

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

**NO.:**BHE 26-26

**BOARD DATE:**October 1, 2025

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**APPROVAL OF LETTER OF INTENT OF WESTFIELD STATE UNIVERSITY TO AWARD THE  
MASTER OF SCIENCE IN ATHLETIC TRAINING AND AUTHORIZATION FOR FAST TRACK  
REVIEW**

**MOVED:** The Board of Higher Education (BHE) has evaluated the Letter of Intent of **Westfield State University** to award the **Master of Science in Athletic Training** and has determined that the proposal aligns with BHE criteria. Accordingly, the BHE authorizes the Commissioner to review the program and to make a final determination on degree granting authority pursuant to the Fast-Track review protocol.

**VOTED:** Motion adopted by the BHE on 10/1/25.

Authority: Massachusetts General Laws Chapter 15A, Section 9(b); AAC 18-40

Contact: Richard Riccardi, Sc.D., Deputy Commissioner for Academic Affairs and Student Success

**BOARD OF HIGHER EDUCATION  
Westfield State University  
Letter of Intent  
Master of Science in Athletic Training**

**DEGREE TITLE ABSTRACT ON INTENT AND MISSION OF PROGRAM**

The Master of Science in Athletic Training (MSAT) Program will meet the upcoming (Fall, 2026) educational requirement of a graduate level degree to become a certified Athletic Trainer. The MSAT will prepare the graduate student for entry level clinical practice as an athletic trainer, to pursue evidence-based research, provide quality patient care, and become a lifelong learner. The goal of this proposed degree program is to deliver the resources that provide the needed knowledge, skills, and abilities, to be career-ready athletic trainers. This program will meet each of the 94 Commission on Accreditation of Athletic Training Education (CAATE) standards, use the National Athletic Trainer's Association Competencies as a guide for appropriate knowledge, skills, and clinical abilities, and abide by of the Board of Certification Standards of Professional Practice.

**Mission Statement**

Westfield State University (WSU) athletic trainers will be premier healthcare providers who collaborate with physicians to optimize patient activity, performance, and wellbeing. WSU athletic trainers will perform as members of the healthcare team to provide preventative services, emergency care, clinical diagnosis, therapeutic intervention, and rehabilitation of acute and chronic injuries as well as medical conditions associated with but not limited to sport, work, recreation, and general physical activity.

The proposed Master of Science in Athletic Training program was approved by Westfield State's Board of Trustees on February 20, 2025. The LOI was circulated on April 15, 2025. No comments were received.

## **A. ALIGNMENT WITH MASSACHUSETTS GOALS FOR HIGHER EDUCATION**

### *Address Gaps in Opportunity and Achievement in Alignment with Campus-Wide Goals*

The proposed degree program will address the institutional and state-wide gap by offering a graduate program to address five primary targets which are outlined below:

#### **1. Provide a comprehensive graduate education of the highest quality**

The rich history and success of the current undergraduate athletic training program at Westfield State University provides a solid foundation for the proposed graduate program. This new program will integrate interprofessional, innovative, and evidence-based practice into a comprehensive and dynamic curriculum. The graduate program will provide students from all facets of the population with an affordable, high quality professional graduate education that reflects the healthcare workforce needs. It will facilitate professional development, foster leadership, and promote the role of the athletic trainer as an integral member of the healthcare team while educating the public about the athletic training profession.

#### **2. Carry out research and intellectual endeavors that advance translational knowledge**

The proposed curriculum incorporates evidence-based practice and scientific inquiry courses that provide students with the highest level of education and opportunities for scholarship and a foundation for lifelong learning. The scientific Inquiry series spans two semesters with concepts dovetailing into a capstone Critically Appraised Topic (CAT).

#### **3. Provide leadership in economic growth, technology, and culture for the surrounding communities**

The clinical education component of this program will occur at high schools, colleges, outpatient rehabilitation centers, hospitals, specialty hospitals, general practitioner offices, emergency care centers and industrial/municipal settings. These opportunities will highlight the valuable role that the athletic trainer plays as an active member of the healthcare team. These educational opportunities not only focus

on student development but also emphasize the valuable skillset that the athletic trainer holds as a member of the healthcare team and as a healthcare provider for the community.

#### **4. Offer state-of-the art innovative healthcare**

The Westfield State University Athletic Training Program has a long history of providing outstanding student experiences through clinical rotations supervised by seasoned preceptors. The graduate program will continue to foster these relationships and establish new growth opportunities. The campus offers several prospects for interprofessional collaboration. Athletic training graduate students will have the ability to work/study alongside nursing students in the patient simulation laboratory, graduate physician assistant students in skill-based laboratories and emergency response simulations with the students of the Emergency Medical Technician course and upcoming Paramedic Program.

The athletic training faculty also fosters professional relationships with area specialty hospitals, colleges and high schools. The Westfield State University athletic training student will be expected to complete a clinical rotation with Shriners Hospital while learning casting, bracing and specialty population rehabilitation. Students will learn alongside area college/university (American International College) graduate exercise science students and physical therapy students during interprofessional simulations and learning opportunities.

#### **5. Fulfill these objectives while celebrating diversity**

The Westfield State University Athletic Training Program will strive to reflect the diverse student population and surrounding communities. The athletic training program will collaborate with the Center for Student Success and Engagement including but not limited to Banacos Academic Center, and Urban Education Program to successfully recruit and retain underrepresented students interested in pursuing a graduate degree in athletic training. This grass-roots effort will begin with undergraduate student recruitment and providing appropriate support services for a seamless undergraduate to graduate program transition.

The Westfield State University Athletic Training Program will align with the Commission on Accreditation of Athletic Training Education (CAATE) to provide a program to the underserved population. The emphasis of the CAATE Diversity, Equity, Inclusion and Leadership Development Committee is on, "diversity, equity, and inclusion to intentionally promote and ensure a culturally proficient environment throughout the organization and our stakeholder programs." (Commission on Accreditation of Athletic Training Education. <https://caate.net/About-CAATE/Volunteer-Opportunities>, accessed April 12, 2023)

The Westfield State University Athletic Training Program will also align with the National Athletic Trainers Association (NATA) and its Ethnic Diversity Advisory Committee. This committee "serves in an advisory capacity to the Board of Directors, aiming to identify and address issues relevant to the ethnically diverse populations to better serve the needs of both patients and fellow athletic trainers."<sup>3</sup> The National Athletic Trainers Association Ethnic Diversity Advisory Committee also, "advocates sensitivity toward cultural diversity, development of cultural competence within the profession and promotion of athletic trainers as leaders in issues related to cultural competence and professional diversity within the health care professions." (National Athletic Trainers Association. <https://www.nata.org/professional-interests/diversity>, accessed April 13, 2023.)

The 2019-2024 Westfield State University Strategic Plan addresses "increasing participation, college completion and closing achievement gaps supporting the statewide system goals. The proposed Athletic Training program is aligned with the University goals and priorities.

**University Goal 1:** "THE STUDENT EXPERIENCE: ACCESS TO A FULLY INTEGRATED AND EXCEPTIONAL STUDENT EXPERIENCE"

**Athletic Training Program Goal 1:** "Westfield State University Athletic Training Students will provide safe, legal, ethical and professional Athletic Training services in a variety of health care settings."

**Athletic Training Program Goal 2:** "Westfield State University Athletic Training Students will serve patients/clients in a diverse world."

Westfield State University Athletic Training Program Goals 1 and 2 promote the Athletic Training student to be professional, ethical and able to work with patients in a diverse world. Students achieving that goal have exceptional student experience as well as become career-ready once certified.

The University Goal 1 and Athletic Training Program goals 1 and 2 are direct derivatives from program target 1 listed above. The program is born from its history, integrating interprofessional, innovative, and evidence-based practice into a comprehensive and dynamic curriculum. The graduate program will provide students from all facets of the population with an affordable, high quality professional graduate education that reflects the healthcare workforce needs.

**University Goal 2:** "ENROLLMENT: PREPARE TO RECRUIT, WELCOME, AND SUPPORT STUDENTS IN AN INCREASINGLY COMPETITIVE ENVIRONMENT"

**Athletic Training Program Goal 3:** "The WSU ATP will engage students in critical thinking, scientific inquiry, and evidence-based practice."

**Athletic Training Program Goal 5:** "The WSU Athletic Training Program will promote "Athletic Trainers are Healthcare" by working inter-professionally with students from other healthcare majors and practitioners from a variety of clinical and professional experiences."

The Athletic Training Profession continues to evolve so that opportunities arise outside of the sports world. The Westfield State University Athletic Training Student must be able to think critically and become a lifelong learner to be increasingly adaptable to the opportunities that the Athletic Training career presents. The Westfield State University Athletic Training Program will expose students to multiple settings such that they can thrive in this increasingly competitive environment.

University Goal 2 and Athletic Training Goals 3 and 5 mirror the above targets 2 and 4. The proposed curriculum incorporates evidence-based practice and scientific inquiry courses which provide students with the highest level of education and opportunities for scholarship and a foundation for lifelong learning.

Athletic training graduate students will have the ability to work/study alongside nursing students in the patient simulation laboratory, graduate physician assistant students in skill-based laboratories and emergency response simulations with the students of the Emergency Medical Technician course.

Interprofessional collaboration, working in healthcare teams, and being competitive in multiple environments will become a mainstay in this graduate program. The athletic training graduates will be clinicians who think critically and those who continue to learn and share knowledge.

**University Goal 3:** "CULTURE: CONSISTENTLY LIVE OUR INSTITUTIONAL VALUES"

**Athletic Training Program Goal 2:** "Westfield State University Athletic Training Students will serve patients/clients in a diverse world."

**Athletic Training Program Goal 4:** "The WSU Athletic Training Program will engage in consistent and ongoing program evaluation to maintain high quality, student centered, and professional education."

University Goal 3 and Athletic Training Program Goals 2 and 4 align with the above target 5. The athletic training program will celebrate diversity and strive to welcome the underserved. Faculty will work directly with university services to encourage student success and retention at the undergraduate level, promoting the athletic training profession and pursuit of a graduate degree.

The Westfield State University community/campus is an overwhelmingly welcoming environment for all students, regardless of race, gender, ethnicity, and beliefs. This environment will be reflected in the curriculum and clinical rotations, stressing the importance of serving patients in a diverse world.

#### *Program or Department Supports to Ensure Student Retention and Completion*

The proposed degree program is under the Division of Graduate and Continuing Education (DGCE) reconstituted in 2024. Graduate programs, undergraduate online completion programs, and early college

programs are all under the new leadership within DGCE. As such, increasing equitable access, building more 4+1 and 3+2 options, and improving visibility and ease of pathways for students are high priorities. Within the Department, each student has an assigned advisor that serves as both an educational advisor and professional mentor. Routinely, students discuss their career aspirations during advising and course selections.

Support to graduate students comes in several forms. First, graduate housing is available and students living on campus have access to Health Services. To support all students (on campus or commuter) wellbeing, all students have 24-hour access to online counseling services through UWILL and to a peer-to-peer support group through TOGETHER ALL.

Academically, all students have access to the Reading and Writing Center, Banacos Disability Center, Center for Instructional Technology, and Library. Each of these resources can be accessed in person or online.

Specific to the MSAT, Westfield State Athletic Training students will be advised by the Athletic Training Faculty on a semester-by-semester basis minimally, before registering for classes. Students will also have access to their faculty advisor during office hours or as needed by individual appointments. This will be the minimal expectation for faculty as students are expected to reach program benchmarks.

In order to ensure that students will be prepared for the athletic training certification examination after completing the program, several benchmarks will be in place to track persistent progress. The professional program will require that students maintain a cumulative grade point average of 3.00 and achieve a grade of B- or better in all Athletic Training courses throughout the entire program. If a student's overall GPA falls below a 3.00 in any semester, the student would be placed on academic probation. If the student fails to restore their GPA to a 3.00 the following semester, they will be reviewed by the Academic Standing Committee of the Department and may be dismissed from the program.

A student cannot progress in the curriculum if any class grade is below a B-. The student must repeat the course the next time it is offered before continuing in the program. The student will be unable to take any future Athletic Training courses or participate in clinical rotations until the course is repeated successfully.



(B- or better) the second time. This will delay graduation for the student. If the student fails the course a second time, they will be released from the program.

Any student who fails two courses (grade lower than a B-) at any point in the professional phase (didactic and/or clinical) will be dismissed from the program. If a student is repeating a course and fails to earn a B- or better, will be dismissed from the program.

The obvious goal of the above benchmarks is to assume a program will best prepare the student for a first-time pass of the Board of Certification Exam by setting GPA and minimum course grade requirements.

The Westfield State University Athletic Training Program will propose a 3-tier system to ensure student success and that students persist through the program. First, students will be advised to meet with the course instructor to address any classroom issues. The second tier, if the classroom issue is not resolved, the student is to report to his/her/their advisor. If a resolution is not to the student's satisfaction, the third tier is a meeting with the program director. Students must understand that final decisions from the program director will be bound by the program's policy and procedure manual.

Finally, the intention for the MSAT is to become a 3+2 design. As the bachelor level credential no longer suffices, a 3 + 2 model will allow for greater access, ease for completion, and aligns with the University mission, vision, and strategic goals.

#### *Alliances and Partnerships with PK-12, Other IHE's, Community Employers*

The Westfield State University Athletic Training program has developed several relevant partnerships including, but not limited to surrounding high schools, hospitals, emergent care centers and local businesses. These partnerships offer significant clinical experiences at the university/college setting (Westfield State University, Amherst College, Mt. Holyoke College, Western New England University, University of Massachusetts); High School setting (Belchertown High School, Agawam High School, Central High School, West Springfield High School, Palmer High School, Ludlow High School); Hospital affiliations (Bay State Hospital, Bay State Noble Hospital, Shriner's Hospital); and local businesses (Mestek, Inc). These relationships will provide the athletic training student with a wide range of career-ready experiences including high school, college/University, hospital, and industry.

The value and skill set of the Athletic Trainer continues to grow at an astounding pace. The Graduate Athletic Training Program will form an advisory board to stay current with the changes in healthcare. The advisory board will be chaired by the program director with the plan to meet annually. The advisory board will be comprised of: Athletic Training Program Director, Athletic Training Medical Director, at least one member from the Athletic Training Faculty, a minimum of two high school preceptors, a minimum of two University/College preceptors, a minimum of 3 student members from the major and members of the faculty and surrounding University community who work in health care.

The advisory board will be asked to review the Commission on Accreditation of Athletic Training (CAATE) Standards as directed by the Program director, confirming alignment with didactic course work, laboratory activities and clinical assignments. Meetings will also include discussions on curriculum design, student retention, instructional efficiency, market expansion, preceptor training, and impact factor. The advisory board will also be charged with suggestions to fund raise for the program, and how to increase the number of clinical opportunities available for the Athletic Training Student.

#### *Relationship to MassHire Regional Blueprints*

According to a Lightcast Occupation Overview and Job Posting Analytics report, Athletic Trainer job postings has increased by 53.2% between 2022-2025. In the Executive Summary, it is noted that job postings in our regional area are higher than the national average, "an average area of this size has 89 jobs, while there are 178 here". In particular, the summary highlighted the upcoming retirement risk which is also high. The national average for employees in this position aged 55 or older is 76, whereas in our region it is 99. Of those over 55, 20% are between 55-64, and 26% are 65 and older.

"According to the Massachusetts Department of Economic Research, the short-term projected gains in STEM Occupations increased 1.7%." "Healthcare occupations projected to grow in Massachusetts in the long term (from 2020-2030) are Statisticians (57.53%), Nurse Practitioners (55.66%) and Athletic Trainers (20.53%)."

The job outlook is in an upward trend. Westfield State University Office of Graduate and Continuing Education previously examined the opportunities for Athletic Training Graduate Studies through a 2013-2026 Burning Glass Report.<sup>3</sup> This report predicted a 9% growth in the demand for the Athletic Training

profession, and 21% increase in demand between 2014-2024. Additional suggestions directly from the Executive Overview include offering a "3+2 dual degree program," "encourage clinical placements at educational institutions to prepare for employment," "market masters-level athletic training to New England college athletes to secure greater student enrollments", all of which is contained within this program proposal.,

Westfield State University is centralized to the Pioneer Valley of Massachusetts and the surrounding areas. Two of the three priority occupations listed within the Pioneer Valley Labor Market Blueprint includes, 1. Healthcare and Social Assistance and 2. Educational Services. Athletic Trainers bridge both the Healthcare Profession, as a Healthcare Provider, and Educational Services, as the Athletic Trainer has become a primary provider of healthcare services in secondary schools and colleges. As enticing as the blueprint states, "the Pioneer Valley region is strong and its future looks very promising," graduates from Westfield State University's Athletic Training Program will seek employment opportunities beyond the Pioneer Valley.

The Occupational Outlook Handbook has projected an increase of a possible 4,300 new jobs, with growth much faster than average. The Bureau of Labor and Statistics anticipates 13% growth currently and overall.

Career Planner.com, estimates an increase of 6,200 new jobs, a growth of 22% from 2016-2026.

Explore Health Careers.org, describes Athletic Trainers as, "unique health care providers and an essential member of any health care team skilled and trained in the prevention of injury and illness, examination, diagnosis, treatment and rehabilitation of emergency, acute or chronic injuries and medical conditions, and organizational and professional health and well-being." Explore Health Career.org echoes the Bureau of Labor and Statistics, projecting an excellent job outlook at 23% growth between 2016-2026, describing the demand as, "three times faster than the average for all occupations."

Myfuture.com also supports the job market analysis, expecting a 14% growth in the Athletic Training Job Market from 2021-2031, with an expected 2,500 openings projected annually "over the decade."

Zippia's research summary has indicated that Athletic Trainers "salaries have increased 9% in the last 5 years". Projected job growth for the profession from 2018-2028 is 17%, suggesting that there over 80,000 active Athletic Trainer job openings in the United States with 797 in MA.

The above average rate of growth is supported by the varied settings in which athletic trainers are employed. These settings include high schools, colleges/universities, professional sports, hospitals, rehabilitation clinics, military, law enforcement, occupational health and the performing arts. Within these settings, the high school and college/university settings are expected to see the greatest amount of job growth. In addition, patient health, safety, and liability have become a focal point on a national and regional scale. For example, there is a significant increase in the value of athletic trainers as they provided lifesaving care on the biggest stage in the US, when Damar Hamlin of the Buffalo Bills in the National Football League (NFL) collapsed during a globally televised game. The world was able to see the value and fast actions of the athletic training staff, which saved Mr. Hamlin's life.

According to the NATA, only 37% of the public secondary schools have a full-time athletic trainer on staff and only 55% of all high school athletes have access to an athletic trainer (Pryor et al., 2015).

- Only 47% of schools have an athletic trainer present during afternoon practices.
- American Academy of Pediatrics recommends that an athletic trainer be present at all football practices and games. (Pryor et al., 2015).
- American Academy of Pediatrics publication indicated that the presence of athletic trainers can have a significant positive impact on student health resulting in lower injury rates, improved diagnosis and return to play decisions (Tackling in Youth Football, 2015).

It is important to recognize that it has been common practice for colleges and universities to hire bachelor-prepared athletic trainers as graduate assistants, offering a route for the certified athletic trainer to earn a graduate degree. By 2025, the required minimum entry-level professional degree in athletic training will be transitioning from the baccalaureate preparation to master's and as such, the graduate assistant positions will become obsolete. Colleges and universities will need to hire additional full-time athletic trainers to meet the increased demand for healthcare coverage for their student-athletes because these positions can no longer be filled with graduate assistants.

The growth of the profession of athletic training in the United States, the national initiative to require graduate level education, and the employment projections will situate Westfield State University's proposed graduate program to meet the demand for athletic trainers across the country, NE Region and State of Massachusetts.

The proposed degree program in athletic training at Westfield State University will be one of two graduate athletic training programs offered by State Institutions in Massachusetts. Westfield State University's program will meet the new accreditation standards, and our graduates will be ready to meet the projected workforce demands.

1. Lightcast Occupation Overview. Accessed Feb. 2025. (Addendum attached)

2. Labor Market Information. Mass.Gov. January, 2025.

<https://lmi.dua.eol.mass.gov/LMI/STEMOccupationalProjections/STEMShortResult?A=01&GA=000025&Cmd=Go&Type=shor&Dopt=TEXT>  
accessed February 2023

3. Palaniyapan, M., Wallenstein, T., EAB Market Demand for a Master's-Level Athletic Training Program. Analysis of Employer Demand, Comparable Programming, and Student Recruitment. 2016

Pioneer Valley Labor Market Blueprint. A Regional Planning Initiative of the Massachusetts Workforce Skills Cabinet. Accessed 1/31/2025:

<https://masshirehcb.com/wp-content/uploads/2024/04/Pioneer-Valley-Labor-Market-Blueprint-2024-2025-FINAL.pdf>

5. Occupational Outlook Handbook. Accessed January, 2025 <https://www.bls.gov/ooh/occupation-finder.htm?pay=&education=&training=&newjobs=&growth=&submit=GO>

6. Bureau of Labor and Statistics. Accessed January, 2025: <https://www.bls.gov/ooh/fastest-growing.htm>

7. Career Planner.com accessed. Accessed January, 2025: <https://job-outlook.careerplanner.com/Athletic-Trainers.cfm>

8. Explore Health Careers.org. Accessed January, 2025 <https://explorehealthcareers.org/career/sports-medicine/athletic-trainer/>

9. Myfuture.com. Accessed January, 2025: <https://myfuture.com/career/athletic-trainers>

10. Zippia's accessed. Accessed January, 2025: <https://www.zippia.com/certified-athletic-trainer-jobs/trends/>.

### *Duplication*

The Master of Science in Athletic Training program at Westfield State University is designed as a standalone program that will also permit at 3+2 format, allowing students to begin an accelerated track and complete graduate content during their final undergraduate year.

The 3+2 format will also permit students who have already earned a bachelor's degree, to enter the two-year program (53.5 credits) to earn a graduate degree in Athletic Training. The benefit of this two-year design is an overall increased enrollment opportunities for the University and cost savings to students as described below.

Additionally, Westfield State University plans to expand its reach to all the Massachusetts State Colleges/Universities by offering direct access to the graduate program if the following criteria has been met:

1. A student from a Massachusetts State College/University earns an undergraduate degree, including the prerequisite course work while maintaining a cumulative GPA of 3.0 can enter the program directly as a post-baccalaureate student.

2. A student from a Massachusetts State College/University has successfully completed the prerequisite course work, while completing a minimum of 90 credits would be allowed direct transfer into the professional phase of the program.

3. A student from a Massachusetts State College/University has earned a minimum grade of "C" in the required prerequisite courses for direct entry into the program.

4. A student from Massachusetts State College/University has earned a minimum cumulative GPA of 3.0 in the prerequisite courses.

The professional phase of Westfield State University Athletic Training program will initiate hands-on learning opportunities within the first eight weeks of starting the graduate phase. Each semester offers a more extensive clinical experience based upon completed course work. In the final semester, students complete two immersive experiences to ensure that they are career ready following certification.

The didactic portion of the proposed degree program, unlike other programs, offers strategically placed courses that allow for a cascade of learning as the student progresses throughout the professional phase. For example, in the first semester of the professional phase, the student is exposed to general skills required for examination (goniometric measures, manual muscle testing) while learning about healthcare and professional practice. Building on those learning experiences, students' progress to Pharmacology and Orthopedic Pathology. These courses prepare the student for the interdisciplinary approach to the discussion of the effects of prescription and over-the-counter medication on therapy. Orthopedic Pathology prepares the athletic training student for the orthopedic examination by laying the foundational definitions including tendinosis, fracture, sprain, strain, and pathologies specific to the musculoskeletal system.

This foundational learning format permits the student access to introductory knowledge as they progress into Orthopedic Evaluation courses, General Medical Aspects courses and move through their clinical experiences.

This program also supports an interprofessional learning environment for the Athletic Training students. Students will be in classes alongside students in Graduate Physical Education, Graduate Strength and Conditioning, and undergraduate concentrations including Sports Medicine and Exercise Science.

Students will first learn the theory behind therapeutic exercise and treatment for the population of the non-athletes and athletes. These courses become the foundational knowledge for Therapeutic Modalities and Therapeutic Exercise courses, where students progress from the discussion in Therapeutic Intervention to hands-on practice in the Therapeutic Exercise and Modalities course.

The Westfield State University Athletic Training Program also aims to foster lifelong learning and Evidence-based practice. The Athletic Training student will begin with scientific inquiry with the goal of producing a Clinically Appraised Topic as a capstone in their final semester. The two-semester series introduce the student to the research project, progresses to asking a clinical question, and the result is a presentation of their clinically appraised topic.

The anticipated start date of the Athletic Training graduate degree at Westfield State University is Fall 2026. The significance of 2026 is that Westfield State University will be one of only two Massachusetts state institutions offering the Athletic Training graduate degree.

Westfield State University's campus location is also a benefit to enrollment in the Graduate Athletic Training program. Surrounding states (CT, RI, VT, NH, NY) make up the New England Consortium, making the lower tuition costs an attractive option for out-of-state students.



The campus is 20 miles from the Connecticut state line, 60 miles from the Vermont state line, 42 miles from the New York state line, and within 100 miles of the State of New Jersey, providing ideal out-of-state marketing opportunities. There are 20 Massachusetts High Schools within 25 miles from the University campus, providing an in-state marketing opportunity for the program.

The Westfield State Campus is 26 miles from Cooley Dickinson Hospital, 16 miles from Bay State Hospital, 2 miles from Bay State (Noble) Hospital both providing the opportunity for clinical experiences that meet the Commission on Accreditation of Athletic Training Education standards. The campus is 12 miles from Springfield, giving access to its many inner-city schools and Shriner's Hospital. The campus is seven miles from Barnes Air National Guard, which could open opportunities to promote the values of the civilian Athletic Trainer working in the military environment. The campus is less than 5 miles from the Westfield Industrial Park, which could provide students with clinical rotation in the industrial environment.

### **Estimated Cost Breakdown for Graduate Athletic Training Programs in Massachusetts**

#### Bridgewater State University

- This program is not currently accepting applications.

#### Salem State University

- Services Northern Boston Community
- Requires a bachelor's degree from an accredited college or university.
- 60 Credits
- Graduate In-state Tuition and Fees: \$27,000 (60 Credits at \$450 per credit hour)

#### Endicott College

- Program tuition: \$53,496.00 (\$743 per credit hour)

#### Lasell University

- Program Tuition: \$ 46,809.00 (\$730 per credit)

#### Merrimack College

- Program Tuition: \$ 47,880.00 (\$798 per credit hour)

#### Springfield College

- Program Tuition: \$ 68,324.00 (\$1,178.00 per credit hour)

#### Westfield State University

- Services Communities of Massachusetts and northern portion of Connecticut.
- Graduate housing opportunities
- Program Tuition and Fees: \$28,087 (53.5 Credits at \$525.00 per credit)

#### *Innovative Approaches to Teaching and Learning*

The Westfield State University Master of Science in Athletic Training Program will rely on clinical experiences for 25% of the graduate credits. The Athletic Training Clinical Experiences provide hands-on learning for pre-season sport preparation, athletic injury evaluation, athletic injury rehabilitation, general medical (non-sports population/non-orthopedic) experience, evidence-based practice application and immersive clinical experiences. These experiences provide 16 credits of laboratory skills and applied clinical experience totaling more than 500 hours of experiential learning.

The academic design of this graduate program is to foster translational-knowledge and/or classroom-to-clinic applications with sequenced classroom/laboratory learning objectives matched with clinical proficiencies.

Both the didactic and clinical components will require students to learn, demonstrate and apply various competencies. The student will learn and properly demonstrate the course required skills in the classroom/laboratory setting. The student is then expected to apply the newly learned skills in the clinical arena. The athletic training student cannot progress through clinical rotations without successfully completing the clinical competencies.

One unique component of the proposed degree program is the addition of Digital Health. Students will have the chance to learn the essential components of digital health including the virtual medical screen, prescribing exercise activities virtually, and follow-up patient care in a virtual world. The athletic training student will not be limited by location, season, and/or face-to-face interactions. The Digital Health element will prepare the athletic training student for the ever-expanding role of the healthcare worker.

Each course in the program is aligned with specific CAATE competency standards. The program is responsible for meeting all 94 standards. Each standard is aligned with the NATA competencies, ensuring that the professional phase meets accreditation standards while producing career ready Athletic Trainers.

## **B. ALIGNMENT WITH CAMPUS STRATEGIC PLAN AND MISSION**

The current approved Westfield State University Strategic Plan is 2019-2024 and states, "Our plan addresses the pragmatic urgency for us to prepare to educate students from increasingly exciting and diverse backgrounds and to provide opportunity for further education to the one million adult learners with some college education in Massachusetts and beyond so they can serve the public good of building a vibrant economic, social and cultural Commonwealth." The University will center the strategic plan on "the student experience," "Enrollment," "Culture" and "Resources."

The Westfield State University Athletic Training Program will strive to reflect the diverse student population and surrounding communities. The athletic training program will partner with the Center for Student success, including but not limited to Banacos Academic Center, and Urban Education Program, to successfully recruit and retain underrepresented students interested in pursuing a graduate degree in athletic training. This grass-roots effort will begin with undergraduate student recruitment and providing appropriate support services for a seamless undergraduate to graduate program transition. The 3+2 program design will allow for continued student support throughout the first year of the program's professional phase.

The Westfield State University Athletic Training Program will align with the Commission on Accreditation of Athletic Training Education (CAATE) to provide a program to the underserved population. The emphasis

of the CAATE Diversity, Equity, Inclusion and Leadership Development Committee is on, "diversity, equity, and inclusion to intentionally promote and ensure a culturally proficient environment throughout the organization and our stakeholder programs." The Westfield State University Athletic Training Program will also align with the National Athletic Trainers Association (NATA) and its Ethnic Diversity Advisory Committee.

The Westfield State University student has abundant opportunities to pursue personal educational goals, professional ambitions and create life experiences as an undergraduate student. Creating these experiences for the student provides a pathway for student success. Westfield State University students can pick their own path to the Master of Science in Athletic Training program. Students can pursue the major/concentration of their choice, complete the prerequisite courses, and enter the program as a post-baccalaureate candidate. Westfield State students could also engage in the Movement Science Major with a concentration in Sports Medicine, obtain program specific benchmarks and directly enter the graduate phase, entering hands-on learning, while completing their undergraduate degree and earning credits towards the master's degree.

The nation's transition of the Athletic Training Program from an undergraduate degree to a graduate degree has placed a stress on the Athletic Training career. Currently there is a surge in the number of career opportunities for Athletic Trainers beyond athletic coverage. This presents a shortage of Athletic Trainers, which means a community need that leads to increased enrollment. As an undergraduate program, the Athletic Training degree would draw interest from 60-80 applicants. In the current climate of an Athletic Trainer shortage, increased salaries, signing bonuses, and the possibility that Westfield State University would be the only other state-institution that offers the graduate degree in Athletic Training; enrollment will continue to increase.

The liberal-arts culture and various resources provided by the University community fosters a welcoming campus for all. The Westfield State campus is student-first. Student affairs, Banacos, , Veterans, Student Success Center, and Counseling, are a few of the student-centered services available on the campus. Westfield State is also home to more than 70 recreational, social, and academic student clubs.

Westfield State University offers a variety of clubs and NCAA Division III sports. This serves the student community by providing a venue of interest at a varying degree of competitive levels and serves as hands-on learning experiences for the Athletic Training student.

The implementation of the Master of Science in Athletic Training parallels the University four-pillar strategic plan. The proposed program's mission statement and program goals reflect the values of the University mission and correspond with the University goals.

The proposed program will add to the number of graduate programs offered at Westfield State University. In the current climate, student retention and the need for colleges/universities to provide career ready graduates is key to institutional survival. The proposed graduate program in athletic training will increase enrollment (undergraduate degree, the athletic training program typically draws 60-80 students to the University) and provide a career-ready education in the form of an accelerated path for a 3+2 graduate program.

#### *Goals and Objectives (Form B)*

#### **Westfield State University Program Goals:**

**Program Goal 1:** Westfield State University Athletic Training Students will provide safe, legal, ethical and professional Athletic Training services in a variety of health care settings.

#### Objectives:

1.1 Westfield State University will achieve a 75% or higher graduation rate from the Athletic Training Program

1.2 Westfield State Athletic Training Students will demonstrate "level appropriate" patient care during clinical rotations.

1.3 Westfield State Athletic Training Students will practice in a manner consistent with the BOC Standards of Professional Practice and NATA Code of Ethics.

1.4 Westfield State University Athletic Training Students will demonstrate "level-appropriate" evaluation and treatment skills during the clinical rotations.

Program Goal 1 will be measured against minimal GPA requirements for student success. Students will be assessed during their clinical rotations, with the expectation of meeting “level-appropriate” skills while maintaining an appropriate level of professionalism and working in a manner consistent with the Board of Certification Standards. Student “level-appropriate” skill and professionalism will be tracked on an e-system (ATrack) and discussed with the Clinical Education Coordinator. Students will also have to demonstrate competence in course specific outcomes during end-of-semester competency exams administered by an Athletic Trainer.

**Program Goal 2:** Westfield State University Athletic Training Students will serve patients/clients in a diverse world.

Objectives:

2.1 Students/graduates will adapt delivery of Athletic Training services using current knowledge and clinical skills using patient centered care.

2.2 Students/graduates will establish a treatment plan (Plan of Care) that is safe, effective, patient-centered and evidence-based.

2.3 Students/graduates will obtain desired employment and/or fellowship/residency in healthcare within six months of being certified.

Program Goal 2 will be assessed by analyzing student scores earned following written examination/practical examinations. Students will also have to demonstrate competence in course specific outcomes during end-of-semester competency exams administered by an Athletic Trainer. This process will provide the information needed to ensure that non-Athletic Training Health Care Professionals are meeting the CAATE standards in the required courses (e.g. Practical Pharmacology). Student “level-appropriate” skills, knowledge, and ability to apply evidence-based practice, will be tracked on an e-system (ATrack) and discussed with the Clinical Education Coordinator.

**Program Goal 3:** The WSU ATP will engage students in critical thinking, scientific inquiry, and evidence-

based practice.

Objectives:

3.1 Students will demonstrate critical thinking and problem-solving skills through application of Evidence-Based Practice principles.

3.2 Students will analyze data from selected outcome measures from either a student guided research project or literature review (e.g., meta-analysis, random controlled trial, systematic review) in a manner that supports accurate analysis of patient and/or group outcomes.

3.3 Students will demonstrate proficiency with scientific inquiry.

Program Goal 3 will be measured through a series of course outcome threaded through Research Methods in Physical Education and Healthcare, Application of Evidence-based Practice and Evidence-based Medicine Capstone. Students will produce and present a Clinically Appraised Topic with the goal of a poster presentation at a local, regional or national conference. Students will also have to demonstrate competence in course specific outcomes during end-of-semester competency exams administered by an Athletic Trainer.

**Program Goal 4:** The WSU Athletic Training Program will engage in consistent and ongoing program evaluation to maintain high quality, student centered, and professional education.

Objectives:

4.1 WSU Athletic Training students will complete level appropriate end of academic year written exam prior to progressing to the next level.

4.2 Westfield State University Athletic Training Program will conduct exit surveys following the completion of clinical rotations for the purpose of ongoing preceptor/site feedback.

4.3 Westfield State University Athletic Training Program will conduct exit surveys following the completion of the Athletic Training Program for the purpose of ongoing programmatic feedback.

4.4 Athletic training alumni will complete a program survey after one year of licensure to provide ongoing program evaluation.

Program Goal 4 will be assessed through continual feedback from the Advisory Board, preceptors, students, and alumni. This information will be collected via surveys by the Program Director and Clinical Education Coordinator. The data will be synthesized annually and discussed during Advisory Board meetings, faculty meetings and during preceptor training. Students must also demonstrate competence in course-specific outcomes during end-of-semester competency exams administered by an Athletic Trainer.

**Program Goal 5:** The WSU Athletic Training Program will promote “Athletic Trainers are Healthcare” by working inter-professionally with students from other healthcare majors and practitioners from a variety of clinical and professional experiences.

Objective:

5.1 Students will work inter-professionally with a minimum of 3 different non-orthopedic healthcare practitioners in 3 different settings.

Program Goal 5 will be achieved by exposing the Athletic Training Graduate Student to emergency simulations which provide interprofessional opportunities with Emergency Medical Technician students, Nursing students, and Physician Assistant graduate students. Athletic Training Graduate students will be required to complete a General Medical rotation with locations including but not limited to: Shriner’s Hospital, Bay State Hospital, Pediatric Primary Care, Emergent walk-in centers, and campus and community health fairs. (See Form B)

### **C. ALIGNMENT WITH OPERATIONAL AND FINANCIAL OBJECTIVES OF INSTITUTION**

*Enrollment Projections (Form C)*

The current undergraduate Athletic Training Program attracts 80+ prospective students to Westfield State University. Accepted students typically include 40+ students annually, with a number of those who decide not to pursue the Athletic Training major but remain at the University.



The graduate program, offering several pathways to direct entry, will continue to attract students to Westfield State University. The 3+2 design can provide a career ready graduate degree in 5-years as opposed to the 6-year master's degree commitment. More importantly, as a provider for the Massachusetts state system, Westfield State could be one of only two Massachusetts State Colleges/Universities that offer the Athletic Training Graduate degree. (See Form C)

In this submitted design, the proposed Graduate Athletic Training Program will provide a standalone option while also the accelerated 3 + 2 option to draw undergraduate students to Westfield State University, while also attracting graduate students from Westfield State programs, and elsewhere.

Additionally, Westfield State University plans to expand its reach to all the Massachusetts State Colleges/Universities by offering direct access to the professional phase of the program to all students of the Massachusetts State system who meet the prerequisite and GPA requirements (see section A number 5).

*Resources and Financial Statement of Estimated Net Impact on Institution  
(Form D, Appendices)*

The standalone Master's program shows an ongoing deficit. Please note in Form D both the standalone MSAT financial projections and a separate 3 + 2 financial projection is listed. The accelerated 3 + 2 pathway shows a surplus financial projection by year 2. Please see Form D (modified to use WSU proforma).

## **STAFF REVIEW AND VALIDATION**

Staff thoroughly reviewed the **LOI** proposing full degree granting authority for the **Master of Science in Athletic Training** program submitted by **Westfield State University**. Staff validate that the **LOI** includes all data required by the Massachusetts Board of Higher Education. Staff recommendation is for BHE authorization for the Commissioner to review the program pursuant to the Fast-Track review protocol.

**Form A: Curriculum Outline**

<b>Major Required (Core) Courses (Total # of courses required = 27)</b>		
<i>Course Number</i>	Course Title	Credit Hours
ATTR 05xx	Healthcare Professional Practice (OL)	3
ATTR 05xx	Introduction to Clinical Assessment (8wks)	1
ATTR 05xx	Protective Equipment and Materials (8wks)	1
ATTR 05xx	Orthopedic Pathology	3
ATTR 05xx	Lower Extremity Evaluation	3
ATTR 05xx	Athletic Training Field Skills I	1
ATTR 05xx	Athletic Training Clinical Experience I	1
ATTR 05xx	Seminar I in Athletic Training (OL)	1
ATTR 05xx	Therapeutic Intervention	3
ATTR 05xx	Upper Extremity Evaluation	3
ATTR 05xx	Pharmacology in Sports Medicine	3
ATTR 05xx	General Medical Aspects of Physical Activity	3
ATTR 05xx	Athletic Training Field Skills II	1
ATTR 05xx	Athletic Training Clinical Experience II	1
ATTR 05xx	Seminar II in Athletic Training (OL)	1
ATTR 06xx	Therapeutic Modalities	3
ATTR 06xx	Therapeutic Exercise	3
ATTR 6xx	Organization and Administration of Athletic Training	3
ATTR 06xx	Application of Evidence Based Practice	2
ATTR 06xx	Athletic Training Field Skills III	1
ATTR 06xx	Athletic Training Clinical Experience III	2
ATTR 06xx	Seminar III in Athletic Training (OL)	1
ATTR 06xx	Evidence-based Practice Capstone (OL)	2
ATTR 06xx	Immersive Clinical Experience I	3
ATTR 06xx	Immersive Clinical Experience II	3

ATTR 06xx	General Medical Clinical Experience	.5
ATTR 06xx	Seminar IV in Athletic Training (OL)	1
	Sub-total # Core Credits Required	53.5

<b>Curriculum Summary</b>	
Total number of courses required for the degree	27
Total credit hours required for degree	53.5
<b>Prerequisite, Concentration or Other Requirements:</b>	
4 credits Biology with Lab 8 Credits Anatomy and Physiology with Lab 3 Credits Kinesiology with Lab 3 Credits Exercise Physiology with Lab 4 Credits Chemistry with Lab 4 Credits Physics with Lab 3 Credits Nutrition 3 Credits Statistics 3 Credits Psychology 3 Credits Sociology 3 Credits Diversity Recommending not requiring: Emergency Medical Technician Training prior to starting the professional program.	

**Form B: LOI Goals and Objectives**

Goal	Measurable Objective	Strategy for Achievement	Timetable	Assessment
<b>1. Westfield State University Athletic Training Students will provide safe, legal, ethical and professional Athletic Training services in a variety of health care settings.</b>	<p><b>1.1</b> Westfield State University will achieve a 75% or higher graduation rate from the Athletic Training Program</p> <p><b>1.2</b> Westfield State Athletic Training Students will demonstrate "level appropriate" patient care during clinical rotations.</p>	<p>1.1 Successful graduation from the Athletic Training Program with the following benchmarks:</p> <p>Overall minimum GPA: 3.0</p> <p>1.2 Students competing their second clinical rotation at each level will achieve the following ATrack outcomes during their final evaluation:</p> <p>1.2.a.i 100% of Level I Athletic Training Students will achieve an ATrack evaluation rating of "meets minimal expectations" as it pertains to Professionalism.</p> <p>1.2.a.ii 100% of Level II Athletic Training Students will achieve an ATrack evaluation rating of "slightly exceeding expectations" as it relates to professionalism.</p>	<p>May, 2027</p> <p>May, 2028</p> <p>Ongoing</p>	<p>CAATE competency tracking software</p>

		<p>1.2.b.ii 80% of Level II Athletic Training Students will achieve an ATrack evaluation rating of "meeting level appropriate expectations" as it pertains to skills.</p> <p>1.2.a.iii 100% of Level III Athletic Training Students will achieve an ATrack evaluation rating of "level appropriate" as it pertains to professionalism.</p> <p>1.2.b.iii 100% of Level III Athletic Training Students will achieve an ATrack evaluation rating of "level appropriate" as it pertains to skills.</p>		
	<p><b>1.3</b> Westfield State Athletic Training Students will practice in a manner consistent with the BOC Standards of Professional Practice and NATA Code of Ethics.</p>	<p>1.3.a Athletic Training Students will earn a satisfactory final clinical evaluation as reported on ATrack at the completion of each clinical rotation.</p> <p>1.3.b Students will successfully participate in the WSU Fresh Check Day Health Fair, Mestek, Inc</p>		

	<p><b>1.4</b> Westfield State University Athletic Training Students will demonstrate "level-appropriate" evaluation and treatment skills during the clinical rotations.</p>	<p>Health Fair and Shriner's Hospital rotation to complete requirements to sit for the BOC Examination.</p> <p>1.4.a Level I Athletic Training Students will complete 100% of the clinical proficiencies associated with being a level I within one semester of completing ATR 5xx Athletic Training Clinical Experience I</p> <p>1.4.b Level II Athletic Training Students will complete 100% of the clinical proficiencies associated with being a level II within one semester of completing ATR 5xx Athletic Training Clinical Experience II.</p> <p>1.4.c.i Level III Athletic Training Students will complete 100% of the clinical proficiencies associated with being a level III prior to beginning ATR 6xx Immersive Clinical Experience I.</p> <p>1.4.c.ii Level IV Athletic Training Students will complete 100% of the clinical proficiencies associated with Immersive</p>		
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		Clinical Experience I prior to beginning ATR 6xx Immersive Clinical Experience II		
<b>2. Westfield State University Athletic Training Students will serve patients/clients in a diverse world</b>	<p><b>2.1</b> Students/graduates will adapt delivery of Athletic Training services using current knowledge and clinical skills using patient centered care.</p> <p><b>2.2</b> Students/graduates will establish a treatment plan (Plan of Care) that is safe,</p>	<p>2.1.a Level I Athletic Training Students must earn a minimum grade of B- and overall minimum 3.0 GPA at the completion of fall I course work and clinical rotation.</p> <p>2.1.b a Level II Athletic Training Students must earn a minimum grade of B- and overall minimum 3.0 GPA at the completion of spring1 and spring1 course work and clinical rotations.</p> <p>2.1.c Level III Athletic Training Students will earn a B- or better in the following courses: Fall 2 and Fall 2 course work and clinical rotations.</p> <p>2.1.d Level IV Athletic Training Students will earn a minimum score of 85% on their end-of-year assessment testing.</p> <p>2.2.a Level IV students will achieve at minimum, "Met minimal performance expectations" on ATrack evaluations at the</p>	<p>May, 2027 May, 2028 Ongoing</p>	CAATE competency tracking software

	<p>effective, patient-centered and evidence-based.</p> <p><b>2.3</b> Students/graduates will obtain desired employment and/or graduate assistantship in healthcare within six months of being certified.</p>	<p>completion of Level III clinical rotations.</p> <p>2.3.a Westfield State University Athletic Training Program Director will administer skill based/employment/success rate surveys to newly certified graduates one year following graduation.</p> <p>2.3.b Westfield State University Athletic Training Program will receive a minimum of 50% of the one-year alumni skill based/employment/success rate surveys.</p>		
<p><b>3. The WSU ATP will engage students in critical thinking, scientific inquiry, and evidence-based practice.</b></p>	<p><b>3.1</b> Students will demonstrate critical thinking and problem-solving skills through application of Evidence-Based Practice principles.</p> <p><b>3.2</b> Students will analyze data from selected outcome</p>	<p>3.1.a Level IV Athletic Training Students will score a minimum of 80% at the completion of the Standardized Patient Case Series</p> <p>3.1.b Level III, IV Students will earn a B- or better in the ATTR 06XX Application of Evidence Based Practice II and ATTR 06XX Evidence-based Medicine Capstone.</p> <p>3.2.a Level III, IV Students will earn a B- or better in the ATTR 06XX Application of Evidence Based Practice</p>	<p>May, 2027 May, 2028 Ongoing</p>	<p>CAATE competency tracking software</p>



	<p>measures from either a student guided research project or literature review (e.g. meta-analysis, random controlled trial, systematic review) in a manner that supports accurate analysis of patient and/or group outcomes.</p> <p><b>3.3</b> Students will demonstrate competence with scientific inquiry.</p>	<p>II and ATTR 06XX Evidence-based Medicine Capstone.</p> <p>3.2.b Level IV Students will present a research based (e.g., research project, review of literature, Clinically Appraised Topic) project at the annual Senior Symposium.</p> <p>3.3.a Level III, IV Students will earn a B- or better in the ATTR 06XX Application of Evidence Based Practice II and ATTR 06XX Evidence-based Medicine Capstone.</p>		
<p><b>4. The WSU Athletic Training Program will engage in consistent and ongoing program evaluation to maintain high quality, student centered, and professional education.</b></p>	<p><b>4.1</b> WSU Athletic Training students will complete level appropriate end of academic year written exam prior to progressing to the next level.</p> <p><b>4.2</b> Westfield State University Athletic Training Program will conduct exit surveys following the completion of clinical</p>	<p>4.1a Westfield State Athletic Training Students will score a minimum of 85% on the end-of-year assessment testing.</p> <p>4.1.b Westfield State Athletic Training Students will earn an overall minimum score of 85% on the following:</p> <ol style="list-style-type: none"> <li>1. Level appropriate course competencies</li> <li>2. End-of-year assessment testing</li> </ol> <p>4.2.a Westfield State University Athletic Training Program will complete</p>	<p>May, 2027</p> <p>May, 2028</p> <p>Ongoing</p>	<p>CAATE competency tracking software</p> <p>Use of Alumni Pathways</p>

	<p>rotations for the purpose of ongoing preceptor/site feedback.</p> <p><b>4.3</b> Westfield State University Athletic Training Program will conduct exit surveys following the completion of the Athletic Training Program for the purpose of ongoing programmatic feedback.</p> <p><b>4.4</b> Athletic training alumni will complete a program survey after one year of licensure to provide ongoing program evaluation.</p>	<p>100% of the post-clinical exit surveys.</p> <p>4.3.a Westfield State University Athletic Training Program will complete 100% of the post-clinical exit surveys.</p> <p>4.4.a The Westfield State University Athletic Training Program Director will collect a minimum of 50% of the 1-year post alumni surveys.</p>		
<p><b>5. The WSU Athletic Training Program will promote “Athletic Trainers are Healthcare” by working inter-professionally with students from other healthcare majors and practitioners from a variety of clinical and</b></p>	<p><b>5.1</b> Students will work inter-professionally with a minimum of 3 different non-orthopedic healthcare practitioners in 3 different settings.</p>	<p>5.1.a Level IV Athletic Training Students will successfully complete a 2-week clinical rotation at Shriner’s Hospital</p> <p>5.1.b Level III Athletic Training Students will successfully demonstrate health screening skills at the Mestek, Inc. Employee Health Fair</p> <p>5.1.c Level I Athletic Training Students will successfully demonstrate</p>	<p>May, 2027</p> <p>May, 2028</p> <p>Ongoing</p>	<p>CAATE competency tracking software</p>

<p><b>professional experiences.</b></p>		<p>health screening skills at the WSU Fresh Check Day Health Fair</p> <p>5.1.d Athletic Training Students will participate in a minimum of 3 EMT/AT Emergency Simulations</p> <p>5.1.e Athletic Training Students will participate in a minimum of 3 healthcare/non-Athletic Training practitioner colloquia prior to graduation.</p>		
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**Form C: LOI Program Enrollment**

	Year 1	Year 2	Year 3	Year 4	Year 5
New Full-Time	2	4	5	5	5
Continuing Full-Time	0	2	4	5	5
New Part-Time	2	2	3	3	3
Continuing Part-Time	0	2	2	3	3
Totals	4	10	14	16	16
<b>*Note that once the MSAT has been approved, enrollment projections will change to include the accelerated 3+2 undergraduate students.</b>					

Form D: LOI Program Budget

Westfield State University

Master of Science, Athletic Training (MSAT)

On-Ground Program - STAND ALONE

Revenue Calculations

Metrics

DGCE Student Fees	\$525 per credit
Less Ed Service fee    x2 terms	
Gross Revenue	

5% Chargeback - (see contingency below)

Expense Calculations

Staffing Expenditures

Base Compensation

Inputs	Planning	Year 1	Year 2	Year 3	Year 4	Year 5
	FY25	FY26	FY27	FY28	FY29	FY30
	Enrollment via Assumption input or via retention model or using "Enrollment Scenario Planning Tab"					
		\$78,750	\$162,408	\$202,566	\$259,005	\$306,720
		(\$600)	(\$1,500)	(\$2,400)	(\$3,000)	(\$3,150)
	\$-	\$78,150	\$160,908	\$200,166	\$256,005	\$303,570
	Planning	Year 1	Year 2	Year 3	Year 4	Year 5
	FY25	FY26	FY27	FY28	FY29	FY30
Starting Salary	Factoring COLA >	Factoring COLA >>>	3%	3%		

**Staff:**

*Model Assumes all staff start in year 1, will need to adjust calculations if different*

**Faculty & Director**

Prog Chair Stipend	-	12,000	12,500	13,000	13,500	14,000
Prog Advisor Stipend		2,000	3,500	3,500	3,500	3,500
Assistant Professor	65000 + 45% + 2%		97,609	99,561	101,552	103,583
PT Adjunct Faculty (Salary & Fringe)	2,300	39,100	96,600	98,532	100,464	102,396
Adjunct (Rate/Credit * Total Credits)	est.credit count	17	42	42	42	42
Medical Director		3,300	3,300	3,300	3,300	3,300
<b>Total Base Compensation</b>		<b>\$-</b>	<b>\$154,009</b>	<b>\$215,461</b>	<b>\$219,884</b>	<b>\$224,347</b>
<b>Total Compensation</b>		<b>\$-</b>	<b>\$154,009</b>	<b>\$215,461</b>	<b>\$219,884</b>	<b>\$224,347</b>

**Operating Expenses**

		Planning FY25	Year 1 FY26	Year 2 FY27	Year 3 FY28	Year 4 FY29	Year 5 FY30
	<i>Per Student</i>	Factoring Inflation >	2%	2%			
Advertising and Marketing	\$-	15,000	15,300	15,606	15,918	16,236	16,561
Membership Dues	\$-	-	-	-	-	-	-
Office Supplies	\$-	-	200	200	200	200	200

	Travel (Clinical, In-State, Conf.)	\$-	500	3,000	3,000	3,000	3,000	3,000
	General Administrative Costs	\$-	500	1,500	1,500	1,500	1,500	1,500
	Other - Business Lab	\$-						
	Other							
Admin Expenses (EE)			16,000	20,000	20,306	20,618	20,936	21,261
	<i>Per Student</i>							
	Lab and Classroom Supplies	\$-	2,000	5,000	3,710	3,770	3,820	3,820
	Library	\$-	-	1,500	2,000	2,000	2,000	2,000
	External reviewers		3,000					
	AT Track Software	\$-	-	350	350	350	350	350
	Accreditation	\$-	10,500	6,500	6,500	6,500	6,500	6,500
Consultant Services (HH)			15,500	13,350	12,560	12,620	12,670	12,670
Information Technology Expenses (UU)			-	-	-	-	-	-
<b>Total Operating Expenses</b>			<b>\$47,000</b>	<b>\$46,700</b>	<b>\$45,426</b>	<b>\$45,858</b>	<b>\$46,276</b>	<b>\$46,601</b>
<b>Total Direct Expenses</b>			<b>\$47,000</b>	<b>\$200,709</b>	<b>\$260,887</b>	<b>\$265,742</b>	<b>\$270,623</b>	<b>\$273,380</b>

Contribution Margin = Net Revenue - Direct Expenses

-47,000      -122,559      -100,131      -65,498      -14,556      30,340

Contingency (% of revenue)

5% -

3,908      8,045      10,008      12,800      15,179

**Contingency/Transfers/other expenses**

**\$-      \$3,908      \$8,045      \$10,008      \$12,800      \$15,179**

**Grand Total Expenses**

**\$47,000      \$204,617      \$268,932      \$275,750      \$283,424      \$288,558**

**Total Surplus/(Deficit)**

**(\$47,000)      (\$126,467)      (\$108,024)      (\$75,584)      (\$27,419)      \$15,012**

**Cumulative Net Surplus /(Deficit)**

**(\$281,491)      (\$357,075)      (\$384,494)      (\$369,482)**

**Discussion Point:**

Programmatic Reinvestment - labs, other

No capital requirement

Does not include 3+2 accelerated model



Westfield State University

Master of Science, Athletic Training (MSAT)

**MSAT  
3+2**

On-Ground Program - Direct Entry/3+2

Inputs	Planning	Year 1	Year 2	Year 3	Year 4	Year 5
	FY25	FY26	FY27	FY28	FY29	FY30
	Enrollment via Assumption input or via retention model or using "Enrollment Scenario Planning Tab"					

Revenue Calculations

Metrics

DGCE Student Fees		\$48,300	\$247,616	\$450,996	\$494,059	\$518,016
Less Ed Service fee      x2 terms		(\$600)	(\$1,500)	(\$3,900)	(\$4,500)	(\$4,650)
Gross Revenue		\$-	\$47,700	\$246,116	\$447,096	\$489,559
Total Net Revenue		\$-	\$47,700	\$246,116	\$447,096	\$489,559

5% Chargeback - (see contingency below)

## Expense Calculations

		Planning	Year 1	Year 2	Year 3	Year 4	Year 5
		FY25	FY26	FY27	FY28	FY29	FY30
Staffing Expenditures							
Base Compensation	Starting Salary	Factoring COLA >>>	Factoring COLA >>>	3%	3%		
Staff:		Model Assumes all staff start in year 1, will need to adjust calculations if different					
Prog Chair Stipend		-	12,000	12,500	13,000	13,500	14,000
Prog Advisor Stipend			2,000	3,500	3,500	3,500	3,500
FT Faculty 2		-	-	-	-	-	-
Assistant Professor	65000 + 45% + 2%			97,609	99,561	101,552	103,583
PT Adjunct Faculty (Salary & Fringe)	2,300		39,100	96,600	98,532	100,464	102,396
Adjunct (Rate/Credit * Total Credits)	est.credit count		17	42	42	42	42

Medical Director			3,300	3,300	3,300	3,300	3,300
<b>Total Base Compensation</b>		\$-	<b>\$154,009</b>	<b>\$215,461</b>	<b>\$219,884</b>	<b>\$224,347</b>	<b>\$226,779</b>
<b>Total Compensation</b>		\$-	<b>\$154,009</b>	<b>\$215,461</b>	<b>\$219,884</b>	<b>\$224,347</b>	<b>\$226,779</b>

		Planning FY25	Year 1 FY26	Year 2 FY27	Year 3 FY28	Year 4 FY29	Year 5 FY30
<b>Operating Expenses</b>	<i>Per Student</i>	Factoring Inflation >>>	2%	2%			
Advertising and Marketing	\$-	15,000	15,300	15,606	15,918	16,236	16,561
Membership Dues	\$-	-	-	-	-	-	-
Office Supplies	\$-	-	200	200	200	200	200
Travel (Clinical, In-State, Conferences)	\$-	500	3,000	3,000	3,000	3,000	3,000
General Administrative Costs	\$-	500	1,500	1,500	1,500	1,500	1,500
Other - Business Lab	\$-						
Other							
<b>Admin Expenses (EE)</b>		16,000	20,000	20,306	20,618	20,936	21,261
	<i>Per Student</i>						
Lab and Classroom Supplies	\$-	2,000	5,000	3,710	3,770	3,820	3,820
Library	\$-	-	1,500	2,000	2,000	2,000	2,000

External reviewers		3,000					
AT Track Software	\$-	-	350	350	350	350	350
Accreditation	\$-	10,500	6,500	6,500	6,500	6,500	6,500
Consultant Services (HH)		15,500	13,350	12,560	12,620	12,670	12,670
<b>Total Operating Expenses</b>		<b>\$47,000</b>	<b>\$46,700</b>	<b>\$45,426</b>	<b>\$45,858</b>	<b>\$46,276</b>	<b>\$46,601</b>
<b>Total Direct Expenses</b>		<b>\$47,000</b>	<b>\$200,709</b>	<b>\$260,887</b>	<b>\$265,742</b>	<b>\$270,623</b>	<b>\$273,380</b>
Contribution Margin = Net Rev. - Direct Exp.		-47,000	-153,009	-14,771	181,354	218,936	239,986
Fund Transfers (per student)		-	-	-	-	-	-
Contingency (% of revenue)	5%-		2,385	12,306	22,355	24,478	25,668
<b>Contingency/Transfers/other expenses</b>		<b>\$-</b>	<b>\$2,385</b>	<b>\$12,306</b>	<b>\$22,355</b>	<b>\$24,478</b>	<b>\$25,668</b>
<b>Grand Total Expenses</b>		<b>\$47,000</b>	<b>\$203,094</b>	<b>\$273,193</b>	<b>\$288,097</b>	<b>\$295,101</b>	<b>\$299,048</b>
<b>Total Surplus/(Deficit)</b>		<b>(\$47,000)</b>	<b>(\$155,394)</b>	<b>(\$27,077)</b>	<b>\$158,999</b>	<b>\$194,458</b>	<b>\$214,318</b>
<b>Cumulative Net Surplus /(Deficit)</b>			<b>(\$229,471)</b>	<b>(\$70,472)</b>	<b>\$123,986</b>	<b>\$338,304</b>	

**Discussion Point:**

Programmatic Reinvestment - labs, other

5% Contribution

No capital requirement

\$525 per SCH

Assumes 3+2 model with UG prog