

**GUIDELINES
FOR
ACCREDITATION SURVEY VISITS
on behalf of the**

**CARIBBEAN ACCREDITATION AUTHORITY
FOR
EDUCATION IN MEDICINE
AND
OTHER HEALTH PROFESSIONS**

CAAM-4.1 -- 2007

**For further information, contact:
The CAAM Secretariat
P.O. Box 5167, Kingston 6, Jamaica
Tel: (876) 927-4765
Fax: (876) 927-6781**

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MEDICINE**

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Table of Contents

GENERAL INFORMATION	1
Introduction	1
The CAAM Secretariat	1
Purposes of the Survey	1
Composition of the Survey Team	2
Full Survey Visits	2
Limited Survey Visits	3
Confidentiality of Survey Materials and Team Findings	4
The Survey Report	4
Notice of CAAM Action	5
Feedback to Survey Team Members	6
Documents Related to the Accreditation Survey	6
Probable Schedule for a Full Accreditation Survey	7
Probable Schedule for a Limited Accreditation Survey	13
Expenditure Report Processing	13
CAAM Travel Reimbursement Policy	13
School Responsibilities	16
Team Chair's Duties	20
Team Secretary's Duties	21
Team Member's Duties	24
Observers on Site Visits	25

GENERAL INFORMATION

INTRODUCTION

The accreditation process assures that medical, dental, veterinary and other health professions schools meet standards of structure, function, and performance and assures society and the health professions that graduates of accredited schools meet the education requirements for further training and the health care needs of the people in the Caribbean.

The Caribbean Accreditation Authority for Education in Medicine and Other Health Professions (CAAM) is recognized by the participating countries as the agency for accreditation of educational programmes for qualifying degrees in Medicine, Dental Medicine, Veterinary Medicine and other health professions. The CAAM was established in 2003 by agreement of the participating countries of CARICOM. The CAAM is empowered to determine and prescribe standards and to accredit programmes of medical, dental, veterinary and other health professions education on behalf of the contracting parties in CARICOM. The CAAM will make its own final decisions about accreditation status.

THE CAAM SECRETARIAT

The secretariat offices are located at P.O. Box 5167, Kingston 6, Jamaica

Tel: (876) 927-4765; Fax: (876) 927-6781

The Executive Director is Mrs. Lorna Parkins.

Information about the secretariat can be obtained from the secretariat's office and on the caam-hp.org web site.

PURPOSES OF THE SURVEY

Accreditation serves two purposes:

- 1) to determine if an institution or programme is in substantial compliance with accreditation standards, and
- 2) to promote institutional improvement and renewal.

The accreditation process is characterized by:

- a. A self-analysis (the institutional self-study) by the school,
- b. An on-site review by a team of surveyors, and
- c. A review of the survey team's written report by the CAAM.

At the completion of the survey visit, the team provides an oral report to institutional executives on the programme's strengths, items of partial or substantial non-compliance with accreditation standards, and transition issues, if any. The CAAM decides the status of accreditation and any requirements for follow-up progress reports or site visits on the basis of the survey team's final written report.

Essentially, accreditation asks the following questions:

1. What are the objectives of the medical, dental or veterinary education programme?
2. Has the institution organized its programmes and resources to accomplish these objectives?
3. What is the evidence that the school is accomplishing its objectives?

COMPOSITION OF THE SURVEY TEAM

The secretariat is responsible for appointing survey teams. The visiting team for a full accreditation survey typically consists of at least four members drawn from a pool of experienced medical, dental or veterinary medicine educators, practitioners, administrators, and members of the CAAM. A CAAM public or student member may also serve on the team. Occasionally, the survey team is joined by a representative from an appropriate regional accreditation agency, ministry of education or health.

For a limited survey, the team generally consists of three members.

An individual with extensive experience in the accreditation process is designated as chair. The team member who serves as secretary is responsible for developing the visit agenda, coordinating visit arrangements, and producing the survey report. A member of the CAAM or its professional staff is present on each team to ensure consistency in the assessment process.

FULL SURVEY VISITS

The CAAM secretariat establishes the survey dates and sends pre-survey documents (including the medical, dental or veterinary education database and instructions for the self-study) to schools approximately twelve months before the visit. The school should send its completed education database, self-study summary report, and other pre-survey materials to the secretariat for transmission to the surveyors at least three months before the site visit.

Visit Structure. Full survey visits normally begin on Sunday afternoon, with a team caucus followed by a meeting with the dean and conclude on Wednesday afternoon after oral exit conferences with the dean and then with the university chief executive.

During the visit, the team will meet with those persons or groups needed to obtain or verify necessary information, including faculty, students, and administrators. Meetings should take place without the presence of institutional executives. The team should successively develop and refine the list of summary findings, beginning at the arrival caucus and continuing during work sessions each evening and prior to the exit conferences. Generally, the visitors meet privately with the dean at the entrance and exit conferences. At the exit conferences with the dean and university executive (vice-chancellor, president or vice-president), the chair should make clear that the survey team's oral report is a preliminary statement of findings and conclusions and not a recommendation or decision on accreditation. The chair should also note that the oral exit report and draft survey reports are strictly confidential.

Team Chair. During the survey visit, the chair of the survey team makes introductions and explains the purpose of the survey. He or she leads the discussions as the survey team works to develop its findings about the programme's compliance with accreditation standards. The chair reports the team's findings and conclusions to institutional executives at the conclusion of the site visit.

Team Secretary. In the two or three months before the visit, the team secretary through the secretariat finalizes the visit arrangements, including the survey visit schedule, and ensures that team members have their specific assignments for the visit and all necessary materials. The secretariat handles oral and written communication with the school and other team members. All team contact with the school should be through the team secretary. The secretary is responsible for completing the survey report from the written findings and evaluations prepared by team members.

Team Members. Team members should prepare for their assigned areas by reviewing the database and self study in depth, and should communicate with the team secretary if they believe that pertinent information is missing. During the survey visit, team members will be responsible for leading the discussion in the session devoted to their assigned areas. Team members are encouraged to bring portable computers to facilitate report preparation. It is essential that all team members participate in the exit conferences on the final day.

After the site visit, the school will have the opportunity to evaluate the survey team and the accreditation process. The results are sent under confidential cover to the secretariat, and are not available to the CAAM when it makes its decisions about the school's accreditation status. Information obtained from the evaluations is used for ongoing review, assessment, and improvement of the accreditation process.

Costs of surveys and related administrative expenses, including reimbursement of site visitors, are borne by the CAAM. Survey team members receive reimbursement forms which are to be returned to the secretariat within 4 weeks of the end of the visit. The expenses of observers are not the responsibility of the CAAM. Except for visits for initial, provisional accreditation schools being surveyed are not responsible for expenses related to the site visit.

LIMITED SURVEY VISITS

Limited survey visits, usually involving three team members, are focussed on specific issues and, therefore, are shorter in duration. Team members generally arrive on Sunday for a team caucus and entrance conference with the dean, as in a full survey. Visits typically conclude on Tuesday afternoon or Wednesday morning, following exit conferences with the dean and the senior university official.

Instead of the education database and institutional self-study prepared for full surveys, a customized "limited database" is developed by the school. Instructions for preparing this "mini-database" are sent to the school by the CAAM secretariat at least 6-months before the visit. The school is expected to send the completed "mini-database" to survey team members and the

CAAM secretariat office at least a month before the visit. The final report of a limited survey is brief and focussed. The limited visit will involve meetings with institutional administrators, faculty members, and students as needed to address the issues being explored during the survey.

CONFIDENTIALITY OF SURVEY MATERIALS AND TEAM FINDINGS

Information about the school, whether contained in the pre-survey documents or obtained on site, is considered confidential and should not be disclosed to other parties. A confidentiality statement is included in the CAAM secretariat's mailing to team members, and must be signed and returned before the survey visit. In order to avoid loss of confidential materials, team members should destroy written documents about the school, including the database, self-study report, previous survey reports, and correspondence between the school and the CAAM, once they have reviewed the draft report.

The team's oral report of findings and conclusions is also confidential. There should be no public release by the team members or by the school of any of the findings. The dean and chief executive (president or vice-chancellor) should wait until receipt of the CAAM's letter of accreditation and accompanying final survey report before making any public comments on the site survey. The dean and university executive are provided with final copies of the survey report for public disclosure as they deem appropriate.

THE SURVEY REPORT

Time line for completing the survey report. The following chart gives the important deadlines for completion of the survey report. Detailed explanations follow immediately afterward.

- A. 7-10 days following survey.----- Deadline for team members to submit their write-ups to the team secretary.
- B. 4-6 weeks following survey-----Team secretary sends the DRAFT report to the CAAM secretariat, to each team member for corrections, and finally to the dean of school for comment.
- C. 2 months following survey -----Team secretary submits final report to CAAM secretariat for printing.
- D. At least 2 weeks prior to CAAM meeting -----CAAM secretariat sends report to members of the CAAM for review prior to meeting.
- E. 2 weeks following CAAM meeting-----CAAM secretariat notifies school of accreditation decision and includes a copy of the final report.
- F. 2-4 weeks following CAAM meeting-----CAAM secretariat notifies team members of accreditation decision.

Content and construction of the survey report. The report should be organized according to the *Guide for Writing a Report on a Visit of a Survey Team*, available from the CAAM secretariat. Appropriate references should be made to the institutional self-study and appropriate

education database. The survey team's summary findings should be amply supported by documentation in the body of the report and the appendices.

Preparing the draft report. To ensure prompt consideration of the school's accreditation status, it is essential to complete the survey report quickly. Team members should submit electronic typescripts to the team secretary within seven to ten days after the site visit, if not by the conclusion of the survey visit. The draft report should be completed within four to six weeks after the visit. The team secretary should stamp it DRAFT and send a copy (including the appendices) simultaneously to the secretariat. Upon receiving the comments of the secretariat, the team secretary should send the draft to the survey team members and after their comments, the draft can be sent to the dean. The cover memo accompanying the draft report should request each recipient to review it within seven working days, returning the marked-up version or comments to the team secretary for final reconciliation of all opinions. The CAAM secretariat reviews the draft report and communicates with the team secretary about organization, format, internal consistency, and thoroughness of the draft report. Team members should ensure that the report faithfully represents their findings and consensus assessments. The dean should be instructed to check the draft for factual errors.

If the dean disputes the tone, findings, or conclusions of the report, and cannot reconcile disputed issues with the team chair and secretary, he or she may write a letter to the CAAM secretariat for inclusion in the CAAM's consideration of the school's accreditation status.

Preparing the final report. After revisions by the team secretary, the final team-accepted report should be sent to the CAAM secretariat for printing. One-sided originals should be provided. The team secretary should sign the report's cover memo to the CAAM prior to submitting the final report. Final survey reports must be received by the CAAM secretariat no later than two months after the survey visit, to allow adequate time for printing and review by CAAM members. The CAAM secretariat should be promptly notified if the team secretary anticipates any delays in providing the final report.

Distribution of the final report. After the report is printed, it is mailed to each member of the CAAM for review prior to the next meeting. File copies of the report are kept at the secretariat.

NOTICE OF CAAM ACTION

When the CAAM meets, it considers and discusses the content of the survey report and makes a decision about the accreditation status of the medical, dental or veterinary education programme. CAAM meetings are held at least once a year and scheduled by the secretariat.

After the meeting, the school is notified of the CAAM's action in a letter from the secretariat to the vice-chancellor/president of the university (or the equivalent chief executive of the academic institution) with a copy to the dean of the school. The letter to the institution is accompanied by the final report. A copy of this letter of accreditation conveying the CAAM decision also is bound into the final copy of the survey report.

The accreditation status determined by the CAAM is considered public information, but the survey report and its findings remain confidential. However, the surveyed institution is at liberty to make public the survey report and the details of the CAAM decision as it deems appropriate.

FEEDBACK TO SURVEY TEAM MEMBERS

Following notification to the school, the CAAM secretariat will send each member of the survey team a copy of the letter transmitting the accreditation decision. Any team member who wants to a copy of the final report should contact the secretariat. Team members are reminded that the report remains confidential.

DOCUMENTS RELATED TO THE ACCREDITATION SURVEY

The school will receive a copy of the medical, dental or veterinary education database, along with instructions, about 11 months before the visit. At this time, the dean of the school being surveyed will receive the following background documentation from the CAAM secretariat:

- ***The documents entitled Standards for the Accreditation of Medical, Dental or Veterinary Schools***, contain the CAAM accreditation standards for evaluating the appropriate education programmes of institutions in the Caribbean Community. Other important publications are available from the CAAM secretariat at P.O. Box 5167, Kingston 6, Jamaica. Both school representatives and survey team members should obtain the materials appropriate for their responsibilities in the accreditation process. The additional available information includes:
- ***Procedures of the CAAM***. This document describes policies and practices related to the CAAM accreditation, the survey process, accreditation decisions and reporting, development and revision of standards, complaint and appeal procedures, and other policies and procedures of the CAAM.
- ***Guide for Writing a Report of a Survey Visit***. This document describes the organization and format of reports for full and limited surveys, including the specific topics that should be addressed in a full survey report. Each team member should refer to this document when writing his/her sections of the survey report. Schools undergoing accreditation review may also find it helpful, since it includes the specific questions that team members are expected to answer in their evaluation of their education programme.
- ***Students' Role in the CAAM***. This outlines the roles and responsibilities of students in the accreditation process, and provides guidelines for topics to be covered in the student-prepared analysis of the medical, dental or veterinary school. The school should be sure that student leaders entrusted with responsibility for managing the student analysis have access to this document.

- *The documents entitled Guide to the Institutional Self-study for Programmes of Education in Medical, Dental or Veterinary Medicine* are provided to the medical, dental or veterinary school as a tool for conducting an institutional self-study and compiling a summary report of self-study findings. This document is essential for the leaders of the self-study groups, and the individuals participating in the self-study committees.

At about three months prior to the survey visit, the school and survey team members will receive a list of team members with names, titles, postal and e-mail addresses, and phone/fax numbers. All contact regarding the CAAM accreditation survey should be coordinated through the team secretary or the CAAM secretariat.

Survey team members also receive a copy of the prior survey report (and any limited survey reports, if applicable) and copies of any progress reports submitted to the CAAM by the school since its last full accreditation survey. Also included is a copy of all correspondence from the CAAM officially transmitting accreditation decisions subsequent to the last full accreditation survey. In the case of a limited survey, a copy of the letter to the school describing elements of the limited "database" to be submitted prior to the survey will be appended.

The medical, dental or veterinary school dean's office should send copies of the completed **education database and institutional self-study summary report** for each member of the survey team and the CAAM secretariat to the secretariat office at least three months before the site visit. The school also should provide team members with a school bulletin, campus map, and lodging and ground transportation information.

PROBABLE SCHEDULE FOR A FULL ACCREDITATION SURVEY

The following prototype schedule serves as a general guide to the topics ordinarily reviewed during a full accreditation survey and the representatives of the school who would be expected to meet with the team. Team secretaries should feel free to modify the prototype schedule as necessary to accommodate the distinctive characteristics of the school being visited, being mindful of the need to assess compliance with all accreditation standards during the visit. Sessions may be expanded, shortened, or altered where appropriate to ensure that all topics to be addressed in the survey report are reviewed; if necessary, the team should divide into two groups to provide sufficient coverage of all necessary issues. Any schedule revisions that would result in a visit ending later than the allocated time should be cleared with the secretariat and communicated to the school so that appropriate arrangements can be made.

The school, in consultation with the team secretary, should select the most relevant individuals to participate in each session. The number of participants in any session should not be so large as to compromise the possibility of discussion.

**Accreditation Visit to (School Name-----) by Survey Team Representing the CAAM
Visit Date-----**

Survey team members:

Names; Position; Institution;

Chair

Team Secretary

Members

Day 1: (Sunday) Arrival: *Background, Governance, Administration and Overview*

- 5:00 *Team caucus*
The team secretary goes over the arrangements and assignments and any adjustments are made. A preliminary discussion of member's perspectives of the strengths and weaknesses as gleaned from the documentation.
- 6:00 *Dean's perspective: Accomplishments, goals, challenges*
Discussion items include:
- * Strengths and weaknesses of the school; changes since last CAAM survey, if appropriate; major current issues
 - * School's goals and directions; principal findings of institutional self-study
 - * Briefing on management and resources of the college/school including: organizational relationships of college/school with university and teaching hospital(s); organization of dean's staff; interaction of dean with college's governance organization, councils, committees and academic departments
 - * Financial status and projections
 - * Research programmes and funding
 - * The status of facilities for education, research and patient care
 - * Faculty development: appointment tracks, promotion, tenure

Day 2: (Monday) *Educational Programme*

Morning

- 7:45 -8:15 Team is collected at hotel (time based on distance to school).
- 8:30 *Overview of the educational programme: philosophy, learning objectives*
Discussion of the school's educational objectives, outcome measures and how they are integrated throughout the curriculum.
- 9:00 *Curriculum design, content coverage, methods of teaching and evaluation of student performance (including resident preparation)*
Discussion of the general design of the curriculum; coverage of disciplines

and subject areas required by accreditation standards; the appropriateness of instructional methods and student evaluation strategies for the achievement of the school's objectives; and resident preparation for teaching and evaluating students.

- 9:45 *Curriculum management and programme evaluation*
Discussion of the system for implementation and management of the curriculum; adequacy of resources and authority for the educational programme and its management; methods for evaluating the effectiveness of the educational programme and evidence of success in achieving objectives; comparability of educational experiences at all sites.
- 10:30 *Break*
- 10:45 *Special programmes, joint degree programmes, research for students or educational innovations*
Discussion of special educational opportunities, MD/PhD and other joint degrees, research opportunities.
- 11:15 *Tour of pre-clerkship learning facilities*
Inspection of lecture halls, small group classrooms, labs, and study areas used for pre-clerkship education of the students. Visit to library and computer learning facilities. The team may be divided or tour as a group.
- Noon *Lunch with pre-clerkship students*
Discussion of student life, personal, academic, career and financial counselling, financial aid; health services; infection control education and counselling; student perspective of curriculum, teaching, and evaluation/grading; students' role and perceived value of student input in institutional planning, implementation, evaluation.
- Afternoon
- 1:30 (Split team) *Required Courses and Clerkships*
Discussion of notable achievements and ongoing challenges in individual courses and clerkships; contributions of individual courses and clerkships in achieving institutional educational objectives; adequacy of resources for education, including availability of faculty to participate in teaching; preparation of residents and graduate students for their roles in student teaching and evaluation.
- 1:30 (Split team) *First-year Course*
- 2:30 (Split team) *Second-year Course*
- 3:30 *Break*

3:45 (Split team) *Major Required Clerkship*

5.00 *Return to Hotel*

Day 3: (Tuesday): *Students, Educational Resources, Finances, Departments, Faculty*

Morning

7:45-8:15 Team is collected at hotel.

8:30 (Split team) *Academic counselling & Learning environment (including student promotion and dismissal policies and due process issues); & Career counselling; Electives; Fourth-year courses*
Effectiveness of academic counselling, policies and procedures for student advancement and graduation and for disciplinary actions; review standards of conduct and policies for addressing student mistreatment, career guidance strategies; advanced and sub-specialty clerkships and electives for rounding out clinical education of the students.

9:15 (Split team) *Admissions and Minority Affairs; Financial aid & debt management, & Personal counselling, Health services*
Discussion of admissions process, selection criteria, quality of applicant pool and matriculants; policies and goals for diversity; financial aid services and debt counselling; review of student health services, health and disability insurance; personal counselling and mental health services; immunizations and policies regarding exposure to infectious diseases and environmental hazards.

10:15 *Break*

10:30 *Library and information technology*
Role of the library and information resources in the educational programme; adequacy of resources and services for the achievement of institutional goals.

11:00 *Hospital tour*
Inspection of educational and student support facilities. Team members should not spend a lot of time reviewing student write-ups of patients or patient charts during the hospital tour. The tour should focus on the areas of student learning and support (conference rooms, library, on-call rooms, etc.).

Noon *Lunch with junior and senior student.*
Discussion of student life, personal, academic, career and financial counselling, financial aid; health services; infection control education and

counselling; student perspective of curriculum, teaching, and evaluation/grading; students' role and perceived value of student input in institutional planning, implementation, evaluation.

Afternoon

If a visit to a geographically remote site is needed, half of the team should use the afternoon block for that purpose while the remaining half reviews departments and institutional finances.

1:30 *Finances*
Adequacy of finances for the achievement of the school's missions; recent financial trends and projections for various revenue sources; financial health of and market conditions for the clinical services.

If the major teaching hospital is owned by the school/university, finances and clinical affiliates may be combined.

2:15 *Clinical affiliates*
Meetings with the leadership of each of the major affiliated hospitals. The team may split to allow for individual meetings or the team may meet with all affiliates as a group.

2:45 *Break*

3:00 *Basic science departments*
Successes and ongoing challenges in administrative functioning of departments; adequacy of resources for all missions (research, scholarship, teaching); departmental support for faculty and graduate programmes, balancing of research and teaching

3:45 *Clinical departments*

The team secretary and Chair and the school should determine if it is necessary to meet all of the clinical department chairs, or only those whose departments offer the major required clerkships. In the former case, the team may need to split to provide adequate coverage.

Successes and ongoing challenges in administrative functioning of departments; adequacy of resources for all missions (clinical, research, scholarship, teaching); departmental support for faculty and residents; balancing of clinical and academic demands on faculty.

4:30 *Institutional faculty issues (Tenure and promotion, faculty governance, faculty development, etc.)*
Discussion of faculty appointment, promotion, and tenure policies; faculty development opportunities; effectiveness of faculty governance; faculty compensation and incentives; opportunities for collegial interaction among faculty.

5.00 *Return to Hotel*

Day 4: (Wednesday) *Faculty, Academic Environment, Exit Conferences*

Morning

7:45-8:15 Team is collected at hotel

8:30 *Light breakfast with junior faculty*
Discussion of faculty development; positioning for promotion and tenure; teaching and evaluation skills; perceptions of curriculum and students; understanding of institutional goals; role in faculty governance; faculty life.

9:15 *Institutional faculty issues* (May include other faculty not otherwise involved.)
Discussion of appointments, promotion and tenure policies, faculty development, faculty role in institutional governance, opportunities for basic science, clinical faculty interaction.

10:00 *Break*

10:15 *Graduate programmes*
Discussion of quality and oversight of graduate training programmes in basic and clinical sciences; contributions of graduate students to the learning environment for undergraduate students.

10:45 *Team Caucus and Lunch (Private Session)*

1:00 *Exit Conference with Dean*

1:45 *Exit Conference with University Leadership and the Dean*

Additional notes on the prototype visit schedule:

a. Because of the limited time available for the initial team caucus, team members may be asked to submit their preliminary assessments of strengths and potential problems to the secretary in advance of their arrival. The secretary can then assemble a preliminary list of findings for discussion during the initial caucus.

b. If a visit to one or more geographically remote sites is required, the team secretary in consultation with the dean rearranges events; e.g. the meeting to discuss finances could be conducted late in the morning on Day 3 (where the hospital tour is indicated in the schedule). The team can then divide to visit the remote campus before or after lunch with students in the last two years of the course.

PROBABLE SCHEDULE FOR A LIMITED ACCREDITATION SURVEY

The first evening (Sunday) meetings preceding the first full day of a limited visit should be structured in a format similar to that of a full survey -- team caucus and entrance conference with the dean, with a team dinner after the latter.

The organization of each day during the visit will depend on the issues to be addressed. The team secretary should work closely with the school to determine the content of individual sessions and the participants in them. The survey will conclude in the same manner as a full survey, at consecutive exit conferences with the dean and the university executive.

EXPENDITURE REPORT PROCESSING

Team chairs, secretaries, and members will be reimbursed for all reasonable out-of-pocket expenses incurred during the trip, in accordance with CAAM travel policies (see below). When team members receive their mailing from the CAAM secretariat three months prior to the survey, the reimbursement form will be included as an enclosure. Any questions regarding reimbursable expenses should be directed to the secretariat.

All participants are expected to arrange their own economy air travel. In order to obtain the most economical fare, reservations must usually be made well in advance of the visit. If a discount fare requires staying over an extra night, the CAAM will reimburse the participant for the additional hotel and meal expenditures, if the savings on the ticket warrant it. The school will book hotel reservations in consultation with the CAAM secretariat office. The CAAM secretariat will supply the survey team members on arrival with per diem cheques that covers the usual airfare, hotel expenses and a third of the members fee. The members should use a credit card for hotel and food expenses and obtain receipts for cab fares or any other applicable expense incurred. Team members must pay their hotel bill upon check-out. The school being surveyed is not allowed to pay these expenses for the team.

Hotel and travel expenses for observers are the responsibility of their own institutions or agencies.

CAAM TRAVEL REIMBURSEMENT POLICY

In order to quickly process reimbursement, original receipts must be provided, particularly for hotel charges in excess of the per diem and airfare. The residuum of the members' fees will be paid on the authorisation of the team secretary at the satisfactory completion of the assignment.

General

The CAAM travel/reimbursement policy is that arrangements should provide the most economical combination of expense, time and convenience. The CAAM expects its representatives to travel in reasonable comfort while distinguishing between comfort and

extravagance. While it is understood that strict adherence to these regulations will not always be possible, significant departure from the regulations must be justified and approved by the secretariat before travel arrangements are made.

Reimbursable Travel Expenses. Travellers on CAAM business will be reimbursed for all actual travel expenses that are reasonable and necessary. Claims for reimbursement of travel expense should be submitted as soon as possible after the completion of the travel on the form provided by the CAAM secretariat.

Air travel. Air travel will be by coach or economy class transportation whenever available. If this class of transportation is not available, notation to this effect must be made to the secretariat before travelling. The original ticket stub must be submitted with the claim for accounting/reimbursement. If electronic tickets were used, stamped boarding passes and the flight itinerary should be submitted in place of a ticket stub.

Travel by private car. Travel by personal car on CAAM business is authorized when this mode of travel benefits the CAAM and is not primarily for the convenience of the traveller. Reimbursement will be at the rate determined by the CAAM.

Rental cars. Car rental expenses will not be reimbursed except with the authorisation of the team secretary for those circumstances which make other transportation modes impractical or unsatisfactory.

Taxi cabs. Taxi cabs should generally be used for relatively short distances. For transportation to and from airports, charges should be described on the expense reimbursement form.

Travel insurance. CAAM will undertake to provide travel insurance for its member staff and others travelling on CAAM business.

Hotel accommodations. The dean's staff of schools being surveyed will make hotel reservations for survey team members, including a suite for the chair or a conference room for team use, guaranteed for late arrival. Each traveller is expected to pay his/her hotel bill upon departure, which will be accounted for/ reimbursed from the Travel Expense Report. (The school being surveyed cannot pay for the surveyors' hotel costs.) The school should check with the secretariat office before making hotel reservations, to discuss lodging and prices, especially in expensive cities.

Restaurant expenses. Personal restaurant expenses are fully reimbursable, and it is expected that reasonable judgment will be exercised. A detailed bill may be required by the secretariat if expenses appear unduly large.

Telephone, email, and faxing. Reimbursement for telephone charges and electronic communication is appropriate for the conduct of business activities. Whenever possible, advantage should be taken of the reduced rates available at certain hours.

Tipping. Appropriate tips (for example, waiters, taxi, housekeeping services) are an allowable

expense.

Non reimbursable expenses. The following personal charges are not reimbursable:

- a. Laundry and valet services
- b. Exercise facilities
- c. Entertainment (i.e., hotel in-room movies)

Prorating expenses. If the traveller combines business for another organization with travel for the CAAM, expenses should be prorated between the organizations.

Required Receipts. Requests for reimbursement must be accompanied by the following original receipts:

- The ticket stub for all commercial transportation, or stamped boarding passes and itinerary when electronic tickets are used.
- Hotel charges.
- Car rental charges.
- Any other expenditure of \$25 or more, including taxi fares.

SCHOOL RESPONSIBILITIES

Please read the General Information section for important information.

Visit Coordinator

When the school receives pre-survey materials from the CAAM about 11 months prior to the date of the site visit, the dean should select a person to coordinate the visit. The site visit coordinator need not be the coordinator of the school's self-study process, although the two roles can be combined. The visit coordinator designated by the school will serve as the liaison with the CAAM secretariat and the team secretary about preparations, scheduling and site visit arrangements.

Survey Team Membership

A list of team members, with titles, addresses, and telephone/fax numbers will be sent to the dean at least three months prior to the survey. The dean should contact the CAAM secretariat promptly if any team member is deemed to be inappropriate due to conflict of interest or other valid reasons. Around the time of the visit, the secretariat will send the school a form to use in providing feedback on the survey team and the accreditation process. This form should be completed after the site visit has concluded and returned to the secretariat; evaluation data will not be available to the CAAM when it reviews the school's accreditation status.

Hotel Arrangements

The dean's office should make hotel reservations for each member of the survey team, and the secretariat staff who are travelling, requesting an institutional or educational discount if available. The school should instruct the hotel to guarantee the rooms for late arrival and to send a reservation confirmation directly to each visitor. The hotel also should be notified that team members will be paying their own bills. Each team member will need a single room, with either a suite for the chair or a conference room for the team to work in during the evenings of the visit (usually Sunday, Monday, and Tuesday).

The team will arrive during the day, staying three nights for a full survey and two or three nights for a limited survey. The team should use a quality, full-service hotel, preferably near the campus and convenient to restaurants, taxi service, etc. The hotel should be of appropriate quality, but not excessive in cost.

Ground Transportation

CAAM site visitors will make their own travel arrangements. Instructions about transportation options from airport to hotel should be provided. In cases where the airport is a substantial distance from the school--or if taxicabs are not readily available at the airport--it may be necessary for the dean's office to arrange ground transportation between the airport and hotel. If so, these arrangements should be coordinated with the survey team secretary.

The dean's office should decide how to transport team members between their hotel and the

school and any healthcare facilities they will visit. The team secretary and visit coordinator should determine where and when the team will be picked up or met at the hotel, and this information should be included in the survey visit schedule.

The Team's "Home Room" at the School

The team will need a home room at the school equipped with a computer and printer compatible with the operating system used by the team secretary, or access to these things in an adjacent area. The home room should have a large conference table and be close to the dean's office, so that staff can control access and adjust the schedule as needed. The dean's office should provide any additional material the team may need in the home room, including copies of self-study subcommittee reports and any other documents requested by the team, such as course evaluations, syllabi, etc.

Continental breakfast and beverages should be available each morning if the schedule is such that the team can leave the hotel each day without taking time for breakfast. It is helpful to provide tent cards for each team member and those with whom they will meet, to assist with introductions as they converse around the conference table. Team members should also have prominent name tags that clip on or hang from a neck chain.

Completion and Mailing of Pre-Survey Materials

About three months prior to the site visit, the dean's office should send a copy of

- (a) the education database,
- (b) the summary report of the institutional self-study task force, and
- (c) copies of all bulletins and catalogues to each team member through the CAAM secretariat.

At this time, the school also should provide the team secretary with the name and contact information for the visit coordinator. The visit coordinator is the main point of contact between the school and the survey team.

Both the survey team members and the CAAM secretariat will review the database and self-study summary as soon as practical after receipt, to ensure that the materials are complete and up-to-date. If any updating is required prior to the site visit, the secretariat or the team secretary will communicate the details to the visit coordinator; updated materials can usually be sent to the team and the CAAM secretariat in a single mailing with the finalized visit schedule.

Maps

Along with the database, self-study report, and bulletin or catalogue, the dean's office should mail to the team members and CAAM Secretariat a map of the city or state marked with the location of the school and principal teaching hospitals/facilities, and a campus guide.

Student Involvement

A well-conducted student survey, with adequate response rate, provides important information for the deliberations of the survey team (see *Students' Role in the CAAM*). Survey teams also always meet with students. Students should be selected and briefed well in advance of the survey so they may provide truly representative student input. The survey team will seek student opinions about a variety of topics, including the quality and adequacy of the educational programme, student academic and personal counselling, health service, financial aid, and the role of students in institutional policy and feedback. Students should serve as guides in the visits to the library, classrooms, laboratories, learning centres, and clinical facilities.

The Visit Schedule

Shortly after receiving the database and self-study, the team secretary will contact the visit coordinator about the schedule, planned along the lines of the example in this document but customized for the characteristics of the institution. Some team secretaries prefer the school to develop the preliminary schedule, while others will choose to do so themselves.

The schedule should be finalized with the team secretary at least three weeks before the team arrives, so that a copy can be sent in advance to each member. The starting time of the visit and the concluding conference with the chief executive (vice chancellor, president, and provost) should be scheduled as soon as possible, so that team members may plan their travel itineraries. When the schedule is finalized, the school should send a copy to each member of the survey team.

The administrators of clinical facilities should be advised that surveyors may be visiting patient care units. The team will not be meeting with the directors of facilities during the tours, unless the team secretary agrees to such meetings as part of the visit schedule. Student guides will conduct the tours. Please note that survey teams will not be expected to view or inspect patient records while touring clinical facilities.

Entrance Conference

The team secretary should contact the dean before the visit to review the team's expectations and needs for the entrance conference, and to discuss the participation of any other parties who may accompany the dean.

Exit Conference/Draft Survey Report

Before departing, the team chair will give the dean and the chief executive (vice-chancellor, president, etc.) an oral report of its summary findings that will be incorporated into the written survey report to the CAAM. Within four to six weeks, a draft report will be sent sequentially to the CAAM secretariat, to survey team members, and to the dean. The dean will be asked to correct errors of fact. Any disagreement with the tone or conclusions of the report should be discussed with the team secretary, who will inform the team chair of the issues and report back to the dean on the outcome. If any items in the draft survey report remain in contention after

informal discussions with the team secretary and Chair, the dean may submit written comment directly to the CAAM secretariat for inclusion in the CAAM's review of the school.

The draft report does not necessarily represent the final report from the CAAM. This will be transmitted subsequent to action by the CAAM. The draft report must be held in confidence and not released to anyone without authorization by the CAAM secretariat. The dean and chief executive (vice-chancellor, president etc.) should wait until receipt of the final survey report and accompanying letter of accreditation before making any public comments on the site survey. The dean and university executive are provided with final copies of the survey report for public disclosure as they deem appropriate.

Site Visit Evaluation

After the site visit has concluded, the dean should obtain feedback from school representatives about the visit and, if desired, about the accreditation process itself. An evaluation form for that purpose is sent to the dean around the time the site visit takes place. Completed evaluation forms should be returned to the secretariat office. The evaluation data will not be made available to the CAAM when it reviews the school's accreditation status.

TEAM CHAIR'S DUTIES

Please read the General Information section for important information.

The Role of the Team Chair

The chair serves as the leader of the team's activities on site and speaks for the team during the survey visit. The chair should consult with the team secretary prior to the survey about organization of the site visit and development of the visit schedule. The chair speaks for the team, including giving the dean and university executive the final oral report summarizing the team's preliminary findings and conclusions. The chair should see that the team paces its work, consolidating its observations and findings at the end of each day so that the identification of strengths and problems is refined each evening. The chair should make sure that team members are introduced at meetings with various groups and that the purpose and focus of the accreditation visit are stated briefly. The chair's exit report should contain all summary findings (strengths, non-compliance and transition issues) to be embodied in the final written report prepared by the team secretary. No written information is presented to the school at the time of the exit interview. The dean and university executive should be advised that the team findings are preliminary and subject to possible modification in the completed survey report and CAAM action, and that the findings should be kept confidential until finalized by the CAAM.

Review of Pre-Survey Materials

The chair should, as soon as possible, review the school's database and self-study summary report. Any potential strengths, non-compliance issues, or transition areas should be communicated to the team secretary before the site visit begins, so that they can be compiled into a preliminary set of summary findings to be discussed at the initial team caucus. The chair should also note any areas where additional information is needed, and communicate this to the team secretary.

The Visit Schedule

The team chair should review the draft schedule with the team secretary to ensure that all relevant issues reflected in the database and self-study summary report are appropriately explored on site. When the team is divided, the chair should lead one group and the secretary the other.

The Survey Report

Like other team members, the chair is responsible for writing sections of the draft survey report. Report sections should address the questions posed in the *Guide for Writing a Report of a Survey Visit*, available from the CAAM secretariat. The team chair should closely review the completed draft survey report to confirm that summary findings are sufficiently documented and supported in the report narrative and appendices. If the school's dean objects to the tone or conclusions of the report, the secretary should review the objections with the team chair. The secretary may then communicate the outcome of that discussion to the dean and/or the CAAM secretariat as needed.

TEAM SECRETARY'S DUTIES

Please read the General Information section for important information.

Pre-Survey Materials

For a full survey, the school will prepare the appropriate education database during the eleven-month period prior to the survey. The school will send a copy of the database and the summary report of the self-study task force to the secretariat and through them to each team member at least three months prior to the survey. The team secretary should review the database for completeness and currency; if important omissions are discovered, the secretary should ask the school's visit coordinator to supply the missing materials. The CAAM secretariat will also screen databases and self-study reports for completeness and currency, but does not review these materials in detail.

The secretary should be familiar with the major findings of the self-study report and student opinion of the school, its programmes, and its services. Reference to the previous survey report and accreditation history, and study of the current materials, will allow the secretary to adjust the schedule to focus attention on important issues.

Visit Logistics

Visit coordinator. Immediately after receipt of the pre-survey material, the secretary should contact the visit coordinator to discuss the visit logistics. The dean should have designated a staff member to be the contact person (visit coordinator) regarding arrangements for the visit, and the team secretary should obtain this person's direct telephone and fax numbers and e-mail address.

Survey schedule. The team secretary should work with the visit coordinator to develop a draft schedule, soon after reviewing the database and self-study summary report. Early study of the pre-survey materials will assist in modifying the sample schedule outlined in the included "Probable Schedule for a CAAM Accreditation Survey." Schools with geographically remote campuses may require a longer visit than the sample schedule indicates; if that is the case, the team secretary should contact the CAAM secretariat to see if the length of the visit should be extended. The team secretary should review the draft schedule with the team chair, who may wish to propose changes to reflect appropriate emphasis of the survey visit. Once the final schedule is established, the secretary should ask the visit coordinator to send copies to all team members.

Hotel reservations. The school will have reviewed lodging prices with the CAAM secretariat office, especially in expensive cities. The secretary should confirm that the dean's office has booked a hotel reservation for each member of the team, with reservations guaranteed for late arrival and have arranged for a suite for the chair or a conference room for team meetings. The hotel should have been instructed to send reservation confirmations directly to each team member. Any additional questions or concerns about the appropriateness of lodging costs should be conveyed to the CAAM secretariat for resolution early in the planning for the visit.

Ground transportation. The school's visit coordinator will make arrangements for transportation for the team during the survey, including transportation between the hotel and the campus each day. The secretary should ask team members to supply their travel itineraries. After reviewing the surveyors' travel arrangements, it may be possible to arrange for group transportation to or from the airport.

Contacting Team Members

Logistics. The secretary should contact the members of the team soon after receiving the database and other materials, to inform them about arrival and departure times, writing assignments, and any other preparations required for the visit. The secretary should ensure that members have received hotel confirmations and remind them of the name of the hotel, its address, and telephone number. It is helpful to know the planned arrival time of the team members.

The secretary should furnish a telephone number and e-mail address to the team members and communicate any special travel instructions or unusual arrangements necessary for reaching the hotel. The secretary should coordinate the activities of any observer.

Writing Assignments. The secretary should examine the pre-survey materials and divide up the items to be written in the report among the team members, asking each to concentrate on specified items and to write a concise section on each topic for inclusion in the final survey report. Team members should also be responsible for leading discussion of their assigned content areas during meetings with school representatives. It will sometimes be necessary to divide the team into two groups in order to cover more subject areas. Each group should be captained either by the team chair or team secretary. Team writing assignments should take into account the splits in team meetings, to make sure that a team member is not assigned any topics where he or she is not present.

Such preliminary findings should be communicated to the secretary at least a week in advance of the site visit to allow the secretary to assemble an initial list of summary findings for discussion during the initial team caucus on the first (Sunday) evening.

Contacting the CAAM Secretariat

The team secretary may want to call the CAAM secretariat before the visit to confer on the status of the database and the self-study report, the visit arrangements, or the role of an observer from a regional accrediting agency or state education department (if applicable). Any problems arising during the visit that cannot be resolved by the team chair and secretary should be communicated immediately to the CAAM secretariat.

Work with Faculty Fellows and Inexperienced Team Members

Full survey teams usually include a CAAM fellow and others who may be new to the role of team member. The team secretary should contact such members prior to the survey to provide a briefing of expectations and assignments. Members should be informed about what materials to

bring along to the survey visit. As with regular members, fellows should be given responsibility for writing sections of the survey report. During the survey, the team secretary should provide mentoring and constructive feedback to the fellow. Following the survey, the team secretary should provide feedback to CAAM secretariat staff on the fellow's performance.

Conduct of the Survey

Team caucus/entrance conference. The team should caucus the first evening of the visit, to make any adjustments in the schedule, confirm responsibilities and review ground rules, and prioritize areas needing attention (for example, potential areas of non-compliance with accreditation standards). The team should review the preliminary findings developed by members based on the review of pre-survey materials.

Collecting Information. The team secretary should inform team members of the schedule for preparing their sections of the survey report. Members either should write the narratives for their assigned areas while on site or submit them within seven to ten days of the survey. The team secretary should bring a copy of the *Guide for Writing a Report of a Survey Visit* to the visit. The most immediate priority of the visit is construction of the list of institutional strengths, non-compliance issues, and transition areas to be presented by the chair at the exit conferences with the dean and campus executives. The preferred practice is for the team to successively develop and refine its summary findings, beginning with the arrival caucus and continuing at work sessions each evening after returning from the school and before dining.

The Survey Report and Deadlines

A table showing the timetable for completing the survey report can be found in the General Information section of this document. Team members should submit their assigned write-ups to the team secretary no later than 7-10 days following the completion of the survey. The team secretary will send the draft report and accompanying appendices to the CAAM secretariat within four weeks after the visit. After receiving comments from the CAAM secretariat and making needed changes, the secretary should send the draft report to the team. Finally, the report should be sent to the dean. In each case, comments and corrections on the draft should be returned to the team secretary within a week after receipt. The team secretary will incorporate revisions and corrections to the draft report. If the dean objects to the tone or conclusions of the draft report, the secretary should review the issues with the team chair and communicate the outcome to the dean or, if necessary, the CAAM secretariat. The secretary should send a clean copy of the final report to the CAAM secretariat for printing.

TEAM MEMBERS' DUTIES

Please read the General Information section for important information.

Logistics and Schedule

The team secretary will provide information about the arrangements, visit schedule, and writing assignments. Participants should arrive in time for the team caucus and entrance conference with the dean, and remain until after the exit conference with the dean and university president on the last day of the visit. For full surveys, the team usually arrives on a Sunday afternoon and holds exit conferences on Wednesday afternoon.

Review of Pre-Survey Materials

All team members should, as soon as possible, review the school's database and self-study summary report in the areas for which each is responsible. Any potential strengths, non-compliance issues, or transition areas should be communicated to the team secretary before the site visit begins, so that they can be compiled into a preliminary set of summary findings to be discussed at the initial team caucus. If there are any notable omissions or inconsistencies in the database or self-study report, the team member should inform the team secretary about them so that the secretary can ask for additional information from the school. Team members should not communicate directly with the school for any reason.

Main Responsibilities

Team members are expected to evaluate the educational programme and the resources supporting it, while assessing the level of compliance with the CAAM's standards as set out in *Standards for the Accreditation of Medical, Dental or Veterinary Schools in the Caribbean Community*.

The team members:

- Collect and record additional data and impressions during the visit.
- Contribute to development of the list of institutional strengths, team judgments regarding non-compliance or incomplete compliance with standards, and areas in transition. These findings are presented orally by the team chair to the dean and university chief executive at the end of the site visit.
- Provide to the team secretary the assigned, written sections of the survey report, either during the site visit or within seven to ten days thereafter. The *Guide for Writing a Report on a visit of a Survey Team* should be used as a template for evaluation and reporting.
- Review and correct the draft survey report prepared by the team secretary as expeditiously as possible, so that the final report can be formatted and forwarded to CAAM members.

OBSERVERS ON SITE VISITS

At times the survey team may include an observer, who may represent a regional or national accreditation agency or oversight body, a representative of one of the CAAM's contracting parties, or a medical, dental or veterinary education leader from a foreign country interested in CAAM's accreditation system. The dean of the school being visited must authorize the participation of any observers.

Generally, observers are there to see the process and not to participate in it. Under some circumstances the team secretary may assign limited areas of responsibility to an observer; if that is the case, the observer will participate in discussions with school representatives in the assigned area(s) of responsibility. Representatives of other accrediting agencies or oversight bodies will not participate in the team's evening work sessions, although they may be invited to join the team for dinner. Such representatives are not authorized to participate in the exit conferences with the dean and university executive.