

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

NO.: BHE 26-47

BOARD DATE: April 7, 2026

**APPROVAL OF LETTER OF INTENT OF MIDDLESEX COMMUNITY COLLEGE TO AWARD THE
ASSOCIATE OF SCIENCE IN DIAGNOSTIC VASCULAR SONOGRAPHY FOR FAST TRACK REVIEW**

MOVED: The Board of Higher Education (BHE) has evaluated the Letter of Intent of **Middlesex Community College** to award the **Associate of Science in Diagnostic Vascular Sonography** 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
Middlesex Community College
Letter of Intent
Associate of Science in Diagnostic Vascular Sonography**

DEGREE TITLE ABSTRACT ON INTENT AND MISSION OF PROGRAM

The proposed degree program is designed to meet critical workforce needs in Massachusetts by preparing competent entry-level vascular sonographers with the knowledge, clinical skills, and professional competencies required for employment in hospitals, outpatient centers, physician practices, and vascular laboratories. The proposed degree program aligns with Middlesex's mission to provide equitable access to high-quality, workforce-aligned education that supports regional economic growth and advances health equity.

The proposed degree program will address significant statewide and regional shortages in vascular sonographers, as evidenced by labor market data showing persistent job vacancies, rising demand for cardiovascular diagnostics, and increasing reliance on non-invasive imaging for early disease detection. Developed in collaboration with employer partners and in accordance with the accreditation standards of the Joint Review Committee on Education in Diagnostic Medical Sonography (JRC-DMS) and CAAHEP, the proposed degree program will include classroom, laboratory, simulation, and clinical experiences that emphasize patient-centered care, clinical decision-making, professionalism, safety, and cultural humility.

The mission of the proposed degree program is to graduate competent, ethical, and highly skilled vascular sonographers who are prepared to pass national credentialing exams and contribute to improved patient outcomes across diverse communities. The proposed degree program supports Middlesex's strategic goals by expanding guided pathways in health, strengthening employer partnerships, and increasing credential attainment in high-demand fields.

The proposed Associate of Science in Diagnostic Vascular Sonography was approved by Middlesex's Board of Trustees on October 31, 2025. The LOI was circulated on January 9, 2026. 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 directly supports Middlesex's equity-centered mission by expanding access to high-wage health careers for students who have historically faced barriers to entry, including limited clinical placement capacity, competitive enrollment caps, and insufficient program seats in high-demand fields. Middlesex currently receives significantly more qualified applicants for its Diagnostic Medical Sonography program than can be accommodated, resulting in the loss or delayed entry of many students who seek an imaging career but are unable to gain entry due to capacity constraints. Establishing the proposed degree program will both relieve enrollment pressure and create an additional pathway for students to enter the imaging workforce more quickly, while maintaining high academic and clinical standards.

This program advances Middlesex's Strategic Plan goals by:

- Improving Student Equity & Access: Expands entry points into a high-demand, family-sustaining wage health profession.
- Enhancing Credential Completion & Student Success: Provides structured guided pathways with competency-based assessment, and robust student supports to promote retention, program completion, and credential attainment available to first-generation, low-income, and underrepresented students among others.
- Strengthening Workforce Partnerships: Responds to employer-identified workforce shortages while deepening partnerships with regional hospitals, clinical affiliates, and employer advisory boards.
- Building Academic and Career Pathways in STEM & Health: Supports Middlesex's goal of growing high-impact programs aligned with labor market demand, particularly in health science and life sciences sectors.

Through the addition of the proposed degree program, Middlesex will be reducing time-to-degree and expanding access for qualified applicants who are currently turned away due to seat limitations in Diagnostic Medical Sonography. The proposed degree program closes opportunity gaps, accelerates career entry, and strengthens Middlesex's role as a regional workforce driver in the health sector.

Program or Department Supports to Ensure Student Retention and Completion

The proposed degree program will be supported by Middlesex's proven student success structures that have contributed to strong persistence, credentialing, and graduation outcomes in allied health. Across existing accredited health programs, first-year to second-year retention averages 82-88%, with credentialing exam pass rates consistently exceeding national benchmarks. These outcomes reflect intentional design elements that will also be core to the proposed degree program.

Students will benefit from a cohort-based model, required program orientation, proactive faculty advising, academic planning, and structured milestone checks to ensure they remain on track for graduation and credentialing eligibility. Faculty will apply high-impact instructional strategies, including simulation, case-based learning, and competency-based assessment, to monitor skill progression and provide timely remediation as needed.

Embedded preparation for the ARDMS/CCI credentialing exams will begin in the first semester and continue through the final term, including exam review resources, practice examinations, and faculty support with exam applications and eligibility.

Middlesex's Academic Centers for Enrichment, tutoring, testing support, SUCCESS Scholars, and clinical affiliation relationships further reinforce student progression and professional readiness. Students also have access to wraparound supports including disability services, financial aid coaching, emergency grants, and wellness services, which have been shown to reduce attrition and support completion for students facing life barriers.

Through intentional advising, clinical mentoring, early intervention, and built-in licensure preparation, the proposed degree program is structured to promote persistence, eliminate barriers to completion, and ensure graduates are well-prepared to enter the workforce as credentialed vascular sonographers.

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

The proposed degree program is being developed with robust input from regional employers, clinical partners, academic colleagues, and workforce stakeholders. Consistent with Middlesex's long-standing collaborative model, the proposed degree program will be supported by a multidisciplinary advisory

board representing vascular labs, hospitals, primary care and specialty practices, higher education partners, and professional organizations.

The advisory board will include board-certified vascular sonographers, registered diagnostic medical sonographers, vascular surgeons, radiologists, imaging department directors, clinical educators, and representatives from workforce development and human resources. Membership will also include faculty from Middlesex's Diagnostic Medical Sonography and related imaging programs to ensure curricular alignment and maximize shared resources. Representation from PK–12 and early college partners (particularly those offering health pathways) will help strengthen pipeline development while advancing equity and workforce access.

This board will meet at least twice annually to review curriculum, admissions requirements, program outcomes, equipment needs, clinical capacity, credentialing expectations, and emerging industry trends. Advisory input will directly inform clinical competencies, course sequencing, simulation integration, and registry preparation strategies. Meeting minutes and documented feedback will be used to guide continuous improvement and ensure alignment with employer standards and CAAHEP/JRC-DMS accreditation requirements.

In addition to the advisory board, Middlesex maintains strong partnerships with local school districts and technical high schools, including Early College pathways, dual enrollment, and healthcare career exploration initiatives. Middlesex also collaborates with MassHire, four-year institutions, and clinical affiliates to support seamless academic and employment pathways.

Through this advisory-driven and employer-informed model, the proposed degree program will remain current, responsive, and tightly aligned with regional workforce needs while expanding access to high-demand imaging professions in Massachusetts.

Relationship to MassHire Regional Blueprints

The proposed degree program is designed to address a documented and sustained workforce shortage in Massachusetts, supported by real-time labor market analytics and employer demand. According to Lightcast Job Posting Analytics (Q4 2025), there were 801 total job postings representing 380 unique vascular sonographer positions in Massachusetts between January 2010 and January 2025, with consistent

monthly demand and elevated posting intensity, indicating persistent hiring challenges rather than short-term fluctuation. The median job posting duration was 19 days, reflecting ongoing recruitment pressure relative to the regional average.

Demand is geographically concentrated in areas served by Middlesex and its clinical partners. The Boston, Cambridge, Newton metropolitan area accounted for 274 postings, followed by Springfield, Worcester, Lowell, Burlington, Haverhill, and Salem, demonstrating both statewide and regional need. Notably, Lowell, Burlington, and Haverhill appear among the top posting locations, reinforcing the relevance of this program to Middlesex's service region and employer network.

Employer demand spans acute care hospitals, diagnostic imaging centers, physician practices, and staffing agencies, with the highest concentration of postings from general medical and surgical hospitals, followed by employment placement agencies and diagnostic imaging centers. Major health systems and employers actively recruiting vascular sonographers include Mass General Brigham, Baystate Health, Brigham and Women's Hospital, South Shore Hospital, Salem Hospital, and regional vascular laboratories, confirming sustained employer engagement and hiring need.

The Lightcast data also demonstrate that the occupation is well-aligned with associate-level preparation. Among postings that specified education requirements, associate's degrees accounted for a substantial share of minimum education requirements, while over 50% of postings listed no prior experience requirement, indicating strong entry-level opportunities for newly credentialed graduates. This confirms that an associate-level program provides appropriate preparation for workforce entry when paired with required clinical education and credentialing pathways.

Compensation levels further support the value of this career pathway. The median advertised wage for vascular sonographers in Massachusetts is \$58.22 per hour, significantly exceeding family-sustaining wage thresholds and reinforcing the program's role in promoting economic mobility for graduates.

Employer postings consistently emphasize the need for ARDMS Registered Vascular Technologist (RVT) credentials, BLS/CPR certification, and competencies in Doppler ultrasonography, hemodynamics, anatomy, patient communication, and safety assurance, all of which are central to the proposed curriculum and aligned with CAAHEP/JRC-DMS standards.

Taken together, these data confirm that Massachusetts employers face ongoing difficulty filling vascular sonography positions, driven by limited educational capacity and credentialing requirements. The proposed degree program directly responds to this gap by expanding affordable, public, associate-level training capacity and creating a sustainable workforce pipeline aligned with employer demand, regional healthcare needs, and statewide workforce development priorities.

Lightcast. (2025, November). Job posting analytics: Vascular sonographers in Massachusetts (Q4 2025 data set). Lightcast. Retrieved February 17, 2025, from <https://lightcast.io>

MassHire Northeast Workforce Board. (2023). Regional labor market blueprint: Northeast region. Executive Office of Labor and Workforce Development. Retrieved February 17, 2025, from <https://www.mass.gov/doc/northeast-regional-blueprint/download>

Duplication

Several institutions in the region offer related Diagnostic Medical Sonography programs, but none offer a dedicated Associate of Science in Vascular Sonography at a Massachusetts public community college. Middlesex currently offers an accredited A.S. of Diagnostic Medical Sonography with abdomen-extended and OB/GYN concentrations but does not include a vascular concentration. Other Massachusetts community colleges, including Bunker Hill Community College, offer general and cardiac sonography tracks but no standalone vascular pathway.

Vascular sonography is available in Massachusetts primarily at the bachelor's level (e.g., Regis College, MCPHS University) or through hospital-based certificate training. These options generally require higher cost, competitive admissions, or prior healthcare experience, creating barriers to entry for many students.

The proposed degree program fills a statewide gap by offering:

- The first stand-alone associate-level vascular sonography program offered by a Massachusetts public community college
- Lower-cost, open-access training aligned with CAAHEP/JRC-DMS accreditation pathways

- A standalone vascular curriculum rather than a single track within a broader Diagnostic Medical Sonography program
- Expanded capacity for qualified applicants, especially those unable to secure limited seats in Middlesex's existing Diagnostic Medical Sonography program
- A workforce-focused pathway responsive to employer demand for credentialed vascular technologists

By offering a dedicated vascular sonography degree at the community college level, Middlesex will provide an affordable, equitable, and industry-aligned path into a high-wage, high-demand imaging specialty not currently available elsewhere in the Massachusetts public higher education system.

Innovative Approaches to Teaching and Learning

The proposed degree program has been intentionally designed to incorporate expanded simulation-based instruction, competency-based assessment, and structured career readiness strategies, aligning with both emerging best practices in sonography education and Middlesex's strategic commitment to high-impact, workforce-aligned pedagogy.

The proposed degree program will leverage increased simulation using duplex ultrasound systems, vascular phantoms, and case-based imaging scenarios to provide students with repeated, low-risk opportunities to practice and refine vascular scanning techniques prior to and alongside clinical placement. Simulation will be integrated across multiple courses to support skill acquisition, patient safety, and preparation for ARDMS/CCI credentialing examinations.

Competency-based education principles will guide curriculum design, ensuring that students demonstrate technical, cognitive, and professional competencies linked to JRC-DMS standards and employer expectations. Competency checklists, direct observation, imaging logs, and clinical performance evaluations will be used to provide frequent, formative assessment and individualized remediation as needed.

Career readiness is embedded throughout the proposed curriculum, including professional communication, interprofessional teamwork, resume and interview preparation, registry review, and

exposure to multiple health care delivery settings. Advisory board feedback, employer input, and clinical site relationships will ensure that learning experiences reflect real-world workflows, technologies, and patient populations.

Together, these digital and experiential components enhance student confidence, accelerate clinical readiness, and ensure that graduates enter the workforce as skilled, employable, registry-eligible vascular sonographers prepared for high-demand positions across Massachusetts.

B. ALIGNMENT WITH CAMPUS STRATEGIC PLAN AND MISSION

The proposed degree program is a strategic institutional priority because it directly advances Middlesex's mission to provide equitable access to high-quality education that strengthens the regional workforce, promotes economic mobility, and supports the health and well-being of the communities it serves. The proposed degree program addresses a high-need workforce shortage area identified by regional employers and state workforce planning initiatives, while also expanding credentialed pathways that lead to family-sustaining careers for Middlesex students.

The program supports multiple pillars of Middlesex's Strategic Plan, including:

Equity & Access:

By offering an affordable, public pathway into a high-wage imaging profession, the proposed degree program creates new opportunities for first-generation, low-income, and underrepresented students who often face barriers to entering selective or high-cost sonography programs. Expanding capacity also addresses the significant number of qualified applicants who apply to Middlesex's current Diagnostic Medical Sonography program but cannot be admitted due to seat limitations.

Student Success & Credential Completion:

The proposed degree program is designed around structured guided pathways, competency-based instruction, simulation, and embedded preparation for national credentialing exams. These evidence-based strategies support improved retention, degree completion, and entry into a high-demand occupation.

Workforce Impact & Employer Partnerships:

The proposed degree program was developed with regional employers who identified a persistent shortage of vascular sonographers and who will serve as clinical partners, advisory board members, and hiring pipelines. The proposed degree program reinforces Middlesex's role as a workforce solution leader in health care.

By aligning mission, need, and opportunity, the proposed degree program expands access, closes opportunity gaps, and strengthens Middlesex's contribution to the health and economic vitality of the region.

Goals and Objectives (Form B)

The proposed degree program is designed to prepare competent, credential-eligible vascular sonographers who can provide safe, ethical, and evidence-based care across diverse clinical settings. The proposed degree program's goals and student learning outcomes have been developed in accordance with the CAAHEP Standards and JRC-DMS policies for vascular concentration programs and are aligned with Middlesex's mission, equity goals, and academic assessment practices.

The overarching program goals are to:

1. Graduate competent entry-level vascular sonographers capable of performing high-quality diagnostic vascular procedures safely and independently.
2. Support student preparation and success on national registry examinations in vascular technology (ARDMS/CCI).
3. Prepare graduates for immediate employment and workforce readiness in hospitals, outpatient vascular labs, and medical practices.
4. Promote ethical, patient-centered, and culturally competent care that reflects professional standards and behaviors.
5. Ensure strong student persistence, on-time completion, and equitable outcomes across all student groups.

Upon completion of the proposed degree program, graduates will be able to:

- Demonstrate academic and clinical competencies required for the national certification exams.
- Perform as an entry-level vascular technologist with the didactic knowledge, technical and clinical skills to successfully function in a variety of healthcare settings.
- Demonstrate the effective use of oral and written communication skills during interactions with patients, families, and members of the healthcare team.
- Provide compassionate care for a given patient population, ensuring safety and well-being while in the healthcare environment.
- Practice with the ethical and legal framework as defined by the Society of Diagnostic Medical Sonography/Society of Vascular Ultrasound "Scope of Practice"

Together, these program goals and outcomes form the basis of all curriculum, assessment, and clinical evaluation processes and support continuous quality improvement, accreditation compliance, and strong workforce alignment.

C. ALIGNMENT WITH OPERATIONAL AND FINANCIAL OBJECTIVES OF INSTITUTION

Enrollment Projections (Form C)

The proposed degree program is projected to enroll an initial cohort of 16 students in year one, followed by 20 new students annually beginning in year two. This cohort-based model ensures appropriate clinical capacity, faculty supervision, and instructional quality, while meeting growing regional workforce demand. Once fully implemented, the proposed degree program will stabilize at approximately 36 students enrolled across two cohorts.

The proposed degree program is not expected to decrease enrollment in any existing Middlesex programs. Rather, it will increase institutional enrollment and retention in several ways:

- It creates an additional option for highly qualified applicants who are currently turned away from the Diagnostic Medical Sonography program due to limited seats.
- It expands Middlesex's health care offerings in a high-demand specialty not currently available in the Massachusetts community college system.

- It contributes to college-wide enrollment through required prerequisite and co-requisite coursework in Anatomy & Physiology, Physics, English Composition, Psychology, and other general education requirements.
- Based on patterns in other Health Division programs, each 20-student cohort is expected to generate approximately 200–250 general education course enrollments over the life of the program.

Because most students will complete general education and science requirements prior to or concurrently with the core vascular courses, the proposed degree program is expected to positively contribute to enrollment and FTE in laboratory sciences and other general education areas, rather than draw enrollment away from existing health pathways.

In addition to the enrollment benefits, the program expands Middlesex's workforce partnerships, enhances employer engagement, and increases Middlesex's capacity to meet regional healthcare workforce needs without displacing existing programs or straining instructional resources.

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

The successful implementation of the proposed degree program requires faculty, clinical education resources, equipment, and student support services aligned with CAAHEP (JRC-DMS) standards for vascular concentration programs. These needs have been reviewed and planned in collaboration with Middlesex's Health Division, Finance, and Facilities teams to ensure sustainability and capacity.

Faculty and Staff

- 1 Full-Time Faculty/Program Coordinator (required by JRC-DMS) beginning Year 1
- Adjunct faculty/clinical instructors added as enrollment increases
- Clinical Coordinator or Full-Time Faculty with reassigned time for site affiliation management
- Ongoing support from existing Health Division administrative staff
- Faculty-to-student and clinical supervision ratios will comply with JRC-DMS standards and will scale proportionally as enrollment increases.

Space & Equipment

- Existing sonography lab and simulation spaces will be adapted to accommodate the proposed degree program needs
- Additional vascular-specific equipment including:
 - Duplex vascular ultrasound systems
 - Vascular phantoms and simulation models
 - Doppler and physiologic testing equipment (ABI, PVR, waveform)
- Equipment will be procured through capital funding, grants, and/or phased investment

Clinical Education

Clinical sites have been preliminarily identified through existing healthcare partnerships. Additional agreements will be secured through Lowell General/Tufts Medicine, Lahey Burlington, and regional vascular laboratories to meet placement requirements.

Online Instruction & Infrastructure

All didactic courses will leverage Middlesex's LMS and existing instructional technology. No new online platforms are required beyond current college-supported systems.

Institutional Resource Impact

Because the proposed degree program expands enrollment rather than reallocating seats, it will increase utilization of core student support services including:

- Admissions & Advising: Increased pre-application advising, pre-health coaching, and transcript reviews
- Success Coaches / Academic Advising: Additional caseload for first-year and continuing students
- Academic Centers for Enrichment (ACE): Increased demand for tutoring in Anatomy & Physiology, Physics, and sonography coursework
- Clinical Placement Coordination: Increased need for site agreements, compliance tracking, and onboarding
- Registrar & Financial Aid: Additional volume for scheduling, degree audits, and aid processing
- Facilities & Technology: Modest equipment storage and lab scheduling needs

These impacts are consistent with other health program expansions and have been incorporated into planning discussions.

Financial Impact and Sustainability

The proposed degree program is projected to be revenue-positive beginning in Year 2 based on projected steady-state enrollment of 36 students across two cohorts. Tuition and fee revenue will support faculty compensation, equipment replacement cycles, clinical education coordination, and operational costs.

Start-up costs (primarily equipment and lab expansion) are expected to be supported through capital funds, Perkins, Skills Capital Grant applications, or reallocation within the Health Division. Because this program leverages existing facilities and infrastructure including simulation labs, advising structures, and shared general education faculty, ongoing expenses are contained, and the long-term financial impact is positive.

This proposed degree program strengthens Middlesex's financial position, expands enrollment and FTE across general education and health sciences, and aligns with Middlesex's mission and strategic plan to invest in high-demand, workforce-aligned programs.

STAFF REVIEW AND VALIDATION

Staff thoroughly reviewed the **LOI** proposing full degree granting authority for the **Associate of Science in Diagnostic Vascular Sonography** program submitted by **Middlesex 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

Required (Core) Courses in the Major (Total # courses required =21)		
Course Number	Course Title	Credit Hours
VAS 100	Vascular Ultrasound Physics and Instrumentation	3
VAS 101	Vascular Anatomy, Physiology and Pathophysiology	3
VAS 102	Peripheral Arterial Ultrasound and Physiologic Testing and Lab	4
VAS 103	Peripheral Venous Ultrasound Testing and Lab	4
VAS 104	Cerebrovascular Testing and Lab	4
VAS 105	Abdominal Vascular Ultrasound Testing and Lab	4
VAS 106	Advanced Vascular Ultrasound Testing and Lab	4
VAS 107	Clinical Simulation in Vascular Sonography	2
VAS 108	Clinical Practicum I	4
VAS 109	Sonography Role in Patient Care	2
ENG 101	English Composition I	3
VAS 200	Clinical Practicum II	4
MAS 177	Statistics	3
ENG 102	English Composition II	3
VAS 201	Clinical Case Presentations in Vascular Ultrasound I	2
VAS 202	Clinical Practicum III	4
VAS 203	Clinical Case Presentation in Vascular Ultrasound	2
VAS 204	Clinical Practicum IV	4
	Sub Total Required Credits	62
Elective Courses (Total # courses required = 2) (attach list of choices if needed)		
	Humanities Elective	3
	Social Science Elective	3
	Sub Total Elective Credits	6

Distribution of General Education Requirements		# of Gen Ed Credits
Attach List of General Education Offerings (Course Numbers, Titles, and Credits)		
Arts and Humanities, including Literature and Foreign Languages <ul style="list-style-type: none"> ENG 101 – English Composition I - 3 credits Met through required prerequisite coursework: <ul style="list-style-type: none"> BIO 231 – Anatomy and Physiology I - 4 credits BIO 232 – Anatomy and Physiology II -4 credits 		9
Mathematics and the Natural and Physical Sciences <ul style="list-style-type: none"> MAT 177 – Statistics – 3 credits BIO 105 – Basic Anatomy and Physiology – 3 credits CHE 131 – College Chemistry I – 4 credits 		11 (8 in prereq)
Social Sciences <ul style="list-style-type: none"> Social Science Elective – 3 credits 		3
Sub Total General Education Credits		23
Curriculum Summary		
Total number of courses required for the degree	22	
Total credit hours required for degree	68	
Prerequisite, Concentration or Other Requirements: Eligibility for English Composition I and College Level Math <ul style="list-style-type: none"> Completion of college Anatomy & Physiology 1 & 2 with labs, with grades of B (83%) or higher within the last 5 years Completion of college Physics (PHY 141 recommended), with a grade of C (73%) or higher within the last 5 years Eligible for ENG 101 English Composition 1 and MAT 177 Statistics – Eligibility may be demonstrated through placement, course enrollment, previous college coursework, or high school transcripts Cumulative 2.7 GPA or higher 		

Form B: LOI Goals and Objectives

Goal	Measurable Objective	Strategy for Achievement	Timetable
Prepare graduates for national registry eligibility and credentialing success.	Demonstrate academic and clinical competencies required for national certification exams.	<ul style="list-style-type: none"> • Mock registry exams • Physics & vascular review courses • Required registry review course (VAS 203) <ul style="list-style-type: none"> • Benchmark assessments & remediation 	Assessment each semester; eligibility by final term; registry exam within 6–12 months post-graduation
Graduate students who can function as competent entry-level vascular technologists.	Perform as an entry-level vascular technologist with required technical and clinical skills across care settings.	<ul style="list-style-type: none"> • Progressive clinical rotations (VAS 104–105, 202) • Simulation labs and vascular phantoms • Competency checklists and image review • Preceptor evaluation & faculty oversight 	Clinical checkpoints each semester; full competency sign-off by final semester
Ensure students demonstrate effective communication skills.	Demonstrate effective oral and written communication with patients, families, and healthcare team members.	<ul style="list-style-type: none"> • Clinical communication rubrics • Case presentations & care conferences • Patient interviewing and role-play activities <ul style="list-style-type: none"> • Interprofessional collaboration assignments 	Formative evaluation throughout clinical courses; summative evaluation in final term
Promote compassionate, patient-centered care and professional behaviors.	Provide compassionate care ensuring patient safety and well-being in clinical environments.	<ul style="list-style-type: none"> • Affective domain evaluations • Patient safety & ethics scenarios • Reflective journaling and self-assessment • Faculty and preceptor feedback 	Monitored every clinical semester; remediation as needed; final evaluation completed before graduation
Develop graduates who practice according to the	Practice within ethical and legal frameworks	<ul style="list-style-type: none"> • Ethics modules & case studies • Professional standards contracts 	Introduced in Year 1; evaluated at midpoints and end of each clinical

SDMS/SVU ethical and legal "Scope of Practice."	consistent with SDMS/SVU standards.	<ul style="list-style-type: none">• Clinical behavior assessment tools• Advisory board input and review	rotation; culminating assessment in capstone
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Form C: LOI Program Enrollment

	Year 1	Year 2	Year 3	Year 4	Year 5
New Full-Time	16	20	20	20	20
Continuing Full-Time		14	17	17	17
New Part-Time					
Continuing Part-Time					
Enrollment Totals	16	34	37	37	37

Form D: LOI Program Budget

One Time/ Start Up Costs		Annual Expenses				
		Year 1	Year 2	Year 3	Year 4	Year 5
	Cost Categories					
	Full Time Faculty <i>(Salary & Fringe)</i>	\$217,296	\$221,642	\$226,075	\$230,596	\$235,208
	Part Time/Adjunct Faculty <i>(Salary & Fringe)</i>	\$25,500	\$26,010	\$26,530	\$27,061	\$27,602
	Coordinator and Faculty stipends	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
	Staff	\$0	\$0	\$0	\$0	\$0
	Professional Development (Conference and Travel)	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
	General Administrative Costs	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
	Instructional Materials, Library Acquisitions	\$0	\$0	\$0	\$0	\$0
	Facilities/Space/Equipment	\$100,000	\$0	\$0	\$0	\$0
	Field & Clinical Resources	\$0	\$0	\$0	\$0	\$0
	Marketing	\$2,500	\$2,000	\$1,500	\$1,000	\$500
	Startup Accreditation Fees	\$3,000	\$0	\$0	\$0	\$0
	Annual Accreditation Fees	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
	Trajecsys	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250
	Expenses Total	\$365,046	\$266,402	\$270,855	\$275,407	\$280,060

One Time/Start-Up Support		Annual Income				
		Revenue Sources	Year 1	Year 2	Year 3	Year 4
	Grants	\$0	\$0	\$0	\$0	\$0
	Tuition	\$15,360	\$29,952	\$32,640	\$32,640	\$32,640
	Fees	\$204,608	\$393,981	\$435,803	\$444,519	\$453,409
	Departmental	\$0	\$0	\$0	\$0	\$0
	Reallocated Funds	\$150,000	\$0	\$0	\$0	\$0
	Other (specify)	\$0	\$0	\$0	\$0	\$0
	Income Total	\$369,968	\$423,933	\$468,443	\$477,159	\$486,049