for consideration of an innovative BLET program that has been proposed by the chief of police at Appalachian State University.

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<sup>1</sup> SB 257 was vetoed by Governor Cooper on 6/27/2017 and overridden by the North Carolina House and Senate on 6/27-28/2017.

## **Basic Law Enforcement Training in North Carolina**

The requirements for basic law enforcement training in North Carolina are found in Title 12, §09B.0205 of the Administrative Code. The Basic Law Enforcement Training course currently consists of 632 hours of instruction broken down into six modules or units: law, patrol duties, communications, investigations, a practical application component (driving, shooting, first aid, fitness, and arrest control tactics), and a sheriff-specific unit dealing with civil process, detention, and court-related duties. The detailed curriculum for the BLET course can be found in the Basic Law Enforcement Training Manual and lesson plans published by the North Carolina Criminal Justice Academy (NCCJA), while the BLET Course Management Guide (also published by the NCCJA) serves as a resource for BLET school directors in the implementation, delivery, and management of BLET programs. Together with the Sheriff's Education & Training Standards Commission, the Criminal Justice Education & Training Standards Commission (a unit of the North Carolina Department of Justice) oversees BLET in North Carolina.

BLET in North Carolina is decentralized and delivered by the state's community colleges and by a few of the larger municipal agencies that host their own BLET academies (e.g. Charlotte-Mecklenburg). Regionally, the Winston-Salem area is served by several community colleges that maintain BLET academies. These include Forsyth Technical Community College, Guilford Technical Community College, and Surry Community College among others. Most students attending BLET at a community college are "sponsored" by a law enforcement agency and upon graduation begin their careers as police officers or deputy sheriffs with the sponsoring agency. They earn 15-20 hours of academic credit for successful completion of the BLET course at a community college. The tuition for sponsored students is waived by the community colleges, which receive state funding on an FTE basis for BLET attendees. Some community colleges also permit non-sponsored students to attend BLET after completing the requisite background checks and paying the tuition associated with the semester-long program. The non-sponsored student cost for attending BLET at a community college is approximately \$1,000 and includes tuition, books, training materials, and uniforms.

Law enforcement agencies in North Carolina have struggled in the last few years to hire new officers to fill vacancies in their ranks. A March 2016 article by CBS News North Carolina reported that 17 North Carolina BLET academies in the previous two years (8 in 2015 and 9 in 2016) were canceled because of low enrollments (Boone, 2016). In Durham, Interim Chief Larry Smith stated that the department loses 3-5 officers per month and is having difficulty replacing them. In 2014, nearly 300 people applied for positions with the Durham Police Department but that number fell to less than 200 in 2015 (Lewis, 2016). The critical shortage of law enforcement officers in North Carolina also has been the subject of discussion and strategizing by the Planning and Standards Committee of the North Carolina Criminal Justice Education and Training Standards Commission (Planning & Standards Committee Minutes, 2017). Nationally, law enforcement agencies of all sizes and types have had to recruit more aggressively and are still falling far short of filling vacancies (Libaw, 2017). While no national data exists on the full scope of the shortages, law enforcement officials and police recruiters believe that a strong economy, rising hiring standards, and the negative climate surrounding policing, particularly in

minority communities, are some of the factors responsible for the nationwide shortage of police officers (Libaw, 2017).

Data from the North Carolina Criminal Justice Standards Division show a sharp decline in the number of BLET graduates over the last five years but a relatively stable number of newly certified officers. As agencies lose officers at an increasing rate, however, the supply of new BLET graduates and certified officers may not be keeping pace with North Carolina’s needs, which may explain the shortage of officers among the state’s law enforcement agencies.

**TABLE 1 North Carolina BLET Graduates and Certifications**

Year	Basic Law Enforcement Training (BLET) Graduates	Year	Number of Officers Certified
2017 (as of 7/26/17)	1250	2017 (as 11/30/17)	2307
2016	2324	2016	2319
2015	2220	2015	2384
2014	2457	2014	2176
2013	2713	--	--

These data are instructive regarding the potential need for a new BLET program in the Winston-Salem region as they do not indicate a state-wide demand for additional BLET capacity, at least in the near-term. Moreover, the BLET directors at Forsyth Tech and Guilford Technical Community College stated that in their view, the demand for BLET training in the Winston-Salem region, while increasing somewhat in the last year, is not sufficient to support a BLET program at WSSU at the present time. They noted that the Criminal Justice Education and Training Standards Commission recently approved lowering (to eight) the minimum number of BLET academy enrollees in an effort help prevent further academy cancellations across the state.

### **Winston-Salem State University Perspectives**

On December 8, 2017, Dr. Smith met with representatives from WSSU to discuss their views on establishing a pilot BLET program on the WSSU campus. Present at the meeting were the following WSSU officials:

- Dr. Elwood Robinson, Chancellor
- Dr.Carolynn Berry, Interim Provost
- Dr. Kathy Stitts, Interim Dean of the College of Arts, Sciences, Business and Education
- Patricia Norris, Chief of Police
- Dr. Denise Nation, Co-Chair of the Department of History, Politics and Social Justice
- Dr. Cynthia Villagomez, Co-Chair of the Department of History, Politics and Social Justice
- Dr. Jack Monel, Faculty Member the Department of History, Politics and Social Justice

- Camille Kluttz-Leach, Chief of Staff

Chancellor Robinson noted at the outset of the meeting that neither he nor others at WSSU had been consulted about the possibility of locating a BLET academy on the WSSU campus. With that in mind, the Chancellor and the majority of the WSSU personnel present for the meeting expressed deep reservations about the need and/or feasibility for housing a BLET program at WSSU. Chancellor Robinson and Dr. Berry indicated that WSSU had neither the available space nor appropriate staff to administer such a program. Dr. Monel, Dr. Berry, and Dr. Villagomez expressed concern about the retention of BLET academy students at the university once they complete their basic law enforcement training and noted the basic incompatibility of a BLET program with the mission of a state university like WSSU, which is to educate and graduate students with baccalaureate degrees.

Dr. Smith shared with the group the list of courses for which Forsyth Tech awards academic credit to successful graduates of the BLET program and which may be counted toward the Associate of Applied Science degree in Criminal Justice Technology. Those courses include:

• CJC 120 Interview/Interrogations	2 credits
• CJC 131 Criminal Law	3 credits
• CJC 132 Court Procedure and Evidence	3 credits
• CJC 221 Investigative Principles	4 credits
• CJC 225 Crisis Intervention	3 credits
• CJC 231 Constitutional Law	<u>3 credits</u>
	18 credits total

Dr. Monel noted that WSSU already has in place an articulation agreement with the North Carolina Community College System that accepts for credit some of the Forsyth Tech courses listed above - CJC 131 and CJC 132. He and Dr. Berry expressed a willingness to enter into a more definitive agreement with Forsyth Tech that might further expand the transferability of BLET-earned course credits to WSSU from Forsyth Tech or the state's other community colleges. Dr. Berry envisioned that such an agreement could easily be modeled on the RN-BSN agreement that is already in place between WSSU and Forsyth Tech. Dr. Berry noted that with the RN-BSN program, RN credits earned at Forsyth Tech transfer as a block to WSSU and satisfy the university's general education requirements, among others.

Along those same lines, Chief Norris stated that a "2 plus 2" program between Forsyth Tech and WSSU would be beneficial to both institutions. Under such a program, BLET graduates who earned the AAS in Criminal Justice Technology at Forsyth Tech could seamlessly transfer to WSSU to complete their bachelor's degree in Justice Studies. All parties expressed a

willingness to discuss the development with Forsyth Tech of an articulation agreement that would appropriately sequence the BLET program within the AAS degree at Forsyth Tech *and* allow for the maximum transferability of credits toward a bachelor's degree at WSSU. Moreover, all of the WSSU officials present at the meeting felt that developing a formal Forsyth Tech/BLET/WSSU articulation agreement was far preferable to creating a new BLET pilot program on the WSSU campus. Chancellor Robinson, Dr. Berry, and the other WSSU officials also expressed their strong desire to work with their community college partners rather than compete with them by offering a duplicative law enforcement training program at WSSU that was not suited to the university's mission.

### **Regional Community College Perspectives**

As part of this feasibility study, Dr. Smith also met with BLET and community college representatives from Forsyth Tech and Guilford Technical Community College (GTCC), which are two of the community colleges that provide BLET training in the Winston-Salem area. Unlike some community colleges in North Carolina, GTCC has a dedicated law enforcement training facility on its campus that includes a large, modern building and adjacent driving pad. The building holds classrooms, a mat room for physical and tactical training, a fitness and weight room, a firearms simulator, and a training room that can be configured to simulate a variety of indoor environments (e.g. rooms in a house). It is facilities such as this that are lacking at WSSU and which would be necessary to support a BLET program on the WSSU campus.

Ms. Amy Snider-Wells serves as the interim BLET coordinator and assistant director of law enforcement training at GTCC. In a meeting with Dr. Smith on December 8, 2017, Ms. Wells stated that GTCC puts on three BLET academies per year (fall, spring, summer) and will soon begin offering a fourth, nighttime academy to help accommodate the needs of some area law enforcement agencies. A number of other BLET programs utilize the GTCC driving facility for driver training because they do not have their own driving tracks, which is a consideration for any start-up BLET program at a state university. Police trainees must have access to a suitable facility to fulfill the state-mandated law enforcement driving curriculum, and that facility must be resourced with the instructors, vehicles (four are mandated), spare tires, fuel etc. required to by the BLET Course Management Guide.

Ms. Snider-Wells also mentioned various other requirements detailed in the BLET Course Management Guide. BLET academies must have classroom space that provides a minimum of 24 square feet of floor space per trainee, a library, access to a firing range, appropriate physical fitness training facilities, and shower facilities if fitness training is conducted prior to classroom training (BLET Course Management Guide, §IV). GTCC does not have its own firing range but

exchanges access to its driving track with area law enforcement agencies for use of the Guilford County Sheriff's Department's range or the City of High Point's range. Likewise, establishing a BLET program at WSSU likely would require negotiation with an area law enforcement agency for access to its firing range, which may require the payment of a rental fee or some other resource exchange.

GTCC employs three full-time and one part-time staff member to administer its BLET program. In addition, the college hires 50-60 part-time instructors from area law enforcement agencies to provide the bulk of the training to every academy class. These instructors are paid an average of \$29-31 per hour for their services. Again, funding for the BLET program primarily comes from FTE-based state appropriations to GTCC (and the other community colleges) for BLET students. Establishing a BLET program at WSSU likely would require a similar funding mechanism; WSSU does not have the resources to establish and administer a BLET program within its current budget, according to Chancellor Robinson.

Similar to Forsyth Tech, GTCC awards 15 hours of academic credit to its successful BLET graduates. Ms. Snider-Wells stated that GTCC also is interested in developing an articulation agreement with a university that would provide a clear credit transfer pathway for BLET students and perhaps integrate (or sequence) GTCC's BLET with a university criminal justice program. According to her, GTCC has had preliminary discussions with High Point University (HPU) about creating such an articulation agreement and bridging program but has not yet been successful in overcoming HPU's concerns about awarding academic credit for community college-based law enforcement training. Given the many unfilled vacancies in the region's law enforcement agencies and smaller BLET class sizes in recent years, she does not believe there is sufficient demand to support the creation of a pilot BLET program at WSSU.

Forsyth Technical Community College is the closest community college to WSSU that offers a BLET program. Its program enrolls sponsored recruits from the Forsyth County Sheriff's Office and the WSSU Police Department, among others, and it operates a separate academy for the Winston-Salem Police Department. As part of this feasibility study, Dr. Smith met with Mr. Lorin Dingle, chair of the Department of Public Safety Technologies and director of the Forsyth Tech BLET, and Dean Michael Ayers, dean of the Division of Math, Science, & Technologies that houses the BLET program.

Mr. Dingle and Dean Ayers observed that statewide enrollments in BLET programs have dropped by approximately 50 percent in the last four years but are starting to recover. Forsyth Tech's BLET enrollments have diminished over this time frame as well. The college's BLET academies can enroll a maximum of 21 students but have averaged about 10-15 students in

recent years. However, with special permission from the Criminal Justice Education & Training Standards Commission, the college can run an academy with as few as 8 students.

Like GTCC, Forsyth Tech uses an off-site firing range for its BLET weapons qualifications and training. The joint Winston-Salem/Forsyth County indoor firing range allows Forsyth Tech BLET students to use the facility free of charge. Forsyth Tech does not have its own law enforcement driving track, and so it utilizes the GTCC and Surry Community College driving facilities for its trainees. The college's Northwest Forsyth Center has dedicated BLET classrooms, fitness facilities, and practical exercise areas on its campus. In addition to Mr. Dingler, the college BLET program also has a part-time director, and it hires part-time instructors from area law enforcement agencies to staff its BLET training classes in similar fashion to GTCC.

In the current law enforcement agency staffing climate, neither Mr. Dingler nor Dean Ayers believed there is sufficient demand to support the creation of a pilot BLET program on the WSSU campus. However, both felt that an articulation agreement between Forsyth Tech and WSSU could be developed that would help facilitate four-year degree completion by Forsyth Tech BLET graduates. They noted that Gardner Webb University and Western North Carolina University already accept Forsyth Tech law enforcement-related course credits and believed the existing credit transfer agreement with WSSU could be improved upon. With the increase in required BLET training hours effective January 1, 2018 (from 616 to 632 hours), Forsyth Tech is in the process of evaluating how to increase academic credits earned during the BLET from 18 to 20 hours. Mr. Dingler and Mr. Ayers were supportive of exploring the development of an articulation agreement with WSSU that would facilitate the transfer of these academic credits as well as possibly sequence BLET completion for WSSU students prior to graduation.

### **The University of North Carolina System**

Like Chancellor Robinson and others at WSSU, officials at The University of North Carolina System are unsure how a pilot BLET program at WSSU fits with the mission of the UNC System and its constituent universities. As part of this feasibility study, Dr. Smith spoke with Mr. Brent Herron, Associate Vice President for Safety and Emergency Operations for the UNC System, about the possibility of locating a BLET program at WSSU. Given that North Carolina has an extensive and well-established community college-based system for delivering BLET in the state, Mr. Herron felt that adding a new BLET program at WSSU may not be the best use of scarce WSSU and UNC System resources and would make little impact on law enforcement training state-wide.

By the same token, Mr. Herron stated that the UNC System is interested in pursuing a promising university-affiliated alternative that would be modeled after the Cadet Officer Program at Indiana University (IU). The program initially would be located at Appalachian State University (ASU) under the leadership of ASU Chief of Police Andy Stephenson who is a product of the IU Cadet Officer Program. According to Chief Stephenson, a Cadet Officer program at ASU would serve to broaden the applicant pool of college-educated police officers in the region by recruiting and training ASU degree-seeking students to serve initially as part-time ASU police officers while they complete their bachelor's degrees. Following graduation, these fully certified and sworn students would be free to seek employment with any law enforcement agency in North Carolina.

The program would work in the following manner. ASU degree-seeking students would apply for acceptance into the Cadet Officer program at the end of their second year at ASU. The requirements for the Cadet program would be administered by the ASU Police Department under a cooperative agreement with Caldwell Community College and Technical Institute (CCC&TI), the regional community college that administers a BLET program. During their junior year at ASU, students accepted into the program would serve as non-sworn security officers where they would support public safety on campus and gain experience working in a law enforcement organization – the ASU Police Department. In the summer between their junior and senior years of college, these Cadet Officers would attend the CCC&TI BLET program. Through the cooperative agreement between ASU and CCC&TI, most of their classroom-based training would take place on the ASU campus. They would utilize CCC&TI BLET facilities for driving, firearms training, and other practical exercises as needed.

Once the Cadet Officers successfully completed BLET, they would become sworn, part-time police officers for the ASU Police Department. Upon graduation from ASU, they would be free to apply for full-time employment with any law enforcement agency in the state as an already-certified officer with part-time police experience, exposure to different races, cultures, beliefs, and ideologies while in college, and a bachelor's degree to their credit.

Working with the Department of Government and Justice Studies or other academic departments, Chief Stephenson believes the Cadet Officer program could successfully recruit a diverse pool of applicants, including minority students who might not otherwise consider a law enforcement career. If successful, he believes the program could be expanded to other UNC System campuses, including WSSU. While criminal justice students would receive internship credit for their experiences as Cadet Officers, the transfer of academic credit to ASU earned by Cadet Officers attending BLET at CCC&TI has not yet been worked out. If an articulation

agreement between CCC&TI and ASU could be established, the program potentially would be even more appealing since it may shorten the time and expense for Cadet Officers to earn a degree.

### **Summary and Recommendations**

In response to N.C. Sess. Law 2017-57 §10.14(c), this report examines the feasibility of establishing a pilot program for Basic Law Enforcement Training (BLET) at Winston-Salem State University (WSSU). The principal investigator for this study, Dr. Michael R. Smith from the University of Texas at San Antonio, reviewed the requirements for BLET found in Title 12, §09B.0205 of the North Carolina Administrative Code as well as the BLET Course Management Guide published by the North Carolina Criminal Justice Academy. Dr. Smith also reviewed the Criminal Justice Education & Training Standards Commission System Plan (8<sup>th</sup> ed.) and spoke or communicated by email with stakeholders from the Criminal Justice Education & Training Standards Commission, the North Carolina Community College System, the University of North Carolina System, Winston-Salem State University, and community college representatives who administer BLET programs in the region.

The consensus among all stakeholders interviewed was that establishing a pilot BLET program on the WSSU campus is unnecessary and duplicative of well-established BLET programs administered by the regional community colleges surrounding the WSSU campus. Moreover, according to BLET graduation and law enforcement officer certification data provided by the North Carolina Department of Justice Criminal Justice Standards Division, there is insufficient demand at the present time for another BLET program in the Winston-Salem region. Although BLET graduations are beginning to rebound, the number of BLET graduates statewide has declined in recent years, and the Winston-Salem area community college BLET academies likewise have gotten smaller. None of the community college personnel interviewed for the study believed that the region can support another BLET program given current enrollment demands from area law enforcement agencies, which have struggled to recruit enough new officers to replace those who have left.

The costs of establishing and maintaining a BLET program are substantial and include a full-time director's salary, 40-50 part-time instructor salaries, classroom space, physical fitness facility costs, and expenses associated with driver training (access to a suitable facility, fuel, vehicles, maintenance, tires, etc.) and firearms training (weapons, ammunition, targets, range staff, etc.). These costs are shared by the community colleges that house BLET programs and area law enforcement agencies that maintain, for example, firearms ranges that are used by the community colleges for BLET training. According to Chancellor Robinson and other WSSU stakeholders, the university does not have the space to house a BLET program on-campus nor the budget to support such a program. Standing up a BLET program at WSSU would require a dedicated funding stream similar to what currently supports BLET programs at the community colleges. While it may be feasible for the State of North Carolina to create such a funding stream to support a BLET program at WSSU, all parties felt that a better use of state and

university resources would be to formalize an articulation agreement between WSSU and Forsyth Technical Community College that would provide BLET graduates with a clear pathway for earning a bachelor's degree at WSSU in conjunction with BLET certification.

Another promising mechanism for integrating BLET training with a UNC System baccalaureate degree is a proposed Cadet Officer Program similar to the program under development at Appalachian State University. Modeled after the Cadet Officer Program at Indiana University, this program will allow ASU students to complete BLET certification at Caldwell Community College and Technical Institute and serve as part-time campus police officers while completing their bachelor degrees.

Consequently, based on the findings from this study, the following recommendations are offered for consideration by the North Carolina General Assembly and The University of North Carolina System:

- In lieu of establishing a BLET program at Winston-Salem State University, WSSU and Forsyth Technical Community College should explore the development of “2 plus 2” degree program option and articulation agreement similar to what currently is in place with the RN to BSN program at WSSU and other North Carolina universities.
  - This would allow Forsyth Tech Criminal Justice Technology Students to earn an associate in applied science degree and BLET certification while transferring all credits earned at Forsyth Tech (including those earned in the BLET program itself) toward WSSU's bachelor of arts degree in Justice Studies.
  - Likewise, a well-designed agreement could allow WSSU Justice Studies students to complete BLET certification at Forsyth Tech (perhaps in summer) while earning their bachelor's degrees at WSSU.
  - If successful, this model could be duplicated at other UNC System universities and area community colleges.
- The University of North Carolina System is encouraged to explore the development of a pilot Cadet Officer Program similar to the one currently under development at Appalachian State University in partnership with Caldwell Community College and Technical Institute (CCC&TI).
  - As planned, ASU cadet officers would complete the BLET program administered by CCC&TI during the summer months and serve as part-time campus police officers while completing the academic requirements for a bachelor's degree.
  - Following graduation with a bachelor's degree in Criminal Justice or other discipline, Cadet officers could seek employment with any law enforcement agency in the state.

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