

Program Director Handbook
What Every Program Director
Needs to Know

August 2019

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Introduction

The Medical Assisting Program Director provides the “glue” that holds the medical assisting program together. Directing a health care program is not an easy job, but it is rewarding, especially when you are the leader of a successful program that is accredited and trains students to enter the work force as entry-level medical assistants.

This handbook was created to help Program Directors and other interested parties understand accreditation and maintain their programs according to the *CAAHEP Standards and Guidelines for Medical Assisting Programs*. The goal is to provide easy reference to questions that everyone who has served as a Program Director has had from time to time. It is not all-inclusive, and the authors of this *Handbook* hope that you will feel free to provide feedback as we strive to improve communication and assistance to those who are on the “front line” in the world of medical assisting education.

Throughout the handbook, you will find references to resources on the MAERB website (www.maerb.org). In order to ensure that documents are up-to-date, we do not provide those materials in the handbook, but we encourage you to use this handbook in conjunction with the website in order to access all the materials that you need.

The Medical Assisting Education Review Board (MAERB)

The Medical Assisting Education Review Board (MAERB) is a Committee on Accreditation (CoA) for CAAHEP, the Commission on the Accreditation of Allied of Health Education Programs. The MAERB is not an accrediting agency; it is an entity that reviews medical assisting programs and makes recommendations regarding accreditation issues to CAAHEP.

Within those accreditation processes, the MAERB fulfills these functions:

- Ongoing review of program compliance and achievement of outcome thresholds
- Development and revision of the Core Curriculum for Medical Assistants
- Conducting accreditation workshops for medical assisting educators
- Conducting workshops for MAERB/CAAHEP surveyors to promote consistent review of programs
- Providing medical assisting educators with current information about CAAHEP and MAERB policies and practices for accreditation

Also, MAERB periodically reviews the Standards and curriculum for Medical Assisting programs and makes recommendations regarding the Standards and curriculum to CAAHEP.

MAERB consists of educators, administrators and practitioners within the field of medical assisting and allied health administration. The members of MAERB represent the approximately 430 CAAHEP-accredited programs. Each member serves as a Liaison to several institutions and works with the MAERB staff to review the pertinent materials. The Liaison is not in direct contact with the institutions; instead, the Liaison works directly with the MAERB office. In addition to reviewing programmatic

materials and making recommendations to CAAHEP, the MAERB members participate in the development and implementation of MAERB governing documents, strategic plans, committee work, and publications.

MAERB is an autonomous unit within the American Association of Medical Assistants Endowment (AAMAE). The American Association of Medical Assistants (AAMA) is a sponsoring organization of MAERB. MAERB makes accreditation recommendations to CAAHEP, not to AAMAE, for the status of accreditation of medical assisting programs.

Legal Status with AAMAE

The Medical Assisting Education Review Board (MAERB) is an autonomous unit within the American Association of Medical Assistants Endowment (AAMAE). The AAMAE is a 501(c)(3) not-for-profit corporation that provides funding for medical assisting education. The MAERB conforms to the requirements of a 501(c)(3) not-for-profit corporation as well as supports the educational mission of the Endowment.

Sponsoring Organizations

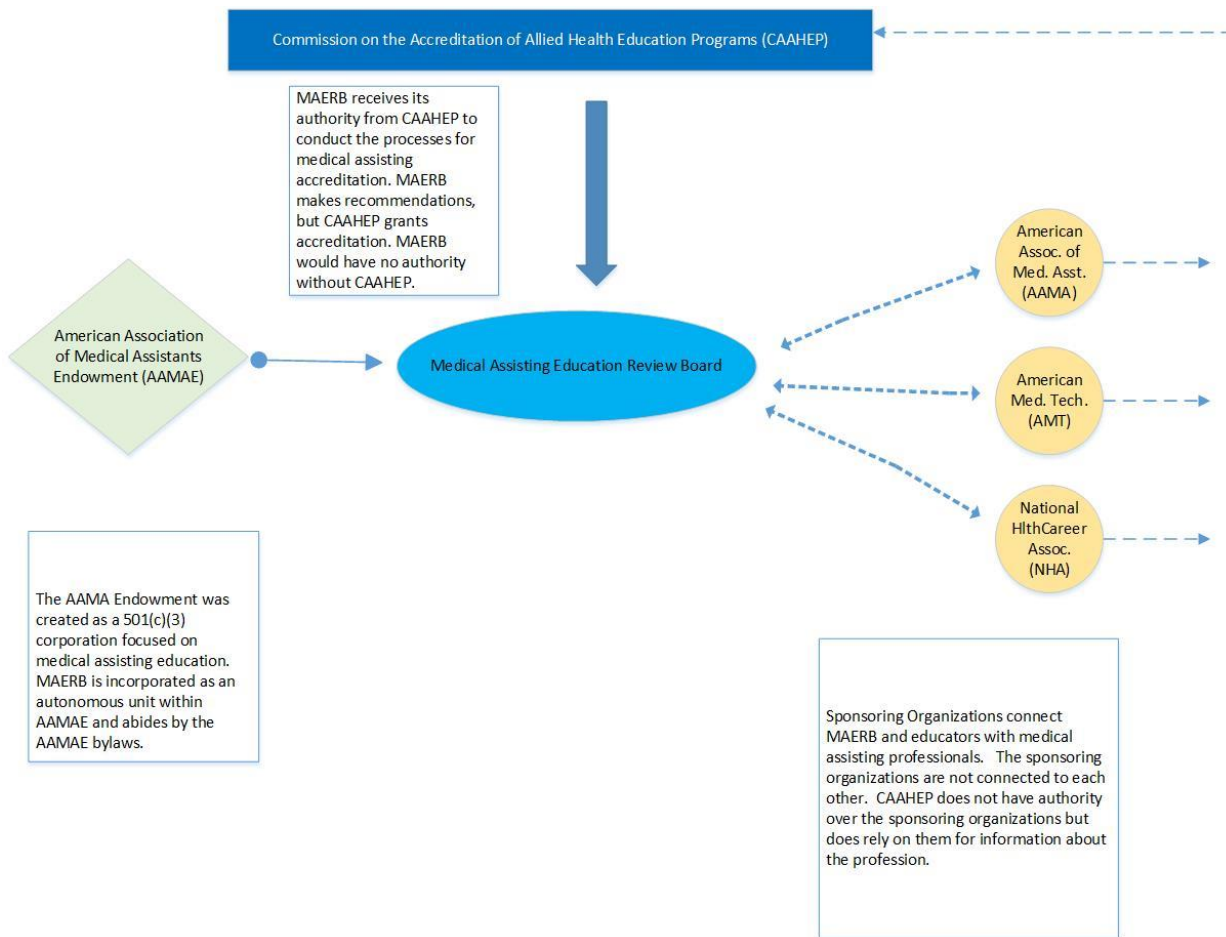
Within CAAHEPs structure, CoAs are required to have sponsoring organizations that provide information about the profession.

The American Association of Medical Assistants (AAMA) is MAERB's founding sponsoring organization, and the relationship between MAERB and AAMA is a close and productive one. As of April 2018, MAERB has acquired two other sponsoring organizations, American Medical Technologists (AMT) and National HealthCareer Association (NHA).

As a sponsoring organization, representatives from each entity attend the open sessions of the MAERB meetings to provide input about the MAERB's communities of interest. In addition, there are times in which there are joint committees for special projects.

The "sponsoring organization" structure is a part of CAAHEP, as every CoA is required to have at least one sponsoring organization, and the majority have several. The goal in establishing sponsoring organizations is to serve as a formal mechanism for acquiring information for those who represent the profession.

The diagram below indicates the relationship between all the entities described above.



The MAERB Office

The MAERB office is located within the office of the American Association of Medical Assistants (AAMA). All programs currently accredited with CAAHEP, as well as those going through the process of initial accreditation, are assigned a MAERB staff member, who serves as the Program Manager for the program and to whom any questions or concerns should be directed. If you do not know the identity of your Program Manager, please contact the MAERB office. This individual has information readily available regarding the programs in their respective case files and should be the first contact with questions regarding your program. Shortly after a program applies for initial accreditation, the respective Program Manager will contact the Program Director. The Executive Director and the Assistant Director of Accreditation, who also serves as a Program Manager, work closely with all the Program Managers to ensure that questions about accreditation are answered promptly and consistently. Program Managers will refer questions as appropriate to the Executive Director and the Assistant Director of Accreditation. In addition, the office remains in frequent contact with the MAERB Liaisons to rely on their expertise. The MAERB staff work together to ensure consistency and accuracy in response to the questions that they receive.

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General Information

Important Contacts

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Overview of CAAHEP Programmatic Accreditation

The Commission on Accreditation of Allied Health Education Programs (CAAHEP) is the largest programmatic accreditor in the health sciences field. Collaborating with its Committees on Accreditation (CoAs), CAAHEP reviews and accredits over 2000 educational programs in 32 health science occupations. CAAHEP is the accreditor to whom the MAERB reports on matters of accreditation. The Medical Assisting Education Review Board (MAERB), one of CAAHEP's CoAs, works with approximately 430 medical assisting programs, conducting all the processes leading up to the accreditation decisions. A CAAHEP-accredited medical assisting program provides its students with an education consistent with CAAHEP's *Standards and Guidelines for Accreditation of Educational Programs in Medical Assisting*. In addition, MAERB provides a Core Curriculum that an accredited program needs to demonstrate it covers. CAAHEP programmatic accreditation includes both annual reports as well as a longer cycle for a comprehensive review, along with required updates on any program changes. This *Handbook* provides details about the specific requirements, but this overview offers a brief synopsis of the process.

Accredited programs submit information to MAERB on an annual basis through online completion of the Annual Report Form (ARF), focusing specifically on program outcomes. These include retention/graduation, job placement, credentialing participation and passage rate, as well as employer and graduate satisfaction. MAERB has created thresholds in order to measure success and compliance with the outcomes. Those outcomes are reviewed every year. Programs are required, according to the 2015 *Standards and Guidelines*, to publish either its retention, job placement, or exam passage from the year prior to the most recent year reported. This information needs to be updated annually.

In addition, programs are responsible for providing clear, accurate and complete information about the program to MAERB by submitting information about substantive changes (personnel, curriculum, location, modality and so on), so that those can be reviewed in order to ensure that the changes are in compliance with the *Standards and Guidelines*.

For the comprehensive review, every program conducts an in-depth self-study process paired with an onsite visit at least every ten years, even though MAERB can require a comprehensive review at any time. Involvement of key faculty and administrators in the review process is essential to gain full benefit of the process.

CAAHEP Standards and Guidelines

To achieve and maintain CAAHEP accreditation, a program needs to comply with CAAHEP's *Standards and Guidelines for the Accreditation of Educational Programs in Medical Assisting*. The *Standards and Guidelines* were initially adopted in 1969, and there have been several versions, as the medical assisting profession and educational environment have evolved. MAERB is charged with reviewing and suggesting revisions to the *Standards and Guidelines* to CAAHEP at least every five years. This review and revision process includes involving the MAERB's communities of interest: educators from CAAHEP-accredited medical assisting programs and sponsoring organizations (AAMA, AMT, and NHA). The 2015

Standards and Guidelines were adopted and implemented in March 2015; programs now operate under those Standards.

In addition, attached to the 2015 *Standards and Guidelines* is the MAERB Core Curriculum in Appendix B.

The 2015 *Standards and Guidelines* identify the minimum requirements that a program must meet in order to become accredited and for the graduates to be prepared to enter the practice of medical assisting. There are five main sections of the *Standards and Guidelines*:

- I. Sponsoring Organization
- II. Program Goals
- II. Resources
- IV. Student and Graduate Evaluation/Assessment
- V. Fair Practices

Appendix A of the *Standards and Guidelines* provides directions for application, maintenance and administration of accreditation. These include administrative requirements for reporting and payment of fees and provide the basis for Administrative Probation if the requirements are not met. The process for requesting inactive status is also found in Appendix A. Additionally, the responsibilities of CAAHEP and MAERB are set forth in Appendix A.

As is discussed above, Appendix B of the *Standards and Guidelines* is the MAERB Core Curriculum. The cognitive objectives and psychomotor and affective competencies must be taught and assessed in a program for accreditation to be granted and maintained. It is important to note that all the graduates must **successfully** complete **all** the psychomotor and affective competences.

On the Educators' tab of the MAERB website, you will find a series of five videos, ranging from 30-40 minutes, that focus on the 2015 CAAHEP *Standards and Guidelines* and MAERB's *Policies and Procedures*.

MAERB Core Curriculum

The MAERB has developed a Core Curriculum (Appendix B) that works directly with the *Standards and Guidelines*. The discussion below refers very specifically to the 2015 *MAERB Core Curriculum*, which is in Appendix B of the *Standards and Guidelines*. In Standard III.C.1, it is stated that the "program must demonstrate that the content and competencies included in the program's curriculum meet or exceed those stated in the latest edition of the *MAERB Core Curriculum*." The *MAERB Core Curriculum* is divided into five specific Academic Subjects:

- Foundations for Clinical Practice
- Applied Communications
- Medical Business Practices
- Medical Law and Ethics

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- Safety and Emergency Practices

Within those five specific areas, there are a total of 12 content areas: Anatomy & Physiology; Applied Mathematics; Infection Control; Nutrition; Concepts of Effective Communication; Administrative Functions; Basic Practices Finances; Third-Party Reimbursement; Procedural and Diagnostic Coding; Legal Implications; and Ethical Considerations; and Protective Practices.

Each of the 12 content areas is divided into three specific learning domains: cognitive, psychomotor, and affective. The items listed within the cognitive domain are referred to as “objectives,” while the items listed within the psychomotor and affective domains are “competencies.” The reason for that distinction is consistent with educational terminology; “objectives” are ideas, concepts, and information that need to be learned and acquired intellectually, while the “competencies” need to be performed.

MAERB defines the domains in the following manner:

- **Cognitive:** Knowledge; mental information; comprehending information, organizing ideas, and evaluating information and actions.
- **Psychomotor:** Manual or physical skills; use of basic motor skills, coordination, and physical movement.
- **Affective:** Behaviors related to feelings, attitudes, interest, attention, awareness, and values are demonstrated by affective behaviors.

It is required of any CAAHEP-accredited program that **all** the cognitive objectives and the psychomotor and affective competencies be taught and assessed. Traditionally, the cognitive objectives are measured via exams, while the psychomotor and affective competencies are practiced and then evaluated. Students need to successfully achieve all the psychomotor and the affective competencies. In addition, the programs need to ensure that students in any class pass all the psychomotor and the affective competencies that are taught in that class for them to pass the course and/or progress in the program. The reason that MAERB focuses on the course, in addition to the program, is because it is important to sequence the teaching and assessment of the competencies logically so that students can build upon that knowledge. Any MAERB Core Curriculum psychomotor and affective competencies that a student will perform at the Practicum must be taught and achieved prior to the student being placed for Practicum.

As stated above, students must be taught specific cognitive objectives. The instructor presents the material, reviews it, and then evaluates the students’ understanding of the material by giving a quiz, test, exam, or any other assignment that is evaluated. These evaluation measurements are up to the discretion of the instructor, but they must be made available to the students in the syllabus or the appropriate addendum.

Psychomotor and affective competencies are treated somewhat differently. These competencies generally involve the performance of a skill which is then evaluated/measured by the instructor. Ideally, the instructor presents the material and then demonstrates the skill (for example, taking an oral temperature). The students should then have an opportunity to practice the skill before being

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evaluated. To be “checked off” on the skill, the student must demonstrate understanding of each step that is required to do the skill appropriately, such as washing hands prior to the procedure and so on. Oftentimes, if students do not pass the first attempt at doing the competency, they are given a second or third opportunity to pass the skill, after they have had the opportunity for additional practice of the skill. As with the assessment of the objectives, the students need to be informed of the method of evaluation. In addition, the program needs to keep a written record of the psychomotor and affective competencies that have been achieved.

Practicum

The *MAERB Core Curriculum* is a central part of the program, and it is paired with the practicum experience, which is designed to provide the students with the opportunity to demonstrate their knowledge of the cognitive objectives and to practice the psychomotor and affective competencies that they have achieved during their coursework. As was stated above, on the practicum students should be performing skills and demonstrating knowledge that they have acquired through the program.

The *2015 Standards and Guidelines* outline in Standard III.C.3 that the practicum needs to be at least 160 contact hours in an ambulatory healthcare setting, and the student must be supervised by an individual who has knowledge of the medical assisting profession. It is required to be completed by graduation. While the students are in the practicum, they must perform a wide range of clinical and administrative skills.

The *2015 Standards and Guidelines* do not require that the Practicum Coordinator visit the practicum sites where students are placed while the students are in the practicum, but it is still required that the Practicum Coordinator “provide oversight of the practicum experience” and “ensure appropriate and sufficient evaluation of student achievement.” Under the *2015 Standards and Guidelines*, **the focus is on the outcomes**. There are several processes that can support the outcome of ensuring that there is oversight and evaluation of student achievement.

Practicum Coordinators now have several options in which they can ensure that they are fulfilling this responsibility. Practicum Coordinators can certainly visit each site if, based upon the feedback of their communities of interest, they determine that it is best to do so. There are, however, other options, such as the ones listed below:

- Visit the sites on a regular basis (documentation: site visit schedule)
- Set up a system of regular phone calls/video chats/visit with the practicum site supervisors (documentation: schedule of “contact” with site)
- Have site supervisors evaluate the Practicum Coordinator’s support (documentation: surveys from site supervisors)
- Have students evaluate the Practicum Coordinator’s support (documentation: surveys from students)

There are several other creative possibilities. It will be important to demonstrate that the Practicum Coordinator is fulfilling the responsibilities of the position, and the methods listed above are just a few options to demonstrate that.

There are resources available to help you document the system that you determine is best for you, and you will find those on the Documents tab:

- **Student Evaluation of Practicum:** a section was added so that the student can evaluate the Practicum Coordinator oversight of the practicum experience.
- **Student Survey of Program Resources:** a section was added so that the student can evaluate the Practicum Coordinator as a Program Resource.
- **Practicum Evaluation of the Student:** a question was added so that the site supervisor could comment on the Practicum Coordinator's role.

Program Directors also frequently have questions about the appropriateness of sites for students to have their practicum. Standard III.C.3 describes the practicum as follows:

III.C.3

Practicum

- a) An unpaid, supervised practicum of at least 160 contact hours in an ambulatory healthcare setting, demonstrating the knowledge, skills, and behaviors of the MAERB Core Curriculum in performing clinical and administrative duties, must be completed prior to graduation.
- b) On-site supervision of the student must be provided by an individual who has knowledge of the medical assisting profession.

In fall 2015, MAERB conducted a survey of the Program Directors of CAAHEP-accredited programs to learn more about the conversations that Program Directors and Practicum Coordinators were having with their communities of interest about the practicum. One of the central questions focused on practicum site placement. In responding to the survey, MAERB organized the material that was submitted to indicate the sites that would be acceptable under the CAAHEP Standards III.C.3 and what sites would not be appropriate. There are some specialty sites that might be appropriate for short-term practicum use, even though students would also need experience at other sites to get a full well-rounded experience to prepare for entry-level medical assisting jobs.

Please note that in certain states where PAs or NPs are allowed to evaluate patients, diagnose, order and interpret diagnostic tests, initiate and manage treatments (including prescribing medicine), it is appropriate for students to experience their practicum at a site which is directed by a PA or NP.

Examples of non-traditional and emerging Practicum Sites that may be acceptable if they are able to provide the full ambulatory health care experience.	Examples of non-traditional and emerging Practicum Sites that can be used, but they might need to be used in conjunction with other sites if they are not able to provide either the full ambulatory healthcare environment OR a mixture of administrative and clinical skills.	Examples of Sites that would not be acceptable for practicum placement
<ul style="list-style-type: none"> • Physician Assistant or Nurse Practitioner offices (in states where they can head their own offices) • Ambulatory Care Clinics based within hospitals • Ambulatory Care military and/or VA facilities • Good Samaritan Clinics (serving low- income population) • Specialty Practitioners (ENT, Cardiologist, OB-Gyn, Plastic Surgery and so on) • Occupational Clinics 	<ul style="list-style-type: none"> • Addiction/Mental Health Clinics • Dialysis Centers • Chiropractic Offices • Laboratories • Dentist Office/Oral Surgery • Rehab facilities • Concierge Services • Child Nutrition Offices • Blood Banks • Pain (management) clinics • Ambulatory Care services in prisons/county jail • Retail Walk-in Clinics • Ambulatory Care School-based Clinics 	<ul style="list-style-type: none"> • Geriatric Day Care • Hospitals • Hospice • Hospitalists Service (Hospital Based) • Emergency Room • Long-term care • Assisted living facilities

There are two issues that are currently coming up in terms of the “unpaid” practicum: workforce development grants and apprenticeship programs. Many programs have employers use a Workforce Development Grant for current employees to enroll in the medical assisting program, as a tuition assistance program. In order to avoid any problem with the practicum, it should be written in the grant that the student is not paid for completing the practicum. In general, a good policy is to place the students in a different facility than the one that they are working with so that it avoids the appearance of remuneration, but if that is not possible, it just needs to be made clear to the site that they understand the affiliation agreement about non-remuneration. Many facilities like for their employees to be placed at a different site, as it allows for cross-training.

The apprenticeship issue is a little bit more complicated, as all CAAHEP-accredited programs need to have an unpaid practicum. In other words, there is no CAAHEP-accredited medical assisting apprenticeship program, but there are CAAEHP-accredited medical assisting programs that have an apprenticeship component. If you are being asked about the possibility of incorporating an apprenticeship component into your CAAHEP-accredited program, you should contact the MAERB office to speak to the Executive Director.

Simulation

Even though there is no discussion of simulation tools in the CAAHEP *Standards and Guidelines*, the MAERB frequently receives questions about simulation in education. There are several tools available for the medical assisting classroom. In fall 2016, the Program Directors of CAAHEP-Accredited programs were surveyed about their use of simulation technology in the classroom, and it was evident that simulation plays an important role in the education of medical assistants. The responses are summarized in detail in a report, *Practicum and Simulation Report*, on the Educators tab of the MAERB website (www.maerb.org). Program Directors, in their responses, explored the strengths and weakness of using simulation tools, as summarized in the chart below.

Strengths	Weakness
<ul style="list-style-type: none"> • Practice, practice, practice • The hands-on experience is invaluable • Can illustrate/actualize the “issue” better than just straight role playing • Provides opportunity to practice in a do-no-harm environment • Allows for reflection after simulation and repetition to avoid mistakes in the future • Gives the students confidence, decreases student anxiety • Allows for a greater variety of patient interactions • There is good instructor-student interaction for critical thinking. • Allows for on-the-spot critical thinking • The controlled situation allows for an objective evaluation • Allows students to practice skills that they won’t get at the practicum • Students can practice safely outside the classroom • Can help to track student progress • Allows the student to focus on the objectives, provides a good foundation for skill development • Students can work at their own pace. • Can limit certain liabilities 	<ul style="list-style-type: none"> • Costs, costs, costs • Maintenance and warranties • Technology breaks down • Nothing replaces human interaction, real-life people • Not always close to the real-world issues, not always realistic • The EMR software is not close enough to the types of software used in the working world. • Difficulty finding good programs • Technology takes a lot of time and sometimes overwhelms the skill that is being taught • Due to costs, the simulations are often shared across several academic programs and scheduling can be difficult. • Some EHR/EMR programs can have flaws • Sometimes students don’t take it very seriously • Can be difficult to work the “soft skills” and varied communication • No possible way to address all the variations • Sometimes they can be too scripted

A recurring question focused on the use of simulation as a substitute for the practicum. At this

time, MAERB does not allow for simulation to be substituted for practicum hours for the following reasons:

- The students are required to achieve the competency in the program, so simulation tools are frequently used for that achievement.
- The simulation environment is totally controlled, and it does not allow for the organized chaos of a working environment.
- Simulation allows for only limited ability to deal with the unexpected and to problem solve.
- It does not allow for the negotiation with personalities.

The MAERB is, however, will revisit this topic in the future, and they will continue this interesting topic of discussion with the Program Directors of CAAHEP-accredited programs.

Policies and Procedures

The MAERB is governed by CAAHEP's *Policies & Procedures*, a document that is available on the CAAHEP website (www.caahep.org). In order to make those policies more specific to the medical assisting educators, MAERB has developed its own *MAERB Policies and Procedures for CAAHEP Accredited Medical Assisting Programs Manual*. In addition to overlapping with CAAHEP's *Policies and Procedures*, the *MAERB Policies and Procedures Manual* provides important fee information, defines key accreditation terminology, expands upon the *Standards and Guidelines*, provides the rationale for specific accreditation decisions, outlines accreditation activities such as progress reports and voluntary withdrawal of accreditation, and includes procedures for reporting program changes. It is vitally important that every Program Director have a good knowledge of MAERB's *Policies and Procedures*.

The MAERB members review and revise the *MAERB's Policies and Procedures Manual* regularly, and Program Directors are informed via email when it is changed.

Educational Competencies for the Medical Assistant (ECMA) and Affective Rubrics

MAERB produces *The Educational Competencies for the Medical Assistant (ECMA)* as a resource for the programs, and it can be used in a variety of ways by educators, practitioners, and physicians. The intended purpose of this document is to provide suggested evaluation methods for meeting each of the entry-level psychomotor and affective competencies as found in the current *Standards*. It is not intended to be an exhaustive listing of all the possible methods of evaluation for each competency within MAERB's Core Curriculum; rather this document provides ideas and evaluation methods that can be used to meet the competencies.

The current entry-level competencies are clearly identified in the heading of each page of this document. Listed under each Entry-Level Competency are suggested methods of evaluation which are provided as a curricular guide for educators in developing associated cognitive objectives, performance objectives, evaluation instruments, and teaching materials and methods. The scope and depth to which they are included in a medical assisting program is an individual program decision. This decision should be based on periodic feedback from the various communities of interest, such as requirements from the local employers, student and graduate recommendations, and advisory committee suggestions.

The suggested evaluation methods in the *ECMA* serve as a **guide** for medical assisting educators in developing these competencies within a specific program.

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In addition, MAERB has created several rubrics to be used as assessment tools for the affective competencies, and, as of September 2017, those affective rubrics have been embedded in the *ECMA*.

Initial Accreditation Packet

The Initial Accreditation Packet is designed very specifically for Program Directors whose programs are applying for initial accreditation. The information in that packet is designed to work in conjunction with the Program Director's Handbook.

The *Standards and Guidelines* are your best resource for developing a quality program. Outlined below are some of the key factors in building and maintaining a quality medical assisting program, related specifically to the *Standards and Guidelines*; at the same time, this overview is not a replacement for the complete *Standards and Guidelines*.

- Develop a clear formulation of the program's goals with specific references to the communities of interest that the educational program serves, along with a regular assessment of those goals and documented contributions from those communities of interest. See Standard II for further elaboration.
- Ensure an adequate budget in order to supply sufficient resources, such as equipment and supplies, to students and faculty. Incorporate on-going Resource Assessments (at least annually) to assess the appropriateness and effectiveness of the required resources with an action plan to correct deficiencies. See Standard III.A for a complete list of resources and Standard III.D for details about resource assessment.
- Put into place a qualified Program Director, Practicum Coordinator and faculty who provide the students with an education that ensures achievement of the entry-level knowledge, skills, and behaviors for medical assistants. See Standard III.B.1-3 for the details about the specific qualifications for and responsibilities of personnel.
- Provide well-balanced and structured course offerings that include cognitive, psychomotor, and affective domains and the required Core Curriculum objectives and competencies for the entire medical assisting curriculum, presented in a logical sequence. Syllabi should include learning goals, course objectives, and competencies required for graduation. See Standard III.C.1 for further explication.
- Provide unpaid practicum experiences that enable students to apply the cognitive objectives and the psychomotor and affective competencies that they have learned, to develop clinical proficiency, and to assume responsibility for the performance of clinical and administrative procedures in an ambulatory health care setting under the supervision of qualified, trained, and knowledgeable personnel. See Standard III.C.2 for details about hours and specific settings.
- Develop methods of evaluation that document the measurement of all cognitive objectives and psychomotor and affective competencies; in addition, there needs to be a tool to record the achievement of all the psychomotor and affective competencies. See Standard IV.A.1-2 for the definition and guidelines for this process.
- Demonstrate ongoing evaluation of program effectiveness through implementation of outcomes assessment and submission of the Annual Report Form (ARF), with the results of the evaluation reflected in the review and timely revision of the program. The required outcomes include retention, job placement, graduate satisfaction, employer satisfaction, and national credentialing participation and pass rate. See Standard IV.B.1-2 for specific details and definitions.

- Set up a system of transparency in providing information to students and communities of interest about the accreditation status along with the academic and student policies, fees, outcomes, and other relevant information. In addition, there needs to be clearly articulated non-discriminatory practices in accordance with specific legal requirements. The program needs to provide notifications about changes to MAERB in a timely fashion. See Standard V for an overview of the many specifics in this area.

Myth Busters

As of fall 2019, we are introducing a new section to the *Program Director Handbook*. We often hear comments from our community that have taken on mythic status. In other words, those ideas and beliefs circulate and become part of the story of CAAHEP accreditation, but like most myths those ideas are based far more on fictions than on truths.

With that in mind, the MAERB has collected a number of those myths and is using this forum to “bust” them. We welcome input from our audience so please contact Sarah Marino (smarino@maerb.org) if you want to share a myth that you have discovered and would like to learn more details about it.

Below you will find the myths, in no discernable order whatsoever:

1. One citation on a site visit means that the program will be recommended for probation.

That is decidedly not true. Policy 335 in the *MAERB Policy and Procedures Manual* outlines when a program may be considered for probation. A recommendation of probation as a result of a site visit can result due to the following reasons:

- a) The practicum component is not at least 160 hours and is not based in an ambulatory health care setting.
- b) The program did not demonstrate that it is teaching a significant number of the MAERB Core Curriculum. By that, it means one-third or more of the cognitive, psychomotor, and affective domains, so it would be many citations.

In addition, when a program is recommended for probation due to a site visit, the program has six to eight months to provide additional documentation in order to address the citations prior to the recommendation going to CAAHEP.

2. Graduate and Employer Surveys are required to be paper surveys sent out by mail.

It is true that Graduate and Employer Surveys need to be sent out, but they do not need to be paper, and they do not need to be sent out by mail. For example, the program can use an online survey mechanism (or some other mechanism) to send out the required questions on the survey forms. In addition, program directors or other staff can call the graduates or employers and get the information over the telephone, filling out the form. In that instance, the person conducting the telephone survey would fill out the form, indicating on the form that it was a telephone interview. Then, the person conducting it would date and sign it. The information can also be gathered in person, using the same formal documentation process.

3. Students need to perform **all** the psychomotor and affective competencies at the practicum.

It is true that, as Standard III.C.3.a states, students need to demonstrate the “knowledge, skills, and behaviors of the *MAERB Core Curriculum* in performing clinical and administrative skills,” but it does not dictate the **entire** MAERB Core Curriculum, as it is unlikely that any site will be able to offer that. The goal is to ensure that students, at the practicum, can use and observe a significant portion of the *MAERB Core Curriculum*.

- 4. If the program director, in completing the annual resource assessment, indicates that a resource needs improvement, that means the program is out of compliance with the Standards.**

The Resource Assessment, which is described in Standard III.D is CAAHEP’s quality improvement tool, and it is very important that CAAHEP-accredited medical assisting programs annually review their resources to ensure that they are being used effectively. At the same time, there is a difference between quality improvement and lack of compliance. If the resource is available and is sufficient, the program is in compliance. It might be, however, that the use of the resource can be improved, which what is commonly referred to as quality improvement.

- 5. The assessment tools in published textbooks that are aligned to the *MAERB Core Curriculum* are always valid.**

It is true that there are a number of textbooks that claim that their assessment tools are aligned with the *MAERB Core Curriculum*, and they use the verbatim language and numbering system as the *MAERB Core Curriculum*, but it is important that the program evaluate those tools to make sure that they are fully covering the *MAERB Core Curriculum*. There are times in which the assessment tools in the published textbooks are inaccurate or incomplete. With the affective competencies, sometime those are listed as being embedded in a psychomotor checkoff list, but it is not quite clear how it is embedded. In other words, the published textbooks can be a good beginning for considering assessment tools for the *MAERB Core Curriculum*, but the tools within those textbooks do need to be evaluated.

- 6. Advisory Committee Meetings always need to have all the participants in the same room.**

It is important to have all (in the perfect world) participants represented at the annual advisory meeting so that there is good representation of the communities of interest, but participation can be electronic. In other words, it is fine to have advisory committee members participate by phone or videoconference. And, knowing how difficult it is to get perfect attendance, Program Directors can follow up with missing members by mail with copies of the minutes and a request for feedback on the topics discussed and the decisions made.

- 7. On site visits, the Site Surveyors are trained to find problems with the program.**

It’s important to consider the function and purpose of the site visit. Prior to the site visit, there is a self-study, and programs evaluate themselves within the context of the CAAHEP *Standards and Guidelines*. During that entire evaluation process, programs often find areas in which they are not in compliance, and the purpose of the self-study is to correct those omissions so that they can document that they are in compliance.

The site visitors review the submitted self-study, and their function is to ensure that the program is in compliance and that the program is representing itself accurately within the Self-Study, so the site visitors are looking closely at the self-study and the CAAHEP *Standards and Guidelines*. The site visitors play an educational role because there are times in which a program might be out of compliance due to a misunderstanding, so the function is to help the program achieve compliance.

- 8. The MAERB always requests Program Directors to evaluate the site surveyor who visit the campus, but Program Directors feel that an honest evaluation of surveyors will result in some form of punishment, such as an extra citation or slower accreditation decisions.**

The evaluations by the program are utterly confidential. The MAERB staff review those evaluations in order to determine use and placement of site visitors, but the MAERB staff make no accreditation decisions whatsoever. The goal of those evaluations is also to learn what type of training will best help the surveyors to do their jobs.

It is very important for Program Directors and other staff members to provide honest and straightforward evaluations of the site visitors in order to ensure the integrity of the accreditation process.

- 9. MAERB/CAAHEP dictates an accredited program's transfer of credit policy.**

MAERB does not dictate an accredited program's *transfer of credit* policy. It is a CAAHEP requirement that each program have a *transfer of credit* policy. There are many CAAHEP-accredited programs that do not allow for transfer of credit. In those situations, the program needs to have a policy stating that. There are other programs that do allow transfer of credit, and those programs need to explain those policies. CAAHEP will evaluate if a program is applying its transfer of credit consistently. Also, programs will be asked how they can ensure that a student who has transferred into the program has achieved all the psychomotor and affective competencies, so Program Directors need to ensure that they can answer that question.

Annual and Ongoing Responsibilities

Outcomes Assessment: Annual Report Form (ARF)

Submission of an Annual Report Form (ARF) is required of all CAAHEP accredited medical assisting programs, and this requirement is clearly articulated in Standard IV.B and elaborated upon in *MAERB Policy 205*. The ARF is used for reporting the outcomes identified in the *Standards*: retention, job placement, graduate and employer participation and satisfaction, and medical assisting credentialing. The data is reported for a five-year period. It will be less than five years if your program is in the initial accreditation period. Each year, the program is expected to update the four previous years' data and add the data for the fifth year. Programs are assigned either a fall or spring date to submit information for the ARF. Determination of when a program's ARF is due is based on the number of admission cycles per year that the program has.

The MAERB is shifting its technology and methodology for collecting the ARF data in the fall of 2019, and, because the technology is not fully developed, programs submitting the 2019 ARF in fall 19 and spring 20 will be using an interim report form. The interim report form will allow MAERB to utilize the new methodology.

As a brief overview of the difference in the organization and reporting of data, in the past MAERB asked the Program Directors to report retention, job placement, graduate survey participation and satisfaction, and employer survey participation and satisfaction based upon admission cohorts. The exam participation and passage were based upon graduation year.

The new method of reporting will still require the Program Director to report retention based upon admission cohorts, but, in contrast with the previous MAERB reporting standards, job placement, graduate participation and satisfaction, employer survey participation and satisfaction, and exam survey participation and passage will all be based upon year of graduation, which is the standard methodology for reporting outcomes to accrediting bodies. Below, you will see a visual representation of the shift.

Outcomes/Section of ARF	Previous MAERB Method		2019 and Beyond Method
Retention	Admission Cohort		Admission Cohort

**Students Graduate from the program,
and the Program Directors report on the categories below.**

Job Placement	Admission Cohort		Graduation Year
Graduate Survey	Admission Cohort		Graduation Year
Employer Survey	Admission Cohort		Graduation Year
Graduate Analysis	Graduation Year		Graduation Year
Exam Participation and Passage	Graduation Year		Graduation Year

This shift in the ARF will require a change in the method by which MAERB Program Directors compile and count the outcome data.

As a courtesy, Program Directors receive a preliminary email one month prior to the ARF going “live” within their cycle, reminding them of the upcoming ARF submission and providing the date when the Revised August 2019

ARF will be available online. There are detailed instructions available on the website. In addition, the MAERB staff create video recordings each spring and fall in order to provide a detailed instruction plan for filling out the ARF.

It is recommended that you gather and organize your data continually throughout the year in order to make the process easier. In addition, you should systematically organize the data so that you are preparing in advance for your comprehensive visit, even if the site visit is several years in the future. In gathering and organizing your data, you need to remember that, beginning with the 2019ARF, for the 2018 admission cohort and graduates, you will be organizing your data by the method outlined above. In other words, you will organize your retention data by admission cohort. In order to define the admissions cohort, many medical assisting programs have an official admissions policy, while other programs establish a trigger course in accordance with MAERB Policy 205. However, from now on, the data to support the job placement rates, the graduate and employer surveys, and the exam participation and passage will be organized by year of graduation.

Please note that you do not need to reorganize the data that you had reported previously. Essentially, for job placement, graduate surveys, and employer surveys, you will start reporting on the 2018 data. You will not need to update the data for the previous years.

To elaborate on the trigger course, a trigger course is the course in which the psychomotor and/or affective competencies are first performed by students and measured by the instructor. For those programs that don't have a formal admissions process, the trigger course is the course used as the basis for collecting and reporting Retention data. If a program uses a trigger course, once a specific group of students have taken and passed the trigger course, they are then considered to be part of the admission cohort. The student may have already taken other courses in the program (such as an introductory medical assisting course or medical terminology, for example), but, until that specific group of students passes that trigger course, the students are not counted as part of the program's enrollment (for retention purposes) which is reflected on the program's ARF. For those programs that do have a formal admissions process, they can use the formal admissions process to define their admission cohort.

The 2019 ARF Tracking Tool, found on the MAERB website, can help you by charting out all your data. Beginning with the 2020 ARF, Program Directors will be required to submit an updated ARF Tracking Tool when they submit their ARF. You will be informed which columns within the ARF tracking tool are required and what columns can be modified and reformatted as you wish. It is important to remember that completion of the 2019 ARF Tracking Tool is not a substitute for maintaining the raw data itself. You will still need to keep the actual raw data for retention, job placement, graduate surveys, and employer surveys, and credentialing exam. It is important that you keep five years of raw data in accordance with *Policy 205*.

If you keep your records updated throughout the year by using the ARF Tracking Tool, you should be able to complete the online ARF quickly and easily. Programs are given five weeks to complete the annual ARF and can pause and restart at any time prior to official submission. If you submit it after the deadline, there is an automatic late fee. Upon submission, the MAERB staff reviews the ARF for validity, as well as for the thresholds, and, if there are errors, you will be asked to correct them as well as pay an administrative fee. Again, good data collection and consistent updating of your own records will help to

prevent any problems. The Annual Report Form Instructions provide you with illustrative detail as well as highlights some typical problem areas.

Outcomes Assessment: Publication of an Outcome

You are required on an annual basis to publish in a public area either the retention, job placement, or exam passage outcome data from the Annual Report form. The chosen outcome that is published needs to be the data of the year prior to the most recent year reported. The information is required to be posted on the program's website. It is not acceptable to provide this information only on internal documents. In other words, it is not enough to include it ONLY on your advisory meeting minutes. You should certainly be sharing your outcomes with your advisory committee, but this information does need to be publicly posted.

If your program offers two different CAAHEP-accredited awards, then you will need to report an outcome for each award. Programs with fall ARFs will typically receive an ARF review letter from MAERB in February/March. Programs with spring ARFs will receive an ARF review letter from MAERB in May/June. You will be given instructions about updating the outcomes information in that letter, as you are required to share that location with the MAERB Office. After receiving the letter, the posted outcome(s) should be promptly updated.

In doing so you are conforming to the 2015 *Standards and Guidelines for the Accreditation of Educational Programs in Medical Assisting*, Standard V.A.4 that states the following:

The Sponsor must maintain, **and make available to the public**, current and consistent summary information about student/graduate achievement that includes the results of one or more of the outcomes assessments required in these **Standards**.

The language highlighted in red is a significant shift from the 2008 *Standards and Guidelines*, as previously sponsors were asked to maintain this information in their files and provide it only upon request.

The change in the language is part of the CAAHEP template for *Standards and Guidelines* and applies to all the Committees on Accreditation (CoA) that are a part of CAAHEP. In brief, CAAHEP is responding to a new requirement set forth by the Council for Higher Education Accreditation (CHEA), the body that recognizes CAAHEP's authority to accredit programs, that at least one of the outcomes be made public. As a CAAHEP CoA, MAERB is required to comply with this new requirement.

MAERB has put in place *MAERB Policy 210* that outlines the requirement for publishing the ARF outcome. In accordance with this policy, CAAHEP-accredited medical assisting programs are required to annually publish either their retention, job placement or exam passage outcome from their Annual Report, and the outcome needs to be published on the website. The chosen outcome published needs to be the data of the year prior to the most recent year reported. For example, with the 2019 ARF, programs will be reporting on data of the admission cohorts and graduation classes of 2018. Because the data of that year may be incomplete at the time of reporting to MAERB, programs will need to publish the data from the year 2017, which is the year prior to the most recent year reported.

The data should not be updated until the program receives its official letter from MAERB acknowledging the status of the Annual Report Form. In that letter, the Program Director will be provided a link to an online form in which the outcome will be reported.

The MAERB Office will collect those links in late spring or summer on an annual basis.

SAMPLE LANGUAGE

You have several options of how you present the outcome to your communities of interest, so there is no right or wrong answer. Below are a few sample options.

1. The medical assisting program at X institution has a job placement rate of 64% for the admission cohort(s) that entered in YYYY.
2. The medical assisting program at X institution has a retention rate of 66% for the admission cohort(s) that entered in YYYY, and there are several support services available to students so that they can successfully complete the program.
3. The exam passage rate for the YYYY graduates is 88%.

ACCEPTABLE PLACES TO POST THIS INFORMATION

It is required, as Standard V.A.4 outlines, that this information be easily accessible to the public, so it does need to be on the website. The following documents are acceptable:

1. Institutional Catalog
2. Institutional Page that lists accreditation information
3. Program Web page
4. Online Student Handbook accessible to current students and incoming students

The information must be accessible to the public, so the easiest venue is the website for that information.

Relevant Resources:

MAERB Policy 205: MAERB has established thresholds for each of the outcomes which must be achieved for a program to remain in good standing. The thresholds are identified and defined in MAERB Policy 205. In monitoring the data, the MAERB focuses on the data from the three years prior to the most recent year.

MAERB Policy 210: "Reporting ARF Outcome(s)" provides you with information about posting the outcome and what type of outcome should be posted.

2019 ARF Tracking Tool: This tool should be used beginning with the 2018 data, which will be submitted on the 2019 ARF.

Outcome Thresholds Chart: This handout provides information about the outcome thresholds that the program is required to meet as well as descriptions about what is appropriate raw data. In addition, it provides a few hypotheticals in order to understand how the ARF is monitored by the MAERB staff and Board members.

Annual Report Instructions (updated annually): This detailed set of instructions covers both the technical aspects of inputting the data into the form, as well as an outline of some of the major problems and issues that arise with the ARF.

Resource Assessment

In Standard III.D, it is explicitly stated that the program must assess the appropriateness and effectiveness of its resources on an annual basis. This task is typically assigned to the Program Director; at the same time, many Program Directors take a collaborative approach because programmatic accreditation is an institutional responsibility. Beginning in the fall of 2020, MAERB will be collecting the annual Resource Assessment from all programs concurrent with the submission of the program's ARF. The goal is to ensure compliance with the Standards. In addition, MAERB will store the resource so if there is any loss of materials or change in leadership, it will be part of the institutional history. MAERB will not review the completed Resource Assessment each year, as that is done by the Surveyors at the site visit, but Program Directors can contact the MAERB office if they have any questions about this requirement.

It is left to the discretion of the Program Director precisely when during the academic or calendar year this assessment will take place. In addition, the Program Director can approach the assessment in a variety of ways. MAERB provides a number of optional surveys—*Student Evaluation of the Practicum* site and the *Student Resource Survey*—but programs can use any other tool that they wish in order to fulfill this required component. The important goal, however, is to ensure that any deficiencies can be identified immediately and that a specific action plan can then be developed and followed.

You are expected to perennially maintain the three most-recent years of the Resource Assessments, and surveyors will be looking for that during the comprehensive review.

Relevant Resources:

Resource Assessment Grid: This grid outlines the standard resources necessary for a Medical Assisting program and provides an outline to assess those resources.

Sample Resource Assessment Form: The MAERB has created a sample Resource Assessment Form in order to help new and continuing Program Directors conduct their annual resource assessment. The template is optional, but it has been designed in conjunction with Standard III.D.

Student Evaluation of the Practicum Site: MAERB provides an optional survey template in which the student, in addition to reviewing the entire practicum experience, also evaluates the site itself and the Practicum Coordinator as a resource.

Student Survey of Program Resources: MAERB provides an optional survey template in which the students evaluate the resources within the program.

Advisory Committee Meetings

You will note that there are frequent references to the medical assisting communities of interest, as defined in *Standard II.A*. The communities of interest include the following: students, graduates, medical assisting faculty, sponsor administration, employers, physicians (MD, PA, DO, NP), and the

public. There must be at least one representative from each of those seven groups, and they should be assigned tasks based upon their knowledge, expertise, and interests. Outlined below are some areas of expertise that can be contributed by specific members.

- Students can provide guidance about the achievement of the specific learning goals and domains.
- Graduates can provide input about how the program prepared them for employment as well as suggestions for improvement in that area.
- Medical Assisting faculty can make suggestions about curriculum, based upon their experience teaching the material.
- The Dean, or Chairperson to whom the Program Director directly reports, represents the sponsoring administration, and they can provide guidance on program effectiveness and implementation of changes.
- Employers (including office managers and nurses) can specifically guide the program on how to best prepare graduates for employment, based upon the trends in the field.
- Physicians (i.e., MD, PA, DO, NP) provide input, with an understanding of the medical assisting scope of practice.
- Public members can speak to their experience within the broader healthcare systems.

The public member has traditionally been, for many of the medical assisting programs, the most difficult to find. The public member should be an informed person with a community focus who has never been employed in a healthcare environment. Public members cannot be current or past practitioners within a profession whose educational programs are accredited by CAAHEP (see www.caahep.org for the list). In addition, the public member cannot be affiliated in any capacity (faculty, staff, and administrator) with a school that has a CAAHEP-accredited program.

The role of the advisory committee is to provide guidance and direction in validating and revising the program, based on the communities of interest's needs and expectations. One of the goals of the advisory committee is to allow you to determine the specific needs and expectations of those communities of interest. While some programs formally survey the advisory committee, other programs conduct that conversation at the meeting and then record it in the minutes. In addition, you will need to solicit their help in the assessment and revision of the program goals and learning domains. Also, it is very important that you seek their input in program changes in response to the external expectations. And, finally, the advisory committee should be informed of the program's performance on the outcomes and should have the opportunity to provide feedback on those outcomes.

While the *Standards* require only one advisory committee meeting per year (whether academic or calendar year), there may be periods in which that is not sufficient. It is vitally important to keep minutes of advisory meetings as well as lists of attendees in order to document the type of input that you receive.

Along with the items discussed above, here is a list of other possible agenda items:

- Share the feedback that you receive from the graduate and employer surveys and seek input about methods of addressing any specific areas of concern.
- Share your Annual Report (ARF) and discuss the outcomes.

- Share the Resource Assessment grid and ask for help in creating action plans for any deficiencies.
- Seek input on needed curriculum revisions.

If there are members of your community of interest who do not attend a specific meeting, you need to send them the meeting minutes and solicit their feedback to those minutes. They may not reply, but you have given them the opportunity to do so.

Beginning in the fall of 2020, MAERB will be collecting the annual Advisory Meeting Minutes from all programs concurrent with the submission of the program's ARF. The goal is to ensure compliance with the Standards. In addition, MAERB will store the resource so if there is any loss of materials or change in leadership, it will be part of the institutional history. MAERB will not review the Advisory Meeting Minutes, as that is done by the Surveyors at the site visit, but Program Directors can contact the MAERB office if they have any questions with the requirement.

You will submit three years of advisory minutes with your Self-Study report; during the visit, the surveyors will expect to meet with current members of the advisory committee.

Relevant Resources:

MAERRB Policy 230: This policy outlines the required composition of the advisory committee.

Advisory Committee Agenda and Checklist Template: This template provides an outline of items covered during the advisory committee meeting, designed as a guide for the Program Director. It is available on the MAERB website.

Program Changes

As is outlined in Standard V.E and Appendix A of the *Standards and Guidelines*, programs and, by extension, institutions are responsible for providing MAERB/CAAHEP with regular updates. In this section, the focus will be on the substantive changes that are most commonly reported to the MAERB office. There are fees for some of these changes, and these are outlined in the Accreditation Fee Schedule; failure to pay any fee by the final due date will result in the program being assessed a late fee. If the fees are not paid after the second notice, the program will be placed on Administrative Probation by CAAHEP. *MAERB Policy 330* outlines the definition of Administrative Probation.

Medical Assisting Personnel Changes: The program/institution needs to report any changes in the Program Director, Practicum Coordinator, or Medical Assisting Faculty to MAERB. There is a separate workbook that need to be filled out for each of these three positions so that the MAERB office can review them in order to determine that the specific qualifications for these positions are being met. These workbooks need to be downloaded from the MAERB website and filled out completely. In addition, documentation is necessary to support the qualifications for each respective position. Both the Program Director and the Medical Assisting Faculty must document instructional preparation received in educational theory and techniques, to include at least one of the following:

- Formal course taken in the field of education, as demonstrated on an official transcript

- Completion of a workshop/seminar, as documented by a program content outline and certificate of completion, including the number of hours completed
- Completion of an in-service workshop, as documented by a content outline and proof of successful completion, including number of hours completed

The topics that relate to educational theory and techniques include learning theory, curriculum design, test construction, teaching methodology, or assessment techniques.

When the workbooks are complete, they should be emailed to the program's designated MAERB Program Manager for review. If they are incomplete, the Program Manager will contact the program/institution for more detail.

Relevant resources: MAERB Policy 240, 245, 250 and Faculty, Practicum Coordinator, and Program Director workbooks.

Chief Executive Officer & Dean (more accurately, the individual to whom Program Director reports):

Changes in these positions can be made via email to the Program Manager and must include the following:

- name
- listing of highest academic credential
- title
- street address (if different than the program's business address)
- business email address
- business telephone number

Curriculum Changes

Programs are required to report all curriculum changes to MAERB, including a brief description of the change and electronic copies of revised syllabi. If the change includes the addition or deletion of a course or is one that represents a significant departure in content, it is recommended that the change be reported prior to implementation. In addition, if there is a minor shift in the number of credit/clock hours, resequencing, renaming, or renumbering of a course or a change in modality (i.e. online or hybrid delivery), those changes also need to be reported. There is a Curriculum Change workbook available on the website. With these changes, it is a good idea to call your Program Manager to see if a workbook needs to be filled out or if a narrative and syllabus will suffice.

Relevant Resources:

MAERB Policy 235 and Curriculum Change workbook.

Addition or Change in Degree/Credential:

If an institution wishes to either add an additional award (certificate/diploma or degree) option for which it will be seeking CAAHEP accreditation or switch the award granting option, then the institution will need to work with the Program Manager. The process entails submitting a *Request for Accreditation Services* form online and completing an Award Granting Option Self-Study Report. Before beginning to work on this special Self-Study Report, please talk with your Program Manager.

Relevant Resources: *MAERB Policy 120 and Award Granting Option Self-Study Report.*

Sponsoring Organization Changes:

These changes can include changes in ownership, a transfer of sponsorship, or any adverse decision affecting the school's institutional accreditation. In these situations, the first step would be to describe the situation to the Program Manager, who will, in consultation with the Executive Director, outline the correct path to follow; the path can vary, depending upon the particular context.

Relevant Resources: *MAERB Policies 255 and 260*

In addition, it is necessary for institutions to notify MAERB if the school has changed its name or if the program has moved to a different location.

Document Retention and Record Keeping

Medical Assisting student records must be maintained for CAAHEP accreditation purposes, as is detailed in Standard IV.A.2 and outlined in *MAERB Policy 220*. (There may be other requirements for institutional accreditation, so it is important to work with your administration and institutional accreditor as well). To consider the information that you need to keep, review *Documents for On-Site Review and Document Checklist*, which is found on the MAERB website; in addition, it will be a very good idea to look at the *Continuing Accreditation Self-Study Report Template* in order to see what you are being asked for initially. Understanding what the surveyors will look at will help you to plan ahead and retain the appropriate documentation. The explanation below is a brief overview of document retention and record keeping.

As outlined above in the section about the ARF and discussed in MAERB Policy 205, it is necessary to keep five years of raw data to support the aggregated information within the ARF. Beginning with the 2019 ARF, the raw data must be organized by the year of graduation, except for the Retention data.

In terms of documentation to support compliance with the *MAERB Core Curriculum*, you will need to retain the materials indicating that you taught and assessed the cognitive objectives and the psychomotor and affective competences for the most recently assessed group of students for each of the courses that include any of those objectives and competencies. For example, if you teach specific cognitive objectives and psychomotor and affective competencies in your *MA 101* course in the fall of 2019, and it will not be taught again until fall 2020, you will need to keep the materials illustrating that you taught and assessed those objectives and competencies. For the cognitive objectives, the documents that you include to indicate measurement of the objective will be the blank exam with the test question/s that relate to the specific objective highlighted and any other required assessments, if applicable. For the psychomotor and affective competencies, the documents that you include to indicate measurement will be a copy of the blank skills assessment tool used to assess student achievement of each psychomotor and affective competency. In addition, you can include the blank work product, if applicable, but this is optional.

It is necessary to keep the student records for the most recently assessed class for a specific course as well. For the cognitive objectives, you need to provide a gradebook documenting assessment of all students in the most recently assessed class. You will need to keep a tracking mechanism (options include, but are not limited to 1) a master competency checklist for each student in that class or a

detailed grade book that lists each of the competencies, or 2) the completed, graded student work for all students in that class) to demonstrate that the students in that course achieved 100% of the affective and psychomotor competencies.

Outlined below is a chart that explains the timeframes required for certain documentation focused specifically on documentation that needs to be retained for specific time periods.

Number of years retained	Documentation
3 years	Advisory Committee Minutes
Current	Budget
3 years	Annual Resource Assessment
3 years	Raw data (surveys, documents, meeting minutes) to support the Resource Assessment
Five years that matches the current ARF	Raw data for the following: participation and performance on national credentialing exams, program attrition/retention statistics, graduate satisfaction survey, employer satisfaction survey, positive job placement rates. With the new ARF Form, the programs will be required to keep five years for retention and exam participation/passage. The graduate and employer surveys and the positive job placement rates raw data will increase incrementally as MAERB continues to work with the tool.
Most recently assessed group of students	Practicum Evaluations
Most recently assessed group of students	Tracking Mechanism for Psychomotor and Affective Competencies.

Syllabi

As is outlined in Standard III.C, the Medical Assisting program syllabi, or the appropriate addendum, need to include a course description, course objectives, methods of evaluation, a topic outline, and the objectives and competencies required.

Because of the requirement for the achievement of the psychomotor and affective competencies, there needs to be a statement on every syllabus that 100% of the psychomotor and affective competencies need to be passed. In addition, it is vitally important to clearly identify on all syllabi and addenda both the *MAERB Core Curriculum* cognitive objectives and the psychomotor and affective competencies that are being taught and assessed in that given class.

Relevant Resources:

Master Competency Checklist: This optional tool can help with keeping track of the individual student's achievement of the competencies.

MAERB Policy 220: This policy outlines the document retention requirements

Documents for On-Site Review and Document Checklist: This is a resource that can help a Program Director to understand the documents that need to be retained, as well as to prepare for the actual visit.

Syllabus Template: A template that outlines all the necessary components that are a part of a medical assisting syllabus, along with some general advice. It is optional but designed in conjunction with Standard III.C.1

Comprehensive Review

As is evident from the preceding sections, there is a great deal of contact between the individual programs and the MAERB office to maintain CAAHEP accreditation. In addition, every program goes through a comprehensive review at least once every ten years. The MAERB office, however, can request a comprehensive review at any point in time within the ten-year cycle. The findings from the comprehensive review lead to a recommendation from MAERB to CAAHEP, either for granting accreditation or for an adverse recommendation.

Because the Initial Accreditation Packet provides specific details for Program Directors who are seeking initial accreditation, the focus in this section is designed for Program Directors of currently accredited programs. If you are a new Program Director and you do not have any record of when your program's next review is scheduled, contact your Program Manager for that information.

For those programs already CAAHEP-accredited, the MAERB office will contact you approximately 16 months prior to the semester in which your visit is scheduled to take place in order to arrange a specific date. You will be asked to submit three dates within a specific time frame, either fall or spring, depending on the program's assigned time period, for a visit. During the site visit, classes must be in session during the first day of the visit and administrators, such as the president and dean/associate dean, and medical assisting faculty, must be available. You will then receive a confirmation letter (or a request for additional dates) in which you are informed of the specific date of the site visit, the due date for the Self-Study, and an invoice for the appropriate fees.

In programmatic accreditation, the primary focus is on the curriculum and instruction, including assessment of student learning and the program outcomes of students and graduates. The visits are scheduled to last for a day and a half (and sometimes two-and-a-half days for programs with multiple programs or campuses). Generally, there are two surveyors who conduct the visit; in some instances, for schools with multiple campuses, there may be a team of three or more surveyors. After the initial contact from MAERB, you will receive a confirmation of the site visit dates and an invoice which will be due at the time of the submission of your Self-Study Report (SSR) as well as details on how and when to submit the SSR. You will also be asked about food and lodging options and transportation services that are available in the area.

Preparing an SSR is a collaborative initiative that involves the medical assisting program along with representatives from across the institution. MAERB offers Accreditation Workshops, with some variations on titles, on a regular basis. There is always one scheduled at the AAMA Annual Conference each fall. Beginning in summer 2019, there will be a fee for the Accreditation Workshops. Attending an Accreditation Workshop between 12 to 24 months prior to the scheduled onsite allows you to build upon that knowledge as you put together your Self-Study Committee and prepare the SSR.

One of the first steps that a Program Director should take is to establish a budget for the comprehensive review process so that there is clarity and transparency for the process within the larger institution. It is important to consider the following: accreditation fees (see the Accreditation Fee Schedule for details); the cost of materials to set up the resource room; costs for any additional administrative support; the travel and lodging expenses that relate to attendance at an Accreditation Workshop; the cost of any additional capital investments for the program and so on. Establishing a well-thought out budget will help the Program Director to plan in advance.

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In addition to creating a budget, the Program Director will need to put together a Self-Study Committee to ensure that the information necessary to develop the Self-Study Report is available. The Committee should include the following people: medical assisting faculty; advisory committee members; support faculty; the dean/administrator, who serves as the direct supervisor of the Program Director; support staff (librarian, career services, student services, financial services and so on); students; and graduates.

While Self-Study Committees can vary considerably depending upon the size of the program and the institutional context, as a general rule, all Self-Study Committees have the following goals:

- Establish timelines and set deadlines
- Determine how often meetings are needed to report on progress
- Plan the timeline to meet the date for submission of the Self-Study Report
- Allow time for proofreading and making necessary changes prior to submission of the draft SSR to institutional administrators for approval
- Determine areas of responsibility for gathering material and completing the Self-Study
- Review the Self-Study Template found on the MAERB website
- Assign specific responsibilities for gathering and compiling information
- Enable a critical and informed look at the program, using the *Standards* as a guide.
- Analysis of the Resource Assessment Form (see website for the form and a sample)
- Analysis of the annual outcomes (Retention/Attrition reports, Job Placement, MAERB Graduate and Employer surveys, Credentialing Exam results)
- Analysis of how well the program is meeting its goals and learning domains
- Determination if the needs and expectations of the communities of interest have changed; and, if anything has changed, documentation of how the program responded
- Determination of the strengths and weaknesses of the program
- Determination of any action(s) necessary to bring the program into compliance with the *Standards*

Self-Study

There is a Self-Study Template available on the MAERB website for programs to fill out and submit to the MAERB Office.

Reviewing the Self-Study Template found on the MAERB website is a very good beginning to the process, as understanding the components of the Self-Study will ensure a smooth Self-Study process. The Self-Study Report (SSR) requires you to look critically and comprehensively at your program and to compile the data that has been collected over the last several years. It is an evaluative inventory of resources, assessments, and curriculum.

As the Program Director, it will be very important for you to read the directions completely, and your next step will be to proceed through each section of the Self-Study, which is organized by Standard. In responding to the specific areas of the Self-Study, you will need to demonstrate that the program is compliant with the 2015 *Standards and Guidelines*. The SSR template is designed specifically to correspond to the *Standards and Guidelines*, as well as to the *MAERB Core Curriculum*. In addition to filling out the form, you are required to submit several documents in order to provide more support.

In the SSR template there are specific instructions that outline the appendices. In addition, MAERB has developed a naming protocol in order to help you to name the documents that are necessary to be attached. The naming protocol is embedded within the instructions on the SSR template.

Four months prior to the site visit, you will be required to submit your Self-Study Report on a USB drive to the MAERB Office and sent to the office address below. For programs that will be visited in fall 2020 and beyond, they will be required to submit their curricular assessment tools along with the Self-Study Report, and they will be receiving more information about those processes.

At the same time, you will also need to submit payment to MAERB for the comprehensive review fee. In addition, those programs undergoing continuing accreditation will need to submit the continuing accreditation fee. The payment for the fees should be sent to MAERB by mail at the following address:

MAERB
20 N. Wacker Drive, Suite 1575
Chicago, IL, 60606

When you receive your site visit confirmation letter from MAERB, you also will receive the invoice for the total expense.

Several months prior to the established site visit date, the MAERB office will contact you with the names of and brief background about the surveyors. It is important to respond as quickly as possible if you perceive any conflict of interest. If there is no conflict of interest, you can confirm the selection of the team members.

After the MAERB office receives the SSR, your Program Manager will review the Self-Study to ensure that all the parts are complete. It is then sent to a MAERB Liaison, who reviews it to provide any necessary directions to the site visitor. Approximately two months prior to the site visit, the MAERB office sends your Self-Study to the site surveyors. At any point in this review process, you might be contacted with questions and requests for further clarification and documentation.

Relevant Resources:

Self-Study Report Template: The lengthy report that you will complete during the year prior to the site visit. There are two templates available: one for initial accreditation and one for continuing accreditation.

Visit Schedule

Approximately 4-6 weeks prior to the visit, the Team Coordinator will contact you in order to set up the schedule for the visit as well as review the travel specifics. The MAERB office will have provided the surveyors with the lodging and travel options that you sent when you confirmed your site visit date. The surveyors' travel and lodging plans should be discussed at this time, so that arrangements can be made. The program is responsible for the transportation of the team to and from the airport (frequently there are shuttles available) and to and from the hotel.

In addition, the Team Coordinator will want to create a schedule for the visit with you. You will be sent sample Site Visit Agendas that you will need to adapt in coordination with the Team Coordinator; it lists all the specific components required during the site visit. It will be necessary for you to identify the

people who will be participating in the visit, such as the advisory committee, current students, graduates, faculty, support staff and administrators. Your responsibility will be to set up all appointments and meetings. In addition, there are always formal opening and exit interviews with the Medical Assisting program faculty and the administrative leadership.

During that initial contact with the Team Coordinator, it will be very important for you to review the documentation that is required for the site visit. You will find that the Team Coordinator will be a useful resource in clarifying the documents that are necessary for the site visit.

You will also need to make plans for the surveyors to be provided with access to lunch each day and other snacks and amenities.

Resource Room

You will need to provide a private room for the surveyors, and they should have access to the materials outlined below, as well as the other documents that are necessary and outlined on the *Documents for On-Site Review and Document Checklist*. The surveyors should have access to the internet, as well as a printer and a shredder. In other words, set up a temporary office so that the surveyors can accomplish their tasks as efficiently and effectively as possible. You should check with the Team Coordinator to find out what specific technology needs the surveyors will have. It may be that the surveyors are bringing their own computers. It is important to find out.

Documentation

As you are finalizing your work on the Self-Study, you will want to start compiling the documentation that you need to provide to the surveyors during their visit. It is important to create a “map” or “guide” to help the surveyors understand the logic and purpose to the wealth of information that you are providing to them. Programs create that guide in a number of different ways: highlighting, color coding, organization, and so on. The method can vary, but it is important to have a system that is comprehensible to the surveyors.

As of 2017, MAERB requires the use of electronic files, but it is important to ensure that you have a backup of some type, in case there is any problem with the system. For example, these materials could be stored on an external hard drive or on a laptop for the use of the surveyors.

Your most important resource will be the *Documents for On-Site Review and Document Checklist*. It includes a detailed explanation of how to organize the material electronically. You can use the Checklist as a method of ensuring that you have all the material available.

Rather than replicating the *Documents for On-Site Review and Document Checklist* in this section of the Program Director Handbook, the focus here will be specifically on the curricular materials. Programs that will be visited in fall 2019 and spring 2020 will be providing the curricular tools at the site visit. Beginning in fall 2020 and beyond, programs undergoing the comprehensive review will be submitting the curricular tools with the Self-Study Report. Despite the difference in timing, the method of organization will be the same.

The process outlined below is specific to programs being visited in fall 2019 and spring 2020, but there is material of value in the overall process for programs being visited in fall 2020 and beyond. The goal is to outline a possible method for organizing the documentation for the cognitive objectives and the

psychomotor and affective competencies of the *MAERB Core Curriculum*. There are, obviously, variants to this process, but this method will at least enable you to understand the required basics.

The surveyors will have reviewed all the syllabi when they review the SSR. If you have updated your syllabi in any way, you should provide the updated syllabi to the surveyors. In addition, you should have a copy of your Self-Study Report available electronically in the resource room for the surveyors.

For the 2015 *MAERB Core Curriculum*, you will also need to have the assessment tool available for each of the 100 cognitive objectives and the 97 psychomotor and affective competencies. You will need to include the blank assessment tool/s that was used to assess that objective or competency. For the cognitive objectives, the assessment method has traditionally been either an exam, paper assignment, oral report, discussion board, and so on. It is important to highlight within the specific document the question/s which cover the objective. For the psychomotor and affective competencies, there will need to be a copy of the tool that you use, which can be a blank skills-assessment check-off or some other appropriate tool. If a given evaluation tool documents the achievement of more than one objective and/or competency, additional copies of the tools must be made. Many Program Directors will color code, in order to provide helpful guidelines to the surveyors; if you do so, be consistent and explain the method to the surveyors.

You will need to make sure that you also have the textbooks available for all the classes so that the material can be double-checked by the survey team.

You will find a model for naming documents and organizing them in the *Documents for On-Site Review and Document Checklist*. There are other materials that are necessary, and the *Document Checklist* will help you to identify those materials.

Relevant Resources:

Documents for On-Site Review and Document Checklist: The checklist outlines the other materials that need to be available to the surveyors in the resource room.

MAERB Policy 220: This policy outlines the document retention requirements.

Medical Assisting Clinical Spaces

The site visitors will want to see the resources that are available to the student. They will want tours of the medical assisting classrooms and laboratories. They will look at library resources, with the understanding that many of them exist online. Due to time constraints, site surveyors are no longer required by MAERB to visit a practicum site.

The clinical resources for the students are examined very closely, as the psychomotor competencies are at the heart of the program. As Standard III.A indicates, the program resources must be sufficient to ensure the achievement of the program's goals and outcomes, so the program needs certain equipment in order to ensure that students can demonstrate particular competencies, but there are often a variety of ways that a competency can be achieved.

Many programs do receive donated, expired supplies, and there may be a valid use for those materials. Most medical materials, such as needles, fluids, disinfectant solutions, catheters, sutures, and so on, are imprinted with an expiration date. Beyond this date, the manufacturer does not guarantee the sterility,

safety, or stability of the item. All expired medical supplies **MUST** be clearly marked and labeled, so they are not inadvertently used on live human subjects.

NOTE: It is never acceptable for programs to use expired or non-expired medications, but they may use “mock meds” or “demo meds” in simulations only.

A. **Acceptable practice** for expired medical supplies in the following instances:

- Instructing students in a simulated environment
 - Example: Instructor is demonstrating the technique of administration of parenteral medications on injection pads. The use of expired medical supplies is acceptable for the demonstration of skills when not performing on live human subjects.
- During student-simulated practice times
 - Example: Student practicing the technique of venipuncture on a simulated human arm, prior to assessment of competency. The use of expired medical supplies is acceptable for the practice of skills when not performing on live human subjects.
- Assessing student skills for technique only
 - Example: CLIA-waived tests have quality controls built in or available separately. Expired tests and controls may be used as long as they are being used to assess the technique of completing the test correctly and not for the purpose of performing a quality control measure.

B. **Unacceptable practice** for expired medical supplies in the following instances:

- Any invasive procedures on live human subjects, i.e., injections, venipuncture, capillary puncture (including any solutions that are injected, needles that are used, etc...)
 - Example: Students learning to administer parenteral medications initially practice on injection pads, but then they inject fellow students. Students must use in date supplies when using live human subjects.
- If the use of an expired supply would result in an inability to assess that the student was successful in achieving competence.
 - Example: Students are being assessed on performing a quality control measure using a liquid control solution with a chemistry analyzer. The liquid control must be in-date as it is critical to the assessment of the competency of the student.

During the Visit

The survey team meets the night before at the local hotel in order to discuss its initial findings after the surveyors' individual review of your Self-Study and prior to seeing the material available at the campus. It is generally helpful to arrange for transportation of the surveyors to the campus in the morning and a return to the hotel in the evening, but those are details to discuss in your initial conversations. Also, the team will rely on you, or whomever you designate, to serve as a guide during the visit. It is a good idea to provide your cell number so that the surveyors can contact you if they have any questions or they are looking for more information.

Quite frequently, surveyors will request more documentation. Providing additional documentation during the site visit is acceptable and appropriate.

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The surveyors will also find it very helpful if you provide them with a list of names and titles of the people with whom they are going to meet, so that they can use that resource for completing their report.

At the end of the visit, there is a formal *Exit Interview*, during which the surveyors share their findings. The findings will include specific citations and a summary of the program's strengths. The findings relayed during the *Exit Interview* are tentative, and citations may later be added or deleted. The findings from the *Exit Interview* are only relayed orally, and not in writing.

After the Visit

You will receive an email from the MAERB office with a link to a survey in order to evaluate the team who visited the campus. It is very important that you fill out the survey. You can also share that link with other people on the campus who interacted with the surveyors. The MAERB office relies upon that data in order to develop surveyor training.

The surveyors submit their *On-Site Survey Report (OSSR)* to the MAERB office five days after the visit has concluded. There is then a review process by the MAERB staff and the MAERB liaison. During the review, it is conceivable that citations will be added or deleted, in coordination with the team coordinator. You will then be provided with the final copy of the *OSSR* and are asked to review it. In the *OSSR*, you will find the citations as well as the documentation that is required to correct the citations.

In reviewing the *OSSR*, you are given 21 days to correct any citation that you wish. It is important to include a cover letter if you are making any corrections. In that cover letter, you should outline the citations that you are addressing as well as explain the documentation you are submitting.

In submitting information to correct citations, you will need to supply all the documentation that MAERB requests. For example, if the program was informed that certain curricular items are missing, you would need to demonstrate that you have an appropriate assessment tool and that you have taught and assessed that objective or competency with that tool. On the other hand, if MAERB requests material that can only be submitted at a point in time well in the future, such as advisory meeting minutes or resource assessments, you should not try to resolve any such citations at this point in the process. It is important to note that the correction of many citations, most specifically the ones that focus on the cognitive objectives and the psychomotor and affective competencies, require an extended period to resolve, so you need to consider whether you will be able to demonstrate compliance within the 21 days provided to you.

Material submitted in response to the *OSSR* for any given citation must be complete, and not partial. MAERB will not review incomplete documentation. MAERB will provide you with guidelines for organizing and submitting the information, and it is important to follow MAERB's protocols for naming and organizing your files, as MAERB stores that documentation on its servers.

You will need to respond to the *OSSR* even if you do not correct any citations. If there were no citations listed or you are unable to correct any citations within the 21 days allotted, there needs to be a brief statement of agreement. MAERB will not move forward with the process without a formal acknowledgment from the institution and program.

Along with providing a response to the *OSSR*, you will also need to submit a *Request for Accreditation Services (RAS)*. To submit the *RAS*, you will need to go to the CAAHEP website and fill out the appropriate form: <http://www.caahep.org/Content.aspx?ID=11>. MAERB requests that you use Option 1 for the electronic submission. It will be automatically transmitted to the MAERB office, and you will be contacted if any further information is needed.

Any response will be reviewed by the MAERB Liaison, and, if appropriate, changes will be made to the report. Based upon the *OSSR* and your official response to it, a recommendation is then created and reviewed by the MAERB members. The MAERB is authorized to add, delete, or modify any citations found in the *OSSR* prior to its recommendation to CAAHEP. After Board discussion, the MAERB recommendation is forwarded to CAAHEP for final action and is typically voted upon by CAAHEP within 45 days of the MAERB meeting. You will be notified of the CAAHEP decision following its meeting. The CAAHEP notification will indicate the type of accreditation action being recommended, any deficiencies being cited, and the due date of the progress report, if required. Generally, the CAAHEP letter is received five to eight months after the site visit.

This process varies if there is an adverse recommendation, such as probation, withhold accreditation, or withdrawal of accreditation. In those instances, the program has the opportunity to request reconsideration.

In terms of the specific timeframes, programs approved for initial accreditation are given accreditation for a period of no more than five years. Programs with initial accreditation status are asked to provide reports to MAERB throughout the five-year initial accreditation period. At the end of the five-year period, the program with initial accreditation may be granted continuing accreditation for up to an additional five years, lengthening the time between comprehensive reviews to no more than ten years. Programs that apply for continuing accreditation may be granted continuing accreditation for a maximum of ten years before another comprehensive review is required. Any program may be required to undergo an early site visit at the discretion of MAERB, based on the program's continued compliance with the *Standards*.

Adverse Recommendations

In the instance of a MAERB adverse recommendation, such as probation, withhold accreditation, or withdrawal of accreditation, the program will receive a letter prior to any official notification to CAAHEP, as is outlined in *MAERB Policy 335*. The program has three options at this particular stage: first, to request reconsideration based upon new data; second, to request voluntary withdrawal of accreditation or withdrawal of the program's application in lieu of an adverse recommendation; or, third, to accept the adverse recommendation.

In requesting reconsideration, the program has the ability to provide any material to demonstrate compliance with the *CAAHEP Standards and Guidelines for Medical Assisting Programs*. The program has seven days in which to declare its intention for a request for reconsideration and then a specific period of time to provide the appropriate documentation. If an institution chooses to request reconsideration, it will need to demonstrate that it is addressing the specific citations completely and effectively and that the appropriate changes have been made. The MAERB varies the time frame for the response with the hope that the program will be able to address the major citations. Therefore,

whether a program should request reconsideration, as opposed to accepting the pending adverse recommendation, is a decision based in large part on the nature of the citations.

If a program decides to request reconsideration, no recommendation will be sent to CAAHEP until the submitted documentation has been reviewed by MAERB. At the next appropriate meeting, MAERB will determine if the request for reconsideration is successful or not, and the program will be notified.

CAAHEP also provides the option for a program to voluntarily withdraw, in lieu of an adverse recommendation. If a program decides to follow that path, it can contact the MAERB office for the correct template to be sent to CAAHEP.

The program's final option is to accept the adverse recommendation. In that instance, the program will be sent a formal letter from CAAHEP with specific instructions and details.

Progress Reports

Programs that are granted initial or continuing accreditation are asked to submit progress reports in order to address any outstanding citations that resulted from the site visit. There are four due dates per year—February 1, May 1, August 1, and November 1—and the dates are assigned by MAERB based upon the specific type of citation. For the progress report, programs are requested to submit documentation that illustrates that they are now in compliance concerning that specific citation. You will find a document, *“Organization of Documents for Progress Reports and other Submissions,”* on the website, and it can guide you in an effective method of organizing the information. The progress report is then reviewed by MAERB at its next meeting, and the program is informed of the board's findings. According to *MAERB Policy 325*, programs with continuing accreditation have a maximum of two progress reports, while programs with initial accreditation have a maximum of three progress reports.

Documentation: Request for Reconsideration and Progress Report

As is outlined above, Program Directors will either have the opportunity or be required to send specific documentation to MAERB so that it is evident that the citations either have or are being addressed. The MAERB specifies the documentation clearly. You will also receive very specific instructions within the letter about how and where to send the documentation.

It is very important that, when you are sending in the documentation, you provide a “road map” to the reviewers so that you can demonstrate that, first, you understand the citation and, second, you understand what specifics will address the citation. It will be very helpful if you highlight within the requested materials the section that is relevant to the specific citation. In addition, a cover letter that highlights the citations addressed and how the documentation addresses each citation will be required.

In other words, make it easy for the MAERB Liaison to review the documentation and to understand how the materials address the citation.

Conclusion

The production of the *Program Director's Handbook* has been a collaborative process. The MAERB members have contributed their collective experience as Board members, educators, practitioners, and surveyors. The surveyors have guided the process by sharing their questions about what programs do

and don't do. And the MAERB staff has provided their insights by sharing the questions that they regularly receive. Please feel free to share with the MAERB staff any further questions that you might have so that we can continue to update and revise this document.