



Accreditation Manual

Designed for
Programs/Institutions

July 2016

©2016 The Council on Chiropractic Education®

8049 N. 85th Way, Scottsdale, Arizona, 85258
Phone: (480) 443-8877 - Fax: (480) 483-7333
Email: cce@cce-usa.org - Website: www.cce-usa.org

All rights reserved.

Table of Contents

	Page
Table of Contents.....	i-ii
Appendices.....	iii
Foreword.....	iv
Section I. Council	
A. Vision and Mission Statements.....	1
B. Purpose	1
C. Organization (Council Chair, Officers).....	1
D. Council Meetings	2
1. Attendance and Quorum.....	2
2. Confidentiality Agreements.....	2
3. Conflict of Interest.....	2
4. Status and Progress Review.....	2
E. Other Processes and Information	2
1. Public Statements.....	2
2. Revision to the CCE Bylaws, Policies and Standards.....	3
3. Complaints.....	3
Section II. CCE Administrative Office	
A. Council Support.....	3
B. Accreditation Process Support.....	3
C. Directory of CCE Accredited Programs	3
D. CCE Information Documents	3
Section III. Requirements for Initial & Reaffirmation of Accreditation	
A. Letter of Intent.....	4
1. Initial Accreditation	4
2. Reaffirmation of Accreditation.....	4
B. Eligibility Documentation.....	4
C. Self Study Process	5
D. Self Study Content	5
Section IV. Site Team Selection, Observers and Staff	
A. Academy of Site Team Visitors	7
B. Site Team Composition	7
C. Team Agreement Form	7
D. Site Team Agreement to Serve	7
E. Guest Observers.....	7
F. CCE Administrative Office Staff	8
Section V. Type of Site Visits	
A. Comprehensive Site Visit (Initial or Reaffirmation of Accreditation)	8
B. Interim Site Visit	8
C. Focused Site Visit	9

Table of Contents (cont.)

	Page
Section VI. On-Site Evaluation (Site Visit)	
A. Self-Study Review by Team Members	9
B. On Campus	9
C. Initial Team Chair Meeting & Precautions	9
D. Introduction Meeting with Program.....	10
E. Schedule of Events and Meetings/Interviews with Program Personnel.....	11
1. CCE Accreditation Standards (DCP): Topics for Interviews/Meetings.....	12
2. Residency Program Accreditation Standards: Topics for Interviews/Meetings.....	16
3. Off-Campus/Sites.....	19
4. Group/Committee Meetings	19
5. Team Meetings and “Open Meeting Room”	22
F. Document Review and Availability.....	23
G. Site Team Chair updates/visits with Program President/CEO.....	23
H. Site Team Chair Briefing with Program President/CEO.....	23
I. Exit Interview with Program.....	24
J. DCP - Summary of Daily Schedule.....	24
K. Residency – Summary of Daily Schedule	25
Section VII. Site Team Report and Program Response	
A. Site Team Report	26
B. Site Team Report Review & Distribution Process.....	26
1. Draft Report & Corrections of Errors in Fact	26
2. Final Report	27
3. Program Response.....	27
4. Review of Program Response to Final Report	27
Section VIII. Post Visit Activities and Review	
A. Site Visit Team Process Evaluation	27
B. Status Review Meeting	28
C. Disposition of Documents.....	28
Section IX. Review of Monitoring Reports	
A. Progress Reports.....	28
B. DCP - Program Characteristics Reports (PCRs)	28
C. DCP - Program Enrollment & Admissions Reports (PEARs)	29
D. DCP - Interim Site Visit Reports.	29
E. Special Reports.....	29
Section X. Program Appearance before the Council	
A. Review of Application Documentation	30
B. Meetings with Program Representatives	30

Appendices

		Page
Appendix I.	Council Form 15, Accreditation Status Form - DCP	32
Appendix II.	Council Form 16, Accreditation Status Form - Residency	33
Appendix III.	Program Reporting Requirements	34
Appendix IV.	Response Report Format.....	35
Appendix V.	Example Team Report Timetable	38
Appendix VI.	Onsite Document Requirements - DCP	39
Appendix VII.	Onsite Document Requirements - Residency	40
Appendix VIII.	Team Room Setup Requirements	41

Foreword

The Council on Chiropractic Education (CCE) is an autonomous, programmatic and institutional specialized accrediting agency. The Council administers the process of accreditation, renders accreditation decisions and establishes bylaws, policies, procedures and accreditation requirements. CCE maintains recognition by the United States Department of Education and the Council for Higher Education Accreditation (CHEA). CCE is also a member of the Association of Specialized and Professional Accreditors (ASPA).

The processes of accreditation are intended to encourage innovation and advancement in educational delivery. Accreditation requirements focus on student and resident learning outcomes within Doctor of Chiropractic Degree Programs (DCP) and Chiropractic Residency Programs (residency) to prepare graduates to serve as competent, caring, patient-centered and ethical primary health care professionals.

Educational accreditation is a two-pronged process for continuous improvement and evaluation of educational effectiveness based on self-evaluation followed by verification and validation. Accreditation standards represent minimum requirements and agreed upon assessment methods to enable self-evaluation and assessment of outcomes. The accreditation process is designed to empower an educational program to achieve effective qualitative self-evaluation and success followed by a rigorous assessment conducted by highly qualified peers from the educational and professional communities. Accreditation helps foster public confidence and creates a means by which educational and governmental entities recognize and understand one another.

The Council on Chiropractic Education (CCE) grants and reaffirms accreditation through a dynamic process of review and evaluation for compliance with the “Principles, Processes & Requirements for Accreditation” as reflected in the current edition of the *CCE Standards*. This review process addresses the ability of a program to achieve its stated mission, goals and objectives.

Familiarity with the *CCE Standards*, *CCE Manual of Policies (Policies)*, *CCE Bylaws (Bylaws)*, and this *Accreditation Manual* is essential to the development and operation of CCE accredited Doctor of Chiropractic Degree and Chiropractic Residency Programs. This manual contains information about the Council, the CCE accreditation process and responsibilities of the participants in these processes. Any questions regarding the manual itself should be directed to the CCE Administrative Office.

Throughout the document the notation of “*CCE Standards*” reflect either the, 1) *CCE Accreditation Standards*, which outline the requirements for the Doctor of Chiropractic degree Program (DCP), or, 2) the *Residency Program Accreditation Standards*, which outline the requirements for chiropractic residency programs, whichever is applicable.

Section I Council

A. Vision and Mission Statements

The Council on Chiropractic Education (CCE) serves the interests of the public, the profession, students, and residents in general by its vision and mission statements. These statements are contained in the CCE Accreditation Standards (*Standards*) and published on the official CCE website (www.cce-usa.org).

B. Purpose

The Council conducts assessments leading to the accreditation of programs that comply with the requirements for accreditation as outlined in the *CCE Standards*. Council activities associated with program assessment and accreditation includes:

1. Implementation of policies and procedures set forth in the CCE *Standards* and related accreditation documents (*Manual of Policies, Bylaws, Accreditation Manual* and *Academy of Site Team Visitors Manual*).
2. Maintenance of communication with and conducting reviews of programs to address routine and special circumstances.
3. Evaluation of adherence to stated mission and goals, assessment and planning processes, organizational outcomes, support services and other elements within "The Requirements for Accreditation."
4. Granting or denying initial accreditation, and granting, deferring or revoking reaffirmation of accreditation, along with other defined actions and decisions.
5. Encouragement of improvement through continuous self-study and review.
6. Provision of advice and assistance to established and developing programs.

C. Organization

The Council is composed of no fewer than thirteen (13) and no more than eighteen (18) Councilors: ten (10) who are full-time employees of the accredited programs/institutions (Category 1 and 4), five (5) practicing doctors of chiropractic (Category 2 and 5), and three (3) public members.(Category 3) Detailed information regarding the composition of the Council appears in Article VI of the CCE *Bylaws*. The Council Chair, or designee, appointed in writing, serves as the official Council spokesperson. The Council annual meeting is held in January, and the semi-annual meeting is held in July of each year unless otherwise noted. Special meetings may be called by the Council Chair or upon the written request of a majority of Councilors.

1. Council Officers

The Council officers (Bylaws, Article VIII) are the Council Chair, Council Development Committee (CDC) Chair, Council Finance Committee (CFC) Chair and the CCE President. These officers, along with the Council Bylaws, Standards and Policies Committee Chair, Council Site Team Academy Chair and Councilor At Large, comprise the Council Executive Committee (CEC), a standing committee of the Council. The CEC addresses Council matters that may arise between Council meetings using a participative decision-making model. The CEC normally consults with the entire Council on major issues before taking action while never taking accreditation actions without the entire Council. The volunteer members of the CEC may be appointed to serve no more than three (3) consecutive one-year terms in their respective positions.

2. Council Chair

- a. Communicates regularly with the CCE President, CCE Vice President for Accreditation & Operations and the CEC, regarding decisions to be made by the CEC and Council.
- b. Serves as a voting representative on the CEC.
- c. Develops the agenda for CEC and Council meetings.
- d. Reviews, finalizes and directs distribution of all Council-related business and accreditation correspondence through the CCE Administrative Office.
- e. Conducts Council meetings, adhering to CCE Bylaws, policies and procedures and Robert's Rules of Order.
- f. Issues reports and requests for information through the CCE Administrative Office and shares received information with the CEC and Council.

D. Council Meetings

1. Attendance and Quorum

Councilors are expected to attend all scheduled meetings and any special meetings called by the Council Chair. Unexcused absence may be grounds for dismissal. The majority of Councilors entitled to vote, constitutes a quorum, and must be present for Council business to be transacted.

2. Confidentiality Agreements

Upon appointment to the Council and before each Council Meeting, each Councilor must sign/date the "Councilor Confidentiality Agreement" and guests attending a Council meeting must sign/date the "Guest Confidentiality Agreement". These documents are maintained on file in the CCE Administrative Office in accordance with the Records Management and File Plan. Violations of the CCE confidentiality policy by a Councilor, agent or employee are addressed in CCE Policy 4 and also in the CCE Bylaws, Article VI.

3. Conflict of Interest

Prior to regularly scheduled Council Meetings, councilors must declare to the Council Chair if they have an actual or potential conflict of interest regarding any program/institution by completion of Council Form 9 and must leave the room during any discussion, deliberation or decision-making with regard to that program/institution. CCE Policy 18, Conflict of Interest, and CCE Bylaws, Article VI, address these areas. The CCE Administrative Office maintains declarations of conflicts of interest and appropriate updates in accordance with the Records Management and File Plan.

4. Status and Progress Review

The Council Chair conducts status review and progress review meetings unless he/she has a conflict of interest. In such cases, the CDC Chair or other appointed Councilor will conduct the review. If conflict factors apply to both the Council Chair and CDC Chair, another Councilor appointed by the Council present will conduct the meeting.

E. Other Processes and Information

1. Public Statements

The Council verifies the accuracy of program's public statements, especially with regard to the accreditation status of the program. In all instances, the program should contact the Council for review and approval of any questionable statements not specific to CCE policies and procedures prior to publishing such statements. These requirements are outlined in CCE Policy 22, Program Integrity & Representation of Accreditation Status, where requirements for disclosure of information by the program

to the Council are also referenced regarding the processes of accreditation.

2. Revision to the CCE Bylaws, Policies and Standards

The process for revisions to the CCE Bylaws and CCE Manual of Policies are outlined in CCE Policy 24 & 25, respectively. The process and revisions to the CCE Standards are conducted on a five year cycle, by a subcommittee of the Bylaws, Policies & Standards Committee appointed by the Council. Proposed revisions can be submitted by all stakeholders, to include the public at large, and the opportunity for public comment is allowed throughout the five year process as indicated in the policy. Policy procedures for the *Standards* are outlined in CCE Policy 23.

3. Complaints

CCE Policy 64 outlines the processes to follow in addressing complaints against CCE Councilors, Academy of Site Team Visitors, Administrative Office Staff, Member Representatives, other agents of the organization, CCE Standards or Policies and CCE Accredited programs.

Section II CCE Administrative Office

The activities of the CCE Administrative Office and responsibilities of the staff are primarily directed by the CCE President. In relation to accreditation matters, the President and other CCE staff operate at the direction of the Council Chair and in coordination with the Council Executive Committee (between annual/semi-annual meetings) and the Council.

A. Council Support

The CCE Administrative Office administers technical and procedural aspects of the accreditation process by maintaining confidential accreditation files for each program, agendas, minutes, support materials for each Council meeting, and conducting a variety of communication activities on an ongoing basis.

B. Accreditation Process Support

The CCE Administrative Office maintains the CCE Schedule for Accreditation Activities, which outlines the routine accreditation cycles and reporting for each program/institution, which includes; comprehensive site visits, interim site visits and monitoring reports. The CCE Administrative Office coordinates all site visit and monitoring report activities, and related communications between the programs, site teams, and the Council. The office also ensures implementation of all accreditation processes, and provides procedural details, information, recommendations, and services related to accreditation.

C. Directory of CCE Accredited Programs

The CCE Administrative Office maintains the Council on Chiropractic Education's Directory of Accredited Programs and Institutions. This list is posted on the CCE web page at www.cce-usa.org and includes the program/institution name, contact information, dates of the next scheduled Council status review meeting, address and identifies the program President/Chief Executive Officer (CEO). Listed programs/institutions must inform the CCE Administrative Office immediately regarding updates to contact information on this list.

D. CCE Information Documents

The CCE Administrative Office updates and maintains official CCE documents and also makes them available to the public via the CCE website (with the exception of the Articles of Incorporation) in accordance with CCE policies and procedures and includes the following:

1. *Articles of Incorporation/Domestication*: Provide the legal basis for CCE.
2. *CCE Bylaws*: Define the governance, operations, and role of the CCE and its basic components, including its member representatives, councilors, and officers.
3. *CCE DCP Standards*: Document the criteria the doctor of chiropractic degree programs must meet in order to achieve and maintain CCE accreditation.
4. *CCE Residency Program Standards*: Document the criteria the chiropractic residency programs must meet in order to achieve and maintain CCE accreditation.
5. *CCE Manual of Policies*: Contains guidance and procedural documents consistent with the rules, regulations, and procedures in other CCE publications.
6. *Accreditation Manual*: Designed to assist programs/institutions in understanding the concepts, processes, procedures, and roles of CCE and the Council.
7. *Academy of Site Team Visitors Manual*: Designed to assist Site Team Chairs, team members and observers of the processes and procedures of pre-visit, visit and post-visit activities.

Section III Requirements for Initial & Reaffirmation of Accreditation

A. Letter of Intent

1. Initial Accreditation

Since accreditation is a volunteer peer-review process, the program must send a letter of intent from the institution's governing body to the CCE Administrative Office stating its intention to pursue accredited status. For programs seeking initial accreditation or development of an additional location (in accordance with CCE Policy 1, Substantive Change), the Council establishes the Self-Study and site visit requirements for those programs not already accredited by the Council after a formal application and the required initial eligibility documentation has been submitted and reviewed by the Council.

After review and approval of the application and eligibility documentation, the Council will determine when the first cohort is scheduled to graduate based on the information provided by the program in its application. Once the graduation date has been established, the Council will then notify the program when its Self-Study is due and when it can anticipate its first comprehensive site visit to take place. In this instance, the Council affords the program the right to have two Status Review Meetings with the Council at its regularly scheduled Council Meetings prior to its first cohort graduation.

2. Reaffirmation of Accreditation

The Council submits a notice to the program approximately 18 months prior to the scheduled comprehensive site visit and 12 months prior to the submission of the Self-Study, requesting a letter of intent from the program's President/CEO regarding their intentions of reaffirming their accreditation status with the Council. Once the program acknowledges their intent to reaffirm, the Council informs the program of the requirements for submission of their Self-Study and site visit preparation.

B. Eligibility Documentation

For reaffirmation of accreditation, the program need not submit evidence of eligibility documents required for initial accreditation unless eligibility requirements have changed from the last reaffirmation visit. However, the program must maintain documentation that it complies with the eligibility requirements outlined in the CCE *Standards*, Section 1. This information must be available for review by the site team during their visit and also the Council, as required.

C. Self-Study Process

The self-study report is a comprehensive document addressing all aspects of the requirements for accreditation as outlined in the DCP or Residency *Standards*. The program is required to submit one (1) electronic version (flash drive or email) to the CCE Administrative Office for review and distribution.

Following submission of the letter of intent from the program, CCE officially notifies the program in a letter with specific detail regarding the process, to include the date the Self Study is due to the CCE Administrative Office. The program forwards the completed Self Study for review by the CCE Administrative Office staff six months prior to the scheduled site visit. If the report form and content are determined to be unsatisfactory, the program may be required to submit a revised report before further review is conducted. After their review, an executive summary report is sent to the program notifying the program of any additional information requirements, whether a self-study update is optional or required, and also to provide feedback to the program regarding the format and content of the Self-Study. The program reviews the executive summary report, takes the appropriate action(s) and prepares for the site visit.

It is important to note that, by accepting the self-study, the Council does not imply that all statements in the document satisfy the requirements for accreditation in the *CCE Standards*.

If a Self-Study update is warranted, the program submits a Self-Study Update report describing any important changes that have occurred since the original report was submitted. Any new or updated ancillary documents are also resubmitted with the report to the CCE Administrative Office for distribution to all team members (no later than 30 days prior to the site visit).

The CCE Administrative Office then sends the Self-Study to the assigned site team prior to the site visit and the team completes an initial review of the report to evaluate the sufficiency, quality and significance of the contents of the Self Study.

The Council also completes a review of the program Self Study report no later than 30 days prior to the scheduled annual or semi-annual Council Meeting in preparation for the Status Review Meeting with the program.

D. Self-Study Content

Development of the self-study report is a major step in the application for initial or reaffirmation of accreditation. It is an honest self-analysis of the total educational effectiveness, including program strengths and areas in need of improvement, prepared with input from its own people—board members or governing official, staff, faculty, administrators, and students or residents.

The program must develop and implement a comprehensive self-study process that involves all constituencies of the program, and assesses the effectiveness of its mission, goals and objectives. The self-study report must:

1. Provide clear evidence that the program complies with the CCE requirements for accreditation.
2. Focus attention on the ongoing assessment of outcomes for the continuing improvement of academic quality.
3. Provide a critical and objective appraisal of program strength, weaknesses, and challenges, based on careful analysis of data.
4. Illustrate how the various activities of the program meet their stated purposes.

5. Demonstrate that the program has processes in place to ensure that it will continue to comply with the CCE requirements for accreditation.

The report should include, at minimum, the following:

Cover/Introduction

Cover page design may include logo, photos and/or graphics (but not required), followed by a completed Accreditation Status form (Council Form 15 or 16, Appendix I and II), which can be obtained by contacting the CCE Administrative Office.

The program should provide a brief summary of the reason for the report (i.e. seeking initial or reaffirmation of accreditation). The introduction should provide a brief narrative on the current state of the program/institution, including a description of efforts undertaken to obtain information to produce the report, as well as the names of key individuals involved in the self-study process.

Requirements of Accreditation – CCE Standards

The program should identify each area of the CCE *Standards* and provide the necessary narrative and supporting documentation to evidence compliance. Areas that show weakness or are not evidenced to be in compliance with the standards should be identified by reporting the current status and also future planning processes the program will implement to achieve compliance with the particular area of the standards.

NOTE: It is important to report in all areas of the CCE *Standards* and not to omit any area. Appendices and/or exhibits should be attached appropriately. Regarding appendices/exhibits, excerpts from large documents are preferred rather than attaching an entire document. Care should be taken to provide the Council with the program's best supporting evidence rather than a preponderance of evidence in consideration of reviewers focusing on and interpreting meaningful information that may be missed by wading through voluminous documents.

Supporting Documentation

The following items must be included as part of the self-study report, either contained within the report itself or in appropriate appendices/exhibits. (Note, this is not an all-inclusive list of items to be included in the self-study report.)

1. Strategic Plan and supportive planning documents, and other materials pertaining to the program planning and institutional effectiveness/program assessment procedures
2. DCP Completion rates and NBCE performance data, per Policy 56; Residency programs must provide up-to-date completion or graduation rates
3. Description of assessment processes used to determine student achievement of each meta-competency, including example tools. Additionally provide evidence/aggregate data that demonstrates student achievement of each meta-competency
4. Two most recent audited financial reports; Current Fiscal Year budget document and other materials pertaining to the budgeting process
5. Current college catalog or Residency Handbook
6. An organizational chart
7. Program Mission/Purpose statement
8. Faculty, student (or resident) and clinic manuals or handbooks

Section IV Site Team Selection, Observers & Staff

A. Academy of Site Team Visitors

The Council Site Team Academy Committee works with the Council Chair to maintain and, as necessary, supplement membership to the Academy of Site Team Visitors (*Academy*). Policy and procedures regarding the Academy appears in CCE Policy 10, *Academy of Site Team Visitors*. The Council organizes and implements training and workshop activities for site team candidates and current Academy members on an annual basis or as needed based on categories of expertise requirements and/or major revisions to CCE publications.

B. Site Team Composition

The CCE staff and the Council Site Team Academy Committee (STAC) Chair establish the site team composition based on availability, absence of conflicts of interest, categories needed to conduct the visit, and experience/training.

C. Team Agreement Form

The team agreement form, listing the proposed team members with position titles, affiliation, and contact information, is submitted to the program President/CEO, who may accept the list as presented or provides reasons why any proposed team member should not serve for the site visit. The decision of the program will not be based on personal reasons, but rather, if any of the team members have a conflict of interest with the program that is unknown to the Council, i.e., consultant, recent candidate for position of hire, etc.

The program is encouraged to discuss any concerns about proposed team members with the Council Chair and/or CCE President before submitting a request for removal due to the time constraints involved in the entire process. Any request for removal of a proposed team member must be submitted in writing to the Council Chair and must clearly explain why service by the individual could be unfair or deleterious to the accreditation process. Such a written request must be submitted to the Council Chair within seven (7) business days of the programs receipt of the list of proposed team members.

NOTE: All Academy members are bound by the confidentiality conditions set forth by the Council. In addition, each site team member signs conflict of interest declarations prior to site visit activities.

D. Site Team Agreement to Serve

Upon the program's agreement on team composition, the CCE staff issues a written letter, the Team Agreement to Serve form, and applicable materials to team members. The CCE staff then contact team members regarding site visit details and travel arrangements.

E. Guest Observers

With the approval of the STAC Chair and program President/CEO, a guest may be invited to observe the site visit. An observer may be a representative of the Council, another accrediting organization, the Commission on Higher Education Accreditation (CHEA), or the U.S. Secretary of Education (or USDE designee). New member(s) of the Site Team Academy often attend as guest observer(s) to supplement training prior to being assigned to a site visit team.

In the case of an approved observer, generally a site team academy member in training or a new councilor, the observer shall comply with the following procedures when accompanying a visit:

1. Will adhere to the same confidentiality requirements as site visit team members;
2. Will not participate in the critique, decision-making or consensus process of the team;
3. Will not offer critiques or analytical reviews of the program, documents or team functions,
4. May not actively solicit input or data from program personnel or students;
5. May observe the process and procedures of team activities and functions, accompany team members to on-campus visits and attend team meetings;
6. May view any materials made available to team members;
7. May discuss with team members facts and information about which they may become aware, and will convey any relevant information to the team; and
8. If identified as intrusive or interfering with the site team process by either the program or the Site Team Chair, the individual may be required to leave or be limited in their scope.

F. CCE Administrative Office Staff

A CCE Administrative Office staff member is assigned to comprehensive (initial and reaffirmation) site visits to assist and provide support to the site team and the program. Staff members provide guidance to the Site Team Chair and team members regarding their assigned responsibilities on the visit, assist in clarification and language in the requirements for accreditation as listed in the *CCE Standards*, monitor and guide consistency of processes, provide draft report compilation, and explain Council procedures to team members and program personnel, as needed. CCE staff attend meetings between the team and program personnel, assist the team in obtaining and reviewing information, and participate in team discussions, but do not evaluate the program. CCE Administrative Office staff may also be present at interim or focused site visits, at the discretion of the CCE President or STAC Chair.

Section V Type of Site Visits

Various types of site visits are part of the peer-review evaluation process and are a very important component of the accreditation processes. Additional information regarding site visits and evaluators may be found in the CCE Manual of Policies, within CCE Policy 10, *Academy of Site Team Visitors* and CCE Policy 11, *CCE Site Visit Teams*.

A. Comprehensive Site Visit (Initial or Reaffirmation of Accreditation)

A comprehensive site visit is a full review of a program applying for initial accreditation or reaffirmation of accredited status, and is scheduled for the spring or fall following submission of the self-study report. The length of the visit is normally four days for a DCP. For residency programs the length of the visit varies depending on the size and structure of the program. The team verifies and validates the information presented in the self-study document. The team report identifies the program's strengths and any concerns regarding compliance with the *CCE Standards*.

B. Interim Site Visit

The interim site visit is normally scheduled midway through the routine accreditation cycle. The Council may address issues identified in the most recent status review, in the DCP's Program Characteristic Report (PCR), in other reports required by the Council, or information from other sources. If no issues or possible concerns are identified, the Council may choose to forgo the interim site visit, but in most cases a visit will occur to ensure continuity and communication with the DCP. The length of this visit varies based on the review needed by the Council, but generally, two to three days is appropriate with the exit briefing on the last day of the visit. (Note, interim site visits do not apply to chiropractic residency programs.)

C. Focused Site Visit

A focused site visit is normally conducted in follow-up to address areas of concerns or any other issues needing attention regarding the CCE Standards or policy requirements, e.g., following a progress report, approval of a substantive change, etc. . The length of this visit varies based on the review needed by the Council, but generally, two to three days is appropriate with the exit briefing on the last day of the visit. A focused site team normally consists of a team member(s) from the previous visit along with a team member(s) not involved in the previous visit, the first to provide continuity and the latter to provide a new perspective. .

Section VI On-Site Evaluation (Site Visit)

A. Self-Study Review by Team Members

Prior to beginning the visit, team members thoroughly review and become familiar with all related documents, specifically the program’s Self-Study report, with updates (if applicable). The self-study report is the guiding document for the site visit. The analysis of this report and related documents, especially those sections relevant to areas assigned, enables team members to develop an important overview of the program mission and supporting evidence regarding the requirements of each Standard. During the visit, the team will verify and validate the content and accuracy of the self-study report, noting any significant omissions or inaccuracies.

The self-study report is intended to demonstrate that the program is complying with Section 2, CCE Requirements for Accreditation in the DCP Standards or Residency Standards, as applicable. Section 3 of the CCE Requirements for Accreditation, as provided in the DCP Standards, is applicable to programs holding both programmatic and institutional accreditation.

B. On Campus/On Site

The Site Team Chair and CCE staff coordinates and facilitates the team visit, including leadership of team discussions by the Site Team Chair. Site visit teams usually remain on campus/site from 8:00 a.m. to 4:30 p.m. daily. At the discretion of the Site Team Chair, these times may be adjusted to accommodate the program, or to meet special team needs for extended hours.

C. Initial Team Chair Meeting & Precautions

An initial team chair meeting is conducted the day prior to the scheduled first day of the site visit and is mandatory for all team members to attend. The team chair and staff brief the team regarding the logistics, responsibilities, documentation, etc. and provide updates or additional information to the team as necessary.

One of the important topics discussed during this meeting is the review of precautions. These items are of particular importance to the Council as they give general guidance for some of the “what to do” and “what not to do” issues during the site visit process. Many of these items are outlined in relevant CCE policies and procedures, and also identified in the Site Team Agreement form signed by all team members prior to the site visit. They are listed below for reference and information.

Precautions

1. All matters associated with a site team visit are confidential as individual team members participate in the service of the Council. All communication between the program and team must occur through the Site Team Chair. Team members and individuals from the program will not correspond or

communicate on matters other than the status of the program and self-study materials. Should a team member receive unsolicited correspondence or documents from the program being evaluated, the communication will be referred to the Site Team Chair.

2. Team members do not discuss their evaluations outside of team meetings.
3. Team members will respect the confidentiality of self-study reports and any other internal program documents, including the team report.
4. Team members will abide by all relevant CCE policies, specifically CCE Policy 18, *Conflicts of Interest*; CCE Policy 19, *Official Documents & CCE Spokespersons* and HIPAA requirements.
5. Team members will not recruit faculty or staff for service elsewhere or suggest their own availability as a consultant or employee.
6. Team members will not accept gifts, favors or services from the program. Souvenir gifts, restricted to inexpensive items representative of the program or its geographic location, are permissible.
7. Team members will not side with interest groups or individuals in the program, or allow them to be drawn into debate on program issues.
8. Refrain from libel or slander statements (written or spoken, respectively); accordingly, site team members must be sure that all statements about a program, its resources, programs and personnel are accurate, fair, and reasonable professional judgments based on factual information and careful observation.
9. Team members will not be swayed by stated “good intentions” if unsupported by official commitment and responsible planning driven by assessment outcomes.
10. Team members must not let personal biases influence fact-finding and evaluation.
11. Team findings will be supported by reference to documents and to interviews with as many administrators, faculty, staff and students as possible.
12. Team members should cross check, validate data and verify with others.
13. Team members are responsible to identify areas of concern where evidenced.
14. Teams will focus their attention on identification of significant issues, and not waste time on minor matters.
15. Team members are required to identify concerns and the Council will determine the nature, degree, and disposition of these concerns. As Council representatives, team members must be clear with program personnel so that the site team does not prescribe specific actions.
16. Notations of strengths or concerns must be factually representative of the program; there must be no attempt to balance the number of strengths with any number of concerns.

D. Introduction Meeting with Program

The Site Team Chair provides an orientation briefing regarding the specifics, purpose and function of the site visit to the program President/CEO, his/her designated representatives, site team members, and any observers and staff present to begin the on-site evaluation process. The briefing includes, but is not limited to the following:

1. Site Team Chair introduces the team and explains role of each member (observer, staff, etc.)
2. Site Team Chair describes purpose of visit in accordance with letter from Council
3. Site Team Chair describes function of team
 - a. Eyes and ears of Council
 - b. Verify/validate:
 - i. Is the program as described in the Self-study
 - ii. Is the program fulfilling its mission, goals, and objectives
 - iii. Are all elements of the “Requirements for Accreditation” being addressed
4. Site Team Chair describes the process

- a. Evaluation based on *CCE Standards*
- b. Snapshot in time
- c. Quality improvement
- d. Communication both ways – open dialogue
- e. Exit interview on last day of visit
- f. Draft report; opportunity to correct factual errors; final report; response; meeting with the Council; Council decision

Site Team Chair invites the program President/CEO to introduce program representatives and provide brief introductory comments, and then Site Team Chair closes session by reviewing initial meetings in accordance with the Schedule of Events. NOTE: The opening session is generally designed to last approximately 15 minutes.

E. Schedule of Events and Meetings/Interviews with Program Personnel

The CCE staff, working with the team chair and program accreditation liaison, prepares a Schedule of Events (SOE) for the visit activities prior to the visit. The schedule will consist of, as appropriate, various meetings and/or interviews with program personnel as outlined below. Team members will be provided the schedule prior to the visit and may provide the staff and team chair with additional meetings they deem necessary. The program accreditation liaison will also be provided a copy of the SOE (prior to the team's arrival) for distribution to program personnel as they deem appropriate. During the visit, team members may add or delete meetings/interviews, in coordination with the team chair and staff. The staff will maintain the master schedule and utilize it as the record of all persons/groups interviewed (names, titles, etc.), facilities visited, and procedures/activities directly observed.

The interactions of team members with members of the governing board, administration, faculty, staff, and student or resident body are vital components of the visit. The on-site visit allows for team members to validate findings through personal observations, meetings with personnel and students/residents, and other direct interactions. The following information provides team member guidance for interviews and meetings with program individuals and groups, and discussion topics for each Standard. One or more team members may meet with selected individuals or groups; the type of site visit conducted will determine which of these meetings will be most appropriate. (Below, topics are organized by the DCP Standards, followed by the Residency Standards.)

NOTE: This is not intended to be a complete list as team chairs and team members may require additional meetings/interviews at their discretion depending on the size and structure of the program. The content of interviews is very dependent upon the quality of the information and evidence provided in the self-study. Interviews should be structured to answer key questions the site team must address, rather than follow a set format.

The following topics/questions are appropriate for interactions with all program personnel, and applicable to both DCPs and Residency Programs.

1. Are the mission, goals and objectives of the program being met? What is your evidence? What are the plans for the future to ensure they continue to be met?
2. How were you involved in the self-study process?
3. Do you have sufficient resources (facilities, personnel, finances) to support the activities and plans in your area?
4. Are policies and procedures clearly defined and followed?

5. How are you involved in planning and budgeting?
6. How, and how frequently, do you assess the effectiveness of your area?

1. CCE Accreditation Standards (DCP): Topics for Interviews/Meetings

Self-Study and Site Visit Questions:

Interviewee(s): Self-Study Committee, DCP President/CEO, administration

- Questions the DCP might have about the processes and logistics regarding the site visit
- Discussion about the strengths and achievements of the DCP, as included in the self-study, and touched upon in the introduction meeting
- Involvement of faculty, students, and staff in the self-study process?
- Progress on addressing deficiencies noted in the self-study

A. Mission, Planning and Assessment

Interviewee(s): DCP President/CEO, administration, and faculty

- How does the program/institution support the mission, goals and objectives of the DCP?
- Strategic planning and significant proposed/pending changes
- Processes for data collections and reviews to inform planning priorities and budget allocations
- Are there sufficient resources (facilities, personnel, finances) to support the activities and plans in your area?
- Strengths and weaknesses of the curriculum; Plans for review/improvement
- How do you assess program success? Processes for conducting program effectiveness/program reviews
- BOT's knowledge, support and involvement in the DCP strategic plan
- Involvement of departments and faculty in planning and budgeting

B. Ethics and Integrity

Interviewee(s): Administrators, Dean of DCP/Academics/Clinics, Dean of Student Services, faculty, and students

- Academic, clinic, patient care and student policies
- Conflict of interest policies (BOT and employees)
- Policies regarding ethical and professional care of patients
- Policies or procedures regarding research
- Policies or commitment to Academic Freedom
- Policies and process to adjudicate violations of academic and ethical standards (Note, also covered under Standard F.)
- Evidence of investigation and disciplinary actions for violations of ethics or integrity, if present

C. Governance and Administration

Interviewee(s): BOT, DCP President/CEO, administrators, faculty/faculty senate

- How does the BOT fulfill its fiduciary responsibilities; review of mission, planning, budgets, and policies
- Periodic BOT assessment/evaluation of CEO and itself
- Credentials and diversity of the BOT
- Organizational structure and communication between the college administration and the BOT
- Clear lines of responsibility and communication between the college administration and the faculty and staff
- Effectiveness of the organizational structure; appropriate college committee structures
- Regular evaluations of administrator performance

D. Resources

Interviewee(s): CFO, President/CEO, director of facilities and technology/IT, Director of Library, Learning Resources

- Current annual budget, revenues and expenditures for the DCP
- Policies defining accounting system and internal financial controls, as applicable to the DCP
- Questions regarding recent financial audit reports
- Financial indicator score and ratio performance (i.e. CFI)
- Analysis of realistic budget projections over three year period (or greater); analysis of increases/decreases
- Processes that link budgets to planning
- Department–level budgeting processes; procedure for deans/directors to request allocations for their department
- Management of facilities; infrastructure master plan/maintenance plans
- Adequate facilities; appropriate permits and contracts
- Adequate instructional support/resources (e.g., facilities, clinics, classrooms, laboratories, technology, internet access, learning resource center/library, etc.) to support program
- Surveys; utilization, satisfaction, etc.
- Budgeting and planning for instructional technology needs

E. Faculty

Interviewee(s): Dean of DCP/Academics/Clinics, faculty

- Faculty evaluation policies/process; systematically followed
- Policies and process for hiring, promoting, reviewing, and dismissing faculty
- Personnel files; academic credentials, licensure (if applicable), expertise and experience
- Faculty contracts or faculty bargaining unit agreements
- Faculty workload assignments, classroom and clinics; time allotted for research/scholarship and service
- Faculty is of sufficient size/student-faculty ratio
- Any problems with recruiting or retaining qualified faculty
- Quality of instructional support/resources, classroom technology
- Faculty development programs, including funding, availability, and utilization by faculty
- Expectations for faculty research/scholarship and service (policies, faculty handbook)
- Research/scholarship and service activities
- Faculty involvement in academic policies, program effectiveness and DCP planning
- Faculty involvement in assessment of courses, student learning, meta-competencies
- Faculty access to and use of student learning and program assessment data
- Faculty involvement in curricular change
- Faculty's knowledge and involvement in the DCPs formal assessment plan
- Faculty development opportunities and outcomes.

F. Student Support Services:

Interviewee(s): dean/director of student services, registrar, director of learning resources (librarian, instructional technologist/personnel), academic services, etc., and students

- Policies and process to adjudicate violations of academic and ethical standards;
- Academic standing policies, reviews, documented records of hearings
- Evidence of investigation and disciplinary actions for violations of ethics or integrity
- Tracking and analysis of student complaints and grievances; trends
- Types of support services provided to the students
- Tutorial programs or other methods of student academic support

- The extent of academic, disabilities, and other services provided to students; methods used to promote and track utilization of those services
- Student utilization and satisfaction with learning resources
- The student handbook and student policies
- Opportunities for, and oversight of, student clubs and organizations
- Interaction with the student governance body
- Student retention data (% academic dismissal vs leaving for personal reasons)
- Financial aid services and counseling; financial aid policies
- Placement/career services and data

G. Student Admissions

Interviewee(s): dean/director admissions, registrar, director of marketing, and students

- Orientation program
- DCP informs and makes available to applicants licensure requirements for each jurisdiction
- Admission policies/requirements
- AATP and non-AATP student data, review of most recent PEAR report
- Policies related to prior academic credit and transfer of credit
- Policies and procedures for admission of international students
- Review of recruitment and marketing brochures

H. Educational Program for the Doctor of Chiropractic Degree

Interviewee(s): Chief Academic Officer (CAO), Dean of DCP/Academics/Clinics, clinic director/dean, curriculum committee, assessment committee, department chairs, faculty and students

- Curriculum structure; Incorporation of the meta-competencies components into the academic program and the assessment of the meta-competency outcomes throughout the curriculum; Review of the curriculum map or similar representation with accompanying analysis that displays where topics related to the various meta-competencies are presented.
- Meta-competencies assessment methods, tools and data, (course grades, exams, clinical entrance/exit exams, QEs, student clinical worksheets, etc.)
- Review of evidence/data students are meeting meta-competency requirements associated with assessment outcomes of student performance.
- Processes to regularly review student learning assessment data, and how this used to evaluate program effectiveness and inform improvements
- Analysis of NBCE performance to evaluate program effectiveness, and inform improvements
- Identified program weaknesses and strengths via program assessment processes
- Processes, committees and faculty involvement in modifying the curriculum, learning objectives, and assessment methods
- Clinic entrance examination and final clinical competency assessment
- Remediation processes
- Patient quality assurance program, involvement of faculty, involvement of students, and impact upon the clinics; Feedback of findings to curriculum and clinics for improvement with examples; Review of PT QA system processes, measures, and data
- Procedures related to student intern and supervising clinician duties, responsibilities, and conduct in clinic environments;
- Evaluation of student interns at external sites are comparable or equivalent; assessment procedures for auxiliary clinical intern experiences, i.e., VA, DoD, Clinic Abroad, etc.)
- Volume and diversity of patients (including types of conditions, age, socioeconomic status, well vs. ill patients),

- Exposure of students to different types of patient payment/reimbursement (cash, Worker's compensation, personal injury, managed care, public aid, Medicare, charity, etc.).
- Exposure of students to business functions of the clinics.
- Interactions between the academic departments and the clinical program

I. Research and Scholarship

Interviewee(s): Chief Academic Officer (CAO), Dean of DCP, Dean/Director of Research, Faculty Development Committee, Director for Teaching and Learning, and faculty

- Expectations (and support) for faculty and student research and scholarly activities
- Relationship between the research activities and the DCP mission
- Means used to promote faculty scholarship/research
- Expectations and incentives for non-research faculty to do research and publish
- Opportunities for student involvement in research
- Policies and procedures of research activities and related committees (e.g., institutional review board, human subjects committee, research committee, etc.)
- Portfolio of faculty scholarship performed since the last visit
- Current research projects
- Research budget, internal funding for research, and external grants
- Research and scholarship goals tied to planning and budgeting processes

J. Service

Interviewee(s): Chief Academic Officer (CAO), Dean of DCP/Clinics, appropriate faculty committee(s), Director Student Services, faculty and students

- Scope of service activities
- Faculty and student service activities
- Scope and portfolio of DCP services since the last visit
- Service goals tied to planning and budgeting processes
- Policies and procedures, where necessary, regarding provision of services provided by students and faculty

K. Distance or Correspondence Education

Interviewee(s): Chief Academic Officer (CAO), Dean of DCP, faculty for distance/correspondence courses faculty, director of technology/IT

- Policies and processes to verify identity of students enrolled in distance and correspondence courses
- Policies and processes that protect student privacy and notifies students of additional student charges associated with the verification of student identity at the time of registration or enrollment.
- Processes for proctored examinations

Institutional Accreditation Review:

For institutional accreditation reviews, only, reference Section 3 – CCE Requirements for Institutional Accreditation of the *CCE Accreditation Standards* (DCP). The following topics will also be discussed:

- Incorporation documents
- Legal authorization for DC degree
- Legal requirements/jurisdiction
- Title IV Default Rates
- Public Disclosure requirements
- Review of transfer of credit policies; articulation agreements
- Review of credit hour policies and procedures; assignment

2. Residency Program Accreditation Standards: Topics for Interviews/Meetings

A. Purpose, Planning and Assessment

Interviewee(s): Residency director, sponsoring organization's administrator, faculty

- How does the sponsoring organization support the mission/purpose, goals and objectives of the Residency Program?
- Do you have sufficient resources (facilities, personnel, finances) to support the activities and plans in your area?
- Strategic planning and significant proposed/pending changes
- Strengths and weaknesses of the curriculum; Plans for review/improvement
- How do you assess program success?
- Sponsoring organization's knowledge, support and involvement in the residency program's formal assessment plan
- Involvement of departments and faculty in planning and budgeting

B. Ethics and Integrity

Interviewee(s): Residency director, faculty, residents

- Academic, clinic, patient care and resident policies
- Conflict of interest policies
- Policies regarding ethical and professional care of patients
- Policies or procedures regarding fairness, objectivity and accountability in selection of residents
- Policies or commitment to Academic Freedom
- Policies and process to adjudicate violations of ethical standards, including academic, clinical and behavioral concerns
- Evidence of investigation and disciplinary actions for violations of ethics or integrity, if present

C. Governance and Administration

Interviewee(s): Residency director, governing official, sponsoring organization administrator(s), faculty, residents

- Relationship between the residency director and sponsoring organization official/administrator(s). What is the frequency and nature of interactions?
- Relationship between the residency director and executive administration, faculty, residents and staff. Is the organizational structure working as planned? What would you like to see different? If different, what are plans for implementation?
- Effectiveness of administrative communication

D. Resources

Interviewee(s): Residency director, sponsoring organization's CFO and/or facilities administrator

- Budgeting processes; involvement of faculty and residents in residency program's budgeting processes; residency program's involvement in facilities/supporting organization's budget processes; processes for budget allocations the residency program
- Linkage of budget to planning
- Current/annual budget, revenues and expenditures
- Analysis of realistic budget projections over three year period (or greater); plans for growth/increase in residents
- Policies defining accounting system and internal financial controls, as applicable to the residency program
- Appropriate facilities; management of facilities; appropriate permits and contracts
- Faculty-resident ratios in the classrooms and clinics

- Adequate instructional support/resources (e.g., facilities, clinics, classrooms, laboratories, technology, internet access, learning resource center/library, etc.) to support program

E. Faculty (and Faculty Involvement in Curriculum)

Interviewee(s): Residency director, faculty, residents

- Faculty evaluation process
- Policies and process for hiring, promoting, reviewing, and dismissing faculty
- Personnel files; academic credentials, licensure (if applicable), expertise and experience
- Faculty contracts or faculty bargaining unit agreements
- Faculty workload assignments, classroom and clinics; number of faculty per resident
- Any problems with recruiting or retaining qualified faculty
- Quality of instructional support/resources
- Faculty development programs, including funding, availability, and utilization by faculty
- Qualifications and professional development of clinic faculty
- Research/scholarship and service activities
- Process for curricular change
- Faculty access to and use of institutional assessment data
- Assessment of courses, resident learning, resident competencies and program
- Faculty's knowledge and involvement in the residency program's formal assessment plan

F. Resident Support Services:

Interviewee(s): Residency director, resident services administrator, sponsoring or affiliated organizations personnel (librarian, instructional technologist/personnel), faculty, and residents

- Types of support services provided to the residents; provided by the residency program, supporting organization and/or affiliated organization?
- Tutorial programs or other methods of resident academic support
- The extent of academic, disabilities, and other services provided to residents; methods used to promote and track utilization of those services
- The resident handbook and residents policies
- Residents' retention data (% academic dismissal vs leaving for personal reasons)
- Post-resident training employment services and data efforts
- Access to learning resources i.e. library, collections and information technology; provided by residency program or sponsoring org or affiliated org or external contract
- Resident utilization and satisfaction with learning resources

G. Resident Selection

Interviewee(s): Residency director, dean(s), faculty-clinicians, residents

- Selection criteria, policies and procedures for the residency program
- Statistics on applications, acceptance, rejection

H. Educational Program for Residents

Interviewee(s): Residency director, clinic director/dean, faculty-clinicians, residents

- Level on involvement of residency director, faculty and/or the curriculum committee and residents in curriculum design and curriculum change
- Methods/sources for assessment data, including both internal (course grades, exams, clinical entrance/exit exams, etc.) and external (specialized certifications/exams), if applicable.
- Feedback loops/mechanisms (i.e., methods used to implement needed curriculum change following analysis of assessment data).

- Program weaknesses, concerns, and strengths
- Quality and effectiveness of clinical/specialization training (including adequacy of patient volume and diversity, adequate faculty/clinician supervision, availability of external training opportunities,).
- Process for maintenance of course syllabi
- The incorporation of the clinical competencies into the academic program and the assessment of those competencies throughout the curriculum
- Interactions between the academic departments and the clinical program
- Performance on external exams, i.e. specialized exams and certificates, as applicable
- Remediation of residents' deficiencies

Clinics and Assessment of Competencies

Interviewee(s): Residency director, clinic director/dean, faculty-clinicians, residents

- How does the program measure and track each resident has attained each core competency and additional topic-specific competencies of the residency program?
- Assessment of resident learning, including infrastructure and how outcomes data are generated, evaluated, reported and used to improve the program
- Strengths and weaknesses of the clinical training program
- Success rates of residents achieving clinical quantitative and qualitative requirements
- Means to track faculty observation of residents adjusting skills
- Does the residency program use clinic entrance examination and final clinical competency assessment?
- Patient quality assurance program, including type, involvement of faculty, involvement of residents, and impact upon the clinics; Feedback of findings to curriculum and clinics for improvement with examples
- Faculty-residents ratios, peak periods of patient utilization
- Volume and diversity of patients, including types of conditions, age, socioeconomic status,
- Exposure of residents to different types of patient payment/reimbursement, i.e. cash, worker's compensation, personal injury, managed care, public aid, Medicare, charity, etc., if applicable to the program goals and objectives
- Exposure of residents to business functions of the clinics
- Marketing of the clinics
- Preventative care and wellness programs
- Auxiliary clinical experiences, i.e., external or additional clinic rotations, including how residents are assessed

I. Research and Scholarship

Interviewee(s): Residency director, dean(s), faculty-clinicians, residents

- Expectations (and support) for faculty and resident research and scholarly activities
- Relationship between the research activities and the residency program mission
- Means used to promote faculty scholarship/research
- Expectations and incentives for non-research faculty to do research and publish
- Opportunities for resident involvement in research
- Policies and procedures of research activities and related committees (e.g., institutional review board, human subjects committee, research committee, etc.)
- Portfolio of faculty scholarship performed since the last visit
- Current research projects
- Research budget, internal funding for research, and external grants
- Research and scholarship goals tied to planning and budgeting processes
- Sponsoring organization's support of research
- Equipment, training and personnel needs

- Future plans for research at the residency program

J. Service

Interviewee(s): Residency director, dean(s), faculty-clinicians, residents

- Scope of service activities
- Faculty and resident service activities
- Portfolio of residency program services since the last visit
- Service goals tied to planning and budgeting processes
- Sponsoring organization's support of service
- Policies and procedures, where necessary, regarding provision of services provided by residents and faculty

K. Duty Hours

Interviewee(s): Residency director, dean(s), faculty-clinicians, residents

- Residency program's minimum required duty hours for all clinical and academic activities and weekly workload expectations, as provided in Resident Handbook or equivalent
- Policies regarding moonlighting and on-call
- Tracking of resident schedules

L. Completion Designation

Interviewee(s): Residency director, dean(s), sponsoring organization administrator(s)

- Title and type of certificate or degree conferred to resident upon completion of the residency program
- Records of certificate or degrees awarded tracked and managed by residency program and/or sponsoring organization?

3. Off-Campus/Sites (if needed)

Many programs operate clinics at remote (off-campus) sites. The team chair and team member responsible for the clinical operations on the visit should decide which of these clinic sites should be visited prior to the arrival of the team and work closely with the CCE staff in arranging and assisting with the logistics of these visits. The CCE staff will contact the program accreditation liaison to coordinate these activities. This requires coordination of transportation, availability of the clinic director, and timing to allow for observation of active patient care and student training. Time should be allowed for visiting with students/residents at the clinic, observation of care, meeting with the director, and review of patient records. Because of time limitations, it may be necessary to omit visiting small clinics and instead concentrate on visiting only the larger clinical operations or those, which have a unique contribution to clinical education. In particular, if a program relies upon a specific clinic location to accomplish clinical training and clinical competency assessments, that site should be visited.

4. Group/Committee Meetings

Self-Study Steering Committee

This committee is assigned the responsibility for the preparation of the self-study report. Team members meet with this group at the beginning of the site visit (usually immediately following the introduction meeting if scheduling permits). Potential topics for discussion at meetings with the self-study steering committee:

- Charge or directions given to the committee by the senior administration.
- Composition of the committee (Particularly, representation of major groups and constituencies of the program).

- Involvement of, faculty, staff, students or residents.
- Methods used to promote active participation of personnel and students, as well as off-campus groups (alumni, community leaders, etc.).
- Distribution of responsibilities among committee members.
- Methods used to collect and compile information.
- Process for writing and editing the self-study report and for review by campus constituencies.
- Timetable for the self-study process.

Faculty Senate (e.g. Faculty Council, Faculty Governance Body, etc.)

Depending on the program, there is usually some organization that represents faculty at the institution. Most teams will want to meet with this group. In order to promote open discussion, teams usually want the persons present at this meeting to truly represent the faculty (i.e., program administrators should not be present). Most often, at least two team members will be present and an open meeting in which all faculty are invited to attend is scheduled. Potential topics for discussion at this meeting with the faculty include:

- Involvement of faculty in the self-study process.
- Degree to which the self-study report accurately portrays the program's strengths, weaknesses, and plans for improvement.
- Involvement of faculty in curriculum design, change and implementation.
- Faculty workload (adequate FTE's, appropriateness of assignments, etc.).
- Involvement of faculty in program and/or institutional decision making and faculty related policies.
- Effective channels of communication and data sharing, e.g. committees, in-services, etc.
- Effectiveness of the faculty governing body in meeting its stated purposes.
- Opportunities and institutional support for professional development.
- Expectations regarding research, community service, and professional service.
- Major concerns of the faculty.
- Accomplishments of the faculty and its governing body.
- Academic freedom.
- Mechanism(s) to convey faculty concerns to the administration.
- Knowledge, support and involvement in formal assessment of the program.
- Quality of instructional support/resources.
- Institutional integrity.

Student Council (e.g. Student Senate, Student Governance Body, Student Body Assoc., etc.) or Residents

Depending on the program, there is usually some organization that represents students (or residents) at the program. Most often, at least two team members will be present and an open meeting in which all students (or residents) are invited to attend is scheduled. Potential topics for discussion at meetings with the students include:

- Involvement of students (or residents) in the self-study process.
- Involvement of students (or residents) in curriculum design and change.
- Inclusion of students in program committees.
- Effectiveness of program communication.
- Program weaknesses, concerns, and strengths.
- Method used by the program in portraying the purpose of the site-visit and the availability of the team to meet with students (or residents).
- Quality of instructional support/resources (e.g., classrooms, laboratories, AV materials, internet access, learning resource center/library, etc.).
- Opportunities for community involvement.
- Quality and effectiveness of clinical training (including adequacy of patient volume and diversity, adequate faculty supervision, availability of external training opportunities such as preceptorships, ability

- of students (or residents) to meet clinical requirements).
- Mechanism(s) to convey student (or residents) concerns to the administration.

Curriculum and Assessment Committee (e.g. Educational or Curriculum Committee, etc.)

This is the body assigned the responsibility of ongoing review, modification, and implementation of the program curriculum, as well as the assessment of student/resident academic achievement. Depending on the program, these duties may be distributed to more than one committee. Potential topics for discussion at meetings with the curriculum and assessment committee(s):

- Involvement of students/residents in these committees.
- Degree of responsibility/autonomy for curriculum change.
- Methods/sources for assessment data, including both internal (course grades, multi-subject exams, clinical entrance/exit exams, etc.) and external (NBCE exams, Canadian board scores, state licensing exam boards, alumni surveys, etc.).
- Feedback loops/mechanisms (i.e., methods used to implement needed curriculum change following analysis of assessment data).
- Perceived importance and effectiveness of the committee(s).
- Interaction with other committees (e.g., student/resident progress/review committee, faculty governing body, etc.)
- The extent to which faculty are knowledgeable of, and supportive of, the program's formal assessment program.

Institutional Governing Board of the DCP or institution (e.g. Board of Trustees, Directors, Regents, etc.)

This is the body with the ultimate responsibility for the DCP. It typically sets the mission for the DCP, establishes the overall goals for the DCP, approves the institutional/long range plan, hires and oversees the CEO, and approves the final budget. One or more team members will meet with available trustees/directors. The institution will usually have the chairperson or vice chairperson of the governing board present to meet with the team; because this often involves travel of that person, the time for the meeting is established in advance of the team's arrival on campus. Potential topics for discussion at meetings with the institutional governing board:

- Awareness of the board of institutional problems and potential solutions.
- Involvement of the board in planning and budgeting for the DCP.
- Nature and frequency of the interaction of the board with the DCP's CEO and other persons.
- Awareness of the board of the DCP's assessment program, including outcomes.
- Level of involvement in operation/administration of the DCP.
- Institutional investments and financial stability.
- General board functions, policies and responsibilities.
- Potential conflicts of interest, and if any, how they are addressed (e.g., board members with financial ties to the DCP).
- Involvement in the self-study process/review/awareness.
- Evaluation of CEO/succession plans.
- Boards role in institutional advancement, development and fund-raising.

Sponsoring Organization's Governing or Administrative Authority/Official of the Residency Program

The structure of the sponsoring organization of a residency program may defer from program to program. However, the sponsoring organization's governing or administrative authority/official(s) has ultimate responsibility for resources, policies, and quality of education provide by the residency program. This could be the senior administrator of the sponsoring organization that oversees the residency director and/or has responsibility for the residency program's resources, policies, and educational program. This body or administrator, typically approves the residency program's mission/purpose, strategic plan, and budget. Additionally, they may hire, oversee, and evaluate the residency director. One or more team members will meet with the residency program's sponsoring organization's governing or administrative authority/official(s).

Potential topics for discussion at meetings with the institutional governing board:

- Involvement in processes for program effectiveness/evaluation
- Awareness of the residency program's assessment program, including outcomes
- Involvement in planning and budgeting for the residency program
- Nature and frequency of the interaction with the residency director
- Level of involvement in operation/administration of the residency program
- Resources and facilities that support the residency program
- Involvement in the self-study process/review/awareness.
- Evaluation of residency director

Affiliate Organization or Academic Affiliate of the Residency Program

An affiliated organization or academic affiliate to the chiropractic residency program is an institution or organization that operates independently of the residency program but is directly or indirectly involved with residency program. The affiliated institution or organization may provide guidance to the residency program and/or formal services such as instruction, resident support services, library and information technology to support research and scholarship, etc. One or more team members may meet with representatives of the affiliated institution or organization.

- Discussion topics are dependent on the type and scope of services provided to the residency program.
- Formal services provided by the affiliated institution or organization are outlined in a contractual agreement.

5. Team Meetings and "Open Meeting Room"

Closed team meetings are held regularly to review progress, share findings and general observations about the requirements for accreditation within the *Standards*, develop understanding of potential problem areas, identify strengths, have additional team member's follow-up in specific areas and review preliminary report progress in assigned areas. These meetings normally include brief team member reports on individual areas, discussion by the entire team and general review of team progress. This exchange enables team members to pool experiences and resources, stimulate thoughts, question one another, confirm impressions, determine additional areas for examination and discuss issues toward consensus, which is the preferred method for reaching decisions.

Prior to the site visit and in accordance with the Schedule of Events and Council procedures for conducting a site visit, the program is informed of their requirement to notify all constituencies of the program when the CCE site visit team is scheduled to be on campus, the location of the team room and the "open meeting" times available. The "open meeting" time is typically scheduled at the end of the day during each day of the visit (with the exception of the last day) to allow for informal confidential interviews with students, alumni, or program personnel at their discretion. Team members make themselves available for these meetings and they occur under the direction of the Site Team Chair or his/her designee.

The program should provide the team with appropriate meeting room space and logistical requirements while on campus conducting the site visit. The CCE staff and program accreditation liaison will coordinate these efforts prior to the visit. Appendix VIII, Team Room Setup Requirements, provides guidance for this process.

F. Document Review and Availability

The documents required during the site visit normally are available in the team room devoted to team use during the visit. These documents should include items listed in the Onsite Document Requirements (Appendix VI and VII), and also those identified by the program that supplement their self-study report. In relation to the documents located in the team room, the program should include a list and/or table of contents identifying each document and their location (electronic documents may be provided).

The program is also required to maintain on site, and update as necessary, all Council eligibility documents as outlined in Section 1 of the CCE *Standards*. If these documents are not located in the team room, the program should provide a list identifying their location as well. Site visit teams must verify and validate eligibility documentation of the program during the site visit. If relevant and significant changes occur, such as changes to the charter or authority from the state to grant the doctor of chiropractic degree, the eligibility documents must be revised or supplemented accordingly.

NOTE: In submitting materials for initial accreditation or reaffirmation of accreditation, or other reporting procedures, the program agrees to comply with CCE requirements, policies, guidelines, decisions and requests. During the processes of accreditation the program must evidence full and candid disclosure, and shall make readily available all relevant information. The program shall provide the Council with unrestricted access to all parts and facets of its operations, with full and accurate information about program affairs, including reports of other accrediting, licensing, or auditing agencies, as requested (Reference CCE Policy 22).

G. Site Team Chair updates/visits with Program President/CEO

The Site Team Chair meets with the program President/CEO on a daily basis to update and share information in an open dialogue. These briefings begin on the second day of the visit, first meeting in the AM, so the Chair can have an opportunity to meet with the team following the first day's activities and then discuss these findings and/or observations. The CCE staff is also in attendance at these daily briefings. During the visit, items discussed may include, but are not limited to:

1. Areas evaluated and findings to date;
2. Assistance from program President/CEO in obtaining information/documents, if applicable;
3. Feedback from program President/CEO, i.e., how visit is going, questions, etc.

Also, during these meetings with the program President/CEO, both parties will discuss and determine what type of exit interview the Chair will provide at the end of the visit. In all instances, the Chair and program President/CEO will agree to the format of the interview following the below examples:

1. Open forum; oral presentation of concerns/recommendation and strengths, and open discussion about process only (no questions relating to findings); or
2. Open forum; oral presentation of concerns/recommendations and strengths only; or
3. Limited session (site team and selected program reps), oral presentation of concerns/recommendations and strengths only.

H. Site Team Chair Briefing with Program President/CEO

The Site Team Chair also meets with the program President/CEO on the last day of the visit, immediately preceding the exit interview, to discuss the final findings of the team in an open dialogue. The CCE staff also attend this meeting. During the visit items discussed include:

1. Provide program President/CEO with opportunity for clarification/discussion;
2. Provide collegial advice to program President/CEO from Chair (if applicable);

3. Explanation of concerns/recommendations to provide context for the concern;
4. Questions regarding CCE accreditation processes and timelines; and
5. Provide program President/CEO with oral summary of commendations and concerns with recommendations.

I. Exit Interview with Program

The format of the exit interview will be determined as outlined in Section G above, at the discretion of the program President/CEO and Site Team Chair. The team and Site Team Chair will then meet with program personnel and the Site Team Chair conducts the exit interview following the below guidelines:

1. Provides opportunity for program President/CEO to address attendees;
2. Briefs attendees on type and scope/format of exit session (in accordance with Section G);
3. Restates and explains the purpose of accreditation and visit;
4. Explains terminology of report (i.e., concerns/no context, suggestions/optional, etc.) as outlined in the Accreditation Manual;
5. Reviews the timetable for producing the draft team report, correcting errors-in-fact, producing the final team report, and obtaining the program response prior to the status review meeting involving the program, the Site Team Chair, and the Council;
6. Presents, without further review, oral statements regarding any concerns/recommendations and strengths/commendations that will appear in the draft site team report; and
7. (If applicable) begins the open forum discussion regarding process only; and
8. Closes exit interview by thanking the program for hosting the site visit and along with entire site team exits the campus/site.

J. DCP - Summary of Daily Schedule

The following summary depicts a typical daily schedule during a comprehensive site visit to a DCP. With interim and focused site visits, adjustments are made accordingly, but follow similar procedures.

Day One

1. Arrive on campus; acquaint team with team room, facility and document locations (approximately 8 am);
2. Complete a campus orientation tour (if necessary; limited to 15-20 minutes);
3. Conduct introductory meeting;
4. Conduct individual and group interviews/meetings;
5. Review documents provided in team room and others as requested;
6. Conduct informal confidential "open meeting" interviews (if applicable); and
7. Hold evening team meeting (closed meeting; in team room or at hotel).

Day Two

1. Arrive on campus (approximately 8 am);
2. Site Team Chair update/visit with DCP President/CEO (first meeting of day for chair, usually at 8:30 am);
3. Continue conducting interviews/meetings;
4. Verify data. Examine faculty, student, and patient files, as appropriate, board and committee minutes, and DCP policies for complete documentation in keeping with the *Standards*;
5. Conduct informal confidential "open meeting" interviews (if applicable); and
6. Hold evening team meeting (closed meeting; in team room or at hotel).

Day Three

1. Arrive on campus (approximately 8 am).
2. Site Team Chair update/visit with DCP President/CEO (first meeting of day for chair, usually at 8:30 am);
3. Conclude interviews/meetings and scheduled follow-up(s) as necessary;
4. Continue verification and validation of data;
5. Finalize data collection and source documentation;
6. Conduct informal confidential “open meeting” interviews (if applicable); and
7. Hold evening team meeting (closed meeting; in team room or at hotel).

Day Four

1. Arrive on campus (approximately 8 am);
2. Site Team Chair briefing with DCP President/CEO (immediately preceding the exit interview); and
3. Exit interview (usually at 9 am).

K. Residency - Summary of Daily Schedule

Residency program site visits may vary considerably in length and the number of site team members depending on the size and structure of the residency program. The following summary illustrates the daily schedule for a 3 day site visit, as an example.

Day One

1. Arrive on site; acquaint team with team room, facility and document locations (approximately 8 am);
2. Complete a site orientation tour (if necessary; limited to 15-20 minutes);
3. Conduct introductory meeting;
4. Conduct individual and group interviews/meetings;
5. Review documents provided in team room and others as requested;
6. Conduct informal confidential “open meeting” interviews (if applicable); and
7. Hold evening team meeting (closed meeting; in team room or at hotel).

Day Two

1. Arrive on site (approximately 8 am).
2. Site Team Chair update meeting with residency program CEO (first meeting of day for chair, usually at 8:30 am);
3. Conclude interviews/meetings and scheduled follow-up(s) as necessary;
4. Continue verification and validation of data;
5. Finalize data collection and source documentation;
6. Conduct informal confidential “open meeting” interviews (if applicable); and
7. Hold evening team meeting (closed meeting; in team room or at hotel).

Day Three

1. Arrive on site (approximately 8 am);
2. Site Team Chair briefing with residency program CEO (immediately preceding the exit interview); and
3. Exit interview (usually at 9 am).

Section VII Site Team Report and Program Response

A. Site Team Report

The Site Team Chair is responsible for ensuring that individual team member contributions appear in proper sequence in the team report according to the CCE *Standards*, Section 2 (and Section 3, for institutional accreditation). In preparing the team report, the Site Team Chair may seek advice from the CCE staff about report organization, formatting and content.

The Site Team Chair writes the introduction, compiles the composite report, and insures the accuracy of the summary listing of any strengths and concerns with/recommendations. The report is a qualitative assessment of the entire program, but it need not be lengthy. The historical development of the program, its operation, curriculum and requirements for degrees is to be addressed in a brief summary fashion. The report addresses the mission/purpose statement of the program, noting any unique characteristics and/or strengths. Validated and verified problems are addressed as concerns and program strengths as commendations. The report is to be clear and constructive in order to help the program. The evidence used to arrive at such conclusions must support any evaluative statements. The report also focuses on the program's goals and objectives, assessment methods, and outcomes data

The report clearly describes any concerns and recommends a plan and potential for overcoming such challenges. The report must not contain critical material not supported by findings or outside of the scope of the *Standards*.

The site team does not stipulate whether or not the program is meeting the requirements of the *Standards* as this is the prerogative of the Council. However, the team must describe in narrative the activities and supporting data to determine how well the program is addressing and fulfilling each requirement

B. Site Team Report Review & Distribution Process

1. Draft Report & Corrections of Errors in Fact

The draft report is distributed to each team member either by the Site Team Chair or the CCE Administrative Office within 5 days of the last day of the visit.

- a. Within six days of receipt of the draft report, team members review the report and provide narrative clarifications and/or edits to the Site Team Chair.
- b. Within four days of the team members' response, the Site Team Chair, with the assistance from the staff assembles the final version of the draft report and the CCE Administrative Office sends it to the program president/CEO with a Corrections of Errors in Fact letter.
- c. Within seven days of receipt of the letter, the program president/CEO responds to the CCE Administrative Office and Site Team Chair with correction of errors in fact. Other than factual errors, i.e., title/name designation, number corrections, etc. the context of the draft site team report is not open to editing by the program president/CEO at this time. (Note: As the program will be granted an opportunity at a later date to provide feedback on the entire process, this is not the time for the program to respond with its own concerns or recommendations. See Section VIII.A, Site Visit Team Process Evaluation.)
- d. If such substantiation is extensive, the Site Team Chair may need to communicate with team members before completing the final report.

2. Final Report

Once any indicated errors of fact have been verified and corrected by the Site Team Chair, an electronic version of the final report is sent to the CCE Administrative Office.

- a. Within five days of receipt of the corrections of errors in fact, the CCE Administrative Office sends a cover letter and an electronic version (email) of the final report to the program President/CEO and Accreditation Liaison. An electronic version of the report is also sent to the site team members (to include the chair). This normally occurs within four weeks of the conclusion of the site visit.
- b. The CCE Administrative Office also sends a copy of the cover letter to the DCP Governing Board Chair or residency Governing/Administrative official, as an FYI notice of the scheduled status review meeting with the Council.

3. Program Response

Upon receipt of the final report, the program must submit a formal written response to the content, if the report contains any **concerns**. This response is normally submitted 55 days following the conclusion of the site visit, and must be received in the CCE Administrative Office no later than 30 days prior to the Council Status/Progress Review Meeting.

- a. The program response must include the entire site team report text with response text in larger, bold type at the appropriate places within the report narrative. The program *must* respond to any team concerns accompanied by *recommendations*.
- b. Proper documentation must support and clarify the program response. Team *suggestions* may also be addressed, but the program is not required to do so.
- c. The narrative of any response to the Site Team Report must also describe any major program changes made since the site team visit. If the program has identified current or potential major issues or concerns since the team visit, explanation of these must be provided in the narrative of the program response to the team report.
- d. The program must send one (1) electronic version (flash drive/email) of its response to the CCE Administrative Office in accordance with the cover letter and Team Report Timetable.
- e. The Council is provided a copy of the program's *Response to the Final Site Team Report*, 30 days prior to the scheduled Council meeting
- f. The team report then becomes the property of the program.
- g. In the event that the site team report is released to any third party, *the team report must be published only in its entirety, never in an excerpt format*; as such unsupported excerpts might distort the intent of the report and compromise the process of accreditation.

4. Review of Program Response to Final Report

The Site Team Chair, CCE Administrative Office, and Council review the program response in preparation for the status/progress review meeting.

Section VIII Post Visit Activities and Review

A. Site Visit Team Evaluations

To improve the site visit team process and refine team member training, program representatives, team members and the Site Team Chair are asked to evaluate the process. The CCE Administrative Office will distribute site visit evaluation forms requesting completion and return following the conclusion of the site

visit to team members and the Site Team Chair. Council Form 11 enables the Site Team Chair to evaluate the performance of each team member, make recommendations about future site team service, and provides comments regarding the overall process. Council Form 12 enables each team member to evaluate the Site Team Chair, the CCE Administrative Office, and the process. Finally, once the final report has been distributed or after the Council Status/Progress Review Meeting, the CCE Administrative Office staff will forward the *Site Visit Questionnaire* form (Council Form 13) to the program President/CEO (through the Accreditation Liaison) for feedback regarding the pre-visit, visit and post-visit activities, allowing for comments/suggestions concerning the overall process. All such comments are confidential to the Council and CCE Administrative Office.

B. Status Review Meeting

The Site Team Chair and/or designated team members attend the Council status review meeting to respond to Council questions regarding the visit and team report. The process and detailed information regarding the status review meeting is outlined in Section X.

C. Disposition of Documents

Except in the case of an adverse accrediting decision, the CCE staff notifies the Site Team Chair and team members to destroy all materials and electronic files pertaining to the visit following the status decision by the Council. If an adverse accrediting decision is made, the Site Team Chair and team members submit all documentation to the CCE Administrative Office for reference and information in the case of an appeal, and in accordance with the CCE Records Management and File Plans.

Section IX Review of Monitoring Reports

A. Progress Reports

Progress reports address previously identified areas of non-compliance with accreditation requirements or concerns arising from review of a monitoring report. Progress Reports must be submitted to the Council, on a date established by the Council (reference Appendix II, DCP Reporting Requirements). CCE staff will notify the program President/CEO if the report is not sufficient and may request additional or clarifying information. The Council Chair will notify the program if an appearance by program representatives will be required at the next Council meeting.

The progress report is not as detailed or in-depth as a self-study report. The program is required to address the following areas as they apply to the concern(s):

- a. Reference the appropriate Standard(s) and state the concern, as cited in the Council letter.
- b. Discuss actions taken to resolve the concern.
- c. Provide the evidence and outcomes data to demonstrate the concern is resolved, or evidence outcomes data to demonstrate significant progress in resolution of a concern, including the date by which those outcomes should be realized.
- d. Major variances between planned and actual data must be explained.
- e. Provide specific supporting documentation and/or data to evidence resolution of the concern.

B. DCP - Program Characteristic Reports (PCRs)

Periodic Program Characteristic Reports (PCRs) are submitted to the Council in accordance with the CCE policies and procedures. The CCE Administrative Office forwards notification letters and report templates to the DCP in the spring and fall, approximately 60 days prior to the PCR submission date, in accordance

with the CCE Schedule of Accreditation Activities. PCRs are required as one of the reporting requirements the Council utilizes to continue its monitoring and reevaluation of its accredited programs, at regularly established intervals, to ensure the programs remain in compliance with the CCE *Standards* and policies.

PCRs are coordinated with the CCE staff and reviewed at the Annual and Semi-Annual Meetings by the Council for discussion and required action. Prior to each meeting, the Council Chair assigns primary and secondary review responsibilities to councilors regarding PCRs. Following the meeting, the Council provides correspondence to the DCP regarding the action of the Council.

C. DCP - Program Enrollment & Admissions Reports (PEARs)

Annual Program Enrollment & Admissions Reports (PEARs) are submitted to the Council in accordance with the CCE policies and procedures. The CCE Administrative Office forwards notification letters and report templates to the DCP in the fall, approximately 60 days prior to the PEAR submission date. PEARs are required as one of the reporting requirements the Council utilizes to continue its monitoring and reevaluation of its accredited programs, at regularly established intervals, to ensure the programs remain in compliance with the CCE *Standards*, policies, and also in accordance with the annual enrollment reporting requirements established by the U.S. Department of Education.

PEARs are coordinated with the CCE staff and reviewed at the Annual Meetings by the Council for discussion and required action. Prior to each meeting, the Council Chair may assign review responsibilities to councilors regarding PEARs. Following the meeting, the Council provides correspondence to the DCP regarding the action of the Council.

D. DCP - Interim Site Visit Reports

At Annual and Semi-Annual Meetings, approximately nine (9) months prior to a tentatively scheduled interim site visit, the Council reviews the DCP history of reports and site visits since the most recent reaffirmation of accreditation and determines whether an Interim Site Visit will occur, and provides the DCP with a notification letter, in accordance with the CCE Schedule of Accreditation Activities. Approximately 90 days prior to the Interim Site Visit Report submission date, the program is provided with instructions regarding the specific areas of the Standards to address in the Interim report and format requirements. The Council utilizes Interim Site Visits to monitor and reevaluate accredited programs, at regularly established intervals, to ensure the programs remain in compliance with the CCE *Standards* and policies.

Interim Site Visit Reports are initially forwarded to the site visit team for review, 30 days prior to the date of the site visit to the DCP. The Interim Site Visit Report, along with the DCP Response to the Site Team Report, are then coordinated with the CCE staff and reviewed at the Annual and Semi-Annual Meetings by the Council for discussion and required action. Prior to each meeting, the Council Chair assigns primary and secondary review responsibilities to councilors regarding Interim Site Visits. Following the meeting, the Council provides correspondence to the DCP regarding the action of the Council.

E. Special Reports

In extenuating circumstances, the Council may request special reports from the program outside of the normal Council Meeting schedule in preparation for a Special Meeting of the Council to discuss and deliberate regarding the information provided in the report. In these instances, the Council usually convenes these meetings for the benefit of the program to provide expeditious action for various reasons. In other instances, the Council may convene these meetings due to required Department of Education

requirements, Title IV violations or other matters requiring emergent action as determined by the Council.

NOTE: Progress and special report formatting is located in Appendix III, *Response Report Format*. Formatting for PCRs, PEARS, and Interim Site Visit Reports are specific to those reports and provided to DCPs in advance of scheduled submission dates.

Section X Program Appearance before the Council

A. Review of Application Documentation

In preparation for the status review meeting, Councilors review and evaluate the documents comprising the application for initial accreditation or reaffirmation. Reviews include the self-study report, the site team report, the program's response to the site team report and any other documents relevant to the accreditation process. Councilors focus on specific areas as assigned by the Council Chair in preparation for the entire Council to discuss and ask questions of the site team chair, program representatives, and other councilors in their assigned areas.

B. Meetings With Program Representatives

1. The Pre-Status and/or Pre-Progress Review

- a. The Council Chair (or designee) introduces the Site Team Chair and any invited team members; the chair provides a brief summary and answers any questions from the Council.
- b. The CCE Administrative Office provides information regarding the following and offers a brief review, if applicable:
 - 1) A list of outstanding concern(s) from any Council action letter in the current accreditation cycle, including any issues not resolved since the previous accreditation cycle, with historical perspective and a source for each concern.
 - 2) Activities undertaken by the program and the extent to which the program may have addressed and/or resolved the concern(s); and
 - 3) CCE Administrative Office recommendations.
- c. Primary and secondary reviewers (assigned Councilors by the Council Chair) offer a brief analysis of their findings and state any questions that are raised as a result of overall and specific review of the application or report documents. All documentation received by the Council during the initial or reaffirmation of accreditation or progress review processes are open to review and discussion with program representatives. The Council Chair assigns individual councilors to ask questions of the program representatives in the status or progress review meeting.

2. Welcome

- a. The Council Chair introduces/recognizes the Councilors, Site Team Chair, and CCE Administrative Office (*optional*).
- b. The Council Chair requests the program President/CEO to introduce his or her delegation.

3. Purpose of Meeting

- a. Status review
- b. Progress review
- c. Initial accreditation

4. Time Constraints

The Council Chair reiterates meeting time limits, and discloses policies and procedures regarding meeting proceedings, i.e., documents for handout must be approved by Council Chair; documents not related to the accreditation process are not permitted. In most instances, a one hour time limit is recognized for the appearance. The Council Chair reserves the right to adjust the time accordingly, but one hour is typically the standard.

5. Meeting Protocol – Interaction and Communication

- a. The Council Chair invites the program President/CEO to make an opening statement;
- b. Questions are posed to any of the program representatives by the Councilors. The program representatives may refer questions to other members of their delegation, if appropriate;
- c. Questions by Councilors may also be directed to the Site Team Chair, or other members of the site team present at the meeting;
- d. During the appearance session with the program, the meeting is under the direction and guidance of the Council Chair (or designee); and
- e. The Council Chair invites concluding remarks by the program President/CEO.

6. Close of Meeting

The Council Chair thanks the program representatives and indicates that the Council will deliberate and report to the program via:

- a. Council letter for status decisions regarding initial or reaffirmation of accreditation; or
- b. Council letter, in response to a progress, site visit or special report.

NOTE: Numerous letters are sent to programs/institutions following decisions made at Council Annual and Semi-Annual meetings. In all cases, those programs under status review and/or making an appearance before the Council are typically the first priority for letters sent.

7. Post-Meeting Session

Following the status or progress review meeting with program representatives, and after all questions from the Council directed to the Site Team Chair are exhausted, the Site Team Chair is excused. The Council Chair then facilitates discussion among the Council until a consensus decision is made on each item. Finally, the Council considers all documentation and oral presentations and comes to a consensus on the application for initial accreditation, reaffirmation of accreditation or the progress of the program.

8. Outcomes

The various options for Council decisions and actions are described in the CCE DCP *Standards, Residency Standards, and Manual of Policies* regarding initial accreditation, reaffirmation of accreditation, interim activities and Progress Reports. Any questions regarding decisions and actions should be directed to the Council Chair or the CCE Administrative Office.

Appendix I – Council Form 15, Accreditation Status Form - DCP

Accreditation Status

Prepared for *The Council on Chiropractic Education*,
8049 North 85th Way, Scottsdale, AZ 85258-4321. Tel: 480-443-8877. Email: cce@cce-usa.org.

DCP Name: _____

Address _____

City _____ State _____ ZIP _____

Program Telephone Number (_____) _____

Prepared for the _____ (Month/Yr) meeting of the Council, based on the January 2013
CCE Accreditation Standards, Principles, Processes & Requirements for Accreditation

DCP Summary

Type of accreditation status currently held (Programmatic/Institutional) _____

Date accreditation with CCE began (Mo/Yr): _____

Date of last status review meeting with Council (Mo/Yr): _____

Date of next self-study report due to Council (May/Oct Yr): _____

Date of next comprehensive site visit review (Spring/Fall Yr): _____

Date of next status review meeting with the Council (Jan/Jul Yr): _____

Date of next PCR due to Council: _____

Date of next Progress Report due to Council (if applicable): _____

Name of Chief Executive Officer Telephone Number

Name of Governing Board Chair

Board Chair Address

City State ZIP

Chief Executive Officer Signature Date

Appendix II – Council Form 16, Accreditation Status Form - Residency

Accreditation Status - Residency

Prepared for the Council on Chiropractic Education (CCE),
8049 North 85th Way, Scottsdale, AZ, 85258-4321 - Phone: 480-443-8877 - Fax: 480-483-7333

Program Name: _____

Address _____

City _____ State _____ ZIP _____

Telephone Number (_____) _____

Prepared for the _____ (Month/Year) Meeting of the Council based on the January 2016 *CCE Residency Program Accreditation Standards; Principles, Processes and Requirements for Accreditation*.

Residency Summary Verification

Date accreditation with CCE began (Mo/Yr): _____

Date of last reaffirmation of accreditation with Council (Mo/Yr): _____

Date of next self-study report due to Council (May/Oct Yr): _____

Date of next comprehensive site visit review (Spring/Fall Yr): _____

Date of next status review meeting with the Council (Jan/Jul Yr): _____

Date of next Monitoring Report due to Council (if applicable): _____

Name of Residency Program CEO (or equivalent) ()
Telephone Number

Name of Governing/Administrative Official Title of Governing/Administrative Official

Governing/Administrative Official Address

City State ZIP

Residency Program CEO Signature _____
Date

Appendix III – Program Reporting Requirements

Deadline Dates for Reports Submitted to the Council

Accuracy and completeness of reports submitted to the Council are essential factors in the accreditation process. Descriptions, analyses and assessments provided in such reports must be clearly and succinctly stated, and organized in a manner conducive to the work of all the individuals and groups involved in the accreditation process. The following due dates are intended to guide successful completion of reports and assist Programs in preparation and planning; Council correspondence to the Program will provide exact dates at the time of submission.

Report	Date Due *
Self Study	May 1 or October 1 (Requests for extension of submittal dates must be made in writing to the Council Chair by the Program President/CEO)
Self Study Update	No later than 30 days prior to the site visit
Interim Site Visit Reports**	No later than 30 days prior to the site visit
Progress Report (No site visit)	June 1 or Dec 1
Progress Report (Site Visit required)	Mar 1 or Aug 1
Response to Requests for Information	Determined by Council
Response to Site Team Reports	Reference Team Report Timetable (Appendix IV)
Program Characteristic Report**	April 30 or October 31
Program Enrollment & Admissions Report**	December 1
Substantive Change Application	See CCE Policy 1, Substantive Change
Special Report Requested by Council	Determined by Council

* **Due dates that fall on a weekend or holiday are extended to the next business day**

** **Reports not applicable to Residency Program's**

All reports: Send one (1) electronic version (flash drive/Email) to the CCE Administrative Office for review by the Council Chair with assistance from the CCE Administrative Office Staff. Following review and notification, the Program may be required to make revisions and submit final copies (paper and/or electronic) to the CCE Administrative Office. The CCE Administrative Office will, in turn, distribute a copy of the report to each site team member and/or Councilor as directed by policies and procedures or the Council Chair. If a conflict of interest has been noted or declared, a copy will not be sent.

Documents distributed and prepared by the Council may not be altered by the Programs.

Appendix IV – Response Report Format

In preparing responses to site team reports, progress report and/or update/special reports, please keep in mind that Councilors are responsible for reading the reports of several other programs or institutions prior to the Council meeting. For that reason, it is vital that the responses or reports are concise, complete, straightforward and well documented. It is also important that the reports are not cumbersome or unwieldy. Note: This report format is not intended for use when preparing a self-study or PCR.

Order of Report

1. Cover (cover design may include logo, photos and/or graphics)

Must include:

- a. Name of the program or institution
- b. Indicate the type of report (see below for examples):
 - Response to Report of **(Date)** Comprehensive Site Visit
 - Response to Report of **(Date)** Focused or Interim Site Visit
 - Progress Report in Response to Council Letter of **(Date)**
 - Special Report in Response to Council Letter of **(Date)**
 - Update Report in Response to Council Letter of **(Date)**
- c. Date of Report
- d. Prepared by: Name/Title of person(s) preparing the response
Phone
Email address

2. Accreditation Status form (Contact CCE Administrative Office for instructions)

3. Current Organizational Chart

4. Council Letter

If this is a progress, special or update report, include copies of the most recent **signed** Council letter or letters to which the Program is responding. Do not use a print out of the electronic version without the affixed signature for this section of the report. Copy the original letter.

If this is a response to a site visit report, a Council letter is not necessary.

5. The Report

a. Content Requirements

All reports must contain a table of contents and marked with tabs identifying the narrative, attachments and/or exhibits. Attachments and/or exhibits should be specific and limited to the necessary evidence to illustrate a specific point in the report (see example in item 6 below).

Provide clear, complete, yet concise responses to the concerns (or issues noted in the letter if not a concern) providing evidence that may help to resolve each concern/issue. Specify actions that have been taken and provide documentation that they have been completed. The reviewers are looking for documentation that actions **have been completed** and will request for follow-up reports on any

Appendix IV – Response Report Format (cont.)

actions that have not been completed. Avoid vague responses indicating the program or institution “plans” to address a concern in the future. If any actions remain to be accomplished, the program or institution must provide the following:

- 1) An action plan;
- 2) A schedule for accomplishing the plan; and
- 3) Evidence of commitment of resources for accomplishing the plan.

Responsible planning accompanied by official commitments of necessary resources is essential.

Do not reflect a defensive posture. The program or institution should communicate through its responses, a desire to demonstrate that the program or institution has made a substantial effort to comply with the standard in question rather than a desire to “refute” the site team or Council evaluation, and subsequent recommendation.

b. Responses to Site Team Reports

Programs or institutions are required to respond to all concerns contained in a site team report **directly within the body of the report in the order in which they appear** in the site team report. The program or institution will receive an electronic version of the final site team report to use for this purpose.

Following each concern and recommendation, insert:

Program Response:

Detail the program response using a single-spaced, slightly larger font that is not bolded.

The team reports are typically in Calibri 11 font; the Program may choose any other type of font or present its response in a different color that is clearly legible for its response. For example, the response may be red in color or in Times New Roman 12.

c. Response to Progress, Special and Update Reports

Programs or institutions are required to respond to all Council concerns contained within the Council letter (s) **directly within the body of the Council letter in the order in which they appear** in the letter(s). The program or institution will receive an electronic version of the Council letter to use for this purpose.

First, delete the salutation and introductory paragraphs up to the first standard listed in the letter and then, following the Council’s required action paragraph(s) under each standard listed in the letter, insert your response(s) as in the example below:

Accreditation Standards (DCP)- -Section 2.D Resources

The institution develops and maintains financial, learning, and physical resources that support the DCP mission, goals, objectives, and endeavors dedicated to programmatic improvement.

Appendix IV – Response Report Format (cont.)

The program must provide a report on the financial stability of the program and demonstrate its support of the mission, goals and objectives of the program.

Program Response:

Detail the program response using a single-spaced, slightly larger font that is not bolded.

The Council letter is typically in Calibri 11 font; the program may choose any other type of font or present its response in a different color that is clearly legible for its response. For example, the response may be red in color or in Times New Roman 12.

6. Attachments/Exhibits

Provide appropriate documentation (evidence) to support the response. For example, if the response indicates that a faculty member has completed coursework toward the completion of graduate semester hours in a particular field, include transcripts documenting courses completed.

Supporting documentation might include memoranda, minutes, data, or excerpts from catalogues or handbooks listed as **numbered exhibits**. The attachments and/or exhibits should be clearly noted within the body of the report, i.e., “**(Attachment or Exhibit 1)**” with a separately labeled tab divider for each attachment/exhibit.

Please remember to keep attachments brief and to a minimal, if possible. Include only excerpts of larger documents or publications and highlight the related areas for easy review, i.e., if a document is 20 pages in length but you are only referencing two (2) pages in your report, only the two (2) pages need to be included. **Clearly, highlight, mark or underline the related paragraphs or items from document excerpts for fast reference for the reviewer.**

Page Formatting

Use single spacing unless double spacing is necessary for clarity

Use 1-inch margins

Include page numbers in the body of the report

Do not use headers

The footer must be limited to the title and date of the report

Submitting Your Report

Please submit one (1) electronic version of the entire report (including attachments) on a flash drive or via email no later than the date indicated in the Council letter. **The report must be one complete document in Adobe Acrobat format (.pdf), to include attachments and links to attachments when appropriate.**

For email, please send the report to: danner@cce-usa.org

For mailing (flash drive), please send the report to:

Council on Chiropractic Education

Attn: Jeannette Danner, Director of Accreditation Services

8049 North 85th Way

Scottsdale, AZ 85258-4321

Appendix V – Example Team Report Timetable

TEAM REPORT TIMETABLE

(Program)
(Dates of Visit)

(Date)

Exit Interview (Last Day of Visit)

Site Team Chair and team members meet with the program President/CEO, and any administrative staff or others the program President/CEO wishes to have present, at which time the Site Team Chair provides an oral presentation regarding any strengths and/or concerns with recommendations.

(Date)

Draft Report Assembled (Last Day + 5 days)

Site Team Chair and CCE Administrative Office staff assembles the draft site team report and distributes to all team members for their review.

(Date)

Team Members Respond (Last Day + 11 days)

Team members review draft site team report and provide edits to Site Team Chair and CCE Administrative Office staff. Site Team Chair approves draft site team report for distribution.

(Date)

Draft Report (Last Day + 15 days)

CCE Administrative Office staff sends draft site team report to program President/CEO for review of Corrections of Errors in Fact.

(Date)

Corrections of Errors in Fact (Last Day + 22 days)

Corrections of Errors in Fact are sent from the program to the Site Team Chair and CCE Administrative Office. Site Team Chair approves final site team report for distribution.

(Date)

Final Report (Last Day + 27 days)

CCE Administrative Office staff sends final site team report to program President/CEO, Accreditation Liaison, program Governing Board Chair, Site Team Members and Council Chair.

(Date)

Program Response (Last Day + 55 days)

Response to the final site team report is sent from the program to the CCE Administrative Office for distribution to the Council and Site Team Chair.

NOTE: Due dates that fall on a national holiday/weekend are adjusted accordingly. The program Response to the final site team report must be at least 30 days prior to the Council Status Review Meeting in accordance with CCE policies and procedures.

Appendix VI – Onsite Document Requirements - DCP

DCP Site Team Visit - Onsite Document Requirements

The DCP *must* make the following documents available on site for review by the team, if not already provided in the LACC Self-Study Report. Additionally, a listing and/or table of contents of all documents (paper copies or electronic) must be provided in the team room, with the location of each document clearly identified.

1. Eligibility documents as evidence for compliance with the requirements, in accordance with CCE Standards, Section 1.II.B.2 and as listed in Section 1.II.A.2, items a thru I, including the most recent regional accrediting agency actions letter, which provides the current accreditation status of the institution.
2. Program self-study report, exhibits and update report (if applicable)
3. Strategic Plan and supportive planning documents, and other materials pertaining to the program planning and institutional effectiveness/program assessment procedures
4. Organizational charts and related documents
5. Governing board published policies
6. Governing board meeting minutes, pertinent Committee meeting minutes (for example, Curriculum Committee, Research Committee, etc.) for the two (2) most recent years.
7. Current Fiscal Year budget document and other materials pertaining to the budgeting process
8. Current financial audits (last two years and management letters)
9. Other published financial reports, i.e., Financial Aid, etc.
10. Catalog (electronic or hard copy)
11. Student handbook
12. Published admissions requirements and other admissions policies, e.g. transfer of credit, financial aid, scholarships, refunds, international students)
13. List of current DCP students admitted in each of the following categories; International, Transfer & Alternative Admissions Track Plan (AATP); List of current DCP students by academic status, i.e., probation, warning, etc.
14. Most recent Program Enrollment Admissions Report (PEAR), including an analysis of academic performance of AATP students
15. Most recent posting of NBCE scores with Policy 56. Also provide licensing exam and respective registrar data, for the most recent four years, to enable the site to verify the NBCE performance rate.
16. Current DCP completion rate in accordance with Policy 56, and provide the respective registrar data, for the most recent two years to enable the site to verify the completion rate.
17. Faculty manual/collective bargaining agreement
18. Listing of faculty members with associated titles, job description and current courses taught
19. Clinic handbook(s)
20. Data/evidence that demonstrates student achievement of the meta-competencies
21. Example patient electronic health record (EHR) or chart; and EHR user manual or instructions, if applicable.

Appendix VII - Onsite Document Requirements - Residency

Residency Site Team Visit - Onsite Document Requirements

The residency program is required to make the following documents available on site for review by the team, if not already provided in the Self-study report. Note, if the below listed items were provided in the Self-study report, but have been revised or updated after the submission of the Self-study report, the residency program must provide up-to-date documents in the Team Room. Additionally, a listing and/or table of contents of all documents (paper copies or electronic) must be provided in the team room, with the location of each document clearly identified.

1. Program self-study report and exhibits/attachments
2. Strategic Plan and supportive planning documents, and other materials pertaining to the program planning and program-level assessment procedures
3. Organizational charts and related documents
4. Residency program committee meeting minutes for the most recent year
5. Residency program's current fiscal year budget report/document and other materials pertaining to the budgeting process for the Residency program
6. Resident handbook
7. Published resident selection requirements
8. Residency program's faculty-clinician manual/handbook, if applicable
9. Residency program and/or clinic handbook(s)
10. Listing of faculty members with associated titles, job description
11. Data/evidence that demonstrates resident achievement of the clinical competencies. Including resident learning outcomes assessments, and clinical competencies assessment forms, and respective data
12. Example patient electronic health record (EHR) or chart; and EHR user manual or instructions.

Appendix VIII – Team Room Setup Requirements

Site Team Visit - Team Room Setup Requirements

The following items/systems should be available in the team room (on campus/site):

Note: Adjust according to the number of site team members

1. Seven (7) keys to the Team Room; one (1) for the Team Chair, one (1) for the CCE Administrative Office staff and five (5) for distribution to Team Members NOTE: 3 keys for Focused site visits; 4 keys for Interim site visits; 3-4 keys for residency program visits
2. One- two (1-2) computer (PC) set-up in the team room with:
 - a. printer capabilities (in the team room)
 - b. internet access
 - c. program/institution intranet access (if applicable)
 - d. The computers should have Microsoft Word, Excel & Acrobat (.pdf) programs loaded
3. Power cord/surge protector capabilities for site team personal laptops on team table
4. Internet access for all personal laptops (wireless, if applicable, also provide log-in and password)
5. Copier (easy access for team members, not required in team room)
6. One (1) telephone and phone directory of program personnel
7. One (1) dozen pens and pencils
8. Seven (7) post-it note pads
9. Seven (7) pads of note paper (scratch pads 8 1/2 X 11)
10. One (1) stapler
11. One (1) tape dispenser
12. One (1) three hole-punch
13. One (1) box of standard size paper clips
14. One (1) Nametag for each team member (preferably with lanyard)
Name Tag Example: Dr. Chris Smith
CCE Site Team