

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

**NO.:** BHE 26-44

**BOARD DATE:** April 7, 2026

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**APPROVAL OF LETTER OF INTENT OF MASSBAY COMMUNITY COLLEGE TO AWARD THE  
ASSOCIATE OF SCIENCE IN PARAMEDICINE FOR FAST TRACK REVIEW**

**MOVED:** The Board of Higher Education (BHE) has evaluated the Letter of Intent of **MassBay Community College** to award the **Associate of Science in Paramedicine** 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 4/7/2026.

**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  
2026  
MassBay Community College  
Letter of Intent  
Associate of Science in Paramedicine**

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

MassBay Community College currently offers certificates in Paramedicine and Emergency Medical Technician (EMT). The proposed associate degree program in Paramedicine will provide graduates of these programs, people new to paramedicine, as well as those already working in the field a credential that will grant them more opportunities for advancement and much needed increases in base pay.

The proposed degree program will provide exceptional education and preparation for EMS professionals to excel in meeting the needs of the communities they serve. Grounded in evidence-based practice, the proposed curriculum is consistent with the National EMS Scope of Practice Model and the National EMS Education Standards. Graduates will be eligible to sit for the National Registry of Emergency Medical Technicians (NREMT) Paramedic certification examinations to obtain licensure as paramedics and will earn employment or advancement in paramedicine positions in areas including private, municipal, fire service, and hospital-based EMS agencies.

The current certificate in Paramedicine will stack into the associate degree; completion of the Paramedicine certificate results in 34 credits towards earning the proposed associate degree.

The proposed Associate of Science in Paramedicine was approved by MassBay's Board of Trustees on October 10, 2023. The LOI was circulated on December 24, 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 provide opportunities to help MassBay in its equity-based goal of closing gaps in outcomes. As a community college, MassBay is uniquely qualified to admit prospective students coming from diverse backgrounds, and the proposed degree program at MassBay is committed to diversity. According to the census bureau and Data USA, 81.6% of the paramedics in the United States are white. MassBay recognizes the need for the profession to represent the communities it serves and are actively working to recruit and retain students from diverse backgrounds. Through initiatives like MassReconnect and MassEducate, the proposed degree program hopes to recruit a more diverse student population that will better reflect the patient population served.

The proposed degree program also aligns well with the goals of MassBay, which include increasing opportunities for more students while at the same time meeting the workforce needs of the community MassBay serves. MassBay will be offering both a day and evening program, so students with jobs and/or family responsibilities will be able to find the proposed degree program that best fits their schedule. The addition of the proposed degree program provides a wider variety of associate degree opportunities in the health professions to students at MassBay. Furthermore, MassBay opened their new building -- The MassBay Center for Health Sciences, Early Childhood, and Human Services -- in January 2024, and their plan is to use this new facility with its state-of-the-art equipment to further develop opportunities for students in the MetroWest region to pursue careers in health sciences. The proposed degree program is one of several new academic programs that will be housed in the new building.

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

MassBay offers student support services including academic success and advising resources. Every student in the proposed degree program will have an EMS full-time faculty member serving as their academic advisor. Advisors will be available during posted office hours, via email, or virtually, to discuss student concerns or questions and guide students through the program.

Students who are not meeting performance expectations in class will receive a formal communication from the instructor. Faculty will detail the specific concern—academic, attendance-related, clinical, or professionalism—in the appropriate section of the form, which also includes the instructor’s feedback and recommended actions. The form allows instructors to offer targeted guidance, emphasizing that the intent is to support the student’s success rather than to penalize. Clarifying this objective helps ensure students feel encouraged and supported.

Once the faculty completes the form, it is sent to the student via email. A meeting is then scheduled at a mutually convenient time to discuss the identified concerns and potential strategies for improvement and connect the student with available support services both within the department and across the college. Student support staff and faculty work together to tailor support structures to meet each student's individual circumstances. Because each new cohort consists of a maximum of 30 students, students can receive the individual attention they need.

Finally, MassBay offers additional support services such as academic support, tutoring, mental health counseling, career counseling, and supports for off-campus challenges such as food insecurity. These services are all offered at their Framingham Campus and virtually.

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

MassBay’s Medical Director -- Adam Darnobid, M.D., Chair of the Department of Emergency Medicine at St Vincent’s Hospital in Worcester -- is heavily involved in developing the curriculum, visits campus often, and is present for students’ clinical and terminal competencies and evaluation.

The EMS department is currently working with the following institutions to establish transfer articulation agreements that lead to baccalaureate degrees:

- University of New Haven (UNH)
- Anna Maria College
- Southern New Hampshire University

Among these institutions, MassBay has received a Memorandum of Agreement from the University of New Haven. MassBay is currently working with their Coordinator of Transfer Affairs & Articulation for guidance in completing the document.

MassBay's EMS Department has an Advisory Committee that meets at least biannually. The role of the Committee is to assist the EMS Program in formulating and periodically revising appropriate goals and learning domains, monitoring needs and expectations, ensuring program responsiveness to change, and reviewing and endorsing the Program's minimum numbers of patient contacts. The advisory committee functions are laid out by CoAEMSP regulations and the advisory committee's progress is monitored frequently by them.

MassBay has consistent membership and participation from their advisory board. Many of their current students who sit on the Committee opt to stay engaged after graduation, changing roles from current student to graduate and providing valuable insight into how the program prepared them for their daily duties as entry-level Paramedics.

**Membership of the committee consists of at least one representative from each of the following areas:**

- Current Student Hospital / Clinical Representative (s)
- Public Member
- Graduate
- Other
- Other, if needed
- Physician (s) (may be fulfilled by Medical Director)
- Faculty (ex officio)
- Employer(s) of Graduates Representative Medical Director (ex officio)
- Key Government Official(s)
- Program Director (ex officio)
- Police and Fire Services Sponsor Administration (ex officio)

**Current Membership:**

- Adam Darnobid, M.D., Chair of the Department of Emergency Medicine St Vincent's Hospital, Worcester MA
- Timothy Thompson, NRP I/C, Marlborough/Hudson Operations Manager, PrideStar Trinity EMS (Current Chair)
- Lynne Davis, EdD (Dean of Health Sciences, Sponsor)

- Charles Jenness, A.S., NRP, I/C, CCP-C, FP-C, C-NPT (EMS Program Director Chair)
- Ethan Glass, NRP I/C (Clinical Coordinator)
- Ed Burman, R.N. (Metro West Medical Center and Wayland Police Chief)
- Jerry Roche Deputy Chief (ret) Billerica Police Department
- Colleen Coffey (Director of Workforce Development and Community Partnerships)
- Tammy Hughes, R.N, EMT-P Emergency Department Nurse, Marlborough Hospital
- Steven Walsh (current student)
- Scott Gobar, B.S., NRP (graduate/current EMS faculty)
- Judd St. Aubin (public member.

### *Relationship to MassHire Regional Blueprints*

The proposed degree program will continue to address workforce shortages as does MassBay's current certificate program. Graduates are likely to seek employment at private or municipal ambulance services, hospitals, and fire departments where they will have a dual role as a Firefighter/Paramedic. No matter what type of service these graduates work for, they will play a vital role in increasing staffing for an overburdened healthcare system. The proposed degree program provides an essential role in keeping communities safe by providing well-trained paramedics to serve in these vital roles.

The MassHire Regional Blueprint for MassBay's region lists Health Care and Social Assistance as one of its two priority industries, noting that "[t]he LQ analysis supports the notion that this sector is crucial for our region's economic competitiveness. Job projections demonstrate that employment is expected to continue to grow, which will present workforce challenges, but also opportunities." According to the Blueprint, there are 71 annual openings and only 4 completions, yielding a projected supply gap of 67. Greater Boston Workforce Planning Blueprint.

Retrieved from:

<https://www.mass.gov/doc/2024-greater-boston-regional-workforce-blueprint/download> (Table 4, Fig. 2).

### *Duplication*

Several private and public institutions offer certificate programs in emergency medical services/paramedicine, but there are few associate degree programs offered by community colleges in Massachusetts, and none of those serve the same communities that MassBay serves. Students attending private programs are not eligible to receive financial aid. In addition, most of the associate degree

programs in the state do not offer licensed paramedics the opportunity to enter the program with earned credits from their paramedic courses to expedite their degrees as MassBay will.

### **Private Institutions**

#### **Comprehensive Medical Teaching Institute, Hanover, MA**

- Non-credit certificate program beginning in September, no statistics published

#### **National Medical Education Training Center, West Bridgewater, MA**

- Non-credit certificate program offering online and campus-based programs, no statistics published

#### **Professional EMS: Center for MEDICS, Cambridge, MA**

- Non-credit certificate programs beginning in January and July every year, each cohort enrolls approximately 40 students

#### **Springfield College, Springfield, MA**

- B.S., Emergency Medical Services Management, unknown enrollment

### **Public Institutions**

#### **Massasoit Community College, Brockton, MA**

- Certificate in Paramedicine

#### **Northern Essex Community College, Lawrence, MA**

- Certificate in Paramedic Technology
- Associate of Science in Paramedic Technology

#### **Quinsigamond Community College, Worcester, MA**

- Certificate in Paramedic Technician
- Associate of Science in Paramedic Technology

#### **Greenfield Community College, Greenfield, MA**

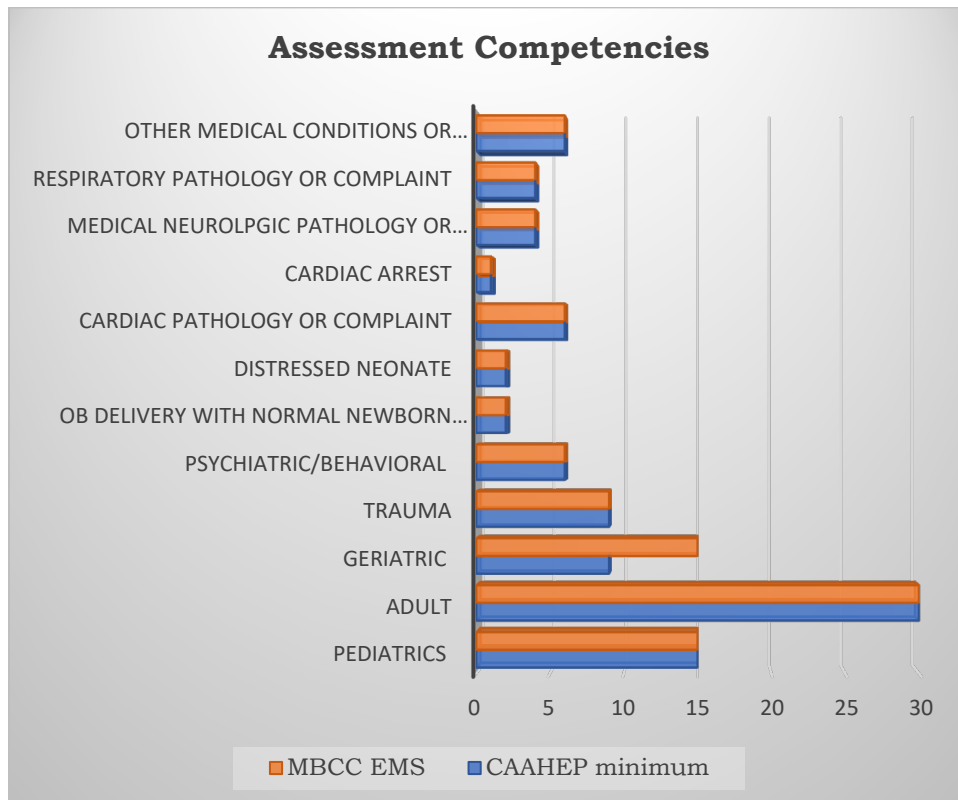
- Certificate in Paramedic - 29 credits

*Innovative Approaches to Teaching and Learning*

The curriculum design for the proposed degree program follows the evidence-based standardized curriculum set by the NREMT (National Registry of Emergency Medical Technicians) Standards.

The EMS Education Standards listed in Appendix A of the CAAHEP Standards and Guidelines represent the minimum competencies that an EMS program must meet. The MassBay EMS curriculum is mapped with the competency standards set by CAAHEP, using courses offered in the EMS program reflecting the minimum standards set by CAAHEP. The paramedic field capstone hours for MassBay’s Paramedic certificate program where students get the chance to assess and interact with live patients allow students to gain critical practical experiences that otherwise are not gained through simulation. The required hours give students ample opportunity to gain skills in these important learning domains.

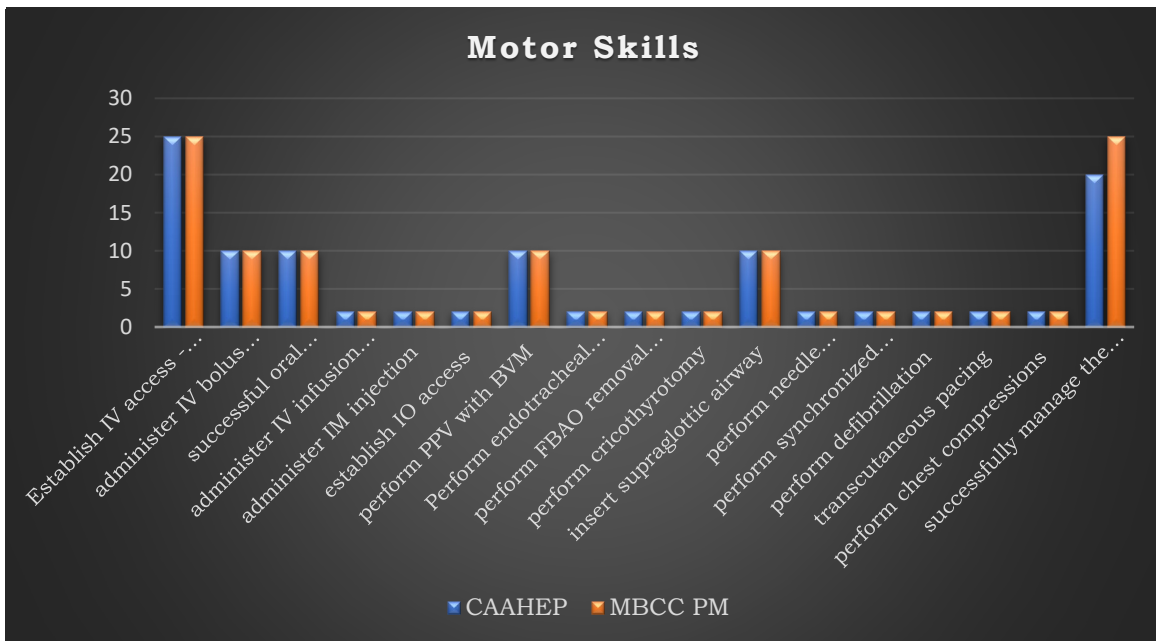
Graph I below shows the comparison of assessment competencies between the set standard by CoAEMSP and the set competency requirement set by the MBCC EMS PM certificate program.



Graph I

The proposed degree program exceeds the minimum competency numbers set by CoAEMSP in one important area: the geriatric assessment. This was a collaborative decision made in consultation with the advisory board and the medical director, who felt that the minimum number of assessments was too low. The geriatric population represents a large portion of the patient population that paramedics see daily. Therefore, it was agreed that paramedic students should be required to do more assessments on this population. By exceeding this minimum, the proposed degree program gives students more exposure and assessment practice with a population that they will encounter frequently in their clinical practice as paramedics.

Graph II below shows the comparison of assessment competencies between the set standard by CoAEMSP and the set competency requirement set by MassBay's EMS PM certificate program.



Graph II

The proposed degree program exceeds the CoAEMSP minimum in one important area: the MassBay program requires more team leads from a student during their capstone ride time. A "team lead" is where a student must independently assess, treat, and direct care for a patient who is being cared for at the paramedic level of care. This essential skill is important for students to master. By requiring students to have more team leads than the minimum, MassBay gives students more opportunities to master their confidence, leadership, assessment, and multi-tasking skills.

The courses that include clinical and ride time hours are PM 210, 211, and 212. These courses require a total of 300 hours of clinical time and 250 hours of ride time. These hours will give MassBay's students more exposure to real patients and cases they may encounter in the field as paramedics. It also gives their students opportunities to practice the essential skills required to operate as a paramedic. These skills include IV insertion, medication administration, IV pump operation, patient assessment, and airway management. MassBay's students have many more opportunities to practice and get better at the essential skills needed for paramedic practice. In the current practice environment that paramedics face upon graduation, they are expected to be proficient in all skills within their scope of practice while operating as the only paramedic on a medical call. Austere environments are the norm for paramedics and are not conducive to medical care. It is vital that new paramedics be ready to face various challenges and MassBay's proposed curriculum provides that for them.

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

Enrollment is one of the key areas of MassBay's latest strategic plan. The proposed degree program will help grow enrollment in Health Sciences by offering students multiple paths to work in emergency medicine, which opens opportunities that did not previously exist. Students who complete the certificate program can now choose to continue their education and earn an associate degree, while those currently in the field can earn credit for their previous paramedic education and complete their degrees with reduced time and cost. This will result in better pay and opportunities for MassBay's graduates. MassBay is also looking to expand opportunities to offer to their MassReconnect and MassEducate populations; the proposed degree program will help increase opportunities for their prospective students.

The opening of their new campus with its focus on Health Sciences and state-of-the-art facilities places a priority on expanding their health science programs. MassBay sees the proposed degree program not just as a potential area for growth but as an answer to an urgent need for emergency medical workers.

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

The proposed degree program's goals and objectives include alignment with the national EMS education standards that emphasize good patient care across diverse populations. Additionally, the proposed degree program will prepare competent entry-level paramedics, maintain a high percentage of

employment of their graduates, and provide students with opportunities during their time at MassBay that will benefit the community and the students both professionally and personally, such as by participating in their EMS club and by providing first-aid services to the community.

Learning goals are outlined in the following table:

Goal	Measurable Objectives	Strategies for Achievement	Timetable
<p>Apply principles of critical thinking, creativity, and innovation to inform clinical decision-making and formulate field diagnoses.</p>	<ul style="list-style-type: none"> <li>• Written exams</li> <li>• Psychomotor exams</li> <li>• Clinical</li> </ul>	<ul style="list-style-type: none"> <li>• Gradually progress curriculum from simple to complex</li> <li>• The program advisory committee continually provides suggestions for curriculum revisions to ensure that the program is teaching the most current standards in medical practice to our students</li> <li>• Exam review with students to adequately prepare them for board exams</li> </ul>	<p>Fall 2026 and ongoing</p>
<p>Locate, evaluate, document, and synthesize information using appropriate technologies to evaluate medical research.</p>	<ul style="list-style-type: none"> <li>• Students will be evaluated using high fidelity manikins available in the simulation center to verify their ability to take care of patients with a variety of medical and traumatic conditions</li> <li>• Students will read interpret and synthesize various journal articles related to contemporary topics in prehospital care</li> <li>• Students will use critical thinking skills to evaluate these articles and</li> </ul>	<ul style="list-style-type: none"> <li>• EMS Faculty with support and in conjunction with simulation staff and the students will receive a comprehensive prebrief and post simulation debriefing</li> <li>• These sessions will probe the student's knowledge and ability to think critically about a variety of medical scenarios</li> <li>• Students will receive formal introduction to the reading of medical literature</li> <li>• Students will complete EN 101X and CT 100 which will enhance their critical</li> </ul>	<p>Fall 2026 and Ongoing</p>

	explain their meaning	thinking skills and allow them to effectively articulate the meaning of medical literature and how it pertains to current prehospital care	
Explain, persuade, advocate and argue effectively through written, oral and multimedia communication.	Students will be evaluated through graded coursework	Academic performance on the following gen ed courses: <ul style="list-style-type: none"> <li>Literature and Arts</li> <li>Social Sciences</li> <li>English</li> </ul>	Fall 2026 and ongoing
Communicate effectively with patients and members of the health care team while showing respect for individual values and beliefs.	<ul style="list-style-type: none"> <li>Using simulation, we evaluate students in the affective domain by watching their person-to-person interaction during simulated emergencies</li> <li>Structured debriefing is also used to objectively measure student performance in the affective domain</li> </ul>	<ul style="list-style-type: none"> <li>Use of simulation to objectively measure goal</li> <li>Students are evaluated by preceptors during clinical and ride time to further assess their ability to interact with a wide variety of people in stressful situations</li> </ul>	Fall 2026 and ongoing
Use a variety of mathematical tools and quantitative reasoning to solve problems and analyze complex challenges	<ul style="list-style-type: none"> <li>Standardized tests</li> <li>Practical exams</li> </ul>	The following general education and paramedicine courses will provide them with the foundation to be able to achieve these goals: <ul style="list-style-type: none"> <li>Math</li> <li>Prehospital Pharmacology</li> </ul>	Fall 2026 and ongoing

Analyze major political, economic, social, and cultural developments to form a better understanding of our contemporary world.	Standardized tests in general education courses	Students will take general education courses in Political Science and History	Fall 2026 and ongoing
Demonstrate through analysis and creative expression how literature, philosophy, and the arts reflect and explain human experience.	Standardized tests in general education courses	Students will take general education courses in Literature and Philosophy	Fall 2026 and ongoing
Engage in scientific reasoning and apply scientific knowledge of anatomy, physiology, and pathophysiology in the management of patients experiencing diverse conditions.	<ul style="list-style-type: none"> <li>Standardized tests</li> <li>Clinical competencies</li> </ul>	Through didactic, simulation, clinical and field experiences students will be able to apply their knowledge of anatomy and physiology through a true patient encounter	Fall 2026 and ongoing

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

*Enrollment Projections (Form C)*

The proposed degree program has the capacity to enroll a total of 60 students, serving 30 students in the day program (15 new and 15 continuing) and 30 students in the evening program (15 new and 15 continuing). No impact is anticipated on enrollment in other programs. The enrollment figures in Form C assume a total of 30 students in year 1 (all new), while years 2 through 5 include new and continuing students.

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

The College administration is supportive of the proposed degree program, students, and faculty by ensuring that the proposed degree program has an appropriate operating and personnel budget to meet

program goals. Enrollment projections are expected to increase over the next four years as the need for EMTs and Paramedics in the area continues to increase.

The largest expense is personnel, including full-time faculty and part-time faculty. Additional costs include costs for instructional materials, equipment, accreditation, and the consultant fee for the program's Medical Director. Year one program costs are estimated at \$400,187, \$615,967 in year two, increasing to \$668,067 in year five.

The proposed degree program anticipates total revenues of \$399,540 during the first year, \$635,106 in year two, increasing to \$679,851 in year five. These revenue estimates are based on 30 students enrolled during the first year, and 60 students enrolled each year thereafter.

#### **STAFF REVIEW AND VALIDATION**

Staff thoroughly reviewed the **LOI** proposing full degree granting authority for the **Associate of Science in Paramedicine** program submitted by **MassBay Community College**. 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>Required (Core) Courses in the Major (Total # courses required = 12)</b>		
<i>Course Number</i>	<i>Course Title</i>	<i>Credit Hours</i>
[EM 101]	[Principles in Prehospital Care]	[6]
[EM 105]	[EMT Clinical & Field Practice]	[2]
[PM 201]	[Foundations of Paramedicine]	[4]
[PM 202]	[Prehospital Pharmacology]	[2]
[PM 203]	[Current Issues in Paramedicine]	[1]
[PM 204]	[Cardiology]	[5]
[PM 205]	[Medical Emergencies]	[3]
[PM 206]	[Trauma and Special Patient Populations]	[4]
[PM 207]	[Clinical Decision Making]	[3]
[PM 210]	[Emergency Care Clinical I]	[3]
[PM 211]	[Emergency Care Clinical II]	[4]
[PM 212]	[Paramedic Field Practice Capstone]	[5]
	<b>Sub Total Required Credits</b>	[42]
<b>Elective Courses (Total # courses required = 0) (attach list of choices if needed)</b>		
	<b>Sub Total Elective Credits</b>	[0]
<b>Distribution of General Education Requirements</b>		<b># of Gen Ed Credits</b>
Attach List of General Education Offerings (Course Numbers, Titles, and Credits)		Credits
Arts and Humanities, including Literature and Foreign Languages		[9]
Mathematics and the Natural and Physical Sciences		[14/15]
Social Sciences		[6]
<b>Sub Total General Education Credits</b>		[29/30]
<b>Curriculum Summary</b>		
Total number of courses required for the degree		[21]
Total credit hours required for degree		[71/72]
<b>Prerequisite, Concentration or Other Requirements:</b>		

**Form B: LOI Goals and Objectives**

<b>Goal</b>	<b>Measurable Objectives</b>	<b>Strategy for Achievement</b>	<b>Timetable</b>
<p>To prepare competent entry-level Paramedics in cognitive (knowledge), psychomotor (skills), and affective (behavior).</p>	<p>Fill all available seats in the Paramedicine A.S. program (30 students in the day option and 30 students in the evening option)</p>	<p>Advertise the paramedic and program in regional news media.</p> <p>Advertise the paramedic degree option in regional news media.</p> <p>Maintain partnerships with local EMS agencies to prepare students to enroll in Paramedicine Program.</p> <p>Develop new partnerships with EMS Agencies in keeping with the MassBay strategic plan.</p> <p>Offer on-site recruitment and admissions at partner agencies</p> <p>Recruit high school students and health sciences students not accepted into other health sciences programs</p>	<p>Fall 2026 and ongoing</p> <p>Starting in Fall 2026 and ongoing</p> <p>Ongoing in conjunction with Workforce Development Director</p> <p>Ongoing in conjunction with Workforce Development Director</p> <p>Starting in Fall 2026 and ongoing</p> <p>Ongoing</p>
<p>Most graduates will gain employment.</p>	<p>90% of graduates will be employed within 6 months</p>	<p>Test preparation review to improve first-time passing of (NREMT- National Registry of EMTs EMT and Paramedic Psychomotor and Cognitive</p>	<p>Ongoing</p>

<b>Goal</b>	<b>Measurable Objectives</b>	<b>Strategy for Achievement</b>	<b>Timetable</b>
		exams  With the cooperation and oversight of the Advisory Committee, review and update the curriculum every year to match national and regional industry demands as indicated by data collected from graduate and employer surveys and online resources	Annually, March/April

**Form C: LOI Program Enrollment**

	Year 1	Year 2	Year 3	Year 4	Year 5
New Full-Time	15	15	15	15	15
Continuing Full-Time	0	15	15	15	15
New Part-Time	15	15	15	15	15
Continuing Part-Time	0	15	15	15	15
Enrollment Totals	30	60	60	60	60

**Form D: LOI Program Budget**

<b>One Time/ Start Up Costs</b>		<b>Annual Expenses</b>				
	<b>Cost Categories</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
	Full Time Faculty <i>(Salary &amp; Fringe)</i>	\$237,567	\$326,826	\$337,215	\$347,934	\$358,992
	Part Time/Adjunct Faculty <i>(Salary &amp; Fringe)</i>	\$125,000	\$250,000	\$255,000	\$260,100	\$265,302
	Staff	0	0	0	0	0
	General Administrative Costs	0	0	0	0	0
	Instructional Materials, Library Acquisitions	\$12,000	\$13,000	\$14,000	\$15,000	\$16,000
	Facilities/Space/Equipment	\$4,420	\$4,641	\$4,873	\$5,117	\$5,373
	Marketing	\$0	\$0	\$0	\$0	\$0
	Other (Accreditation)	\$6,200	\$6,500	\$6,800	\$7,100	\$7,400
	Other (Medical Director)	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
	<b>Expenses Total</b>	\$400,187	\$615,967	\$632,888	\$650,251	\$668,067

<b>One Time/Start-Up Support</b>		<b>Annual Income</b>				
		<b>Revenue Sources</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
	Grants	\$0	\$0	\$0	\$0	\$0
	Tuition	\$30,240	\$51,120	\$51,120	\$51,120	\$51,120
	Fees	\$369,300	\$583,986	\$595,666	\$607,579	\$619,731
	Departmental	\$0	\$0	\$0	\$0	\$0
	Reallocated Funds	\$100,000	\$50,000	\$25,000	\$0	\$0
	<b>Income Total</b>	\$399,540	\$635,106	\$646,786	658,699	\$670,851

## Appendix A

<b>CAAHEP EMS Competencies Content Area Appendix A</b>	<b>MassBay EMS Curriculum</b>
<i>Preparatory</i>	<i>EM 101: Principles of Prehospital Care</i>
<i>Anatomy and Physiology</i>	<i>PM 201: Intro to Paramedicine PM 205: Medical Emergencies PM 202: Prehospital Pharmacology</i>
<i>Medical Terminology</i>	<i>PM 201: Intro to Paramedicine PM 205: Medical Emergencies PM 202: Prehospital Pharmacology</i>
<i>Pathophysiology</i>	<i>PM 201: Intro to Paramedicine PM 205: Medical Emergencies PM 202: Prehospital Pharmacology</i>
<i>Life Span Development</i>	<i>PM 206: Trauma and Special Patient Populations PM 201: Intro to Paramedicine</i>
<i>Public Health</i>	<i>PM 203: Current Issues in Paramedicine</i>
<i>Pharmacology</i>	<i>PM 202: Prehospital Pharmacology PM 204: Cardiology</i>
<i>Airway Management, Respiration, and Ventilation</i>	<i>PM 201: Intro to Paramedicine</i>
<i>Assessment</i>	<i>PM 201: Intro to Paramedicine PM 207: Clinical Decision Making</i>
<i>Medicine</i>	<i>PM 205: Medical Emergencies PM 203: Current Issues in Paramedicine</i>
<i>Shock and Resuscitation</i>	<i>PM 206: Trauma and Special Patient Populations PM 201: Intro to Paramedicine</i>
<i>Trauma</i>	<i>PM 206: Trauma and Special Patient Populations</i>
<i>Special Patient Populations</i>	<i>PM 206: Trauma and Special Patient Populations</i>
<i>EMS Operations</i>	<i>PM 206 Trauma and Special Patient Populations</i>
<i>Assessment</i>	<i>PM 201: Intro to Paramedicine PM 207: Clinical Decision Making</i>
<i>Therapeutic Communication and Cultural Humility</i>	<i>PM 203: Current Issues in Paramedicine</i>
<i>Psychomotor Skills</i>	<i>PM 201: Intro to Paramedicine, PM 202 Prehospital Pharmacology, PM 203 Current Issues in Paramedicine, PM 204 Cardiology, PM 205 Medical Emergencies, PM 206 Trauma and Special Patient Populations, PM 207 Clinical Decision Making, PM 210 Emergency Care Clinical I, PM 211 Emergency Care Clinical II, PM 212 Paramedic Field Capstone</i>

<b>CAAHEP EMS Competencies Content Area Appendix A</b>	<b>MassBay EMS Curriculum</b>
<i>Professionalism</i>	<i>PM 201: Intro to Paramedicine, PM 202 Prehospital Pharmacology, PM 203 Current Issues in Paramedicine, PM 204 Cardiology, PM 205 Medical Emergencies, PM 206 Trauma and Special Patient Populations, PM 207 Clinical Decision Making, PM 210 Emergency Care Clinical I, PM 211 Emergency Care Clinical II, PM 212 Paramedic Field Capstone</i>
<i>Decision Making</i>	<i>PM 201: Intro to Paramedicine, PM 202 Prehospital Pharmacology, PM 203 Current Issues in Paramedicine, PM 204 Cardiology, PM 205 Medical Emergencies, PM 206 Trauma and Special Patient Populations, PM 207 Clinical Decision Making, PM 210 Emergency Care Clinical I, PM 211 Emergency Care Clinical II, PM 212 Paramedic Field Capstone</i>
<i>Record Keeping</i>	<i>PM 201: Intro to Paramedicine, PM 202 Prehospital Pharmacology, PM 203 Current Issues in Paramedicine, PM 204 Cardiology, PM 205 Medical Emergencies, PM 206 Trauma and Special Patient Populations, PM 207 Clinical Decision Making, PM 210 Emergency Care Clinical I, PM 211 Emergency Care Clinical II, PM 212 Paramedic Field Capstone</i>
<i>Team Dynamics</i>	<i>PM 201: Intro to Paramedicine, PM 202 Prehospital Pharmacology, PM 203 Current Issues in Paramedicine, PM 204 Cardiology, PM 205 Medical Emergencies, PM 206 Trauma and Special Patient Populations, PM 207 Clinical Decision Making, PM 210 Emergency Care Clinical I, PM 211 Emergency Care Clinical II, PM 212 Paramedic Field Capstone</i>
<i>Safety</i>	<i>PM 201: Intro to Paramedicine, PM 202 Prehospital Pharmacology, PM 203 Current Issues in Paramedicine, PM 204 Cardiology, PM 205 Medical Emergencies, PM 206 Trauma and Special Patient Populations, PM 207 Clinical Decision Making, PM 210 Emergency Care Clinical I, PM 211 Emergency Care Clinical II, PM 212 Paramedic Field Capstone</i>